



Independent observer  
of the Global Fund

## Ten Top Problems Faced by CCMs

CCMs have been the topic of an extensive report from GNP+, of a study by the London School of Hygiene and Tropical Medicine, and of several case studies commissioned by the Global Fund. They will be a major theme at the Fund's Partnership Forum in Bangkok. And they will be discussed in detail at the upcoming Global Fund board meeting.

The following list describes ten problems that often arise with CCMs, according to a review of the literature by Aidspan, publisher of GFO. The list does not capture all problems; it does not fully describe each one; and it certainly does not claim that these problems always happen. But most CCMs face some version of several of the problems listed. We list them as a contribution to the ongoing debate.

1. Often, the CCM's role and operating methods are not clearly defined, and are not clearly understood by CCM members and outsiders.
2. Often, the CCM is dominated by government members. Civil society and people living with the diseases are under-represented and have little influence.
3. Often, CCM members who are supposed to represent NGOs were not chosen by the NGO sector and do not properly represent them.
4. Often, CCM members were not involved in choosing the CCM Chair or in selecting the Principal Recipient.
5. Often, the CCM Chair also serves as Principal Recipient and thus has a conflict of interest.
6. Often, there is no genuine involvement by CCM members in the CCM decision-making process. Decisions are made in advance by the CCM Chair and a few others.
7. Often, CCM members are asked to sign a proposal to the Global Fund even though they had no input into its preparation and little prior knowledge of its content.
8. Often, the CCM does not have access to sufficient money, practical resources or expertise to

operate effectively.

9. Often, CCM officers do not share information within and outside the CCM.
10. Often, CCM members do not know whether the project funded through the Global Fund grant is being effectively implemented.

This list of problems will be discussed in the satellite session “The Global Fund: How CCMs can be More Effective” that will take place at 18:00 on July 14 at the Bangkok International AIDS Conference. Speakers from several countries will describe how their CCM has dealt with these challenges.

These problems will also feature in “The Aidspan Guide to Building and Running an Effective CCM,” scheduled to be released in the third quarter of this year, accompanied by suggestions for overcoming the problems.

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