



LESOTHO COUNTRY COORDINATING MECHANISM

BY-LAWS

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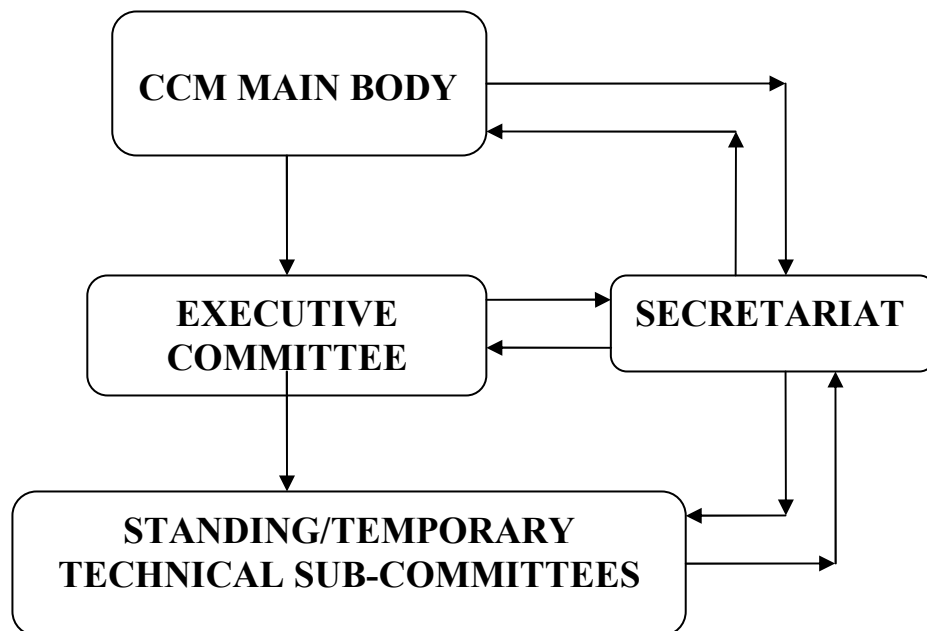
LESOTHO COUNTRY COORDINATING MECHANISM (CCM) BY-LAWS

Preamble

- (i) A "National Public Private Partnership Body" to be known as Lesotho COUNTRY COORDINATING MECHANISM (Lesotho CCM) shall be established in response to requirements and recommendations of the Global Fund to Fight AIDS, Tuberculosis and Malaria ("Global Fund") as a governance and oversight mechanism for the mobilisation and use of grants from Global Fund.
- (ii) These By-Laws shall take effect the day they are approved by a two-thirds majority vote of the CCM. Subsequent modifications to the Terms of Reference shall require a two-thirds majority vote of the full voting membership.

1. Structure of the Lesotho Country Coordinating Mechanism (LCCM)

1.1 Organizational Structure



1.2 COMPOSITION OF CCM

1.2 .1 The CCM members shall be selected from the following main sector groupings with the following representation:

▪ Public sector	7
▪ Private sector	3
▪ Civil society	7
▪ PLD	2
▪ Academic and Research institutions	1
▪ Multilateral/Bilateral agencies	4
▪ Other	1

TOTAL	25
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1.2.2 The membership of the CCM comprise a minimum of 40 % representation of the non-government sectors such as NGOs/community based organizations, people living with the diseases, religious/faith-based organizations, private sector, academic institutions.

1.2.3 All CCMs submit annually to the Global Fund Secretariat, for publication on its web site, the CCM membership list with member's name, organization, sector and to make this list public in-country

1.2.4 The Global Fund requires all CCMs to show evidence of membership of people living with and/or affected by the diseases

1.2.5 The role of the United Nations agencies, multilateral and bilateral agencies and other development agencies in the CCM should be country partnership-driven and reflect the roles of these partners in AIDS, and TB, programs in-country.

1.3 MAIN CCM BODY

1.3.1 The CCM shall be as inclusive as possible and seek representation at the highest possible (i.e. most senior) level from various sectors.

