CCM-PLUS
ENGAGEMENT PROJECT

A report on CCM and Civil Society/Community Groups Engagement Score Card and Lessons Learnt

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1. INTRODUCTION

The CCM and Civil Society (CS) and Community Groups (CG) groups engagement project was undertaken in 2019-2020 focusing on three areas: CS/CG involvement in oversight of Global Fund grants and other programmes, strengthening coordination and representation of these constituencies, and enhancing participation of CS/CG in the Global Fund funding request processes. This process covered five countries – Uganda, Tanzania, Malawi, Zambia and Nigeria. The project commenced with a baseline assessment to establish strengths and weaknesses in the CS/CG engagement with the CCM and in Global Fund supported programmes. The baseline assessment findings informed the selection of country specific interventions that addressed weaknesses in CS/CG-CCM engagement. During project implementation a baseline and end-line score card was developed for each country to measure progress made in enhancing CS/CG engagement with CCMs. This report outlines findings of the score card and the lessons learnt from this project. The baseline score card was developed in September/October 2019 and the end-line score card in March 2020.

2. SCORECARD DESIGN

The design of the Score Card comprised of the following elements (See annex 1 for the score card design):

(i) Performance areas: The Score Card covered three performance areas
   (i) CS/CG engagement in CCM oversight; (ii) CS/CG constituencies coordination, representation and participation in CCM and (iii) CS/CG constituencies participation in funding request processes

(ii) Performance indicators: Performance indicators for CS/CG-CCM engagement were defined for each outcome area. Specific questions were developed for each indicator to guide the CS/CG constituencies in scoring their performance. These questions served as a guide for each constituency to self-assess their engagement with CCM. The questions were required to provide or support their answer to each question with evidence. Based on the answers to the questions, the constituencies were able to score the indicator.

(iii) Scoring: Each performance indicator was scored on a scale of 1 to 5 as shown below. The core reflected an aggregate/consensus among constituency members on the performance score.

   1 = Very Low Engagement
   2 = Low Engagement
   3 = Moderate/medium Engagement
   4 = Good Engagement
   5 = Very Good Engagement

(iv) Completion of the score card: The Score Card was completed by several CS/CG constituencies including Non-Governmental Organisations, People Living with HIV. People Affected by Malaria and TB, Key Populations and Adolescents and Young People as applicable to each country.
3. **SCORE CARD RESULTS AND LESSONS LEARNT**

The score card was developed at the beginning of the project which constituted the baseline scoring and at the end of the project which provided end-line scores. The baseline score card was developed in September/October 2019 and the end-line score card in March 2020. This allowed for an assessment of progress made over the period of the project in enhancing the CS/CG engagement with CCM.

This section outlines the findings of these score card by country.

### 3.1. CS/CG engagement in CCM oversight

Four indicators were defined to measure CS/CG-CCM engagement in CCM oversight:

(a) CS/CG constituencies have adequate involvement in key CCM oversight activities

(b) CS/CG constituencies have adequate knowledge and skills to engage effectively in CCM oversight activities

(c) CS/CG constituencies monitor government co-financing

(d) CS/CG constituencies engagement in CCM have led to improved performance of Global Fund grants to targeted communities

### FINDINGS AND LESSONS LEARNT FROM EACH COUNTRY

#### 3.1.1. Uganda

The first areas of the score card was the assessment of CS/CG constituencies involvement in CCM oversight activities. The scoring for each indicator and factors account for it are outlined below.

**INDICATOR 1: CS/CG CONSTITUENCIES REPRESENTATION AND INVOLVEMENT IN CCM OVERSIGHT ACTIVITIES**

At the start of the project, it was found out that a few CSOs (Uganda National Forum of PLHIV Network, Uganda Coalition for TB Survivors and HEPs) had community monitoring tools and provided feedback mainly on availability of commodities and stock outs to the CS/CG constituencies. CS/CG constituencies also provided feedback to the CCM on GF grants and other development partner supported interventions but this was not always evidence based. The constituencies were also represented in the CCM oversight committee and CS/CG CCM members took part in oversight field visits. However, CS/CG constituencies had limited knowledge and capacity to monitor and feedback on risks in grant implementation. Activities undertaken during the project to address these issues included mapping of CBM tools in Uganda and development of a harmonised tool. However, this tool was not operationalised largely due to the short project period. The CS/CG non-CCM members were also included in the oversight field visit to provide a community perspective and beneficiaries were also consulted. However, due to the short project period, the end-line score card shows limited progress in this area and indicate rating remain “Moderate”.
**INDICATOR 2: CS/CG CONSTITUENCIES HAVE ADEQUATE KNOWLEDGE AND SKILLS TO ENGAGE IN CCM OVERSIGHT ACTIVITIES**

The baseline score card found that CS/CG constituencies did not have adequate knowledge of the Global Fund grants, the activities co-financed by Government; knowledge of how CCM carried out oversight; skills on data analysis and data for decision-making; and skills in procurement and supply chain management. The project supported the sensitisation of CS/CG constituencies on GF processes and GF funded programmes in Uganda. The sensitisation sessions included discussions on data analysis and data for decision making while no specific training was provided on procurement and supply chain management skills. Skills in data analysis varies from one constituency to another. In view of this, the score card shows an improvement in the rating of this indicator from “Very poor” at baseline to “Moderate” at end-line. This shows that there is still a need to enhance the knowledge and skills especially on data analysis and data for decision making and procurement and supply management.

**INDICATOR 3: CS/CG CONSTITUENCIES MONITOR GOVERNMENT CO-FINANCING**

Issues of “sustainability, co-financing and transition” have become central to the Global Fund financing as countries progress towards 2030. Government co-financing is critical in sustaining gains made in Malaria, TB, HIV and healthcare systems strengthening. The baseline score card for this indicator found that Uganda CCM did not have co-financing tracking tool and was not proactively monitoring the co-financing commitments. The co-financing was mainly channelled to drugs and other medical supplies but actual data on these funds was not accessible. However, during the project period, CCM developed a co-financing tracking tool and some of the information was made available to the CCM. However, the did not trickle down to CS/CG constituencies. In this regard, the rating for this indicator improved moved from “Very Poor” at baseline to “Poor” at end of project. TCS/CG monitoring of government co-financing is an area that require more improvement given the bureaucratic bottlenecks in accessing data and monitoring co-financed activities.

