The Ghana

Country Coordinating Mechanism

of the

Global Fund to fight AIDS, Tuberculosis and Malaria

Governance Manual

JUNE 2015

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ABBREVIATIONS AND ACRONYMS

- AIDS   Acquired Immuno-Deficiency Syndrome
- CBOs   Community Based Organizations
- CCM   Country Coordination Mechanism
- CoI   Conflict of Interest
- CSOs   Civil Society Organizations
- EoI   Expression of Interest
- FPM   Global Fund Portfolio Manager
- GFATM/GF   Global Fund to Fight AIDS, Tuberculosis and Malaria/ Global Fund
- HIV   Human Immuno-Deficiency Virus
- LFA   Local Fund Agent
- MoH   Ministry of Health
- MoU   Memorandum of Understanding
- OC   Oversight Committee
- PDC-N   Proposal Development Negotiating Team
- PDC-2   Proposal Development Team – Phase 2
- PLWD   People living with one of the Diseases
- PRST   Principal Recipient Selection Team
- PU/DR   Progress Update and Disbursement Request
- NGO   Non-Governmental Organization
- PLWA   People Living With HIV/AIDS
- PLWTB   People Living With TB
- PLWM   People Living with Malaria
- PLWD   People Living With Diseases
- PR   Principal Recipient
- SDA   Service Delivery Area
- SOPs   Standard Operating Procedures
- SR   Sub-Recipients
- SRST   Sub-Recipient Selection Team
- TA   Technical Assistance
- TB   Tuberculosis
- TFC   Task Force Committee
- TFST   Task Force Strategic Plan
- ToR   Terms of Reference
- USAID   United States Agency for International Development
- USD   United States Dollars

1 Introduction

The Ghana Country Coordinating Mechanism (CCM) of the Global Fund to fight AIDS, Tuberculosis and Malaria was established in 2002 with an overall responsibility of managing Global Fund grants in the country. It is responsible for developing grant proposals, setting the policy framework for effective implementation of approved grants, exercising oversight of grants, monitoring progress towards meeting set targets and reviewing programme performance. The CCM also selects Principal Recipients as the lead implementers of approved grants.

The Ghana CCM is a country-driven and multi-sectoral partnership of relevant stakeholders with health programs in the three disease areas. The purpose of the partnership is to ensure country ownership of programmes as a basis for scaling up prevention, care and treatment interventions in the communities in Ghana. It engages a variety of actors in the decision-making process through a country dialogue on national priorities, allocation and utilization of financial resources for the development of grant proposals and program implementation.

The specific objectives of the Ghana CCM are:
  i.   To create a forum where civil society, Private Sector and development partners in health can interact more equitably with Government through public-private partnership.
  ii. To create opportunity for harmonization and alignment of health funds for aid effectiveness.
  iii. To maximize efficiencies through the collective efforts of national stakeholders in the submission of Global Fund proposals.
  iv. To increase transparency and accountability through multi-stakeholder participation in the Global Fund grant implementation.
  v.   To continuously build the capacity of the CCM and its constituencies.
  vi. To establish effective oversight systems and tools for Global Fund grant implementation.

2 Ghana CCM Vision and Mission

2.1 The CCM Vision:
The Ghana CCM aspires to ensure transparency, accountability, equity, fairness and participation of all stakeholders in Global Fund concept notes development and in oversight of the Global Fund grants to effectively contribute to the achievement of national health outcomes. It seeks to be an independent, unified multi-sectoral partnership overseeing "A" rated grants and providing a global model of excellence.

2.2 The CCM Mission:
The Ghana CCM seeks to promote transparency and accountability in the implementation of Global Fund grants by establishing policies, guidelines and systems that ensure involvement of all constituencies in the application for and implementation of the Global Fund grants.

i. Ensuring transparency in the development of country-owned Global Fund concept notes
ii. Harmonizing Global Fund grants with other resources
iii. Establishing an effective oversight system and tools
iv. Continuously building the capacity of CCM and its constituencies
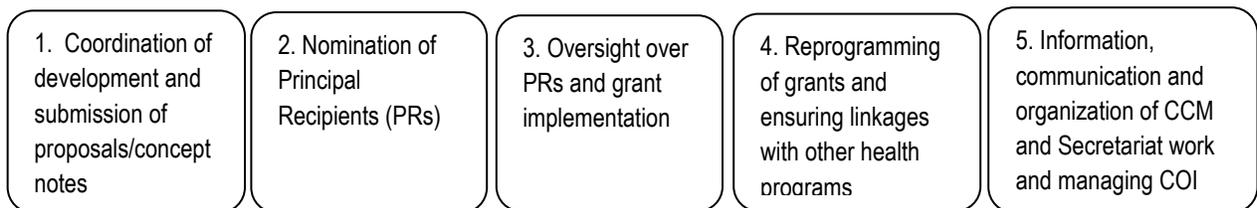
3   Ghana CCM Core Functions