1.3.2 The CCM shall engage in substantive discussions and, therefore, its membership shall reflect the ability to maintain such a dialogue, with a representative number of members and an active chair.

1.3.3 CCM Members (must) regularly participate in the proceedings and provide feedback (reporting back) to their respective constituencies.

1.3.4 The CCM shall consist of a membership of not more than 25 members

1.3.5 Representatives from non-government sectors shall be selected by their own sectors based on a transparent documented process developed within each sector.

1.3.6 Sector Representation:

1.3.6.1 Private sector (not more than 3 members)

Representation shall be from both the service industry as well as business industry

1.3.6.2 Public Sector (not more than 7 members)

Representation shall be from public sector agencies with programs relevant to HIV/AIDS and TB policy and implementation

- Health sector 1 member
- Education sector 1 member
- Cabinet 1 member
- Local Government 1 member
- Ministry of agriculture 1 member
- Ministry of Finance 1 member
- Ministry of Gender 1 member

1.3.6.3 Civil Society (not more than 7 members)

- NGOs/CBOs 5 members
- Professional Associations 1 member
- FBO 1 member

1.3.6.4 Associations of PLD 2 members

1.3.6.5 Multilateral and Bilateral agencies (not more than 5 members)

Representation from multilateral and bilateral agencies and Governments that supports the programs of HIV/AIDS and TB

1.3.6.6 Academic and Research Institutions 1 member

1.3.6.7 Once membership is granted to an organization by the CCM, that organization will select an individual to represent it at CCM meetings in a transparent documented process. Where there is no organization that is qualified represent a sector, membership may be granted to an individual in his or her personal capacity. Each individual proposed in his/her personal capacity rather than as representative of an organization must be approved by the CCM.

1.3.6.8 The sector representatives of the subcommittee shall provide the interface between the CCM and the constituencies.

1.3.6.9 The CCM shall ensure representation from districts either through direct geographical representation on CCM or through mechanisms such as Sub-CCMS or district level committees.

- 1.3.6.9.1 Membership on the CCM is for a **term of two years**. At the expiry of a term, a CCM member may be nominated by its sector to serve another term as laid down in the procedures of selection/election.
- 1.3.6.10 Members of the CCM are expected to take their membership seriously, attend CCM meetings and actively participate and contribute in all aspects of the CCM work in line with their resources and areas of expertise.
- 1.3.6.11 **Induced Termination:** Members who consistently fail to attend meetings can be removed from membership during the annual review of CCM. Each member is required to attend 75% of all scheduled meetings and a minimum of 50% of all other meetings that may be conducted from time to time. Any member who fails to attain the minimum attendance requirement in any given year, CCM would be asked to advise the constituency to relinquish their seat and the constituency to nominate another representative.
- 1.3.6.12 **Voluntary Termination:** A member who intends to terminate membership within the CCM shall first notify his constituency in writing and a copy of which shall be filed at the CCM secretariat. The member shall then be required to give thirty days written notice to the chairperson. It is up to each member who intends to resign to give reasons for resignation, however all members are encouraged to indicate their reasons for future improvement of the functioning of the CCM. The notice of resignation shall be heard at the next immediate CCM meeting. The CCM and the Constituency will endorse termination and take other steps necessary to avert future similar incidences where appropriate.
- 1.3.6.13 Resignation of Chairperson and Vice Chairperson: Whenever the Chair and Vice decide to tender their resignation, they are expected to table their decisions in the CCM meetings with formal communication, given 30 days notice.

1.4. CCM CHAIR & VICE CHAIR

- 1.4.1 There shall be a chairperson and a vice chair person of the CCM to be elected by the members of the CCM
- 1.4.2 The CCM shall elect a chair and vice chair preferably outside of the PR by secret ballot or by voting.
- 1.4.3 The Chair and the Vice-Chair shall be from different constituencies excluding the multi-lateral and bilateral agencies
- 1.4.4 The CCM shall make every effort to ensure that neither its CHAIR nor VICE CHAIR is from an organization that serves as a PR for CCM initiated projects financed by the Global Fund. If this does not prove possible, the CCM shall put in place and make public a written plan to reduce to a minimum this inherent conflict of interest

1.5 CCM CHAIR

1.5.1 Eligibility

- The CCM shall have one Chair.
- The chair and Vice-Chair must be from different sectors.
- The Chair must be from a domestic organization.

