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

CCM BOARD RENEWAL ROADMAP 2026

(Ending December 2026)

1. BACKGROUND AND PURPOSE

The Uganda Country Coordinating Mechanism (UCCM) is a multi-stakeholder body responsible for coordinating the development of national funding proposals to the Global Fund to Fight AIDS, Tuberculosis and Malaria, and for overseeing the effective implementation of Global Fund grants in Uganda. The CCM Governance Manual (4th Edition, 2024) provides that the term of office for CCM Board members is three (3) years, with members serving a maximum of (2) two consecutive terms.

The current CCM Board term is coming to an end in October 2026. In accordance with **Section 2.3** of the CCM Governance Manual (4th Edition, 2024), the Board shall be re-established through a membership renewal process that is inclusive, transparent and well-documented. All non-government constituency representatives must be elected by their respective constituencies following a democratic process aligned to the CCM Elections Guidelines and the Global Fund requirements.

This Roadmap sets out the key activities, milestones, responsible parties and expected outputs for the CCM Board Renewal process running from 7TH August 2026 to 25th November 2026 and to be presented to the CCM Board at the Q3 Board for approval to guide the CCM Secretariat, the Independent Elections Committee appointed by the Board and all constituency secretariats throughout the renewal process.

2. LEGAL AND POLICY BASIS

This Roadmap is anchored on the following instruments:

- CCM Governance Manual, 4th Edition 2024 **(Sections 2.2, 2.3, 2.4, 2.5, 2.6 and 3.4).**
- General Election Guidelines and Procedures for Civil Society Representatives on the CCM Board (originally adopted at the CCM Board Retreat, Jinja, 29th and 30th June 2023; revised 2026).
- Global Fund CCM Eligibility Requirements and Minimum Standards (particularly Eligibility Requirements 3, 5 and 6).
- Global Fund Code of Ethical Conduct and Conflict of Interest Policy.
- CCM Conflict of Interest Policy.
- Global Fund Policy to Combat Fraud and Corruption.

3. GLOBAL FUND PRINCIPLES GOVERNING THE RENEWAL PROCESS

The Board Renewal process is guided by the following Global Fund principles, which are binding on all participants including:

- **Fairness:** Every eligible organization and individual shall be given an equal opportunity to participate in the nomination and election process without discrimination.

- **Equity:** The process shall give specific consideration to the meaningful participation of underrepresented groups, including women, young people, people living with the three diseases and key affected populations.

- **Inclusion:** All organizations that are duly registered members of a constituency shall be eligible to participate regardless of subscription status, as subscription is an internal management matter of the constituency secretariat and not a barrier to Global Fund participation.

- **Participation:** Elections shall be conducted in a manner that maximizes the active engagement of all constituency members in decision-making, whether through physical attendance, validated online participation or electoral college representation.

- **Transparency:** Every step of the election process shall be documented, witnessed and reported. Documentation of the process is a mandatory submission requirement to the CCM Secretariat and ultimately to the Global Fund Secretariat.

4. CCM BOARD RENEWAL ROADMAP

The full activity roadmap for the CCM Board Renewal from 7th August 2026 to 25th November 2026 is as below presented. The roadmap is organized into four phases, each with clear activities, responsible parties and expected outputs.

