CCM Membership Renewal Guidelines

2026

Contents

1. Introduction 4
2. Membership 4
3. CCM Membership Selection Process 5
4. Selection Methods 5
5. Term of Office 6
6. Profile of CCM Members (Substantive and Alternate 6
7. Obligation of the CCM members (Substantive and Alternate) 6
7. Membership Renewal Responsibility 6
8. Membership Renewal Timeframe 6
9. Civil Society and Key Populations Constituencies 6

Step 1: 6
Step 2: 7
Step 3: 7
Step 4: 7
Step 5: 7
Step 6: 7
Step 7: 7
Step 8: 7
Step 9: 7
Step 10: 8
Step 11: 8
Step 12: 8
Step 13: 8

10. Government, Private Sector, Bilateral and Multilateral Constituencies 8

Step 1: 8
Step 2: 8
Step 3: 8
Step 4: 8

11. The Constitution and Orientation of new CCM Membership 8

Step 1: 8
Step 2: 8
Step 3: 8
Step 4: 9
Step 5: 9

12. CCM member skillset for effective constituency Engagement 9

13. Drivers of effective Engagement 9
Annexes 11
1. CCM Membership – Summary 11
2. Membership renewal calendar 12
3. Membership Registration Form ..... **Error! Bookmark not defined.**
4. Election Procedures for Members to 17
The Global Fund Country Coordinating Mechanism (CCM) 2023 17
5. Constituency Election Minutes Template 20

CCM Membership Renewal and Election Guidelines, 2026.

1. Introduction

Article 12 of the Eswatini CCM Bylaws on tenure of office of the CCM members provides for a 3-year term of office renewable once. On expiry of this term, the CCM is required to carry out membership renewal. As per CCM Bylaws guidance, CCM Eswatini has developed guidelines for membership renewal and elections. The CCM shall appoint an ad hoc Membership Task Team (MTT) to guide the renewal and election process. These guidelines provide the procedures to be followed during the CCM membership renewal phase, 2026

2. Membership

1. Eswatini CCM shall have a maximum of nineteen (19) substantive members[1] and nineteen (19) alternates selected from eight (9) constituencies as follows:

Name of Constituency	No. of Members	No of Alternates
Government (Gov)	5	5
Key Affected Populations (KAP)	4	4
People Living with Diseases (PLWD)	3	3
Non-Government Organisations (NGO)	1	1
Faith-Based Organisations (FBO)	1	1
Academia	1	1
Private sector	2	2
Bilateral	1	1
Multilateral	1	1
Total	**19**	**19**

2. Global Fund policies stipulate that all constituencies identify their representative by using a documented and transparent process. These policies are described in Article 5 of the Eswatini CCM Bylaws

3. CCM Membership eligibility

   Any organization or group (see Annex 1) within Eswatini that is part of one of the above-mentioned constituencies is eligible for CCM membership if it meets the following requirements:

   a) It is legally registered and/ or recognised in Eswatini and have been operational for at least 3 years of service record in either HIV/AIDS, TB, Malaria or Resilient Sustainable Systems for Health (RSSH).
   b) It must have a constituency wide geographical coverage (organizational profile must be submitted).
   c) Bear a high demonstration of coordination capacity and or working relations with other CSO's at local and national levels.

d) It must be mandated to coordinate, network, and represent CSOs in thematic areas i.e. HIV/AIDS, or TB. Malaria
e) Evidence of credibility, transparency, and the ability to freely and efficiently disseminate information and encourage feedback.
f) Ability to effectively articulate and advocate for issues raised by constituents.
g) Be committed and available to attend and/or provide constructive input into CCM.

3. CCM Membership Selection Process

1. CCM members must be elected through a fair and transparent process, duly documented in accordance with the CCM ByLaws.
2. Each constituency shall select, elect or nominate member(s) and alternate (a) provided for in the CCM Bylaws and indicated in these guidelines.
3. The constituency shall document the process it will use to select, elect or nominate its CCM member(s) and alternate(s). The documentation should describe the approach the constituency will use to identify its representatives (selection, election or nomination), list organizations/stakeholders that will participate in the process, dates and venue for the selection election and nomination will take place.
4. The constituency shall submit the documented process to the MTT for review and approval before the activity takes place.
5. The constituency shall organize, conduct and document the selection, election or nomination of its member(s) and alternate(s) and will provide the CCM secretariat with the names of the CCM member(s) and alternate(s) together with the supporting documentation.
6. The constituencies shall, as much as possible, use a national coordination forum/platform acceptable to the constituency members to manage the election/selection process. In the event there is no such forum the CCM Eswatini, in consultation with the constituency, shall determine the platform/organization to facilitate the process.
7. In the event of a dispute over the rightful constituency representation, the MTT shall investigate the complaint and make a report with recommendations.