In line with the guidelines from the Global Fund, and as defined in its constitution, the core functions of the Ghana CCM are to:

a) Coordinate the development of proposals/concept notes and submission of funding requests to the Global Fund
b) Nominate Principal Recipients (PRs) to be responsible for implementing approved Global Fund grants
c) Oversee PRs and Global Fund grant implementation
d) Approve the reprogramming of Global Fund grants and ensure linkages and consistency between Global Fund grants and other health and development programmes
e) To ensure effective CCM communication and proper organization of the work of the CCM and its secretariat and to prevent, manage and mitigate conflict of interest during grant implementation.

During coordination of the development of the proposals/concept notes, the CCM will strive to meaningfully participate in the discussions on the National Strategic Plan (NSP) of the Health Sector and to effectively convene stakeholders to engage in inclusive country dialogue and agree on funding split.

The five core CCM functions are illustrated in Figure 1 below.

Figure 1.   The Five Core Functions of the CCM

1. Coordination of development and submission of proposals/concept notes	2. Nomination of Principal Recipients (PRs)	3. Oversight over PRs and grant implementation	4. Reprogramming of grants and ensuring linkages with other health programs	5. Information, communication and organization of CCM and Secretariat work and managing COI

4   Composition and Structure

4.1   CCM Composition

As defined by Ghana CCM's Constitution (September 2014), the CCM's membership consists of not more than 25 members drawn from three main sector groupings, namely Public Sector, Civil Society, and Multilateral & Bilateral agencies. Representatives from these sectors are selected by the agencies, recognized groupings and networks that fall under the sectors through internal discussion among stakeholders within the sectors in accordance with the quota allocations in the table below (Table 1). For each substantive member, there will be an alternate member, who will be from a different organization or agency in the case of members from Civil Society and the Multilateral &

Bilateral agencies. The alternate member will be elected in the same manner as the substantive member.

The Civil Society constituencies will furnish the CCM Secretariat with all documentation relating to the process of nomination or election of their members in the CCM. If any disagreements regarding entitlement to membership of the CCM arises, it will be, in the first instance, resolved by members of the constituency entitled to the CCM seat. If the constituency cannot resolve the matter, it will be referred for settlement by the full CCM.

Table 1: Ghana CCM Membership Composition

Public Sector – 7 members	**Civil Society – 14 members**	**Multilateral & Bilateral agencies – 4 members**
i. *Health sector (MOH/GHS) - 2 members* ii. *Education sector - 1 member* iii. *Ghana AIDS Commission - 1 member* iv. *Local Government - 1 member* v. *Gender, Children & Social Protection - 1 member* vi. *Finance and Economic Planning - 1 member*	i. *Private sector (from service and business industry) - 2 members* ii. *NGOs/CBOs (recognized groupings in Health) - 4 members* iii. *Professional Associations - 1 member* iv. *FBOs (stakeholders such as Christian Council, Muslim Council and African Religion) - 1 member* v. *Persons living with or affected by the disease - 3 members* vi. *Key Affected Populations - 1 member* vii. *Women and Children Interest Groups - 1 member* viii. *Academic and Research institutions - 1 member*	i. *Multilateral organizations - 2 members* ii. *Bilateral organizations - 2 members*

4.2 CCM Structure

In line with Ghana CCM's constitution and in response to its vision and mission, the Ghana CCM has defined an organizational structure (Figure 2) that reflects the CCM's commitment to transparency, accountability, equity, fairness and participation of all stakeholders in Global Fund proposal development and in oversight of the Global Fund grants. As described below, each of the organizational structure's elements were defined to support and enhance the CCM's ability to effectively respond to its stated commitment.