**INDICATOR 4: CS/CG CONSTITUENCIES ENGAGEMENT IN CCM HAVE LED TO IMPROVED PERFORMANCE OF GLOBAL FUND GRANTS TO TARGETED COMMUNITIES**

At the baseline of the project, it was found out that CCM was addressing bottlenecks and issues identified by CS/CG constituencies. Decisions on the issues raised were implemented. However, the CS/CG constituencies were reporting on limited programmatic areas such as availability of commodities, stock outs and human rights barriers to accessing services. The feedback was also no always based on evidence. There was need to expand the capacity of these constituencies to provide comprehensive feedback to the CCM through community based monitoring and other oversight activities. All the interventions of the project aimed at improving CS/CG involvement in oversight – increase in oversight knowledge and skills, involvement in oversight field visits, participation as non-CCM members and linking CS/CG constituencies with organisations with CBM tools – enhanced the extent to CCM addresses issues on barriers and inequalities in accessing services. The rating of CS/CG for this indicator improved from “Poor” at baseline to “Good” at end-line.

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**FIGURE 1: UGANDA SCORE CARD: CS/CG ENGAGEMENT IN CCM OVERSIGHT**

<table>
<thead>
<tr>
<th>Score Card</th>
<th>Baseline</th>
<th>Endline</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS/CG constituencies engagement in CCM have led to improved performance of Global Fund grants to targeted communities</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>CS/CG constituencies monitor government co-financing</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>CS/CG constituencies have adequate knowledge and skills to engage effectively in CCM oversight activities</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>CS/CG constituencies have adequate representation involved in key CCM oversight activities</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>
3.1.2. Zambia

INDICATOR 1: CS/CG CONSTITUENCIES REPRESENTATION AND INVOLVEMENT IN CCM OVERSIGHT ACTIVITIES

The CS/CG constituencies in Zambia did not have a CBM system in place at the beginning of the project. The constituencies were not systematically providing feedback to the CCM in GF funded programmes. Information shared by the PR was only channelled to the CCM and did not filter down to constituencies. Consultations between CS/CG constituencies occurred through quarterly meetings but these did not produce desired results. Costed communication plans for constituencies were also not in place. Further, there was no evidence of CS/CG constituencies monitoring and providing feedback on programme implementation risks. To a large extent, the CS/CG engagement in oversight was very weak. The project embarked on orienting the Country Task Team and CS network leaders on CBM and CCM oversight and linked the CTT with the Youth Accountability Framework Project (Y-CAP) which was undertaking CBM in order to improve CS/CG feedback to the CCM. The orientation focused on the Global Fund processes, development of oversight field visit tools to capture data on community based programmes and setting up of an Independent Civil Society Advisory Committee (ICAC). The key mandate of ICAC was to analyse data and advise the CS/CG constituencies on issues to raise with the CCM through their representatives. These interventions improved the scoring on this indicator from “Very Poor” at baseline to “Moderate” at the end of the project.

INDICATOR 2: CS/CG CONSTITUENCIES HAVE ADEQUATE KNOWLEDGE AND SKILLS TO ENGAGE IN CCM OVERSIGHT ACTIVITIES

CS/CG constituencies had very limited knowledge of GF supported programmes and how CCM carries out oversight. They also had limited skills in data analysis and use of date for decision making as well as expertise in procurement and supply chain management. The project, therefore, provided orientation of CS constituency network leaders on these areas. The selection of ICAC members also ensured that individuals with experts in all key areas of oversight including procurement and supply management were included. However, it takes time to build capacity on these areas, and in the regard, the rating of this indicator improved from “Very Poor” at baseline to “Moderate” at the end of the project. Capacity building over CS/CG oversight remains a critical need in Zambia.

INDICATOR 3: CS/CG CONSTITUENCIES MONITOR GOVERNMENT CO-FINANCING

Given the CS/CG challenges in involvement in CCM oversight activities, including difficulties in accessing information, it was even more difficult for these constituencies to monitor government co-financing of Global Fund grants. Secondly, the CCM itself was not monitoring government co-financing commitments. The project focused on enhancing the basics knowledge and skills and establishing processes for accessing information and providing feedback. These was prerequisite to enabling CS/CG constituencies to monitor more complex issues such as government co-financing. The rating of this indicator therefore remained “Very Poor” both at baseline and end-line.

INDICATOR 4: CS/CG CONSTITUENCIES ENGAGEMENT IN CCM HAVE LED TO IMPROVED PERFORMANCE OF GLOBAL FUND GRANTS TO TARGETED COMMUNITIES

In view of the findings of the baseline assessment outlined in indicator 1 to 3 above, the extent to which CS/CG contributed to improved performance of Global Fund grants in Zambia was limited. However, the orientation of these constituencies and establishment of ICAC led to increased voice of CS/CG (highlighting community issues) in the CCM. This contributed to the improved rating of this indicator from “Very Poor” to “Moderate”.

Despite these challenges, CS realize that meaningful participation in key national decision-making processes and platforms gives voice to Key populations and Adolescent and Young People.
3.1.3. Tanzania

INDICATOR 1: CS/CG CONSTITUENCIES REPRESENTATION AND INVOLVEMENT IN CCM OVERSIGHT ACTIVITIES

The CS/CG provided limited formal feedback on a regular basis to the CCM which covered all key aspects of community programmes. There was no evidence of any feedback on government programmes funded by Global Fund. The constituencies were not involved in identifying grant risks and providing feedback on this to the CCM. Thus, at baseline, the rating for this indicator was “Poor”. Increasing engagement of CS/CG constituencies in oversight required putting in place foundational aspects of coordination and data collection. Thus, by end of the project, there was little progress in the actual CS/CG participation on oversight activities of the CCM although accomplishments had been made in establishing a platform and processes that will be utilised to enhance their involvement in oversight. The rating of this indicator remained “Poor” at the end of the project.

INDICATOR 2: CS/CG CONSTITUENCIES HAVE ADEQUATE KNOWLEDGE AND SKILLS TO ENGAGE IN CCM OVERSIGHT ACTIVITIES

The CS and CG organisations involved in GF grant implementation had sufficient knowledge of the community grants but lacked analytical skills in RSSH, human rights and gender, risk management and co-financing. To this end, orientation sessions were held for these constituencies focusing on increasing their knowledge and skills in data analysis and provision of feedback to the CCM and how to strengthen constituency coordination. The CS/CG constituencies defined a charter on how to improve coordination of the constituencies to improve information sharing and collation of feedback that could be channelled to the CCM. The rating of this indicator improved from “Very Poor” to “Moderate”.

INDICATOR 3: CS/CG CONSTITUENCIES MONITOR GOVERNMENT CO-FINANCING

The monitoring of government co-financing was general weak at the start of the project. CS/CG constituencies were not aware of the co-financing commitments. However, the constituencies started to take interest in co-financing commitments after the sensitisation session and after starting to hold pre-CCM meetings. With technical support from EANNASO, the constituencies analysed data (as pre-CCM meeting preparations) which included the co-financing commitments. However, this process was hampered by a lack of a broader framework within the CCM to focus on government co-financing commitments. The rating for this indicator improved from “Very Poor” to “Moderate”.