1.5.2 Responsibilities of the Chair include:

- a) Chair CCM meetings.
- b) Propose and seek approval of the agenda of each CCM meeting.
- c) Inform the CCM of the activities of the Executive Committee.
- d) Make decisions in between CCM and/or Executive Committee meetings when absolutely necessary.

1.5.3 Selection procedure:

- i. The CCM Chair shall be elected by a vote of the CCM.
- ii. Any candidate for Chair must be nominated and seconded by CCM
- iii. The vote for Chair shall be by secret ballot.

1.5.4 Removal:

- The CCM can vote to remove a Chair in mid-term on grounds such as non-performance, incapacitation or any other reasons the CCM may consider to be working against the smooth running of the CCM. Such a vote requires a two-thirds majority.

1.5.5 Term:

- The term of office for the Chair shall be three years. With the option of re-election for a second term.
- No person may serve more than [Two] consecutive terms as Chair.

1.5.6 Mid-term departure:

- If the Chair resigns or is removed in mid-term, an election shall take place at the meeting at which the Chair's departure is announced, or at the next meeting.

- The Vice-Chair shall serve as Chair until a new Chair is elected. The new Chair shall be elected to complete the term of the former Chair and be eligible for election for two full terms thereafter.
- The said election shall take place at the meeting at which the Chair's Departure is announced, or at the next meeting.

1.6 CCM VICE-CHAIR

1.6.1 Eligibility

- The CCM shall have one Vice-Chair.
- The chair and Vice-Chair must be from different sectors.

1.6.2 Responsibilities of the Vice-Chair shall be to:

- a) Perform tasks delegated by the Chair.
- b) Stand in for the Chair when requested by the Chair to do so, and when the Chair is unable to fulfill his/her functions.

1.6.3 Selection procedure

- i. The CCM Vice-Chair shall be elected by a vote of the CCM.
- ii. Any candidate for Vice-Chair must be nominated and seconded by CCM members.
- iii. The vote for Vice-Chair shall be by secret ballot.

1.6.4 Removal

- The CCM can vote to remove a Vice-Chair in mid-term. Such a vote requires two-thirds majority.

1.6.5 Term

- I. The term of office for the Vice-Chair is {two} years.
- II. No person may serve more than {Two} consecutive terms as Vice Chair.

1.6.6 Mid-term

1. If the Vice-Chair resigns or is removed in mid-term, an election shall take place at the meeting at which the Vice-Chair's departure is announced, or at the next meeting.

2. The new Vice-Chair shall be appointed to complete the term of the former Vice-Chair and, shall be eligible for election for another two full terms.

1.7 CCM EXECUTIVE COMMITTEE

1.7.1 Eligibility:

- The CCM shall have an Executive Committee.
- Executive Committee members must be CCM members.
- Any CCM member is eligible to be chosen for membership of the Executive Committee.

1.7.2 Responsibilities:

- i. Conduct those tasks specifically assigned to it at a full meeting of the CCM.
- ii. Make emergency decisions between regularly scheduled meetings of the CCM, when it is not practical or possible to organize a full meeting of the CCM.

1.7.3 Composition:

- The Executive Committee shall be composed of the CCM Chair, the CCM Vice- Chair, and **Five** other members as are chosen by the CCM from different constituencies represented on the CCM.

1.7.4 Selection procedure:

- The membership of the Executive Committee shall be approved by the CCM every year.

