

Solomon Islands Country Coordinating Mechanism Project

**2019- 2022
(SICCM Project)**

**Final Report
2019 – 2022**

Produced for the Global Fund

United Nations Development Programme, Solomon Islands

Global Fund Support to Solomon Islands Country Coordinating Mechanism (CCM) Functioning to Fight HIV/AIDS, Tuberculosis and Malaria (2019- 2022) (SICCM)

Final Report

Project Title: Global Fund Support to Solomon Islands Country Coordinating Mechanism (CCM) Functioning to Fight HIV/AIDS, Tuberculosis and Malaria	
Project Number: 00116858	
Output (s) :	1. Administrative and Secretariat Support to SI CCM Improved 2. SI CCM Oversight System Established and Strengthened
Project Period: 1 August 2019 – 31 July 2022	
Implementing Partner: United Nations Development Programme (UNDP)	
Project Location (s): Solomon Islands / Honiara	

Executive Summary

The SI CCM Project 00116858 was implemented to ensure the effective functioning of the Solomon Islands Country Coordinating Mechanism (SI CCM) in line with Global Fund (GF) guidelines and requirements. The project focused on strengthening coordination, governance, and oversight mechanisms to support the effective implementation of Global Fund-supported HIV, Tuberculosis (TB), and Malaria programmes in Solomon Islands.

Over the project period (2019–2022), UNDP provided administrative and secretariat support to SI CCM while strengthening its oversight system and capacity to coordinate stakeholders, partners, and the Ministry of Health and Medical Services (MHMS) as the PR. The project contributed to improved compliance with Global Fund requirements, enhanced stakeholder engagement, and more structured oversight of GF grants, particularly during a critical period of grant transition and new funding cycle preparation.

The project successfully delivered its two intended outputs: (1) improved administrative and secretariat support to SI CCM, and (2) establishment and strengthening of the SI CCM oversight system. Despite implementation challenges, the project laid a strong foundation for sustained CCM functionality, effective grant oversight, and strengthened coordination across national health stakeholders.

1. Project Summary

The SI CCM Project was designed to address capacity and coordination gaps that previously limited the effectiveness of the CCM in fulfilling its mandate. Malaria and TB continue to pose significant public health challenges in Solomon Islands, while HIV, though low in prevalence, requires sustained prevention, treatment, and monitoring efforts. The Global Fund remains a key financing mechanism supporting national responses to these diseases.

Effective functioning of the CCM is a prerequisite for accessing and managing Global Fund resources. The project therefore aimed to strengthen SI CCM's administrative, coordination, and oversight capacities to ensure compliance with GFATM requirements, facilitate inclusive stakeholder participation, and enhance oversight of programme implementation by Principal Recipients (PRs).

Implemented under the Direct Implementation Modality (DIM), UNDP served as the grant recipient and provided secretariat, administrative, and operational support to SI CCM. The project worked closely with MHMS as PR, CCM members development partners, and the Global Fund country teams to ensure effective coordination and oversight throughout the project lifecycle.

2. Performance Overview of the SI CCM Project

Overall, the SI CCM Project demonstrated satisfactory performance against its intended objectives and outputs. The project enabled SI CCM to meet key Global Fund requirements related to governance, coordination, reporting, and oversight. Regular CCM and Oversight Committee meetings were convened, documentation and communication processes were strengthened, and structured oversight mechanisms were operationalized.

Key performance achievements include: - Improved timeliness and quality of CCM meetings, agendas, minutes, and decision tracking; - Strengthened communication and coordination between SI CCM, MHMS which also served as the PR and the Global Fund Secretariat; - Regular oversight committee meetings and monitoring visits to support grant implementation; - Enhanced capacity of CCM members through orientation, training, and information-sharing activities; - Improved readiness of SI CCM to support grant development.

3. SI CCM Project Results Summary

Output 1: Administrative and Secretariat Support to SI CCM Improved

Under Output 1, the project focused on strengthening the administrative and secretariat functions of SI CCM to enable effective coordination, decision-making, and compliance with Global Fund requirements.

Key results achieved include: - Provision of consistent secretariat support to SI CCM, including preparation and dissemination of meeting agendas, minutes, decisions, and reports; - Timely circulation of CCM documentation to members, alternates, PRs, SRs, and the Global Fund Secretariat; - Maintenance of CCM records, decision logs, contact lists, and documentation systems; - Support to the development and implementation of annual CCM workplans and reporting requirements; - Improved coordination and communication among CCM members, MHMS (PRs), SRs, and development partners.

These interventions contributed to improved operational efficiency, transparency, and accountability of SI CCM, enabling it to function in accordance with GFATM guidelines.

Output 2: SI CCM Oversight System Established and Strengthened

Output 2 focused on establishing and strengthening SI CCM's oversight role to ensure effective monitoring of Global Fund-supported programmes.

Key results achieved include: - Regular convening of CCM plenary and Oversight Committee meetings to review programme performance, risks, and strategic issues; - Implementation of CCM oversight monitoring visits, enabling direct engagement with programme implementers and stakeholders; - Strengthened collaboration between SI CCM, MHMS as PR, SRs, and the Global Fund country teams; - Capacity strengthening of CCM members through trainings and orientation on Global Fund policies, oversight responsibilities, and governance requirements; - Improved tracking of Eligibility and Performance Assessment (EPA) actions and CCM compliance requirements.

