THE UGANDA COUNTRY COORDINATING MECHANISM FOR THE GLOBAL FUND

To Fight AIDS, Tuberculosis & Malaria

UGANDA COUNTRY COORDINATING MECHANISM (UCCM)

GENERAL ELECTION GUIDELINES AND PROCEDURES

FOR CIVIL SOCIETY CONSTITUENCY REPRESENTATIVES TO THE CCM BOARD

Originally adopted at the CCM Board Retreat, Jinja, 29th and 30th June 2023

Revised Edition 2026

Aligned to the CCM Governance Manual, 4th Edition 2024
Global Fund Principles: Fairness | Equity | Inclusion | Participation | Transparency

PREAMBLE

The Uganda Country Coordinating Mechanism (UCCM) is a multi-stakeholder partnership body mandated by the Global Fund to Fight AIDS, Tuberculosis and Malaria to coordinate the development of national funding proposals and to oversee the effective implementation of Global Fund grants in Uganda.

The CCM is formed of Senior Level representatives drawn from the public, non-public and development partners CCM constituencies to Serve voluntarily at the CCM board. The Global Fund requires that all CCM members representing non-government constituencies are elected by their own constituencies based on a documented and transparent process developed within each constituency **(CCM Governance Manual, 4th Edition 2024, Section 2.2(f)).** These General Election Guidelines give practical effect to that requirement and are binding on all civil society constituencies of the Uganda CCM.

These Guidelines are to be read together with and subject to the CCM Governance Manual (4th Edition, 2024), CCM Conflict of Interest Policy, and the Global Fund Code of Ethical Conduct and the Global Fund Conflict of Interest Policy. Where any provision of these Guidelines conflicts with the Governance Manual, the Governance Manual shall prevail.

Each constituency retains the right to supplement these Guidelines with additional constituency-specific selection criteria, election and nomination protocols, provided that such additional rules are consistent with these Guidelines, are agreed upon by constituency members and are communicated in writing to the CCM Secretariat before the commencement of the election process.

PART ONE: FOUNDATIONAL PRINCIPLES

1. Governing Principles

All CCM constituency elections shall at all times be conducted in accordance with the following foundational principles, which reflect both the Global Fund requirements and the values of the UCCM:

Fairness: Every eligible organization and individual shall be given a genuine and equal opportunity to participate in the nomination and election process. No eligible member shall be excluded, prejudiced or advantaged on grounds other than the criteria set out in these Guidelines.

Equity: The election process shall actively account for and address historical inequities in participation. Specific regard shall be given to the meaningful inclusion of women, young people, people living with and affected by the three diseases and key affected populations in all stages of the electoral process.

Inclusion: All organizations that are duly registered members of a constituency are eligible to participate in elections regardless of subscription payment status. Subscription is an internal management matter of the constituency secretariat and shall not be used as a barrier to electoral participation, in line with Global Fund inclusiveness principles.

Participation: Elections shall be organized in a manner that maximizes the active engagement of all constituency members. Where members cannot attend physically, the constituency electoral committee shall make provision for validated online participation, ensuring that online votes are computed, tallied and considered alongside physical votes before results are announced.

Transparency: Every step of the election process from nomination to announcement of results shall be documented in writing, witnessed and reported. All documentation shall be submitted to the CCM Secretariat as a mandatory compliance requirement and shall be available for review by the Global Fund Secretariat.

Accountability: The elected member is accountable to the constituency. The constituency retains the right to replace a member who is inefficient, fails to share information or is in breach of the CCM Code of Ethical Conduct.

Gender Responsiveness: All elections shall be gender-based and shall ensure equal rights of expression, nomination and election for all genders. Constituency secretariats and electoral committees shall take deliberate steps to encourage women and persons of non-binary identities to stand for election and to vote.

PART TWO: THE ELECTION MANAGEMENT STRUCTURE

2. Two-Tier Election Management

Elections shall be managed through a two-tier structure to ensure independence, credibility and proper oversight:

2.1 The UCCM Independent Elections Committee

In accordance with **Section 2.5(b)** of the CCM Governance Manual (4th Edition, 2024), the UCCM Board shall appoint an Independent Elections Committee to oversee the entire Board Renewal process, including all constituency elections and the resolution of disputes that cannot be settled at constituency level.