1.7.5 Meetings:

- The main CCM shall meet at least once every month and as business may require. Extra ordinary meetings of the CCM shall be convened as and when necessary at the instance of the chairman, making sure as many of the CCM members are informed within 48 hours of the meeting, or at the request of the at least one third of the members of the CCM. Notice of every meeting of the CCM shall be given in such a manner as the CCM may deem appropriate as to bring it to the attention of all members.
- The Executive Committee shall meet as frequently as necessary to carry out its work.
- Each CCM Executive Committee member is required to attend 50% of all meetings that may be conducted from time to time. In the case where a member is unable to attend in person; the member must make sure that he/she appoints a representative to attend the meetings. The voting powers of the representative shall be the same as those of the

member and any decision taken will be deemed to have agreed on by designated member.

- The Executive Committee shall operate by simple majority vote.
- The **quorum** for meetings of the Executive Committee shall be fifty percent of its membership.
- The Executive Committee shall report on its work to every CCM meeting.

1.7.6 Advisers, observers and invited guests

- CCM meetings may from time to time include additional delegates; advisers and or observers.
- The chairperson may invite additional delegates to CCM meetings at such times and for such purposes as may be deemed necessary.
- Delegated members other than the CCM member shall only have the right to speak or to participate directly in the deliberations of the CCM but cannot take part in a CCM vote.

1.7.7 Discussions

1. CCM members, representatives and other delegates should be called upon by constituency names and or organization names. Speakers and presenters should be called upon by name.
2. When the floor is open the Chair shall call upon CCM members, representatives or designated delegates in the order in which they signify their desire to speak. Members do so by raising their hands.
3. Interventions should be concise and to the point.
4. Other members of the delegation shall only have the right to participate directly in the deliberations of the CCM.

1.7.8 Motion

Motions shall be made and acted upon in the following manner

- 1.** A member requests the floor
- 2.** The Chair assigns the floor
- 3.** The motion is made
- 4.** The motion is seconded
- 5.** The Chair restates the motion
- 6.** Debate is held

A motion may be amended during debate. The following general rules and tips govern the use of amendments:

- The amendment must be of interest to the motion on the floor
- All amendments must be seconded
- The adoption of an amendment does not adopt the motion. The CCM shall have simply changed the motion on the floor

- An amendment (primary) may be amended (secondary) but only two amendments may be on the floor at one time.

The secondary amendments must be decided upon first. A vote (consensus) must be taken to decide between the two amendments before proceeding.

1.7.9 Notices

- All Executive Committee members must receive, by email, fax or letter, at least two days' prior notice of all meetings of the Executive Committee.
- The notice must specify the proposed agenda.
- The agenda may be modified and must be approved at the start of each meeting.

1.8 CCM SECRETARIAT

1.8.1 Its Establishment:

- The CCM shall establish a CCM Secretariat and shall approve its budget and its Terms of Reference.

1.8.2 The responsibilities of the CCM Secretariat, to be implemented under the guidance of the CCM and the CCM Chair, are:

- Coordinate the meetings of the CCM and its committees, including:
- Prepare draft agendas,
- Issue meeting reminders,
- Prepare draft minutes, and distribute the minutes.
- Distribute Global Fund guidelines and other documents.
- Distribute drafts of proposals and other relevant documents.
- Maintain and update distribution lists.
- Maintain the records of the CCM.
- Issue public announcements of calls for proposals.
- Prepare and submit reports to the Global Fund.
- Respond to enquiries from the Global Fund.
- Share information with the Local Fund Agent (LFA), the PR(s), and other stakeholders, including members of the public.
- Facilitate the work performed by proposal-writing teams.
- Deal with emergency matters. Carry out other functions as specified in the CCM Secretariat Terms of Reference or as determined by the CCM, CCM Chairperson and/or CCM Vice-Chairperson.