INDICATOR 4: CS/CG CONSTITUENCIES ENGAGEMENT IN CCM HAVE LED TO IMPROVED PERFORMANCE OF GLOBAL FUND GRANTS TO TARGETED COMMUNITIES

Given the limited feedback provided to the CCM by the CS/CG constituencies, the contribution of these constituencies to improvement of programme performance was rated as “Poor”. This score remained at the end of the project due to the limited improvement in actual involvement in CCM oversight activities (see indicator 1 finding).
3.1.4. Malawi

**INDICATOR 1: CS/CG CONSTITUENCIES REPRESENTATION AND INVOLVEMENT IN CCM OVERSIGHT ACTIVITIES**

The baseline score card found that none of the CS/CG constituencies reported receiving data on community programmes; the constituencies were not providing feedback to the CCM both on community programmes and government programmes funded by Global Fund. Only one constituency (PLHIV) was a member of the Oversight Committee while non-CCM CS/CG members were not involved in oversight. These were only involved/consulted during oversight field visits ad part of the respondents. To address this issue, CS/CG constituencies were to be training on optimising data to enhance understanding on community based monitoring and evidence based feedback. However, this activity was to be undertaken under the CCM evolution project and there is no evidence that it took place. The rating for indicator improved “poor” at baseline to “Moderate” at end-line score card.

**INDICATOR 2: CS/CG CONSTITUENCIES HAVE ADEQUATE KNOWLEDGE AND SKILLS TO ENGAGE IN CCM OVERSIGHT ACTIVITIES**

The baseline score card found that none of the constituencies demonstrated adequate knowledge of GF funded community and government programmes. In addition, the constituencies did not have clear knowledge of oversight except the PLHIV oversight committee member. The constituencies also had limited expertise and understanding of the procurement and supply management. These gaps were expected to be addressed through the CCM evolution project. The rating of this indicator remained “Moderate” at baseline and end-line.

**INDICATOR 3: CS/CG CONSTITUENCIES MONITOR GOVERNMENT CO-FINANCING**

The constituencies did not have knowledge of the government co-financing commitments and were not able to access co-financing data. This issue was to be addressed by the CCM evolution project. Overall, there was limited change by the end of the project. The rating for this indicator remained “Very Poor both at baseline and end-line.

**INDICATOR 4: CS/CG CONSTITUENCIES ENGAGEMENT IN CCM HAVE LED TO IMPROVED PERFORMANCE OF GLOBAL FUND GRANTS TO TARGETED COMMUNITIES**

Due to the limited involvement in oversight, the rating of this indicator was “poor” at the baseline and at the end-line. This rating reflects the fact that interventions required to enhance CS/CG engagement in CCM oversight were not prioritised under the CCM Plus Project because they were to be covered under the CCM evolution project. Synergies between the two initiatives needed to be improved in order to address these issues.

3.1.5. Nigeria

**INDICATOR 1: CS/CG CONSTITUENCIES REPRESENTATION AND INVOLVEMENT IN CCM OVERSIGHT ACTIVITIES**

The baseline score card found that Malaria and HIV patient support programmes managed by NACA and NEPHWAN had active CBM. However, there were no other active CBM outside this programme. CS constituencies with the exception of some FBOs provided feedback which, among other issues, resulted in issues of user fees and use of NAIS data to trigger the reprogramming of the Adolescents and Young People interventions supported by Global Fund. However, there was a lack of CBM structures and tools and the patient support groups had been weakened which hindered generation of evidence for many CSOs. The Key Populations constituency only participated in CCM as observers due to the law criminalising them. On the other hand, PEPFAR and UNAIDS/NACA/NEPHWAN teams were in the process setting CBM mechanism and tools which would benefit CS/CG constituencies.

The CS/CG constituencies were providing feedback to CCM but there was no instituted manner of generating evidence and the feedback dependent mostly on evidence generated from studies and other sectors and this was mostly one off or discontinuous. For instance, the TB network provided feedback at national level but did not reach to communities and State level and as a result, reprogramming needs and gaps were missed...
such as stigma reduction, and awareness creation. Further, the concept of involving non-CCM members in CCM activities was embraced but non-members had to apply to be observers but not all CS/CG members were aware of this requirement or possibility. During oversight, most stakeholders were consulted at national level but less so for beneficiaries. Nigeria is under Additional Safeguard Policy which means risk were not being managed effectively. The CS/CG constituencies were aware of the risks but could not contribute to monitoring risks due to lack of funding. The CSOs engaged in risk mitigation or providing feedback on risks are those with donor resources such as ACOMIN which was fully engaged and brought to attention of CCM risks such as stock outs of drugs.

To mitigate the challenges identified at baseline, an orientation workshop was held during which the CS groups selected representation in the Country Task Team and each of the 12 CS constituencies agreed to nominate one person to constitute a TWG which would assist the task team to strengthen CS representation throughout the grant cycle. Synergies were built with the CCM restructuring process that was on-going to ensure the involvement of CS/CG constituencies was enhanced. The constituencies were also sensitised on how to become and play an observer role in the CCM. During this session, the CCM agreed to include Key Populations as observers. By the end of the project, more organisations had applied and were admitted to be observers. The project also leveraged UNAIDS support to NEPHWAN to participate in the development of strategies for engaging the treatment community to include KP and others in CCM and in CS strengthening arrangements. Given the measures taken to improve CS/CG involvement in CCM oversight activities, the rating for this indicator improved from “Moderate” to “Good”.

INDICATOR 3: CS/CG CONSTITUENCIES MONITOR GOVERNMENT CO-FINANCING

CS were aware of government co-financing commitments but did not receive or request feedback on their implementation. Government co-financing is done in an incremental way. Joint advocacy on government co-financing is held at Federal level and this is where CSOs would make an impact. However, it has been an issue to find out who needs to represent the community in CS advocacy. The project focused on the development of a framework agreement or protocols between CS and national structures in charge of disease programmes to promote and institutionalise partnerships with CS networks and ensure sustained dialogue. The process of monitoring co-financing however needs to be streamlined and escalated to the CCM level. The rating for this indicator was thus “Poor” at baseline and “Very Good” at end-line.

INDICATOR 4: CS/CG CONSTITUENCIES ENGAGEMENT IN CCM HAVE LED TO IMPROVED PERFORMANCE OF GLOBAL FUND GRANTS TO TARGETED COMMUNITIES

The Global Fund grants did not have a Community Systems Strengthening component and community issues were not voiced in the CCM. The main issues that were raised at the CCM were those concerning PLHIV. In this regard, the baseline score for this indicator was “Very Poor”. During the project, support was provided to CS/CG constituencies to advocate for inclusion of CSS in the Global Fund application. The institutionalisation of CS/CG level reports into the three disease programmes also improved the visibility of community concerns and led to improved programme performance. As such, the rating improved to “Moderate” by the end of the project.