Figure 2.   Ghana CCM Organizational Structure
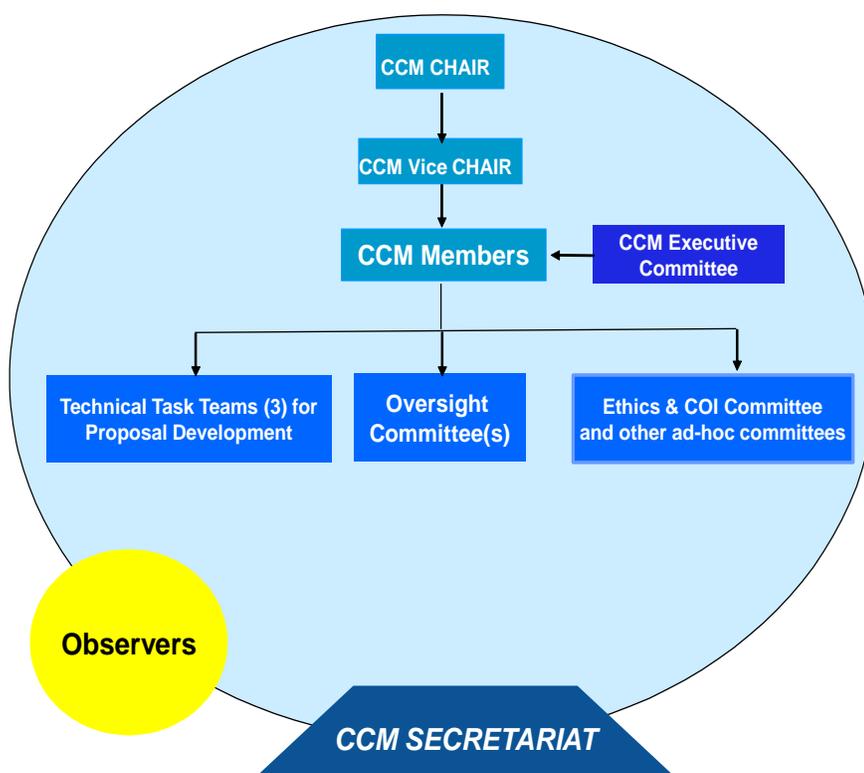
4.2.1 *Chair and Vice Chair*

As described in the Constitution, the CCM will have a Chair and a Vice Chair who will be elected by the members of the CCM from amongst themselves. The Chair and Vice Chair will be from different sectors and will not be representatives of organizations that are Principal Recipients of Global Fund grants. The Chair and Vice Chair will also be Ghanaian citizens, in the spirit of country ownership.

4.2.2 *CCM's Executive Committee*

The Executive Committee is composed of the CCM Chair, the CCM Vice Chair, and FIVE other members as are chosen by the CCM from constituencies other than those of the Chair and Vice Chair. At least one of the members will be a delegated female member. The Executive Committee will 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. The Secretariat will however provide information on deliberations and decisions taken at any Executive Committee meeting to all members of the CCM immediately after their meetings to keep members abreast of decisions taken on their behalf. The Executive Committee will also report at the subsequent CCM meeting.

4.2.3 *Technical Task Teams*

The CCM will have three Technical Task Teams representing HIV and AIDS, TB, and Malaria which will be composed of members and non-members of the CCM. These will include at least one CCM member, program managers or representatives of HIV and AIDS, TB, and Malaria and representatives from relevant agencies. Persons from any relevant institution with the requisite

technical capacity will be co-opted onto the task teams as and when the need arises. These technical task teams will be responsible for proposal/concept note development in their respective disease area. They will develop program components, collate and consolidate the overall proposal/concept note, assess proposals/concept notes submitted and respond to technical questions from the Global Fund Secretariat through the CCM Secretariat. The conveners of these technical task teams will be appointed by the CCM.

4.2.4 Oversight Committee(s)

One of the key functions of the CCM is to oversee grant implementation to ensure that Global Fund grant money is used properly and effectively, and that scheduled activities are implemented in a timely and effective manner. The CCM will therefore constitute an oversight committee to oversee grant implementation for the three disease programs. The committee will have two sub-committees, one for Malaria and the other one for both HIV and TB. The oversight committee(s) will be made up of CCM members and non-members who are not directly involved in program implementation activities. Technical Support to augment the oversight committee(s) will be provided by any agencies and academic and research institutions with the requisite and relevant expertise in the disease components. The functions of the Oversight Committee and its subcommittees are detailed in the oversight plan.

4.2.5 Ethics and Conflict of Interest Committee and other ad-hoc committees

The CCM will form other committees, such as Ethics and Conflict of interest Committee and any other ad-hoc committee, when an issue relevant to the work of the CCM arises that would require effective and efficient resolution through a committee.

For any real, perceived or imagined conflict of interest situation that will arise or seem to arise at the CCM that will need to be investigated, the CCM will appoint a special committee of not more than three members to investigate and report back to the CCM. Members of this special committee will not include any person or persons from the constituency of the member that is in conflict. The functioning of this committee will be guided by the Ethics and Conflict of Interest Policy of the CCM.