1.8.3 EXECUTIVE SECRETARY

- The CCM secretariat shall be headed by an executive secretary, who shall be appointed by the CCM, and be under the Legal Recognized Authority/ Organizational Structure agreed-upon by the CCM.
- An Expression of Interest within CCM for the period of the CCM Secretariat contract
- **The responsibilities** of the Executive secretary are:
 - a) Appoint and supervise other CCM secretariat staff as needed, as per agreed budget and Terms of Reference.
 - b) Attend all meetings of the CCM and of the Executive Committee in a non-voting capacity, and serve as secretary for these meetings.
 - c) Perform other responsibilities as specified in the CCM Secretariat Terms of Reference(TOR)

1.8.4 INFORMATION EXCHANGE AND TRANSPARENCY.

CCM members shall be provided with:

- 1.8.4.1 All important documents from the Global Fund including guidelines for proposals and calls for proposals.
- 1.8.4.2 All formal correspondence from the Global Fund to the CCM and vice versa, including the comments from Technical Review Panel (TRP) on proposals submitted by CCM.
- 1.8.4.3 All important documents relating to the implementation of programs funded through the Global Fund grants, including quarterly or other periodic reports prepared by the PR and sent to the Global Fund.
- 1.8.4.4 Copies of all information materials about the CCM prepared by the CCM secretariat for external distribution e.g. media releases, newsletters, Up-to-date CCM membership lists complete with contact information.

1.8.5 INFORMATION SHARING AND DISSEMINATION

The CCM shall ensure that the following information is sent to the Global Fund and is disseminated widely to all interested parties within (CCM) when possible via a website in a language understood by all:

1. Identity of CCM and Executive members, and means whereby they can be contacted.

2. CCM Terms of Reference.
3. Minutes of CCM meetings.
4. Any calls for proposals received from the Global Fund.
5. The full text of any proposal submitted by CCM to the Global Fund that has been approved by the Global Fund.
6. The full text of any grant agreement signed between Principal Recipient and the Global Fund.
7. The full text of any Disbursement Request and Progress Update submitted by (PRs) to the Global Fund.

1.8.6 DEVELOPMENT OF GLOBAL FUND PROPOSALS

1. The CCM shall establish a formal process for the development of proposals to the Global Fund.
2. The process shall be transparent and documented, and shall seek input from all CCM members and from interested stakeholders not on the CCM.

1.9 STANDING/TEMPORARY TECHNICAL SUB-COMMITTEES.

1.9.1 First Establishment:

- There shall be temporary Technical task set up by the CCM to ensure efficiency through delegation, transparency, participation, accountability and predictability.

1.9.2 Composition:

- The composition of each committee shall be determined by the CCM
- Members of the sub-committee do not need to be members of the CCM but the Chair must be a CCM member.
- The task team shall be made up of the following members:
 - a) Program managers of the **three** diseases.
 - b) Any other person with the requisite technical capacity from sectors including research and academic institutions.
 - c) Members from any relevant institution may be co-opted onto the task team as and when need arises

1.9.3 Meetings:

- The Technical Sub-Committee shall operate by simple majority vote.
- The quorum for meetings of any Technical Sub Committee shall be fifty percent of its membership.
- Each Technical Sub-Committee shall regularly report on its work to the main body of the CCM.

1.9.4 The CCM secretariat shall provide secretarial services to the technical Sub-committees.

1.9.5 The following standing committees may be constituted under the CCM.

1. Technical Committee for HIV/AIDS and TB.
2. Monitoring and Evaluation (M&E) Committee.

1.9.6 Functions of the Technical Committees

- Use and agreed criteria to assess submitted proposals.
- Develop draft proposals.
- Collate and consolidate the overall proposal.
- Submit the final proposal to the CCM.
- Respond to technical queries from the Fund secretariat through the CCM Secretariat.
- Facilitate access to information on implementation of funded programs for the monitoring and evaluation committee programs.

1.9.7 The monitoring and Evaluation Committee

- a) A committee to monitor and evaluate the programs funded from the Global Fund May be constituted.
- b) The monitoring and evaluation committee shall be made up of CCM members from the private sector, NGOs, and other partners who are not directly involved in program implementation activities.
- c) Technical support to augment the monitoring team shall be provided by any agency and academic and research institutions with the requisite and relevant expertise.
- d) Now that CCM Secretariat is independent, Monitoring & Evaluation shall start functioning

1.9.8 Functions of the Monitoring and Evaluation Committee:

- a. Verify program outputs against targets, inputs and milestones as presented in PR reports.
- b. Validate and verify progress reports from PR and Sub Recipients (SR).
- c. Verify the functioning of internal processes of the implementation agencies.
- d. Monitor the procedures for the application and disbursement of funds to sub-recipients.