- The Independent Elections Committee shall consist of at least (3) three members who are independent of the CCM Board and its constituent organizations, who have no conflict of interest in relation to any constituency or candidate involved in the renewal process.

- Members shall be drawn from former CCM Board or Ex-Officio members, or credible non-CCM partners with demonstrated knowledge of CCM governance and Global Fund requirements.

- The Committee shall be appointed by the CCM Board and shall be dissolved by Board resolution upon completion of the election of the Board Chairperson, Vice Chairperson and Committee Chairpersons at the inaugural meeting of the new Board.

- The CCM Secretariat shall provide administrative and coordination support to the Independent Elections Committee throughout its mandate.

- No member of the Independent Elections Committee shall be eligible to stand for election as a substantive or alternate member of any CCM constituency during the same Board Renewal cycle.

2.2 Constituency Electoral Committees.

Each civil society constituency shall constitute a Constituency Electoral Committee of at least (3) three members to manage the election process within that constituency, in line with **Section 2.5(c)** of the CCM Governance Manual.

- The Constituency Electoral Committee shall consist of a Chairperson and a Secretary as ex-officio members, plus at least one additional member, all of whom shall be members of the constituency.

- Members of the Constituency Electoral Committee shall not themselves stand as candidates in the same election they are administering. An electoral committee member who wishes to stand must resign from the committee before the nomination period opens.
- The Constituency Elections Committee shall be constituted and communicated to all constituency members and to the CCM Secretariat at least (2) two weeks before the nomination period opens.

- The Committee shall be responsible for vetting nominees, publishing the list of eligible candidates, managing the voting process and declaring results.

- Any first-instance dispute shall be submitted to the Constituency Electoral Committee. Where the committee is unable to resolve the dispute, the matter shall be referred to the

UCCM Independent Elections Committee, whose determination shall be final (Section 2.5(e) of the Governance Manual).

PART THREE: ELIGIBILITY AND NOMINATION CRITERIA

3. Eligibility to Participate in Elections

For the purposes of these Guidelines, a member eligible to participate in an election (whether as a voter, a nominator or a candidate) is one whose organization appears on the verified membership list submitted by the constituency secretariat to the CCM Secretariat. Organizations not yet on the list shall request inclusion from the constituency secretariat before the close of the membership list submission deadline.

In line with the principle of inclusiveness, all organizations that are members of a constituency whether subscribed or not are eligible to participate, since subscription is an internal management matter at constituency level and not a condition for Global Fund electoral participation.

The constituency elections shall be Gender based with all having equal rights to participation in the electoral process, expression of interest to be nominated and elected to the position of a substantive or Alternate Member to the CCM Board.

4. Criteria for the Individual Nominee

Any person being put forward as a candidate for the position of substantive or alternate member to the CCM Board on behalf of a civil society constituency shall meet all of the following criteria:

- Must have served in a senior management position (Executive Director or equivalent) for a minimum of five years, or must be in a senior management position with demonstrated and hands-on knowledge of the health sector or of any of the three disease areas.
- Must be a person of high moral standing with demonstrated ethical values that are above challenge.
- Must demonstrate strong interpersonal and communication skills and the ability to engage in policy-level deliberations.
- Must have the capacity to mobilize all members of the constituency for effective representation and to maintain regular feedback mechanisms to the constituency.
- Must be knowledgeable in matters of governance, oversight and public accountability.
- Must be able to attend CCM Board meetings and committee sessions, participate in oversight field visits and engage in country dialogue processes and community consultations to inform Global Fund priorities.
- Must be committed to periodically creating awareness among constituency members on Global Fund operations and the three diseases.

- Must declare any actual, possible or perceived conflict of interest at the time of submission of expression of interest. Any undisclosed conflict of interest identified subsequently shall result in immediate disqualification.

5. Criteria for the Nominating Organization

The organization forwarding a candidate for nomination to the CCM Board shall satisfy all of the following requirements:

- Must be a legally registered, non-profit civil society organization that has been operational for at least ten years with a clear record of service delivery in HIV/AIDS, TB, Malaria or Resilient and Sustainable Systems for Health (RSSH).

