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

UGANDA COUNTRY COORDINATING MECHANISM (UCCM)

ADVISORY NOTE (NEW)

INGO/NNGO CONSTITUENCY MERGER AND YOUTH CONSTITUENCY NEW SEAT AHEAD OF THE CCM BOARD RENEWAL 2026

PART ONE

ADVISORY ON THE MERGER OF THE INTERNATIONAL NGO AND NATIONAL NGO CONSTITUENCIES.

1. BACKGROUND

The CCM Board, resolved to merge the International Non-Governmental Organization (INGO) constituency and the National Non-Governmental Organization (NNGO) constituency into a single unified constituency to create a full seat for the youth commencing in the 2026 Board Renewal and subsequent CCM Board cycles. This resolution aligns with the Global Fund's guidance on rationalizing CCM constituency structures to reduce fragmentation, eliminate redundant representation and strengthen the collective voice of the NGO sector in CCM governance.

This note is a proposed practical guidance to the INGO Constituency Secretariat, the NNGO Constituency Secretariat and all member organizations of both constituencies on how the merger process shall be managed for the 2026 Board Renewal, with specific attention to member selection, balance of representation and the reduction of friction between the two legacy constituencies.

2. LEGAL AND GOVERNANCE BASIS

The merger is authorized by the CCM Board resolution and is consistent with:

- **Section 2.2** of the CCM Governance Manual (4th Edition, 2024), which provides that the CCM Board may review and adjust constituency structures in response to governance efficiency considerations.
- Global Fund CCM Eligibility Requirements, which require that constituency representation be broad, inclusive and reflective of Uganda's national response to the three diseases.
- The Single Constituency Commitment Rule in **Section 2.2(j) and (k)** of the Governance Manual, which provides the legal framework for managing overlapping memberships within the merged constituency.

3. TRANSITION ARRANGEMENTS

3.1 Establishment of the Merged Constituency

The INGO and NNGO Constituency Secretariats shall jointly convene an inaugural General Meeting of the merged constituency no later than 10th September 2026, in advance of the nomination period opening on 10th October 2026.

This meeting shall be facilitated by the CCM Secretariat and shall:

- Formally constitute the merged constituency and confirm its combined membership list.
- Adopt a constituency name for the merged body (for example: "NGO Constituency").

- Elect or designate a single Constituency Secretariat, with representation from both legacy secretariats during the transition period.
- Adopt internal rules governing sub-group representation for the 2026 Board Renewal.
- Confirm that all members of both legacy constituencies are automatically recognized as members of the merged constituency with a new name.

3.2 Combined Membership List

The CCM Secretariat shall combine the verified membership lists of the INGO and NNGO constituencies into a single master list for the merged constituency. Each member organization shall appear only once on this list, regardless of whether they were previously registered under the INGO list, the NNGO list or both. Organizations appearing on both legacy lists shall be confirmed in their membership by the joint Constituency Secretariat and shall exercise a single vote at the merged constituency general meeting.

3.3 COI and Single-Seat Commitment Within the Merger

The rules on conflict of interest and single-constituency commitment apply in full to the merged constituency. Specifically:

- Any member of the merged constituency that also holds membership in another CCM constituency (for example, a national NGO that is also a member of the HIV CSO constituency) must formally declare which constituency it will participate in for the 2026 Board Renewal elections. This declaration must be submitted before the close of nominations.
- No organization or individual may vote in the merged INGO/NNGO constituency general meeting and also vote in any other CCM constituency election during the same Board Renewal cycle.

4. MEMBER SELECTION:

SUBSTANTIVE AND ALTERNATE MEMBERS

The merged constituency has two Board seats: one substantive member and one alternate member. The central governance challenge is to select these two representatives in a way that genuinely reflects both the INGO and NNGO membership bases. The following principles and mechanisms are recommended to navigate the challenge:

4.1 Foundational Principle: One Constituency, Two Voices

The merged constituency shall operate on the principle that both the substantive member and the alternate member collectively represent all members of the merged constituencies. Neither is the exclusive voice of INGO members, and neither is the exclusive voice of NNGO members but joint. Both representatives are accountable to the entire merged constituency.