3.1.6. Lessons learnt in CS/CG involvement in oversight

Lessons learnt from the score card and project implementation with regard to CS/CG involvement in CCM oversight are as follows:

(i) Capacity building of CS/CG on oversight contributes to their improved engagement in the CCM oversight of the Global Fund grants and any other health programmes. Such capacity building constitutes sensitising these constituencies to understand the programmes (know your grants), oversight skills development and providing access to information.

(ii) Participation of non-CCM members in the oversight processes arguments the CS/CG CCM members’ role and capacity and increases the visibility and voice of communities in the oversight and decision making processes. More non-CCM participation in oversight field visits and in CCM meetings shows improved feedback of the constituencies to the CCM.
(iii) Pre and post CCM meetings are critical for harmonising constituency feedback and following on CCM decisions. Where pre-CCM meetings are held (where data is analysed), there is improved feedback provided to the CCM.

(iv) CBM has emerged as a key tool providing data on community response and amplifying community voice (based on evidence) but requires time and resources. This complements the reports provided by principal recipients.

(v) Oversight/monitoring government co-financing is critical in assessing utilisation of domestic funds for HIV/TB and Malaria but access to data and overall cooperation from Government is a major bottleneck.

3.2. CS/CG Constituency Coordination, Representation and Participation

The score card measured four indicators in this thematic area:

(a) CS/CG constituencies have an agreed criteria and process for selection of their representatives to the CCM

(b) KAP and PLWD represented on CCM are aligned to the vulnerable and key populations for the three diseases

(c) CS/CG constituencies have coordination platforms through which they share information, analyse data and reach consensus on their feedback to the CCM

(d) CS/CG non-CCM members participate in CCM meetings as observers

![FIGURE 5: NIGERIA SCORE CARD: CS/CG ENGAGEMENT IN CCM OVERSIGHT](image-url)
FINDINGS AND LESSONS LEARNT FROM EACH COUNTRY

3.2.1. Uganda

INDICATOR 1: CS/CG CONSTITUENCIES HAVE AN AGREED CRITERIA AND PROCESS FOR SELECTION OF THEIR REPRESENTATIVES TO THE CCM

The baseline score card shows that the CS/CG constituencies had an agreed criteria and process for selecting representatives to the CCM and the criteria and process was effectively applied. The constituencies were satisfied with the way individual constituencies selected their representatives to the CCM. However, there are instances of some complaints and in this case the constituencies lack dispute resolution process. During the project period, the process was applied in selecting representatives for refugees. The project leveraged this process to advise on the application of the criteria and process for member selection. The rating for this indicator improved from “Good” to “Very Good”.

INDICATOR 2: KAP AND PLWD REPRESENTED ON CCM ARE ALIGNED TO THE VULNERABLE AND KEY POPULATIONS FOR THE THREE DISEASES

At the start of the project, the baseline assessment found that the representation of KAP and PLWD were well aligned to the vulnerable and key populations for the three diseases (malaria, TB and HIV), based on epidemiological information of Uganda. The CCM had also agreed to include youth and refugee representative on the CCM and the decision was made to include representatives of youth and refugees in the CCM committees. KP/PLWD representatives in CCM were also able articulate concerns of their constituencies effectively but sometimes they were not evidence based. During the project, the representatives of the youth and refugees were selected. The rating for this indicator shows an improvement from “Good” at baseline and “Very Good” at end-line.

INDICATOR 3: CS/CG CONSTITUENCIES HAVE COORDINATION PLATFORMS THROUGH WHICH THEY SHARE INFORMATION, ANALYSE DATA AND REACH CONSENSUS ON THEIR FEEDBACK TO THE CCM

Each CS/CG had a constituency Secretariat that coordinates CCM membership renewal process, serves as a communication point with CCM and constituency members. However, these Secretariats were not well resourced. Meetings were convened whenever funding was available from the CCM. Also constituencies were not receiving information from their CCM members on CCM deliberations regularly. The CCM members were seeking feedback from their constituencies prior to CCM meetings but this process was not structured. CS/CG also had other platforms such as national programme review meetings that provided opportunities for sharing Global Fund information but these were not being utilised. Support from the CCM evolution project was provided to map the CS/CG coordination platforms and build their capacities. The project Country Task Team also liaised with the CCM secretariat to support constituency meetings to discuss, among other issues, the funding request. The rating for this indicator increased from “Poor” due to inadequate resourcing and unstructured coordination to “Good” at the end of the project.

INDICATOR 4: CS/CG NON-CCM MEMBERS PARTICIPATE IN CCM MEETINGS AS OBSERVERS

Although there was a provision in CCM governance manual for observers, there were no observers participating in CCM meetings. Non-CCM members were also not participating in oversight field visits. Through the project, the Country Task Team worked with the CCM secretariat to have CS/CG observers in the CCM meetings and also for non-CCM members to participate in oversight field visit. This increased the involvement of the constituencies in oversight activities. This indicator was rated “Poor” at baseline due to non-participation of non-CCM members and “Moderate” at the end of the project due to the intervention implemented.

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FIGURE 6: UGANDA SCORE CARD - CS/CG CONSTITUENCIES COORDINATION, REPRESENTATION AND PARTICIPATION IN CCM
3.2.2. Zambia

INDICATOR 1: CS/CG CONSTITUENCIES HAVE AN AGREED CRITERIA AND PROCESS FOR SELECTION OF THEIR REPRESENTATIVES TO THE CCM

CS/CG indicated that they have an agreed criteria and process which is applied through a democratic process to select their representatives to CCM. However, there was no evidence of these documents or minutes of the selection process. The criteria for selection of CCM members lacked some key areas such as community systems strengthening. Satisfaction in application of the criteria was partial with some sub-groups feeling excluded due to lack of information and access to existing platforms used for selection. During the project, the CCM was updating its governance manual and this presented an opportunity to improve the CCM member selection process. There was also a change in the provision that a CCM-CS elected member needed to be ratified by the MoH. This requirement was removed giving CS/CG more independence. The rating for this indicator therefore improved from “Poor” to “Moderate”.