4. Selection Methods

The CCM recommends two options for membership renewal:

i. Election: A democratic process where a group of eligible voters casts ballots to choose an individual or entity to represent their interests in the CCM.

I. Appointment: The direct placement of an individual into the CCM by a person, committee, or authority who holds the designated power to do so. The CCM recommends three options for membership renewal:

While constituencies can choose the method they want to use for selecting their representative, CCM Eswatini recommends that:

a) The Government, multilateral, and bilateral partners appoint members and alternates to the CCM.
b) Civil society (NGOs/CBOs, PLWD, KPs) elect CCM members through an approved, ethical, well-documented, verifiable, widely published and transparent process that is based on good governance principles.

5. Term of Office

CCM members and alternates shall serve for a term of three (3) years renewable for one term only

6. Profile of CCM Members (Substantive and Alternate

- Recognized advocacy and negotiation capacity;
- Specialization or proven expertise/technical skill in a particular thematic area related to tackling one of the diseases for at least three years;
- Demonstrated ability to work respectfully with groups and individuals, regardless of their status;
- Mandate or delegation to make decisions on behalf of their constituency;
- Demonstrated hands on experience and knowledge in the health space in relation to HIV/TB and Malaria.
- Must be a person of high moral standing with unchallenged ethical values.
- Great exhibition of interpersonal skills, communication, deliberation with a knowledge of governance issue.
- Ability to mobilize all members in the constituency for an effective representation.

7. Obligation of the CCM members (Substantive and Alternate)

1. Members and alternates represent the opinions of their respective constituency and not of their individual organization or personal interests.
2. Members should attend all CCM meetings and other ad-hoc meetings that may be called.
3. Members should regularly provide their constituencies with appropriate and relevant feedback about decisions made by the CCM and by the Global Fund.
4. Members shall respect the decisions of the CCM and preserve the integrity and image of the CCM.
5. Members shall adhere to the CCM's Bylaws and Conflict of Interest Policy.
6. All substantive and alternate members are required to sign and submit a Membership Agreement / Accountability Framework. This personal commitment document affirms each member's accountability, clarifies their roles and responsibilities, and ensures full alignment with the CCM mandate as outlined in the by-Laws.

7. Membership Renewal Responsibility

1. Eswatini CCM shall appoint a Membership Task Team (MTT) that will steer the membership renewal process for 2026.
2. The Secretariat shall propose potential membership of the MTT to the CCM for approval
3. The CCM secretariat shall assist the MTT to ensure that each constituency holds a credible CCM renewal process successfully and within the allocated time frame.
4. The MTT and the CCM secretariat shall meet weekly to discuss progress of the membership renewal

8. Membership Renewal Timeframe

a) The membership renewal process shall be completed by the 10th of December 2026.
b) The schedule for the entire process is attached to these guidelines**.**

9. Civil Society and Key Populations Constituencies

Step 1: The MTT shall review the list of organizations proposed to participate in the membership renewal by each constituency to satisfy that as much as possible, key

organizations contributing to the management and control of the three (3) diseases in Eswatini are included.

Step 2: CCM shall issue a public call for expression of interest to interested parties eligible to serve in the CCM for purposes of compiling a list of potential constituencies.

Step 3: The MTT shall review and present to CCM the list of potential members, election guidelines and calendar for approval to ensure compliance with the Governance Manual and Global Fund requirements.

Step 4: CCM Secretariat, in consultation with MTT, shall brief and orient the Constituency Representative on Election Guidelines and Calendar.

Step 5: The constituencies shall review the guidelines and calendar and confirm their preparedness to organize the elections.

Step 6: The constituencies shall prepare and submit a documented process and a timeframe for their elections to the CCM Secretariat. The documented process shall include the organization that shall coordinate the election, the election method, a list of organizations that will be involved, the venue, and names of the presiding officers. In the case where a constituency is unable to conduct the elections, the constituency shall notify the CCM Secretariat indicating the challenges and the support the constituency requires.

Step 7: The MTT shall review the documented process received from each constituency to ensure compliance with the Governance Manual, the Bylaws and Global Fund membership guidelines and recommend it for approval by the CCM.

Step 8: The CCM Secretariat, in consultation with the MTT shall make a public announcement for Constituency elections; indicating venue, dates and contact persons.