1.9.9 The monitoring and evaluation team shall make representations at the CCM meetings as required.

1.9.10 The CCM secretariat shall provide secretarial support to the committee.

2. ROLES AND RESPONSIBILITIES OF THE COUNTRY COORDINATING MECHANISM (CCM)

Once the CCM has established all the structures as above according to the Global Fund guidelines it then ensures that all requirements are met to deliver on the National and Global Fund (GF) mandate.

- 2.1 The CCM will promote public-private partnership at a country level holding partners accountable and making sure that proposals are aligned to national policies and programs.
- 2.2 The CCM will ensure that it is as inclusive as it possibly can with membership from a variety of stakeholders each representing an active constituency with an interest in fighting one or more of the three diseases.
- 2.3 The Country Coordinating Mechanism (CCM) shall coordinate the submission of one national proposal for the Global Fund grant funding, through the facilitation of proposal development process, approval and endorsement of a single country coordinated proposal and follow up on the implementation of proposed activities.
- 2.4 The CCM shall put in place and maintain a transparent, documented process which ensures that CCM members and non-CCM members have the opportunity to contribute to proposal development and in conducting grant oversight.
- 2.5 The CCM shall put in place and maintain a transparent, documented process to solicit and review submission for possible integration into a national proposal.
- 2.6 The CCM shall oversee the grant negotiation process to ensure that it is on track, identify where to get technical support, and monitor any changes that have been made to the proposal.
- 2.7 The CCM will draw on the strengths of various stakeholders to agree on

strategy, identify financing gaps in achieving the strategy based on existing support, prioritize needs, and identify the comparative advantages of each proposed partner.

- 2.8 The CCM shall nominate/elect one or more appropriate organization as the Principal Recipient(s) PR's and maintain a transparent documented process for the nomination/election of a PR for program implementation.
- 2.9 The CCM shall make every effort to ensure that neither its Chair nor Vice-Chair is an organization that serves the PR for CCM initiated projects financed by the Global Fund. If this does not prove possible, the CCM shall put in place and make public a written plan to reduce to a minimum this inherent conflict of interest.
- 2.10 The CCM shall receive from PR copies of all disbursement requests, work Plans/business plans and report and submit to the Global Fund to ensure that it up to date with implementation challenges and achievements.
- 2.11 The CCM shall use its collective expertise to ensure that adequate technical assistance can be identified and provided to address program challenges.
- 2.12 The CCM shall conduct site visits to the Global Funded programs to give members and overall sense of program challenges and achievements so they can provide better guidance to the PR and lend credibility and stature of grants themselves.
- 2.13 The CCM shall develop an oversight plan to review Global Fund Grants.
- 2.14 The CCM shall approve major changes in grant implementation plans that have been proposed by the PR, and when necessary submit requests to the Global Fund for reprogramming of an approved grant.
- 2.15 The CCM shall orient CCM members on their roles and CCM oversight from proposals writing to grant implementation.
- 2.16 The CCM shall ensure that all members of the CCM are treated as equal partners in the mechanism with full rights to participation, expression and involvement in decision – making in line with their resources and areas of expertise.

3. Meetings

- 3.1 There shall be an open national forum of all stakeholders to be held at least once a year to be determined on the activities of the Global Fund.
- 3.2 The main CCM shall meet at least once month as the business may require.
- 3.3 Non-CCM members from the various constituencies shall be admitted as observers at CCM meetings.

3.4 A **quorum** shall be constituted of 50% of the members.

3.5 Extra ordinary meetings of the CCM shall be convened as and when necessary at the instance of the chairman, making sure as many of the CCM members are informed within 48 hours of the meeting, or at the request of at least one third of the members of the CCM.