INDICATOR 2: KAP AND PLWD REPRESENTED ON CCM ARE ALIGNED TO THE VULNERABLE AND KEY POPULATIONS FOR THE THREE DISEASES

The youth, women, traditional healers, PLHIV/TB and people with disability were represented on the CCM. However, there was no direct representation of key populations (FSWs, MSM, PWID among others. The representatives were also unable to clearly articulate issues due to limitations in knowledge and skills. During project implementation, the Country Task Team gave room and opportunity for the KPs to voice their concerns. This issue is that once the project ends, the CTT may cease to exist and the link of KPs to CCM will also end. By the end of the project, the legal environment remained prohibitive and punitive to KPs. The rating for this indicator was “Poor” at baseline and “Moderate” at end-line.

INDICATOR 3: S/CG CONSTITUENCIES HAVE COORDINATION PLATFORMS THROUGH WHICH THEY SHARE INFORMATION, ANALYSE DATA AND REACH CONSENSUS ON THEIR FEEDBACK TO THE CCM

The CS coordination platform was weak and platforms in place were not utilised to convene, analyse and prepare feedback to the CCM. Some constituencies (Gender, TB/HIV, Youth) had coordination platforms but the links with CCM was weak. Platforms were not fully tapped upon to share information, analyze data, build consensus on their feedback to the CCM and develop advocacy positions on key issues. Other constituencies did not have coordination platforms but consortiums (KP). A CS Self-Coordinating Mechanism that was put place with UNAIDS support in 2014 was no longer functioning. During the project, the CS/CG created a vibrant whatsup platform for information sharing and consensus building. Some of the development partners and CCM members were able to reach out to CS/CG constituencies through the whatsup platform. The CS Self Coordinating Mechanism remains underfunded and hence not functional. In this regard, the rating for this indicator at baseline was “Very Poor” and at the end line the rating was “Moderate”.

INDICATOR 4: CS/CG NON-CCM MEMBERS PARTICIPATE IN CCM MEETINGS AS OBSERVERS

There were no CS observers participating in CCM meetings at the start of the project. Through the project, CS/CG successfully advocated for the inclusion of non-CCM members in CCM meetings. There was coordination between the CCM and observer non-CCM members of CS/CG constituencies. The ICAC also supported the CCM and non-CCM members by analysing data and identifying issues to be articulated in the CCM meeting. This improved process accounts for the improved rating from “Poor” to “Moderate”.

“ At the start of the project, the baseline assessment found that the representation of KAP and PLWD were well aligned to the vulnerable and key populations for the three diseases (malaria, TB and HIV), based on epidemiological information of Uganda."

FIGURE 7: ZAMBIA SCORE CARD - CS/CG CONSTITUENCIES COORDINATION, REPRESENTATION AND PARTICIPATION IN CCM
3.2.3. Tanzania

INDICATOR 1: CS/CG CONSTITUENCIES HAVE AN AGREED CRITERIA AND PROCESS FOR SELECTION OF THEIR REPRESENTATIVES TO THE CCM

The CS/CG representatives were selected in CCM based on agreed process and criteria. The platforms through which the CCM representatives were selected were clearly defined and inclusion of various interest groups of the constituency. However, an adequate number of constituency members were not participating in the member selection process. There was engagement between CTT and Non State Actors platform (NSA) to improve representation. The rating for this indicator improved from “Moderate” to “Good”.

INDICATOR 2: KAP AND PLWD REPRESENTED ON CCM ARE ALIGNED TO THE VULNERABLE AND KEY POPULATIONS FOR THE THREE DISEASES

More than one but not all KAP/PLWD were represented in the CCM and the representatives had limited knowledge of the thematic areas relevant to their constituencies. No interventions were implemented in this area and the rating remained “Good” both at baseline and end-line.

INDICATOR 3: S/CG CONSTITUENCIES HAVE COORDINATION PLATFORMS THROUGH WHICH THEY SHARE INFORMATION, ANALYSE DATA AND REACH CONSENSUS ON THEIR FEEDBACK TO THE CCM

Almost all of the constituencies had coordination platforms, but these were not fully functional due to lack of resources. Many have defaulted to using social platforms which have limited coverage and effectiveness. The NSA was put in place to provide overarching coordination of all CSOs. The project supported the development of a governance manual for the NSA to improve its functioning. An exercise was also conducted to review all constituency engagement plans which included communication from constituencies to TNCM and feedback to constituencies; how they contribute to TNCM oversight; and identified champions within the CSOs with regard to meaningful participation.

To further strengthen the CS constituency communication and coordination, a mapping of all stakeholders was carried out. Based on this mapping, a web-based database and communication tool was developed to improve coordination of CSOs countrywide. This tool is ready for operationalization. In this regard, the rating for this indicator improved from “Poor” to “Moderate”.

INDICATOR 4: CS/CG NON-CCM MEMBERS PARTICIPATE IN CCM MEETINGS AS OBSERVERS

The TNCM Bye-laws allowed for the participation of observers, but many non-TNCM constituency members are not aware of this at the start of the project. Efforts were made to admit observers from CS/CG into the TNCM. The rating for this indicator improved from “Very Poor” and “Moderate”.

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**FIGURE 8: TANZANIA SCORE CARD - CS/CG CONSTITUENCIES COORDINATION, REPRESENTATION AND PARTICIPATION IN CCM**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Endline</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS/CG non-CCM members participate in CCM meetings as observers</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>CS/CG constituencies have coordination platforms through which they share information, analyse data and reach consensus on their feedback to the CCM</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>KAP and PLWD represented on CCM are aligned to the vulnerable and key populations for the three diseases</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>CS/CG constituencies have an agreed criteria and process for selection of their representatives to the CCM</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>
3.2.4. Nigeria

INDICATOR 1: CS/CG CONSTITUENCIES HAVE AN AGREED CRITERIA AND PROCESS FOR SELECTION OF THEIR REPRESENTATIVES TO THE CCM

The criteria for selection of CS/CG representatives to CCM are shared by the CCM. However, the issue has been the application of the criteria and process. For instance, the election of TB representative did not meet the criteria and was not recognized by CCM. The AIDS, TB and Malaria coordination body that would resolve such issues was not functioning. On the other hand, the Key Populations have a national secretariat at Federal and State levels which is not aware of the Global Fund issues and processes. The rating of this indicator remains at “Good” at both baseline and end-line of the project.

INDICATOR 2: KAP AND PLWD REPRESENTED ON CCM ARE ALIGNED TO THE VULNERABLE AND KEY POPULATIONS FOR THE THREE DISEASES

Only about 29 out of 36 States had formal KP representation. At the Federal KPs are awaiting formal membership to the CCM. There was negotiation during the project for CCM to allow KP representation under a different nomenclature. However, by close of the project, representatives had not been admitted to the CCM. As such the rating for this indicator improved from “Very Poor” to “Moderate”.