Step 9: **Support to Constituency Elections**

The Secretariat and the MTT will ensure that the constituency elections/nominations are fair, transparent, and fully documented. This will be achieved as follows:

i) The Secretariat and MTT shall develop and share the election/ nomination guidelines, tools, and timelines two months before the election date to allow for adequate preparation for transparent and effective elections.
ii) The Secretariat and MTT will support the constituencies in developing a transparent and documented process for conducting their elections/nominations, ensuring it meets the CCM eligibility criteria.
iii) Constituencies shall be required to share individual Constituency Elections/Nomination Plan, budget and timelines and share with the CCM Secretariat.
iv) The Secretariat and MTT will regularly monitor the progress constituencies are making towards preparation for the elections using the Election/Nomination Plan and budget to identify issues and resolve together with the Constituency leadership.
v) Where a Constituency is challenged by resources, the constituency will request for support to the Secretariat. The Secretariat will consider and provide necessary support.

Step 10: Upon completion of elections, constituencies shall submit all documentation pertaining the election process to CCM Secretariat; including names of the substantive and alternate representatives.

Step 11: The CCM Secretariat in consultation with the MTT shall compile a detailed report on the elections which shall include names of elected representatives.

Step 12: **Dispute Resolution Mechanism**

Where the elections are disputed for any reasons, the Complainant will be required to file a

dispute within 5 days of the election using the following procedure:

submit a written complaint to the MTT, failing which, results will be announced officially.

i) The Complainant must provide concrete reasons for the complaint supported by relevant evidence
ii) The MTT will investigate the complaint and make a judgement on the complaint within one week.

Step 13: The CCM Secretariat in consultation with the MTT will finalize the list of the CCM members and alternates and submit it to the CCM for approval

10. Government, Private Sector, Bilateral and Multilateral Constituencies

Step 1: The CCM Secretariat shall write to the relevant government ministries/agencies, bilateral and multilateral constituencies soliciting for names of the nomination for substantive and alternate members to the CCM.

Step 2: The relevant Principal Secretary, Country Representative or Presidents shall nominate the substantive member and alternate members and submit the names to the CCM Secretariat. If in a constituency there are more than one ministry, bilateral or multilateral, the respective organizations shall meet to nominate the substantive and alternate members. The nomination letter shall be signed by the relevant Principal Secretary or Country Representative(s) or President and submitted to CCM Secretariat.

Step 3: The CCM Secretariat in consultation with the MTT shall finalize the list of the CCM members and alternates and submit the report to the CCM for approval.

Step 4: The Secretariat shall upload the list of new members onto the website and relevant Global Fund platforms.

11. The Constitution and Orientation of new CCM Membership

Step 1: The CCM Secretariat shall officially notify the newly elected representatives and their constituencies of their CCM Membership as well as publish the names of the new CCM members and alternates in the local print media, social media and the CCM Website.

Step 2: New CCM members will be profiled and upload the list of new membership on the CCM website.

Step 3: The new CCM Members shall undergo an orientation session

Step 4: The outgoing CCM chairperson shall convene the first CCM meeting in which members of the Executive Committee, Oversight Committee and Ethics and Governance Committee are elected (including new Chair and Vice-Chair) and old members hand over to newly elected members.

Step 5: The CCM Secretariat will arrange an induction session within one month and thereafter semi-annual and annual training as per the annual orientation and training plan.

12. CCM member skillset for effective constituency Engagement

To represent their respective constituencies and ensure their voices are heard in CCM forums, it is expected that each CCM member demonstrates:

a. credibility with its constituency to understand and maintain close ties;
b. ability to effectively represent his/her constituency at the national level;
c. willingness to meet with constituency members, solicit inputs and provide regular feedback to the constituency in a timely manner;
d. active engagement in his/her constituency and knowledge of constituency issues, needs, concerns and policies on constituency endorsement process;
e. adequate knowledge of HIV, TB and malaria to engage in discussions and decision-making;
f. ability to widely consult and negotiate with a broad spectrum of stakeholders, seeking consensus on constituency issues while aligning with overall national priorities;
g. ability to remain independent and objective by adopting an evidence-based approach to problem solving and respecting confidential information;
h. continuous application of learnings to make effective changes while attending CCM orientation sessions, retreat and annual work planning and budgeting sessions;
i. Ability to speak to and make decisions on behalf of his/her constituency through an ongoing dialogue
j. Demonstrate the ability to effectively facilitate meetings, accurately document minutes, and provide constructive feedback to the Secretariat, thereby strengthening and improving constituency engagement