- Must have demonstrated experience in CCM operations and engagement with the Global Fund.

- Must have national geographic coverage, evidenced by an organizational profile submitted with the nomination.

- Must demonstrate credible coordination capacity and working relations with other civil society organizations at local and national levels.

- Must have a mandate to coordinate, network and represent civil society organizations in the relevant thematic area.

- Must demonstrate credibility, transparency and the capacity to freely and efficiently disseminate information and receive feedback from members.

- Must not be the current host institution of the Constituency Secretariat that faces a structural conflict of interest in the election process.

- The nomination must be endorsed by at least two other civil society organizations that are members of the same constituency.

PART FOUR: THE NOMINATION PROCESS

6. Single Constituency Commitment Rule

In line with **Section 2.2(j) and 2.2(k)** of the CCM Governance Manual (4th Edition, 2024), the following rules apply to persons and organizations holding membership across more than one CCM constituency:

- Any person or organization that is a member of more than one constituency and wishes to stand for election or to nominate a candidate shall formally declare and commit to ONE constituency only, before the close of nominations.

- A member who has been nominated to stand in one constituency shall not be eligible for nomination in any other constituency where they are also a member.

- A Single Constituency Declaration Form shall be completed by every nominating organization and submitted to the constituency secretariat alongside the expression of interest. Copies shall be forwarded to the CCM Secretariat.

- Persons or organizations that do not submit the Declaration Form shall be ineligible for nomination regardless of meeting all other criteria.

7. Expression of Interest and Nomination

- Any interested candidate shall submit a written Expression of Interest, together with the recommendation of their organization and all supporting documentation, to the constituency secretariat at least three days before the closing date for nominations.
- The Expression of Interest shall include: a completed nomination form, a current CV of the candidate detailing skills and experience, proof of the nominating organization's registration and operational status, an organizational profile, the Single Constituency Declaration Form, a signed COI Declaration Form and letters of endorsement from at least two other constituency member organizations.
- The Expression of Interest of any interested candidate shall be seconded by at least two members of the constituency at the time of submission.
- In the event that no written Expressions of Interest are received by the deadline, nominations may be opened on the floor at the general meeting of the constituency. However, candidates who submitted written Expressions of Interest shall always take precedence over floor nominations.
- The constituency secretariat shall open nominations formally at the meeting of all constituency members by presenting the names of the vetted nominees for the positions of substantive member and alternate member to the CCM Board.

8. Vetting of Nominees

- The Constituency Electoral Committee shall vet all Expressions of Interest received and confirm that each candidate meets the criteria in Parts Three and Four of these Guidelines.
- The names and profiles of all candidates who satisfy the vetting criteria shall be published on the constituency notice board and communicated to all members at least five days before the election date.
- The Constituency Electoral Committee shall ensure that each vetted candidate is given ten minutes to address the constituency membership to express their candidature and reaffirm their commitment before voting commences.
- Any candidate found to have submitted false or misleading information shall be disqualified by the Constituency Electoral Committee and the CCM Secretariat shall be notified immediately.

For the merged constituencies specifically, the following guideline shall apply;

- In addition to the aforementioned guidelines, 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.

PART FIVE: THE VOTING PROCESS

9. Quorum

- Voting shall only be valid upon attainment of quorum. Quorum for a constituency general meeting for the purpose of elections shall be a simple majority (half plus one) of organizations that are verified members of the constituency.

- The constituency secretariat shall confirm quorum at the opening of the meeting and record this in the minutes clearly documented indicating the number of members present and the time at which the quorum was attained. No election shall proceed without confirmed quorum.

10. Mode of Voting

- Voting shall be by secret ballot in absence of consensus where there is more than one candidate for a position. Where only one candidate is presented after the vetting exercise and no further floor nominations arise, the constituency may elect the candidate by consensus or acclamation, duly recorded in the minutes.

- For constituencies with more than (3) three recognized sub-groups, the voting process may be conducted through an electoral college. Each sub-group shall nominate (2) two delegate who, together, shall form the electoral college and shall vote collectively to elect the substantive member and the alternate member to the CCM Board respectively.

- Where a constituency meeting is attended both physically and online, all votes physical and online shall be computed, tallied and considered by the Constituency Electoral Committee before the final results are announced. The online attendance shall be managed and verified by the constituency electoral committee.