TIMELINE	ACTIVITY	RESPONSIBLE PARTY	EXPECTED OUTPUT
PHASE 1: PREPARATORY AND COMMUNICATIONS PHASE			
7th – 14th August 2026	Commence Constituency engagement meetings per constituency to orient members on the draft revised Elections Guidelines, the 2026 election roadmap, Conflict of interest management during elections, advisory on the merged constituencies and the Youth constituency ahead of the Board renewal.	Constituency Secretariats and CCM Ethics Officer	Constituency Engagement Reports
25th August 2026	CCM Secretariat presents the Board Renewal Roadmap and revised Elections Guidelines, Conflict of interest management, Advisory on merged constituencies and youth constituency to the Executive Committee for endorsement before circulation to all constituencies.	CCM Ethics Officer	Endorsed Roadmap and Elections Guidelines
27th August 2026	Final Revised Elections Guidelines, Board renewal Road map. Conflict of interest management and advisory to merged constituencies and Youth Constituency circulated to all CCM Constituency Secretariats.	CCM Coordinator / Ethics Officer	Distributed Guidelines
27th Aug– 4th September 2026	Map youth sub-groups in the country to inform constituent-level awareness sessions on Board Renewal participation.	CCM Secretariat / Ethics Officer	Youth Sub-Group Map and Contact Directory
7th – 11th September 2026 onwards	Commence specific and focused engagements with the INGO and NNGO Constituency Secretariats on the smooth transition into one merged constituency, in line with the Board resolution (virtual and physical meetings).	CCM Coordinator / Ethics Officer / INGO and NNGO Constituency Secretariats	Merger Engagement Reports and Agreed Transition Plan
7th – 14th September 2026.	Commence inclusive, youth-focused awareness engagements on the roles and responsibilities of CCM Board Members to their constituency and to the Constituency Secretariat.	CCM Secretariat / Youth Constituency Secretariat	Youth Awareness Sessions Reports

TIMELINE	ACTIVITY	RESPONSIBLE PARTY	EXPECTED OUTPUT
17th September 2026	Formal letters issued to all CCM Constituency Secretariats requesting updated and verified membership lists.	CCM Coordinator / Ethics Officer	Letters Sent
25th September 2026	Constituency Secretariats compile and submit updated and verified membership lists to the CCM Secretariat.	Constituency Secretariats	Membership Lists Received
15th – 18th September 2026	CCM Secretariat compiles and validates all submitted membership lists; identifies gaps and alerts affected constituency secretariats.	CCM Ethics Officer	Validated Master Membership List
20th September 2026	Dissemination of Conflict of Interest (COI) declaration forms to all constituency members; completed forms submitted to constituency secretariats.	CCM Ethics Officer / Constituency Secretariats	COI Declarations Collected
PHASE 2: ELECTIONS COMMITTEE APPOINTMENT (Q3 BOARD MEETING)			
16th October 2026	Q3 CCM Board Plenary Meeting: Board formally appoints the Independent Elections Committee (three members drawn from ex-officials and former Board members).	CCM Board / Executive Committee	Independent Elections Committee Appointed
16th October 2026	Independent Elections Committee receives its mandate, Terms of Reference and work plan from the CCM Secretariat.	CCM Coordinator	Terms of Reference and Work Plan Delivered
19th October 2026	Independent Elections Committee holds its inaugural meeting; adopts internal rules of procedure; allocates roles (Chairperson, Secretary and Member).	Independent Elections Committee	Committee Fully Constituted and Operational
23rd – 31st October 2026	Nomination period opens: interested candidates submit written Expressions of Interest and all supporting documentation to their respective Constituency Secretariats.	All Constituency Secretariats	Nominations Received
PHASE 3: CONSTITUENCY ELECTIONS PHASE			
23rd – 29th October 2026	Constituency Secretariats publish the list of vetted nominees on notice boards and share with all members;	Constituency Secretariats.	Constituency
2nd – 13th November 2026	Constituencies hold Annual General Meetings or Extraordinary General Meetings and conduct elections for substantive and alternate members.	Constituency Electoral Committees	Elections Conducted
2nd -13th November 2026	Independent Elections Committee observes elections (physically or via certified documentary reports) and manages any election disputes referred to it.	Independent Elections Committee	Election Oversight Reports
16th- 18th November 2026	Constituency Electoral Committees transmit signed election results, certified minutes and all supporting documentation to the CCM Secretariat; newly elected members formally introduced.	Constituency Secretariats / Electoral Committees	Election Results and Documentation Submitted
19th November	Independent Elections Committee reviews all submitted election results; confirms compliance with the Elections Guidelines and the COI Policy;	Independent Elections Committee	Final Compliance Report Issued