13. Drivers of effective Engagement

- To strengthen the active role of their constituencies, CCM members are expected to Participate in CCM decision-making processes**.** Attend and participate regularly in ordinary and extraordinary CCM meetings. Prepare for meetings by reading relevant documents to gain an understanding of meeting topics and solicit input on agenda items from constituency.
- Serve on CCM Committees and ad hoc task teams to discuss specific issues in-depth and make recommendations to the full CCM.
- Consider the larger national health sector landscape and grant portfolio while strategically discussing and identifying opportunities for responsible governance.
- Share meeting minutes, agendas, attendance registers together with any other available meeting reports with the secretariat
- **Regularly share information with respective constituencies pre-post CCM meetings.**

- ✓ Follow ongoing discussions and decisions relevant to constituency priorities.
- ✓ Request for input on agenda items prior to the CCM meetings.
- ✓ Share feedback from discussed agenda items after CCM meetings
- ✓ Exchange information with constituencies through a bi-directional feedback mechanism in order to effectively and meaningfully represent their interest.
- ✓ Continuously update constituency membership data
- ✓ Share experiences from grant beneficiaries and other stakeholders
- ✓ Continuously keep the secretariat abreast of constituency developments needs and priorities

- **Advocate:** As part of their role, each CCM member must advocate for changes in areas where they hold influence on behalf of their constituency during CCM meetings. CCM members may need to identify opportunities for additional resources for the country, as needed.
- **Serve:** All CCM members volunteer their unique personal knowledge and experience and are willing to serve. Each member has committed to contributing to CCM committees and working groups.
- **Demonstrate adherence, compliance and respect**: All CCM members are expected to adhere to the Global Fund principles and expectations, Global Fund core values and code of conducts as well as CCM policies and procedures outlined in the CCM governance manual.

Annexes

1. CCM Membership – Summary

Constituency	Constituency Definition	Members of the constituency.	No. of Members
Government (Gov)	Government ministries providing direct support for an empowering environment, advocacy, oversight, and Implementation of Global Fund grants	PMO; DPMO; MOH; MHUD-MTAD; and MPED-MOF.	5
Key Affected Populations (KAP)	Key populations in the context of HIV, TB and Malaria as defined in the Global Fund Key Populations Action Plan 2014 - 2017.	Youth, Transport Operators and PWUIDs, LGBTQI+ and Sex Workers (SWs)	4
People Living with Diseases (PLWD)	People living with or affected by 3 diseases: HIV, TB, Malaria, and/or living in disease-endemic areas	PLHIV, TB, and Malaria Constituencies.	3
Non-Government Organizations (NGO)	Watchdog organizations, international and national organizations, charitable organizations and organizations representing Persons with Disabilities and others who are working in the three diseases.	Civil Society Organizations(CSOs).	1
Faith-Based Organizations (FBO)	Religious and faith-based organizations, which play a vital role in reaching communities infected and affected by the three diseases	Faith-based Umbrella Organizations	1
Academia	Members from academic institutions which bring a range of knowledge of the epidemics, as well as social, political and cultural determinants involved in fighting the three diseases, including knowledge of Key Populations as well as insight into demographic factors and potential challenges to scaling up activities.	Universities/ institutions of higher learning	1
Private sector	Companies and organizations that represent the most relevant	Business Eswatini (Business), TUCOSWA (Trade Unions)	2

	facets of the private sector, which include, but are not limited to, employer organizations and employee federations		
Bilateral	bilateral international partners working in-country which serve many roles including providing policy and normative guidance, assisting with gap analyses towards a shared understanding of and commitment to 'knowing your epidemic', and providing expertise relevant to the diseases	EU and USG	1
Multilateral	Multilateral international partners working in-country which serve many roles including providing policy and normative guidance, assisting with gap analyses towards a shared understanding of and commitment to 'knowing your epidemic', and providing expertise relevant to the diseases	UN Family (UNAIDS/WHO)	1
	Total		19

2. Membership renewal calendar (see attachment)

CCM
Eswatini Country Coordinating Mechanism

Membership Registration Form

(This form is to be filled in by an organization/ groups/ networks that wishes to be part of a specific constituency.

1 Constituency information

a. Which constituency are you registering to represent?