All members of the CCM including alternates, associated persons, affiliates, members of CCM committees, task teams, or any other delegated body of the CCM, Principal recipients and sub recipients of Global Fund grants, implementers of Global Fund programs and their agents or assigns shall be bound by the Ethics and Conflict of Interest Policy of the CCM .

4.2.6 CCM Secretariat

The CCM has established a Secretariat to facilitate its work and that of its committees. The CCM has approved the Terms of Reference of the Secretariat and its budget. The Secretariat budget includes CCM operational costs and administrative running costs.

The specific functions of the CCM Secretariat are contained in the CCM Secretariat Terms of Reference. They include, but are not limited to the following:
   i. Providing logistical and administrative support to the CCM and its committees during all their activities, including CCM meetings with other stakeholders.
   ii. Providing support in the development, review and update of CCM framework documents.
   iii. Serving as focal point for the CCM communications with the Global Fund Secretariat and the PRs

iv. Maintaining documentation and archives of the CCM and its committees
v. Establishing and maintaining regular communication with and building capacity of constituencies to ensure their effective engagement in Global Fund processes
vi. Supporting the CCM in communication with the various Global Fund stakeholders and in processes of information sharing and publicity.
vii. Producing summary reports and information for CCM members to support decision making relating to Global Fund grants

The CCM Secretariat is headed by an Executive Secretary who is answerable to the CCM through the Chair and the Executive Committee. The responsibilities of the Executive Secretary are to:
i. Supervise other CCM Secretariat staff
ii. Attend all meetings of the CCM and of the Executive Committee in a non-voting capacity, and serve as Secretary to these meetings.
iii. Perform other responsibilities that are specified in the CCM Secretariat Terms of Reference

The CCM Executive Secretary is supported by an Administrative Officer and by an Accountant provided by the Controller and Account-General's Department through the Ministry of Health. As of the date of this Governance manual (March 2015), it is anticipated that an Officer to support oversight and communication functions will be added to the Secretariat's technical staff through budgetary assistance provided by one of Ghana's development partners. Job descriptions for each of these technical positions at the Secretariat are included as annexes to this manual.

4.2.7 Observers
The CCM Constitution allows non CCM Members from the various constituencies to be admitted as observers at CCM meetings. For logistical reasons, non CCM members intending to participate in a CCM meeting as observers should notify the CCM Secretariat in advance. The non CCM Members participating in CCM meetings will have no voting rights.

5 Managing Conflict of Interest

One of the six eligibility requirements for CCMs is ensuring that there is appropriate management of conflict of interest during Global Fund grant implementation. The Ghana CCM has developed a Conflict of Interest Policy to help guide the appropriate management of conflict of interest. The CCM constitution also states that as and when a situation of conflict of interest arises or seems to arise that demands investigation the CCM shall appoint a special committee of not more than three members to investigate and report back to the CCM. This committee shall be called the Ethics and Conflict of Interest Committee.