4.2 Differentiated Seat Nomination: Securing Balance

To prevent one sub-group from capturing both seats and effectively silencing the other, the merged constituency shall apply a differentiated nomination process as below proposed;

- Nominations for the Substantive Member seat shall be open to all members of the merged constituency. Any qualifying individual from either the INGO or NNGO sub-group may stand.
- Once the Substantive Member is elected, nominations for the Alternate Member seat shall be restricted to the sub-group not represented by the Substantive Member, implying that if the elected Substantive Member comes from an INGO organization, the Alternate Member must come from an NNGO organization, and vice versa as an example.
- This sequenced nomination process shall be set out clearly in the merged constituency's supplementary election rules, adopted at the inaugural General Meeting and communicated to the CCM Secretariat before the nomination period opens.

4.3 Rotation in Subsequent Board Terms

For subsequent Board Renewal cycles beyond 2026, the merged constituency may apply a rotation principle where the sub-group that held the Substantive Member seat in the preceding term shall put forward the candidate for the Alternate Member seat in the following term (unless the constituency, by resolution, agrees otherwise). This ensures that leadership representation alternates fairly distributed between the two sub-groups over time.

4.4 Elections

The election of the Substantive Member and Alternate Member shall be conducted at the same general meeting of the full merged constituency, in two sequential rounds:

- Round 1: Election of the Substantive Member from the open field of candidates from both sub-groups, by secret ballot, by simple majority.
- Round 2: Election of the Alternate Member from the sub-group not represented by the Round 1 winner, by secret ballot, by simple majority.

In Round 2, if only one candidate is presented by the underrepresented sub-group, the constituency may elect by consensus or acclamation, duly recorded in the minutes.

4.5 Dispute Resolution

Any dispute arising from the allocation or election process within the merged constituency shall be submitted first to the merged Constituency Electoral Committee. If unresolved, it shall be referred to the UCCM Independent Elections Committee, whose decision is final. No dispute shall delay the overall Board Renewal timeline. Where elections cannot be concluded due to an unresolved dispute, the matter shall be escalated to the CCM Board Chairperson for direction.

6. DOCUMENTATION REQUIREMENTS

The merged constituency shall submit the following to the CCM Secretariat as part of the compliance package for the 2026 Board Renewal:

- Minutes of the inaugural General Meeting at which the merger was formally constituted.
- The combined verified membership list with sub-group designations (INGO or NNGO) for each member organization.
- The adopted supplementary election rules of the merged constituency, including the differentiated seat nomination mechanism described above.
- Signed Single Constituency Declaration Forms from all nominees and all participating member organizations.
- Certified minutes of the election meeting, including Round 1 and Round 2 results.
- COI Declaration Forms for all elected members.

PART TWO

ADVISORY ON THE YOUTH CONSTITUENCY AS A NEW SEAT ON THE CCM BOARD

A. BACKGROUND AND RATIONALE

The Global Fund places strong emphasis on the meaningful participation of young people in the governance of Country Coordinating Mechanisms, recognizing youth not merely as beneficiaries of disease programs but as partners with distinct lived experiences, perspectives and capacities that inform better programming and oversight decisions. Historically, the youth voices have been integrated into the UCCM primarily through existing constituencies (notably Co-opted Youth representation at the CCM Board, KAP and HIV CSO) rather than through a dedicated representation mechanism.

The CCM Board has resolved, as part of the 2026 Board Renewal, to establish a dedicated Youth Constituency as a new seat on the CCM Board. This decision reflects the Board's commitment to the Global Fund's principles of Equity and Inclusion, ensures alignment with Global Fund guidance on meaningful youth engagement in CCM governance.

B. CCM BASIS FOR A YOUTH CONSTITUENCY

The establishment of a Youth Constituency seat on the CCM Board is grounded in the following:

- Global Fund CCM Eligibility Requirements, which require that CCM membership be broad-based and include organizations and individuals representing populations most affected by the three diseases, including young people.
- Global Fund guidance on meaningful youth participation, which encourages CCMs to move beyond token youth inclusion toward structured, elected youth representation with full voting rights.
- **Section 2.2** of the CCM Governance Manual (4th Edition, 2024), which provides that the CCM Board may add constituencies to reflect national context and Global Fund priority populations.
- Uganda's National HIV/AIDS Strategic Plan and the National Malaria Control Strategic Plan, both of which identify adolescents and young people as a priority population requiring targeted governance attention.