INDICATOR 3: CS/CG CONSTITUENCIES HAVE COORDINATION PLATFORMS THROUGH WHICH THEY SHARE INFORMATION, ANALYSE DATA AND REACH CONSENSUS ON THEIR FEEDBACK TO THE CCM

The coordination platforms for the wider CSOs, at baseline of the project, were virtually non-existent, and there is a push by donors to strengthen this. There was also a call to revive and strengthen coordination and conflict resolution mechanisms for AIDS, TB and malaria CSOs. Coordination within constituencies was strong, apart from the TB and Supreme Council of Muslims in Nigeria. The Supreme Council head is a member of the CCM but has little technical knowledge so for technical representation. The project supported dialogue among the CS/CG constituencies to strengthen coordination mechanisms. A civil society engagement strategy was also developed and implemented in selected States to mobilise resource; and several States pledged to support CS funding. This indicator improved from “Poor” to “Moderate”.

INDICATOR 4: CS/CG NON-CCM MEMBERS PARTICIPATE IN CCM MEETINGS AS OBSERVERS

Observer status on CCM is by application. KPs by virtue of previously being non-members have been provided observer status. No PLHIV non-members had attended CCM meetings as observers. This is because CCM has attempted to streamline inclusion through an application process, which participants were appraised of. CSOs - PATA and GEDE Foundation – applied and were admitted as observers. More CSOs were advised to apply to be observers. Despite this, the representation issues surface here again, because members are not receiving the information from their constituency representatives. The rating of this indicator improved from “Poor” to “Very Good”.

**FIGURE 9: TANZANIA SCORE CARD - CS/CG CONSTITUENCIES COORDINATION, REPRESENTATION AND PARTICIPATION IN CCM**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>End line</th>
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</thead>
<tbody>
<tr>
<td>CS/CG non-CCM members participate in CCM meetings as observers</td>
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<td>5</td>
</tr>
<tr>
<td>CS/CG constituencies have coordination platforms through which they share information, analyse data and reach</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>KAP and PLWD represented on CCM are aligned to the vulnerable and key populations for the three diseases</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>CS/CG constituencies have an agreed criteria and process for selection of their representatives to the CCM</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>
3.2.5. Malawi

INDICATOR 1: CS/CG CONSTITUENCIES HAVE AN AGREED CRITERIA AND PROCESS FOR SELECTION OF THEIR REPRESENTATIVES TO THE CCM

In Malawi, the baseline score card found that the CS/CG constituencies did not have an agreed process and criteria for selection of their representatives to CCM. This issue was addressed through the CCM evolution project. Hence under this indicator, the rating improved from “Poor” to “Very Good”.

INDICATOR 2: KAP AND PLWD REPRESENTED ON CCM ARE ALIGNED TO THE VULNERABLE AND KEY POPULATIONS FOR THE THREE DISEASES

The baseline score card found that all Key Populations are represented in the CCM except Men who Have Sex With Men (MSM). In addition, the representatives for KP had limited knowledge and skills in oversight compared to the representatives for TB and HIV. The project facilitated the inclusion of KP and TB representatives to the Oversight Committee. The rating for this indicator increased from “Good” to “Very Good”.

INDICATOR 3: S/CG CONSTITUENCIES HAVE COORDINATION PLATFORMS THROUGH WHICH THEY SHARE INFORMATION, ANALYSE DATA AND REACH CONSENSUS ON THEIR FEEDBACK TO THE CC

The baseline score card found that none of the constituencies had a coordination platform for sharing information, data analysis and consensus building. No constituency engagement meetings were taking place. One of the project activities that strengthen coordination mechanisms was the workshop held to enhance coordination and utilisation of data was carried out as well as continued coaching and mentorship. However, coordination of CS/Cg constituencies is still a major challenge in Malawi. This indicator was rated low – “Very Poor” at baseline and “Poor” at end of the project.
INDICATOR 4: CS/CG NON-CCM MEMBERS PARTICIPATE IN CCM MEETINGS AS OBSERVERS

There are no CS/CG observers on the CCM and this leave a gap in supporting the CS/CG CCM members as well as increasing transparency in CCM deliberations. The rating therefore remained “Very Poor” at the beginning and end of the project.

3.2.6. Lessons learnt in CS/CG Coordination, Representation and Participation

(i) Innovative and cost efficient constituency coordination platforms have the potential to increase engagement with CCM and other partners in national programmes. Innovations arising from this project can be scaled up to improve efficiency in coordination. These include the database and communication tool developed in Tanzania and the ICAC platform established in Zambia.

(ii) The CS/CG coordination platforms provides an opportunity for Key Populations to engage in oversight activities in cases of constrained legal environments such as Nigeria and Zambia.

(iii) Use of observer status enhances the CS/CG constituency engagement with CCM by increasing transparency and improving communication to and from CCM to constituencies.

(iv) CS/CG observers have been well accepted by CCM. However, their interface with CS/CG members should be defined to increase their value addition in CS/CG engagement with CCM.

3.3. CS/CG constituencies participation in funding request processes

The score card measured four indicators in this thematic area:

(a) CS/CG constituencies participate in the country dialogue meetings where constituency programmatic priorities are presented

(b) CS/CG participate in budgeting during the grant making process where allocations for different target communities are made

(c) CS/CG Participate in the PR/SR selection process?

(d) CS/CG track PR implementation performance for constructive engagement with the oversight committee

FINDINGS AND LESSONS LEARNT FROM EACH COUNTRY

3.3.1. Uganda

INDICATOR 1: CS/CG CONSTITUENCIES PARTICIPATE IN THE COUNTRY DIALOGUE MEETINGS WHERE CONSTITUENCY PROGRAMMATIC PRIORITIES ARE PRESENTED

The baseline score card findings show that CS/CG constituencies participated in the last Global Fund funding request as individual constituencies based on their comparative advantages. Some of the CS/CG participated well as committee members for the HIV/AIDS National Strategic Plan review. CS/CG constituencies were able to organize individual constituency consensus meetings to agree on constituency programmatic priorities, presented the priorities to the CCM and to the country dialogue meetings. Most of the CS/CG members had limited capacity to conduct evidence based gap analysis and priority identification. The project facilitated CS/CG constituencies to prepare for the funding request process by sensitising members on priority setting, analysing data and identifying priorities in advance of the country dialogue process. A constituency Technical Working Group was formed to spearhead the preparations for the Global Fund process. TWG members had expertise and experience required for the fund request development. Constituency TWGs organised individual meetings to
The TWGs also participated in reviewing the disease specific strategic plans (for Malaria, TB and HIV) and through this process, they were able to align their constituency priorities with the respective strategic plans. CS/CG inter-constituency meetings were organisations to provide feedback to individual groups on the identified priorities for funding and this created ownership. The CS/CG also obtained technical support from CRG and Frontline AIDS to support effective engagement in the Funding Request development leveraging on the project. The rating of this indicator improved from “Moderate” to “Very Good”.