Members of CCM read and sign to abide by the Conflict of Interest Policy when they are nominated or elected. In managing situations where conflict of interest may arise, the CCM has adopted the issue of declaration of conflict of interest as a standard agenda item in all its meetings. Whenever any member is in conflict of interest, he or she is expected to sign a conflict of interest declaration form and the issue in conflict is dealt with as provided for in the Conflict of Interest Policy.
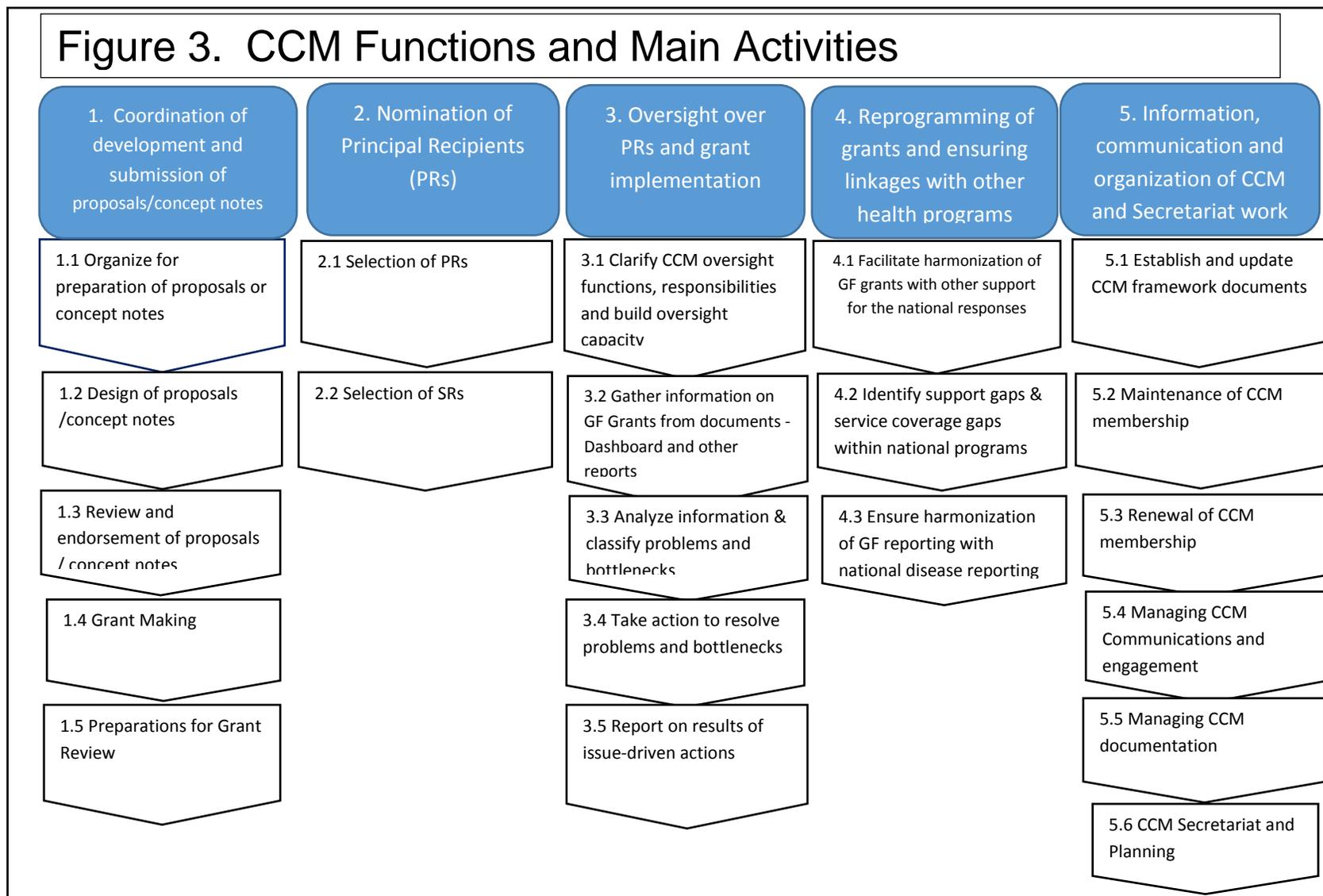
6 Main CCM Activities

Each of the five functions of the CCM mentioned above are broken down further into main activities. To ensure effective and efficient performance of these main activities, a set of standard operating procedures (SoPs) have been developed to guide the CCM members, the Secretariat and other CCM stakeholders who will be implementing them. The Standard Operating Procedures

(SOPs) document is a separate one from this Governance Manual and is a dynamic document as procedures will be modified from time to time as the situation demands.

The main activities for which the procedures have been developed are detailed in Figure 3 here below.

CCM Functions and Activities

Figure 3. CCM Functions and Main Activities

1. Coordination of development and submission of proposals/concept notes	2. Nomination of Principal Recipients (PRs)	3. Oversight over PRs and grant implementation	4. Reprogramming of grants and ensuring linkages with other health programs	5. Information, communication and organization of CCM and Secretariat work
1.1 Organize for preparation of proposals or concept notes	2.1 Selection of PRs	3.1 Clarify CCM oversight functions, responsibilities and build oversight capacity	4.1 Facilitate harmonization of GF grants with other support for the national responses	5.1 Establish and update CCM framework documents
1.2 Design of proposals /concept notes	2.2 Selection of SRs	3.2 Gather information on GF Grants from documents - Dashboard and other reports	4.2 Identify support gaps & service coverage gaps within national programs	5.2 Maintenance of CCM membership
1.3 Review and endorsement of proposals / concept notes		3.3 Analyze information & classify problems and bottlenecks	4.3 Ensure harmonization of GF reporting with national disease reporting	5.3 Renewal of CCM membership
1.4 Grant Making		3.4 Take action to resolve problems and bottlenecks		5.4 Managing CCM Communications and engagement
1.5 Preparations for Grant Review		3.5 Report on results of issue-driven actions		5.5 Managing CCM documentation
				5.6 CCM Secretariat and Planning