- Absentee voting by proxy is strictly prohibited. Any member unable to attend shall lose the right to vote provided quorum is attained, without prejudice to the validity of the election.

- All votes shall be by simple majority except where unanimity or consensus is expressly sought.

11. Election of the Substantive and Alternate Members

- In line with Section 2.7 of the Governance manual 4th edition, the renewal of CCM membership shall be staggered to avoid loss of institutional memory of UCCM activities.

- Elections shall be conducted for both the substantive member and the alternate member positions separately. Both positions shall be subject to the same criteria and process.

- The Constituency Electoral Committee shall conduct the election in a structured and orderly manner consistent with these Guidelines and shall announce the results immediately upon completion of counting.

- Upon completion of elections, the Chairperson of the Constituency Electoral Committee shall immediately declare the winner as the duly elected substantive or alternate member of the constituency to the CCM Board respectively.

- Elections shall at all times be gender-responsive. The Electoral Committee and Constituency Secretariat shall ensure that the gender balance principle is upheld in both the nomination and election of the substantive and alternate members, striving to have representation of different genders across the two positions.

For the merged constituencies specifically, the following guidelines shall apply;

- In addition to the above guidelines, 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.

PART SIX: CONFLICT OF INTEREST MANAGEMENT DURING ELECTION PERIOD.

12. General COI Provisions

- The Constituency Secretariat and the constituency Electoral Committee shall ensure that the CCM Conflict of Interest Policy is upheld at all stages of the election process, avoiding all forms of corruption or conflicts of interest whether actual, possible or perceived.
- Any identified conflict of interest shall be immediately addressed by the constituency Electoral Committee and the CCM Secretariat shall be notified without delay.
- All interested members shall declare any conflict of interest at the time of submitting their Expression of Interest. Where a conflict of interest is identified against a contesting member, the electoral committee may disqualify the applicant after assessment of the gravity of the COI.
- An organization along with the staff therein who also simultaneously serves as constituency secretariat shall not be eligible for any elective position during the CCM Board renewal process unless they first resign from the role in the organization or cease to be constituency coordinating secretariat, as the case may be.
- Where a candidate is disqualified on COI grounds and there are no other candidates, the Constituency Electoral Committee shall reopen nominations on the floor to ensure an effective, inclusive and democratic election.
- The CCM Secretariat shall designate an officer to observe each constituency's election specifically for the purpose of monitoring COI compliance in line with **Section 2.5(g)** of the CCM Governance Manual.

13. Overlapping Constituency Memberships.

- Organizations or individuals that are members of more than one constituency shall manage this overlap through the Single Constituency Declaration Form described in Part Four of these Guidelines.

- Constituency Secretariats shall cross-check all nominees against the CCM Secretariat's master membership list to identify any person or organization participating in more than one constituency and shall immediately notify the CCM Secretariat of any such case.

- The Independent Elections Committee shall have authority to investigate and make final determinations on disputes arising from overlapping constituency memberships.

PART SEVEN: COMMUNICATION OF RESULTS AND POST-ELECTION OBLIGATIONS

14. Announcement and Transmission of Results

- Upon declaration of results, the Constituency Electoral Committee shall sign and seal the results and transmit a certified copy to the CCM Secretariat within 48 hours of the election.
- The Constituency Secretariat shall, within 48 hours of the election, address and deliver a formal letter to the CCM Secretariat introducing the newly elected substantive and alternate members, copied to the CCM Board Chairperson.
- The CCM Secretariat shall acknowledge receipt in writing and notify the newly elected members of their right to participate in UCCM matters from the date of the new Board's inauguration.

15. Documentation Required from Each Constituency

The following documentation shall be submitted by each constituency to the CCM Secretariat as mandatory compliance requirements:

- Certified minutes of the constituency election meeting, signed by the Chairperson and Secretary of the Constituency Electoral Committee.
- Verified membership list of organizations that participated in the election, with evidence of geographic coverage of representation.
- Letters from participating organizations explaining the process and criteria, signed by attending organization representatives.
- Signed Single Constituency Declaration Forms for all nominees.
- Signed COI Declaration Forms for all participating organizations and the newly elected members.
- Completed CV of the newly elected substantive and alternate members.
- The constituency's own supplementary selection criteria and election guidelines (if any), adopted by constituency members.
- Report from the Constituency Electoral Committee confirming that elections were held in a civil manner, were free and fair and were conducted in compliance with these Guidelines.