3.6 The Chairman shall preside at every meeting of the CCM at which he s present, and in his absence the Vice-Chairman shall preside.

3.7 In the absence of both the Chairman and the Vice-Chairman. The members of the CMM shall elect one from among their members to preside.

3.8 Notice and Agenda

- Notice and agenda of every meeting of the CCM shall be given in such a manner as the CCM may deem appropriate as to bring it to the attention of all members.
- All CCM members must receive, by e-mail,fax,letter,at least one week's prior notice of each meeting of CCM
- The notice shall specify the proposed agenda.
- The agenda may be modified and must be approved at the start of each meeting.

3.9 Members or their representatives absent from the regular CCM meeting on **five** consecutive occasions shall be replaced, and new representatives shall be selected by their constituencies.

3.10 Minutes

- a) Draft minutes of CCM meetings shall be prepared and distributed to CCM members by the CCM secretariat. At the following meeting these draft minutes shall be discussed amended as necessary, and approved by the CCM vote.
- b) Approved minutes of meetings of CCM committees shall be distributed, amended as necessary, and approved by the CCM.
- c) The minutes of CCM meetings shall be record any decisions passed by a vote, and shall record any major dissent articulated at the meeting to any such decision (unless those dissenting agreed that the dissent need not be recorded in minutes).

4. PROCEDURES

4.1 Voting procedures

4.1.1 Decision shall be made by consensus wherever possible, but where necessary decisions shall be made by voting.

4.1.2 Votes shall be of two possible kinds: " Simple majority" and "two-thirds

majority". All votes shall be by simple majority except when the Terms of Reference state that they require a two-third majority. "Two-thirds" means two thirds of voting members present at the meeting, with the exception of changes to CCM Terms of Reference which shall require a two thirds majority vote of the full voting membership.

4.1.3 Voting methods shall be of two possible kind: "informal" and "formal". All votes shall be informal unless any member present demands that a vote be made (or repeated) as a formal vote. Formal votes require the recording of each member's vote in the minutes of the meeting.

4.1.4 Absentee members shall not vote.

4.1.5 Election of all officers shall be secret ballot by CCM voting members.

4.2 Signing of Documents by CCM Members- Procedures

4.2.1 Any decision taken by CCM Members through a simple majority or two –thirds will be regarded as a collective decision by the CCM. Therefore all CCM members are expected to sign required documents for submission to GFATM whenever this is required.

5. CONFLICT OF INTEREST GUIDELINES

5.1 Key areas of conflict of interest:

5.1.1 Where the Chairman is also the PR.

5.1.2 Where CCM members make decisions on allocation of funds among themselves.

5.1.3 Where CCM members are responsible for program oversight (M&E) of activities that they themselves are implementing.

5.1.4 Multilateral and bilateral members could influence decisions on allocation of funds to disease control programs in which they have a particular interest.

5.1.5 Where Secretariats are either members of ministries of health or have close institutional ties to Ministry.

5.1.6 Where PR's are implementers as well as contracting sub-recipients, conflict of interest may arise as the PR is accountable for its own and the sub-recipient's use of funds, and responsible for monitoring its own and sub-recipients implementation.

5.2 Strategies for mitigating conflict of interest.

- 5.2.1 The CCM shall establish and enforce policies with clear procedures and tools for addressing conflicts of interest applicable to all members, all the time.
- 5.2.2 The CCM will consider the support of external entities such as the UN agencies and other partners in the development and implementation of conflict of interest policies.
- 5.2.3 The CCM shall ensure that CCM members are educated on conflict of interest policies and mitigation procedures and provide manuals for ongoing training.

The CCM shall ensure that conflict of interest policies and procedures are enforced to all CCM members and ensure that there is full disclosure of conflict of interest or potential conflict of interest.