7 Terms of Reference for Committees and CCM Secretariat

7.1 CCM Secretariat Terms of Reference and qualifications of key staff

1. Executive Secretary		
Function	**Annual Job Performance Indicators**	**Tasks**
Core Function 1: development of funding applications to the Global Fund	- Number of sectors with documented participation in proposal/concept note development process - Proposal/concept note development process implemented according to approved work plan and the CCM governance manual and SOPs - Country proposals/concept notes submitted at least three days prior to the deadline established by the Global Fund - Replies sent by established deadlines to requests for clarification about the country's proposals/concept notes from the Global Fund	1. Monitor the Global Fund's website, notify the CCM Chair about each call for proposals/concept notes, and download application details for each call for proposals/concept notes 2. Help CCM identify development partners and other potential donors for proposal/concept note preparation stage, identify and work with relevant experts, and help CCM mobilize additional resources for proposal/concept note development 3. Issue public notices and send invitations to civil-society and private-sector organizations to help develop applications to the Global Fund 4. Ensure that the Proposal/concept note development team or committee has the needed support to create a work plan that follows the procedures in the CCM governance manual or SOPs. 5. Ensure that all COIs related to the country's Proposal/concept note development are identified and that the CCM's COI policy is promptly applied when appropriate 6. Ensure that the draft Global Fund proposal/concept note is circulated for review by CCM members and participating stakeholders within the set time frame, ensure that the documents have all required signatures and are complete, and submit all proposal/concept note documents to the Global Fund by the deadline 7. Coordinate timely responses to requests from the Global Fund for clarification about the submitted proposals/concept notes 8. Help the CCM chair and vice-chair communicate and negotiate with the Global Fund, LFA, and other donors
Core Function 2: nomination of PR(s) for implementation of Global Fund grants	- Percentage of complete and archived records on selection of PRs for all proposals/concept notes	1. Make available to CCM members the Global Fund's current documents concerning the role and qualifications of PRs 2. Make public announcements calling for nominations of potential PRs and ask relevant stakeholders and sectors to nominate potential PRs 3. Prepare invitations to potential PRs to submit applications to become a PR according to the instructions of the CCM chair 4. Ensure that all COIs related to PR(s) selection are identified and that the CCM's COI policy is promptly applied when appropriate 5. Ensure that summaries of discussions about PR candidates are included in the minutes of the relevant CCM meetings and are attached to the final proposal/concept note submitted to the Global Fund in compliance with its requirements 6. Based on the instructions of the CCM chair, compile

		and send notices about the final decision regarding PRs to the selected PR(s)
Core Function 3: Oversight of PRs and program implementation	- Number of grants with up-to-date progress reports or dashboards in a calendar year - Number of oversight field visits coordinated for CCM members in a calendar year	1. Help the CCM elect members of the oversight committee 2. Ensure that a CCM oversight work plan and budget is developed annually 3. Ensure communications between the oversight committees, PRs, and SRs 4. Work with development partners to obtain support for oversight activities, including providing technical expertise as necessary 5. Monitor and support implementation of CCM decisions 6. Ensure that the minutes of all discussions and all related documents are archived
Core Function 4: Reprogrammin g of grants and ensuring linkages with other health programs	- Number of completed periodic program reviews - Number of submitted requests for continued funding - Percentage of approved requests for continued funding	1. Help the CCM develop a protocol for conducting periodic reviews and align the time line for these reviews with the periodic reporting periods for the national systems 2. Support the CCM in establishing an ad hoc committee or working group to complete periodic program reviews, preparing requests for continued funding, and developing terms of reference for such a committee or group 3. Ensure the timely submission of reports and/or requests to the Global Fund 4. If funds must be reallocated or the PR(s) must be replaced, help the CCM arrange consultations with other stakeholders while preparing a request for continued funding 5. Identify external experts to participate in the preparation stage of the request for continued funding, if needed 6. Ensure that records of all discussions and related documents are archived 7. Coordinate administrative support to align and harmonize Global Fund grants with the health sector policy and strategic and financing framework
Function 5: Information, communication, and organization of the work of the CCM and its secretariat (Crosscutting)	- Number of updates on Global Fund grants disseminated to stakeholders during a calendar year - Percentage of proposals supported by national program mapping and gap analysis - Number of HIV/AIDS partnership forums and health-sector meetings in which the CCM participated - Annual communication plan developed and implemented - Content of CCM website updated quarterly - Number of CCM newsletters disseminated annually - CCM annual work plan and	1. Obtain and disseminate to CCM members important plans, activities, and decisions of the wider health sector and national disease-specific policies that might affect the functioning of Global Fund grants 2. Ensure preparation of gap analysis in accordance with the schedule 3. Monitor and support the implementation of an annual communications plan that identifies audiences, messages, and mechanisms for CCM communications and dissemination 4. Prepare and disseminate CCM semiannual newsletters to stakeholders 5. Disseminate information on the Global Fund grants 6. Manage communication processes of the CCM secretariat within and outside the Global Fund architecture in the country 7. Follow any CCM recommendations to relay relevant information and decisions of sector-wide interest in a