Through these efforts, SI CCM enhanced its ability to provide informed, independent, and structured oversight of GF grants, contributing to improved programme governance and accountability.

4. Project Implementation Challenges

While the project achieved its core objectives, several challenges were encountered during implementation, including: - Coordination complexities arising from multiple stakeholders with varying roles, mandates, and availability; - Logistical and resource constraints affecting the frequency and coverage of oversight monitoring visits, particularly for

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members from remote provinces; - Capacity gaps and turnover among CCM members, requiring repeated orientation and training; - External factors such as evolving Global Fund policies, grant cycle timelines, and national health system pressures impacting planning and implementation.

These challenges were mitigated through adaptive planning, strengthened communication, and ongoing support from UNDP and development partners.

5. Lessons Learned

Lessons learned from project implementation were extracted, reviewed, and mapped directly to the two project outputs. Only lessons that clearly align with the scope and mandate of Output 1 and Output 2 have been included below.

Lessons Learned – Output 1: Administrative and Secretariat Support to SI CCM Improved

- Effective CCM coordination platforms (CCM and committee meetings) enabled inclusive dialogue and information sharing among government, civil society, youth, and development partners; however, inconsistent attendance and competing institutional responsibilities of members affected follow-up on agreed actions.
- Strong administrative and secretariat support is essential to maintain continuity in CCM functions, particularly in the context of high member turnover and voluntary participation.
- Orientation and induction sessions improved basic understanding of CCM roles and responsibilities, but limited time availability of members constrained deeper engagement.
- Youth representation within the CCM structure exists, yet meaningful participation remains limited without practical engagement opportunities, mentorship, and targeted capacity-building support.
- As a country-owned and voluntary mechanism, expectations around allowances and incentives can influence participation, highlighting the importance of reinforcing CCM principles and non-monetary motivation mechanisms.

Lessons Learned – Output 2: SI CCM Oversight System Established and Strengthened

- Regular oversight committee meetings and monitoring visits enhanced understanding of programmatic and systemic bottlenecks affecting TB and malaria programme implementation.
- Oversight recommendations were often constrained by broader health system capacity limitations and the CCM's limited authority over implementing entities.

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- Collaboration between SI CCM, MHMS, and implementing partners is critical to ensure oversight findings translate into actionable improvements.
- Logistics challenges, including transport of medicines, storage capacity, and climate-related impacts, significantly affect programme performance and require system-level responses beyond programme-specific interventions.
- The absence of a structured mechanism to track and follow up on oversight recommendations reduced the timeliness and effectiveness of corrective actions.

6. Recommendations

The following refined recommendations are informed by project results and lessons learned and are aligned with the two project outputs.

Recommendations – Output 1: Administrative and Secretariat Support

1. Institutionalize and sustain the SI CCM Secretariat function to ensure continuity of coordination, documentation, and compliance with Global Fund requirements beyond project closure.
2. Strengthen CCM member nomination processes by ensuring formal institutional endorsement and clearer accountability for participation and follow-up on CCM decisions.
3. Enhance constituency engagement by formalizing feedback and reporting-back mechanisms between CCM members and their respective constituencies.
4. Invest in continuous capacity building, including structured induction, refresher training, and periodic CCM retreats, to address high turnover and competing priorities.
5. Promote meaningful youth participation through mentorship, practical engagement opportunities, and targeted capacity development initiatives.
6. Reinforce the voluntary and country-owned nature of the CCM by promoting non-monetary incentives such as professional recognition, learning opportunities, and leadership development.

Recommendations – Output 2: Oversight System and Oversight Functions

1. Strengthening the CCM oversight framework by establishing a structured tracking and follow-up mechanism for oversight recommendations, with clear timelines, responsibilities, and reporting arrangements.
2. Enhance coordination between SI CCM and MHMS to ensure oversight findings are aligned with national health system strengthening priorities and investment plans.
3. Integrate CCM oversight planning with broader partner-supported health system strengthening initiatives to improve implementation of corrective actions.
4. Continue regular oversight committee meetings and monitoring visits, with particular attention to provincial-level implementation challenges.

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5. Advocate for improvements in health logistics systems, storage infrastructure, and climate-resilient solutions to address systemic barriers affecting TB and malaria programme delivery.
6. Strengthen data use and evidence-based discussion within oversight processes to support informed decision-making and engagement with the Global Fund Secretariat.

7. Conclusion

The SI CCM Project 00116858 successfully strengthened the administrative, coordination, and oversight capacity of the Solomon Islands Country Coordinating Mechanism during a critical period for Global Fund-supported programmes. Through UNDP's support, SI CCM is better positioned to fulfil its mandate, support effective grant implementation, and contribute to improved health outcomes for the people of Solomon Islands.

This narrative final report serves as a consolidated account of project achievements, challenges, and lessons, and provides a foundation for future CCM strengthening and sustainability efforts.