HIV Constituency (organizations of People Living With of affected by HIV)	☐	**TB Constituency** (People Living with or affected by TB)	☐
Malaria Constituency (organizations of People Living in malaria endemic areas or affected by Malaria)	☐	**Academia** (Institutions of higher learning)	☐
Non-Government Organizations (NGO) (Watchdog organizations, international and national organizations, charitable organizations and organizations representing Persons with Disabilities and others who are working in the three diseases.)	☐	**Faith-Based Organizations (FBO)** (Religious and faith-based organizations, which play a vital role in reaching communities infected and affected by the three diseases)	☐
Youth Constituency (Key Populations - Adolescents and young people organizations)	☐	**LGBTQI+ Constituency** (Key Populations - entities working with Men who have sex with Men, Transgender populations, etc)	☐
Sex Workers Constituency	☐	**Transport Operators Constituency**	☐
People Who Use/ Inject Drugs Constituency	☐	**Private Sector – Employer Federations**	☐
Private Sector -Employee Federations	☐		☐

2 Organizational information

a. List three key impact areas that your organization/group/ network has undertaken in the past two years to combat HIV, TB, or Malaria? *(Provide precise details/ reach/ impact/ coverage/ timeline*)

Activity	Timeline	Coverage	Impact

b. Is your constituency an umbrella organization? *If yes, list the organization's membership list below.*	**Yes** ☐	**No** ☐

c. What specific skills, experience networks would you contribute to strengthen the CCM Mandate

3 Organizational details

Name of Organization/ group/ network

Registration Number & TIN (where applicable)

Physical & Postal Address

Email and Contact numbers .

4 Focal Persons Contacts

Name of Contact 1

Title/Position

Address

Email, Contact numbers

Name of Contact 2	Title/Position

Address	Email, Contact numbers

5 Endorsement

For: Constituency use	For: Constituency use	For CCM use only
Submitted by:	Authorised by:	Received by:
Title:	Title:	Title:
Signature	Signature:	Signature:
Date:	Date:	Date:

6. Reference

Please provide at least two references for your organization/group. This may be a partner organization, Government structure, Inkhundla/ Umphakatsi structure, etc.

1. Name	
Position	

Nature of Relationship

Contact Details

1. Name

Position

Nature of Relationship

Contact Details

3. Election Procedures for Members to The Global Fund Country Coordinating Mechanism (CCM) 2023

(This form is filled in by the constituency leadership, detailing how they intend to conduct the elections. It details the procedure that the constituency has resolved to follow in conducting the exercise. This needs to be approved by the CCM prior to the elections, and documented for reference after the elections).

Election Process for *(enter name of constituency)* Constituency

Pre-Election

Introduction *(Write paragraph about constituency and the role it can play on the CCM)*

Members of the *(enter name of constituency)* **constituency** *(members here being the individual organizations/ groups that make up the constituency)*

Election Committee *(Explain the composition and function of election committee)*
Registration of Members to *(enter name of constituency)* **Constituency** *(Explain the process for registering members)*
Notifying *(enter name of constituency)* **Members of up-coming CCM Election** *(Explain how members will be notified of the constituency elections)*

Nomination procedure *(Explain the nomination process for those wanting to be elected)*
Preparations before the election *(Explain the preparation required before the elections)*

Election Process

Pre-meeting preparations *(Explain pre-meeting preparation for materials, initiating the elections, monitoring the elections and counting votes)*
Conducting the election/voting meeting *(Explain how the election exercise will be managed; registration and verification of voters, opening the voting, and nominees addressing the voters, etc.)*
Voting process *(Explain how the balloting will be conducted)*
Counting ballots *(Explain how counting of the ballots will be managed)*
Election Results *(Explain how the results will be announced)*

Documenting and reporting on the election *(Explain how documentation and reporting to the CCM of the results will be managed)*

4. Constituency Election Minutes Template

Date:	Venue:	Start time: End time:	Type of meeting:
Total # members present:	Total # alternates present:	# Non-members present:	Attendance Sheet Attached?
Quorum of voting members or Alternates?	# of constituencies represented:	Excused/Apologies from:	

Number of Members or Alternates Present by

Govt.		Mult/Bilat		PLWD		NGOs		FBOs		KAP		Private		Academia	
S	A	S	A	S	A	S	A	S	A	S	A	S	A	S	A

Agenda Summary:	Members with Conflict of Interest per agenda item
1. Declaration of Conflict of Interest	
2. Review of previous meeting minutes	
3.	
4.	
Chaired by: from minutes	Secretariat:

Agenda item	**Contributions/Recommendations/Issues Raised** *(by which constituency)*	**Decisions made** *(include how – consensus or vote)*	**Further action required** (include by whom, when)

Conflict of interest declaration			
Previous meeting minutes review			
Matters arising			

Summary of Decisions Made and Action Points

Agenda Item	Description of Decision and/or Action Needed	Key Person(s)	Due Date
1.			
2.			
3.			
4.			

Date of Next Meeting

……, ……, ……
(date) *(time)* *(venue)*

Possible Agenda Items	Description	Non-members to attend?

1.	(*outstanding items not covered in current meeting)*	
2.		
3.		
4.		

Minutes prepared by:	**Minutes approved by:**
Signature:	**Signature:**
Date:	**Date:**