**INDICATOR 2: CS/CG PARTICIPATE IN BUDGETING DURING THE GRANT MAKING PROCESS WHERE ALLOCATIONS FOR DIFFERENT TARGET COMMUNITIES ARE MADE**

With regard to this indicator, the baseline score card found that CS/CG constituencies except KP were not involved or represented during grant making processes. Grant making often translates into a principal recipient led process with limited dialogue. CS/CG constituencies were sensitised on the need to prepare and build capacity to participate in grant making. It is noted that there was no grant making process that took place during the project where CS/CG constituencies could engage. The indicator was rated “Poor”.

**INDICATOR 3: CS/CG PARTICIPATE IN THE PR/SR SELECTION PROCESS?**

The baseline score card finding show that CS/CG represented in CCM are given an opportunity to provide input into the PR selection criteria, they were also selected to sit on the committee selecting the PR and also monitored the selection of PRs and SRs. The constituencies were sensitised on the need to play a key role in PR and SR selection to ensure transparency and objectivity. Rating for this indicator increased from “Good” to “Very Good”.

**INDICATOR 4: CS/CG TRACK PR IMPLEMENTATION PERFORMANCE FOR CONSTRUCTIVE ENGAGEMENT WITH THE OVERSIGHT COMMITTEE**

Tracking of PR grant implementation is done by CS/CG representatives in the CCM board meetings where PRs presents the progress updates on grant implementation, as well as in the oversight committees. The CS/CG CCM members are involved in this process and they do provide feedback to the constituencies. The constituencies however need to better understand Global Fund grants to effectively engage in monitoring the performance of the PR. This indicator was rated “Poor” at the baseline and “Good” at end line due to the support provided in oversight capacity development.

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**FIGURE 11: CS/CG CONSTITUENCY PARTICIPATION IN FUNDING REQUEST PROCESSES**

![Bar chart showing the participation of CS/CG constituencies in various processes]
3.3.2. Zambia

**INDICATOR 1: CS/CG CONSTITUENCIES PARTICIPATE IN THE COUNTRY DIALOGUE MEETINGS WHERE CONSTITUENCY PROGRAMMATIC PRIORITIES ARE PRESENTED**

At baseline, CS/CG indicated that they were able to convene meetings and reach consensus on their priorities for the funding request. They also indicated that they fully participated in country dialogue although evidence for this was limited. The priorities were also not identified with through in-depth data analysis. The project support capacity building and preparedness of the CS/CG constituencies in the Funding Request process for 2020-2023 funding cycle. This support enabled the civil society to be more strategic and unified in their approach. Through ICAC and with CITAM leadership, the constituency organisation meetings to prepare for participation in the funding request and another meeting to delve deeper into priority areas resulting in a “priority charter”. The project ended before the funding request process itself started. The rating of this as “Moderate” both at baseline and end-line.

**INDICATOR 2: CS/CG PARTICIPATE IN BUDGETING DURING THE GRANT MAKING PROCESS WHERE ALLOCATIONS FOR DIFFERENT TARGET COMMUNITIES ARE MADE**

Constituency participation in the grant making is weak. Most CSOs do not understand the grant making process including the process for participation. As a result, CS/CG members noted that not all their priorities were maintained during grant making. The preparation for funding request process included sensitising constituencies on the grant making process. However, they did not have a change to use the knowledge gained during the period of the grant. The rating for this indicator was “Poor” at baseline and “Moderate” and end-line.

**INDICATOR 3: CS/CG PARTICIPATE IN THE PR/SR SELECTION PROCESS?**

The CS/CG observed that their representatives in the CCM participate in the selection of the PR through the CCM committee. However, they noted that the actual selection of the PR is sometimes influenced by existing PRs. They are also involved in reviewing the criteria and process for selection of SRs but do not participate in SR selection due to conflict of interest. The rating of this indicator remains “Moderate” given that process for PR/SR selection will only start after the project period.

**INDICATOR 4: CS/CG TRACK PR IMPLEMENTATION PERFORMANCE FOR CONSTRUCTIVE ENGAGEMENT WITH THE OVERSIGHT COMMITTEE**

There was no evidence that CS/CG was tracking the performance of PRs plans are underway to do this in the next funding request. It was also noted that through the community based monitoring tool implemented by R-CAP, the CS/CG will have data that will help them assess whether programmes are reaching the intended target populations. This will contribute to tracking the PR performance. Thus the rating increased from “Very Poor” to “Moderate”.

3.3.3. Tanzania

**INDICATOR 1: CS/CG CONSTITUENCIES PARTICIPATE IN THE COUNTRY DIALOGUE MEETINGS WHERE CONSTITUENCY PROGRAMMATIC PRIORITIES ARE PRESENTED**

The baseline score card found that some constituency meetings were organised prior to engaging in the funding request development but not all groups attend and priorities were not supported by evidence. CS/CG often lacked resources to facilitate an evidence driven process. The CS/CG constituencies...
participated in the country dialogue meetings but this sometimes took place parallel to the development of the funding request and, as such, some of their inputs were not taken into account. The CCM-CS Plus Project supported the strengthening of CS/CG preparedness for the funding request process. A desk review of key documents for the Malaria, TB and HIV and national strategic plans was undertaken to establish the current situation for these programmes; support was also provided to NSA to convene dialogue meetings to discuss priorities and national stakeholder consultations with CSOs were carried out using various methods including one-on-one interviews and online platforms. These processes resulted in the development of priorities and activities and cost estimated. This improved the CS/CG participation in the funding request process. The rating of this indicator improved from “Poor” to “Moderate”.

**INDICATOR 2: CS/CG PARTICIPATE IN BUDGETING DURING THE GRANT MAKING PROCESS WHERE ALLOCATIONS FOR DIFFERENT TARGET COMMUNITIES ARE MADE**

The score card results show that constituencies do not participate in grant making. This is an area that needs improvement. The rating, therefore, remains “Very Poor”.

**INDICATOR 3: CS/CG PARTICIPATE IN THE PR/SR SELECTION PROCESS?**

The CS/CG constituencies participate in the selection of PRs through their representatives in TNCM. No specific activities were carried out in this area because the funding request development had not commenced. The rating remains “Poor”.

**INDICATOR 4: CS/CG TRACK PR IMPLEMENTATION PERFORMANCE FOR CONSTRUCTIVE ENGAGEMENT WITH THE OVERSIGHT COMMITTEE**

CS/CG constituencies track the implementation of the grant by PRs through their representatives in the TNCM and Oversight Committee. No specific activity was implemented in this area and the rating remains “Poor”.