16. Post-Election Obligations of the Elected Representative

- The elected substantive member shall submit their current CV to the CCM Secretariat to enable the Secretariat to allocate them to an appropriate CCM Oversight Committee.
- The elected member shall sign the CCM Code of Ethical Conduct and Conflict of Interest Declaration Form before assuming their seat on the CCM Board.
- The elected member shall develop and submit to the CCM Secretariat an annual Constituency Engagement and Communication Work Plan describing how they will consult with and provide feedback to their constituency throughout their term.
- The elected member shall periodically create awareness among constituency members on Global Fund operations and the three diseases and shall ensure accountability to the constituency at all times.

- Continued service is subject to the term limits in Section 2.6 of the CCM Governance Manual: a maximum of three years per term and no more than two consecutive terms.

PART EIGHT: GENERAL AND TRANSITIONAL PROVISIONS

17. Dispute Resolution

Disputes arising during the election process shall be handled in the following order, which is consistent with the hierarchy established in **Section 2.5** of the CCM Governance Manual:

- **First instance:**
  Any aggrieved party shall submit a written petition to the Constituency Electoral Committee, setting out the grounds of dissatisfaction. The committee shall endeavor to resolve the matter within five working days.

- **Second instance:**
  Where the Constituency Electoral Committee is unable to resolve the dispute, the matter shall be referred to the UCCM Independent Elections Committee, whose decision at this level is final **(Section 2.5(e) of the Governance Manual)**. No further internal appeal is available after a determination by the Independent Elections Committee.

18. Replacement of Members Before Completion of Term

- Where a substantive member dies, resigns or is dismissed before completing their term, the alternate member shall automatically become the substantive member of that constituency and the Constituency shall be required to elect an alternate member in line with these guidelines.

- The constituency shall elect and present a new alternate member to the CCM Board within the timeframe communicated by the CCM Secretariat **(Section 2.8 of the Governance Manual).**

- If a member is replaced before completing half of the term of office, the new member shall be deemed to have served a full CCM Board term for purposes of calculating the maximum two consecutive terms. And where a member has been replaced after completion of half the CCM Board term, such member shall be construed as completing the term of his or her predecessor.

19. Applicability and Modification

- These Guidelines shall apply to all civil society constituency elections for the CCM Board Renewal of 2026 and shall operate subject to necessary modifications and adaptations within each constituency, provided that such modifications do not reduce the standards of fairness, equity, inclusion, participation and transparency established in these Guidelines.

- Subject to the provisions of **Section 2.3(b) (v) & (vi)** of the Governance Manual 4th Edition;

  a) Government (Public) Sector constituency members are to be nominated following the nomination protocols for making such nominations in each individual

government/public sector organization/institution. The constituency should communicate in writing to the UCCM Chairperson about their nominee and the documentation should be filed as part of the process at the UCCM Secretariat.

b) Multilateral and Bilateral Development Partners sector constituencies shall elect their Substantive and Alternate representatives using their own procedures and shall advise the UCCM Chairperson about their nominees in writing, and the letters should be filed as part of the process at the UCCM Secretariat.

- Any proposed modification to these Guidelines shall require the written consent of the constituent members of the affected constituency and shall be communicated to the CCM Secretariat before implementation.

- These Guidelines may be reviewed by the CCM Board at the end of each Board Renewal cycle to incorporate lessons learned and align with any updates to the Global Fund CCM Policy and the CCM Governance Manual as the case may be.

These guidelines were originally adopted at the CCM Board Retreat, Jinja, 29th and 30th June 2023 and consequently the revised 2nd version endorsed at the CCM Board Meeting of ___day of _____ 2026.

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Signed for and on behalf of the CCM Board
Board Chairperson,
Uganda Country Coordinating Mechanism
Date: _____

_____
Signed for and on behalf of the CCM Secretariat
Executive Secretary,
CCM Secretariat
Date: _____