6. SELECTION OF MEMBERS

1. The CCM members are to be selected/elected by their own sectors based on a documented transparent process developed within each sector.
2. Government representatives and all CCM Members and participants on CCM should be mandated by, and represent the views of and report to the senior leaders of government and their constituencies.
3. There shall be a formal call for a meeting by umbrella body(ies) or other body in the capacity mandated by CCM to coordinate the selection process;
 - 3.1 Agenda should include an overview of the Global Fund and the CCM roles and responsibilities.
 - 3.2 The first meeting should agree on a selection mechanism and criteria for the constituency.
4. Selection process should be completed within thirty days.
5. Nominations (Names) for selection should be forwarded to the organizer within the umbrella body/bodies.
6. A second call for a meeting be made a week before the expiry of thirty days.
7. The second meeting should focus on the selection of representative(s) from the submitted list of names and based on the agreed criteria.
8. The selection should be by call for a vote
9. The candidate with the highest number of votes would be chosen.

10. A candidate with the second highest number of votes maybe considered as an alternate representative for the constituency and can attend meetings when the registered member is not available.
11. The alternate representative might also be eligible to take over at the expiry of the term of the registered constituency representative.
12. The alternate must not be from the same organization with the CCM Member whose term of membership has expired.

6.2 Adoption of selected Member by the CCM

- The constituency forwards the name (s) to the secretariat of the CCM for approval at the next immediate CCM meeting
- The CCM will then approve and register the representative
- The CCM shall officially notify the constituency of the CCM decision on approval of the representative
- Where the CCM decision is at variance with that of the constituency a meeting between CCM and constituency shall be called within one week of the CCM decision to finalize selection.

6.3 Disputed CCM Seats

Disputes regarding entitlement to a CCM seat should in the first instance be resolved by members of the constituency entitled to the CCM seat. If the constituency fail to resolve the matter, it may be settled by the CCM.

6.4 Vacancies

A vacancy in any office or position resulting from the death, resignation, disqualification or other reason, shall be filled in the same manner in which the original holder of that office or position was appointed or selected. Individuals selected or appointed to fill vacant positions shall hold such positions for only the unexpired term of their predecessor.

6.5 Selection of Principal Recipients.

6.5.1 The CCM shall nominate Principal Recipients (PRs) from one or more appropriate organizations to manage the Global Fund grant.

6.5.2 The CCM shall also select Sub-Recipients (SRs) for approved grants except where the CCM delegates this responsibility to PR.

6.6 Selection criteria

CCM shall establish criteria and formal processes for the selection of the Principal recipient:

6.6.1 Eligibility

- The PR shall be a legally constituted entity.

- Must be capable/have capacity of entering into an agreement.
- Must be a local stakeholder from public, private or civil society.

6.7 Selection procedure

6.7.1 The CCM shall design procedures for the selection of Principal recipient (PR)

6.7.2 The CCM shall incorporate procedures to ensure transparency at each stage of the process.

6.7.3 The CCM shall use objective tools e.g. checklist or grids for the selection of the Principal recipient.

6.8 Roles and responsibilities of the Principal recipient

- Once the grant agreement is signed, the Principal recipient becomes legally responsible for the implementation of the programme.
- The Principal recipient shall select the Sub-recipient and enter into a Memorandum of Understanding(MOU)/Service Level Agreement(SLA) for the implementation of the Global Fund programme
- The Principal recipient shall ensure that all agreements with Sub-recipients are in compliance with this agreement.
- The Principal recipient shall monitor the implementation of activities under approved programs.
- The Principal recipient will exchange views on the progress of the Program performance with the Global Fund and CCM.
- The Principal recipient shall submit to the Country Coordinating mechanism a copy of each request for disbursements request that it submitted to the Global Fund.
- From time to time, the Principal recipient shall disburse funds to sub-recipients according to their performance.
- The Principal recipient shall have annual financial auditor conducted of the Program expenditure, except as the Global Fund and Principal recipient may agree otherwise in writing.
- The Principal recipient shall request technical assistance from the CCM with the purpose of ensuring sustainability of Global fund programs and furnish to the Country

Coordinating Mechanism copies of all reports including contractors, consultants and suppliers engaged in the program.