3.3.4. Nigeria

**INDICATOR 1: CS/CG CONSTITUENCIES PARTICIPATE IN THE COUNTRY DIALOGUE MEETINGS WHERE CONSTITUENCY PROGRAMMATIC PRIORITIES ARE PRESENTED**

The baseline score card results show that the CS/CG constituencies has been participating in the Funding Request process but with inadequate preparedness. Hence the rating of “Good”. In order to improve CS/CG participation, the project supported the development of a detailed toward map which shadowed the detailed CCM work plan. The work plan included a setup stage where CS/CG could compile data and identify successes, challenges and lessons learnt and priorities. The planning stage involved preparation for participation including setting up, followed by a review of programmes NSPs, internal CS/CG constituency country dialogue with various groups and finalisation of gap analysis and priorities. The product of this process was expected to be a concept note for CS/CG priorities.

Secondly the CS/CG agreed on an advocacy agenda to seek direct funding to CSOs, the removal of safeguard policies, advocate for networks to be considered as PRs again, support for institutional capacity strengthening, reprogramming of the TB programme and strengthening of faith based organisations. These interventions improved the rating of this indicator to “Very Good” at the end of the project.
INDICATOR 2: CS/CG PARTICIPATE IN BUDGETING DURING THE GRANT MAKING PROCESS WHERE ALLOCATIONS FOR DIFFERENT TARGET COMMUNITIES ARE MADE

The CS/CG were sensitised on the grant making processes during sensitisation on the funding request preparedness and participation. The same process for preparedness for funding request will be replicated in participation in grant making process. Hence the rating increased from “Poor” to “Very Good”.

INDICATOR 3: CS/CG PARTICIPATE IN THE PR/SR SELECTION PROCESS?

The CS/CG participates in PR selection in the CCM committees. The shadow funding request work plan included this process and enhanced the CS/CG involvement through their CCM members. The rating improved from “Very Poor” to “Moderate”.

INDICATOR 4: CS/CG TRACK PR IMPLEMENTATION PERFORMANCE FOR CONSTRUCTIVE ENGAGEMENT WITH THE OVERSIGHT COMMITTEE

The baseline score card results show that most HIV issues had not been raised with the CCM. Feedback should come from a structure that have in-depth knowledge of the PR management of programmes at the frontline. There was therefore need to strengthen structures at community level that should provide feedback. The score card also shows that funds absorption was less than 30% with 50% of the time passed; CS constituencies had been engaged but because of ASP they assess that performance is progressively worsening. As a result of the strengthening of coordination and oversight role of CSOs, CS/CG constituency took a keen interest in monitoring and providing feedback on PR management of the grant although with challenges such as the PRs being uncooperative in sharing information. The rating of this indicator improved from “Poor” to “Very Good”.

3.3.5. Malawi

INDICATOR 1: CS/CG CONSTITUENCIES PARTICIPATE IN THE COUNTRY DIALOGUE MEETINGS WHERE CONSTITUENCY PROGRAMMATIC PRIORITIES ARE PRESENTED

In the past, there was no clear process for preparedness and participation of CS/CG in the funding request. To build capacity for preparedness, the project supported a capacity building workshop on funding request processes for 40 members of CS and CGs. The workshop content included FR development preparedness and dialogue. An additional workshop supported by CRG SI of the global Fund was undertaken to support the drafting and finalization of the CS priorities for the NSP and the funding request to the Global Fund. Given these interventions, the rating for this indicator improved from “Poor” to “Very Good”.

INDICATOR 2: CS/CG PARTICIPATE IN BUDGETING DURING THE GRANT MAKING PROCESS WHERE ALLOCATIONS FOR DIFFERENT TARGET COMMUNITIES ARE MADE

The sensitisation of CS/CG on participation in grant making was included in the workshop on preparedness and dialogue for funding request development. This improved the awareness of CS/CG members on grant making processes. Hence the rating improved from “Poor” to “Moderate”.

INDICATOR 3: CS/CG PARTICIPATE IN THE PR/SR SELECTION PROCESS?

No specific activities were implemented in support of this indicator and the rating remained “Moderate”.

INDICATOR 4: CS/CG TRACK PR IMPLEMENTATION PERFORMANCE FOR CONSTRUCTIVE ENGAGEMENT WITH THE OVERSIGHT COMMITTEE

No specific activities were implemented in support of this indicator and the rating remained “Moderate”.

FIGURE 13: TANZANIA CS/CG CONSTITUENCY PARTICIPATION IN FUNDING REQUEST PROCESSES
3.3.6. Lessons learnt in CS/CG participation in the funding request processes

(i) CS/CG preparedness contributes to more effective participation in the funding request and results in the CS/CG priorities being prioritised for funding. Preparedness includes developing capacities in data analysis, conducting data analysis a head of the dialogue meetings and identifying evidence based priorities for funding. This is a critical intervention that should be integrated into the funding request development process.

(ii) CS/CG participation in the grant making process is also critical but these constituencies did not have an opportunity of participating in this process during the project period. It presents a major area of weakness.

(iii) Evidence based priorities are likely to be included in the funding request. Therefore a key lesson is for CS/CG constituencies to invest in data analysis expertise.

(iv) Progress made in CS/CG participation in the funding request. Constituency preparation for participation in the FR activities undertaken.

FIGURE 14: NIGERIA CS/CG CONSTITUENCY PARTICIPATION IN FUNDING REQUEST PROCESSES

CS/CG constituencies track the implementation of the grant by PRs through their representatives in the TNCM and Oversight Committee.
4. **RECOMMENDATIONS**

(i) Improvement and scale up of the score card tool: the application of the score card tool under the CCM-CS Plus Project can be seen as a pilot of the tool. The tool has proved to be an effective tool for measuring progress in CS/CG engagement in decision making and policy platforms. It is recommended that the tool be further developed, preferably into an electronic tool which can be easily administered to a wide range of CS/CG members to provide robust results.

(ii) CS/CG involvement in oversight has the potential to improve programme performance especially in addressing community needs. There is a need to build on the progress made – increasing of knowledge and improving oversight skills; involvement of CS/CG (including non-CCM members) in oversight and use of community based monitoring tools to enhance CS/CG involvement in oversight.

(iii) Coordination of CS/CG constituencies is critical for these constituencies to be effective in engaging with CCMs and other governance bodies. Hence, the process made in strengthening the constituencies coordination platform should be sustained and/or replicated in other countries.

(iv) Preparedness for participation in the Global Fund funding processes proved to be useful in enhancing the inclusion of CS/CG priorities in the funding request as was the case in Uganda and Nigeria. It is recommended that more structured approach to strengthening CS/CG constituencies preparedness for funding request/ grant making processes be institutionalised.