C. CONSTITUTION OF THE YOUTH CONSTITUENCY

I. Eligibility for Membership

The Youth Constituency shall be open to all formally constituted youth organizations and youth sub-groups within Uganda that are actively engaged in programming, advocacy or service delivery related to HIV/AIDS, TB, Malaria or Resilient and Sustainable Systems for Health (RSSH). For purposes of the CCM Youth Constituency:

- A youth organization is a legally registered organization whose primary mandate is to serve or represent young people, or whose leadership structures are predominantly composed of young people.
- A youth sub-group is a formally constituted youth wing or chapter of a larger organization (for example, a disease-specific CSO's youth chapter, a faith body's youth health program or a university health program) that has identifiable leadership and an active program.
- For the 2026 Board Renewal, individuals eligible to stand as candidates for the Youth Constituency seat must be between 18 and 35 years of age at the time of nomination.

II. Constituency Secretariat

The Youth Constituency Secretariat shall be communicated to the CCM Secretariat but at the moment, the considered Youth Constituency secretariat is the UNYPA by the CCM Board in consultation with Uganda's principal national youth coordinating body, the National Youth Council. The Secretariat shall be responsible for:

- Compiling and maintaining the verified membership list of Youth Constituency member organizations and sub-groups.
- Convening constituency meetings, managing the nomination process and organizing the election of the substantive and alternate members.
- Serving as the primary liaison between the Youth Constituency and the CCM Secretariat.
- Coordinating outreach to youth sub-groups across all CCM-relevant sectors to ensure the broadest possible participation in the Youth Constituency elections.

III. Electoral Structure

Given the large number and diversity of youth sub-groups in Uganda, the Youth Constituency may apply the electoral college model provided for in the CCM Elections Guidelines where the ordinary voting style is not feasible. Under this model:

- Each recognized youth sub-group registered with the Youth Constituency Secretariat shall nominate two delegates.
- The delegates from all sub-groups together form the electoral college.
- The electoral college votes to elect the substantive member and the alternate member of the Youth Constituency to the CCM Board.

This model ensures that no single large organization dominates the election, and that smaller, community-based youth groups have an equal voice in selecting who represents them at Board level.

D. RECOMMENDATIONS FOR YOUTH INCLUSION IN THE 2026 ELECTIONS

- The Youth Constituency Secretariat shall issue a formal invitation letter to sub-groups by 20th August 2026, requesting them to register as members of the youth constituency with the Constituency Secretariat and where elections are to be done through electoral college, to submit (2) two electoral college delegates for the election meeting.
- The CCM Secretariat shall allocate a staff member as the Youth Constituency Liaison Officer during the 2026 Board Renewal, to support the Secretariat and ensure compliance with the Elections Guidelines.
- The constituency engagement meeting for the Youth Constituency, scheduled for the period between the 1st to 18th September 2026, shall include a dedicated orientation session on the roles and responsibilities of a CCM Board member, the structure of the Global Fund grants in Uganda and how to effectively represent a youth constituency at governance level.
- The Elections Guidelines explicitly affirm the right of all constituency members to stand for election and to vote regardless of age, consistent with the Global Fund principles of Fairness, Equity and Inclusion. Age shall not be used as a disqualifying criterion for any sub-group delegate wishing to participate in the electoral college.
- The COI rules apply in full to the Youth Constituency. Any youth leader who is also a member of another CCM constituency must formally declare a single-constituency commitment before participating in the Youth Constituency election.

13. POST-ELECTION OBLIGATIONS OF THE ELECTED YOUTH REPRESENTATIVE

The elected Youth Constituency substantive and alternate members shall fulfill the same post-election obligations as all other CCM Board members, including:

- Signing the CCM Code of Ethical Conduct and COI Declaration Form before assuming the Board seat.
- Developing and submitting a Youth Constituency Engagement and Communication Work Plan to the CCM Secretariat within 30 days of inauguration.
- Reporting back to the Youth Constituency on Board decisions, Global Fund grant developments and CCM priorities at intervals of not more than three months.
- Actively advocating within the CCM Board for the interests and programming needs of young people in Uganda's national response to HIV/AIDS, TB and Malaria.