TIMELINE	ACTIVITY	RESPONSIBLE PARTY	EXPECTED OUTPUT
2026	issues a final consolidated compliance report to the CCM Secretariat.		
PHASE 4: BOARD RECONSTITUTION PHASE			
20th November 2026	CCM Secretariat compiles the new Board composition; prepares formal communication to the Global Fund Secretariat notifying the outcome of the renewal.	CCM Ethics Officer / Coordinator	New Board Composition Report and GF Notification Prepared
23rd – 27th November 2026	Orientation of the new Board members on the Global Fund Mechanism, Structure, CCM Roles and Responsibilities	CCM Secretariat Coordinator	New Board Oriented on their roles and responsibilities
9th- 11th December 2026	New CCM Board inaugurated; Independent Elections Committee presides over the election of the Board Chairperson, Vice Chairperson and Committee Chairpersons; Board fully constituted and operational.	Independent Elections Committee / CCM Ethics Officer	New Board Leadership Constituted
11th December 2026	Independent Elections Committee dissolved by Board resolution; certified minutes of the Board inauguration submitted to the Global Fund Secretariat thereafter.	CCM Board / CCM Secretariat	Committee Dissolved; Closure Notification Submitted to GF

ADOPTION

This Board Renewal Roadmap was presented to and approved by the Q3 CCM Board Meeting held on _____ day of _____ 2026.

Board Chairperson,
Uganda Country Coordinating Mechanism.
Date: _____

_____
Executive Secretary,
CCM Secretariat.
Date: _____

NOTE ON THE CCM BOARD INDEPENDENT ELECTIONS COMMITTEE

Mandate and Legal Basis

In accordance with **Section 2.5(b)** of the CCM Governance Manual (4th Edition, 2024), an Independent Elections Committee shall be appointed by the UCCM Board to oversee the entire CCM Board Renewal process, including constituency elections and the resolution of any election disputes.

Upon completion of all constituency elections and the election of the Board Chairperson, Vice Chairperson and Committee Chairpersons at the inaugural meeting of the new Board, the Independent Elections Committee shall be formally dissolved by the Board by resolution.

Composition

The Independent Elections Committee shall consist of Four (4) members as proposed by the CCM Secretariat and approved by the Board. In line with the independence and integrity requirements of the Governance Manual and Global Fund standards, members shall be drawn from persons who meet all of the following criteria:

- They are former CCM Board members or ex-officio members with demonstrated knowledge of CCM governance and the Global Fund framework.
- They do not currently hold any substantive or alternate member position on the CCM Board.
- They are not employed by or financially affiliated with any current CCM constituent organization that is standing for election.
- They have no declared or apparent conflict of interest in relation to any of the constituencies or candidates involved in the renewal process.
- They are committed to and available for the full duration of the Board Renewal process from October to November 2026.

Note: Section 3.4(vii) of the Governance Manual specifies **(4)** four members for the Election Committee mandated to preside specifically over the election of the Board Chairperson and Vice Chairperson. The Board is advised to consider constituting a committee of (4) four members drawn from the Ex-officios for the full renewal oversight function, with the option of co-opting a fourth independent person specifically for the Chairperson election stage, to ensure full alignment with this provision.

Roles of the Independent Elections Committee

- Receive and review constituency election guidelines submitted by each constituency secretariat prior to elections.
- Observe constituency elections (physically or through receipt of certified documentary evidence) and monitor compliance with the Elections Guidelines and the COI Policy.
- Receive and adjudicate any election disputes referred to it by constituency electoral committees whose own resolution mechanisms have been exhausted, in line with **Section 2.5(e)** of the Governance Manual. The determination of the Elections Committee at this level is final.
- Review all submitted election results and compliance documents; issue a consolidated compliance report to the CCM Secretariat before the new Board is constituted.
- Preside over the election of the Board Chairperson, Vice Chairperson and Committee Chairpersons at the inaugural meeting of the new Board on 06th November 2026.
- Submit certified minutes of all proceedings to the CCM Secretariat as a permanent record for submission to the Global Fund Secretariat.