	budget developed and approved within established time frame - CCM governance manual and SOPs reviewed annually - Percentage of official meetings for which the agenda and all agenda-item documents are disseminated at least five business days in advance - Percentage of CCM activities implemented according to the work plan - CCM annual report developed and approved within established time frame	timely manner to key stakeholders 8. Manage the development, updating, and maintenance of an interactive website for the CCM and the public that includes framework documents, minutes, proposals, and performance reports 9. Prepare a two-year CCM operational and funding plan for the CCM's approval 10. Ensure that the CCM's financial records are kept in accordance with the requirements of the Global Fund and other donors 11. Help the CCM mobilize resources for its operations, including the preparation of financial reports for submission to specific donors 12. Help the CCM with its routine reviews of CCM governance manual and standard operating procedures and submit any required changes to the CCM for approval 13. Help the CCM chair ensure adherence to the CCM's bylaws by all members and advise the executive committee of any failures to comply 14. Help the CCM chair and vice-chair (or executive committee) organize meetings of the CCM and its committees by assisting with the following: a. Developing and disseminating meeting agendas b. Inviting members, alternates, and other participants c. Recording the names of participants in each meeting and verifying that a quorum was present d. Recording proceedings and decisions made during each meeting in the meeting minutes e. Distributing and archiving meeting minutes f. Disseminating summaries of CCM decisions to working groups and/or other stakeholders as needed 15. Help the chair and CCM elect and renew CCM members according to the procedures outlined in the CCM's governance manual, or constitution 16. Assist with new orientation and induction of new CCM members 17. Record COIs by compiling the following documents: a. Annual declaration-of-interest forms by CCM members b. Summaries of any proceedings regarding ethics questions and COIs 18. Help the CCM make decisions regarding recruitment of technical support providers 19. Maintain custody of all CCM documents, including governance documents and policies, proposals, grant-performance and CCM oversight reports, communications with the LFA and the Global Fund secretariat, and documents related to all CCM secretariat activities 20. Assist with visits by representatives of the Global Fund or other donors 21. Supervise the administrative/financial assistants 22. Assess the performance of all secretariat staff members annually

Qualifications	Qualifications and experience • Degree or diploma in business administration or a related field • At least three years of experience as a financial/administrative manager or as a senior administrative assistant with financial experience Key skills • Proficient in the use of Microsoft Word, Excel, and PowerPoint • Experience with e-mail and Internet-based communications • Proven ability to communicate and interact with high-level officials in government agencies, NGOs, and private-sector organizations • Excellent communications skills and proficiency in English • High degree of organization and initiative • Ability to work in a fast-paced, deadline-oriented environment and to efficiently manage multiple tasks • Ability to maintain document archives	
2. Program Officer (Oversight & Communications)		
Core Function 1: development of funding applications to the Global Fund	- Data provided from existing or past grant-performance reports in archives to support the development of proposals/concept notes (including the background and project-description sections)	1. Assist the proposal/concept note development team or committee by providing needed information from grant-performance reports in the secretariat's archives for use in writing the background and project-description sections of the proposal/concept note 2. Help the executive secretary identify any COIs related to the country's proposal preparation and promptly apply the CCM's COI policy when appropriate 3. Provide the CCM chair and vice-chair with needed information on grant performance for their communications with the Global Fund, LFA, and other donors, as requested
Core Function 2: nomination of PR(s) for implementation of Global Fund grants	1. Provide support for PR selection as needed 2. Help the executive secretary identify COIs related to the country's proposal preparation and promptly apply the CCM's COI policy when necessary	
Core Function 3: oversight of PRs and program implementation	- Number of grants with up-to-date progress reports or dashboards in a calendar year - Number of oversight field visits coordinated for CCM members in a calendar year - Complete documentation of grant reports—such as Progress Updates and Disbursement Requests, grant performance reports, annual audit reports, and dashboards—available in the secretariat archives	1. Help executive secretary provide support to the CCM in electing members of the oversight committee 2. Help the CCM oversight committee develop annual CCM oversight work plans and budgets 3. Ensure communications about oversight between the oversight committee, PRs, and SRs 4. Ensure that the oversight committee has administrative and logistical support to develop an oversight plan and carry out its oversight activities 5. Coordinate the implementation of the tasks outlined in the oversight plan and in the governance or procedures manual 6. Ensure timely collection of PR reports and data, including dashboard data and reports if appropriate, for the oversight committee and the CCM 7. Ensure that technical and financial grant reports or dashboards from the PRs are sent to the oversight committee at least three weeks before the quarterly CCM meetings 8. Help the CCM oversight committee coordinate its meetings and presentations by assisting with the following:

		a. Developing and disseminating meeting agendas b. Inviting members, alternates, and other participants c. Recording the proceedings and decisions made during the meeting in the meeting minutes d. Preparing a presentation on the oversight committee for the CCM's review as needed 9. Support the implementation of the CCM's decisions regarding support to PRs to improve their performance 10. Disseminate grant oversight committee reports and recommendations to CCM members at least five business days before the CCM quarterly meetings 11. Coordinate CCM field visit activities, including ensuring the development of field visit guidelines, identifying field visit sites, making appointments for field visits, and providing logistical support for these visits (in collaboration with the oversight committee chair and PRs) 12. Ensure that all COIs related to grant oversight are identified and that the CCM's COI policy is promptly applied when necessary
Core Function 4: Reprogramming of grants and ensuring linkages with other health programs	- Number of completed periodic program reviews - Number of submitted requests for continued funding	1. Help the CCM develop a protocol for conducting periodic reviews and align its time line for these reviews with the periodic reporting periods for the national systems 2. Help the CCM prepare periodic program review reports and/or requests for continued funding to the Global Fund
Function 5: Information, communication, and organization of the work of the CCM and its secretariat	- Percentage of proposals supported by national program mapping and gap analysis - Annual communication plan developed and implemented - Content related to grant performance on CCM website updated quarterly - CCM annual work plan and budget developed and approved within the established time frame - CCM oversight plan and work plan reviewed annually - Percentage of CCM oversight activities implemented according to the work plan	1. Participate in preparation of gap analysis according to the schedule 2. Support the implementation of an annual communications plan 3. Disseminate information on the oversight of Global Fund grants to stakeholders 4. Contribute oversight-related materials for an interactive website that includes framework documents, meeting minutes, proposals, and performance reports for the CCM and the public 5. Help prepare the CCM's two-year operational and funding plan for the CCM's approval 6. Help the CCM mobilize resources for the CCM's operations, including preparing financial and activity reports for submission to specific donors 7. Help the executive secretary coordinate oversight committee meetings by assisting with the following: a. Developing and disseminating meeting agendas b. Inviting members, alternates, and other participants c. Recording the names of participants in each meeting and verifying that a quorum was present d. Recording proceedings and decisions made during each meeting in the meeting minutes e. Distributing and archiving meeting minutes f. Disseminating summaries of CCM decisions to working groups and/or other stakeholders as needed 8. Assist with orientation (including providing information on CCM members' oversight

		responsibilities) and induction of new CCM members a. Record any ethics questions or COIs 9. Assist with the implementation of decisions regarding grant oversight by the CCM 10. Maintain custody of all CCM documents related to oversight, including grant-performance and CCM oversight reports and communications with the LFA and the PR(s) 11. Assist with visits by the Global Fund or other donor representatives
Qualifications	Qualifications and experience • Master's degree in public health, epidemiology, biostatistics, or economics • At least five years of experience in monitoring and evaluation or three years of experience as a program manager of a large health program in a government agency, NGO, or international organization • At least two years of experience working on projects related to HIV/AIDS, tuberculosis, and malaria Core skills • Proven ability to communicate and interact with high-level officials from government agencies, NGOs, and private-sector organizations • Excellent computer skills, including proficiency in Microsoft Excel and Word • Exceptional communications, writing, and editing ability • Proficiency in written English to understand Global Fund communications • High degree of organization and initiative • Good organizational skills and exceptional problem-solving abilities	
3. Administrative & Financial Officer		
Core Function 1: Development of funding applications to the Global Fund	- Proposal/Concept note development process implemented according to the approved work plan and the CCM procedures manual - Percentage of proposal/concept note development meeting documents completed and archived	1. Provide administrative and logistical support for the proposal/concept note development team or committee 2. Ensure documentation, filing, and archiving of proposal/concept note development processes and dissemination of documents 3. Coordinate all newspaper and radio announcements with the executive secretary 4. Assist with communication and dissemination of documents related to proposal/concept note development and review to CCM members 5. Make copies of proposal/concept note development documents as needed and arrange logistics for proposal/concept note related meetings 6. Maintain financial records for any activities related to proposal/concept note development and submission
Core Function 2: nomination of PR(s) for implementation of Global Fund grants	- PR selection process documented and archived	1. Help the executive secretary make public announcements and inform relevant stakeholders and sectors about the call for nominations of potential PRs 2. Send invitations to potential PR(s) to nominate themselves according to the instructions of the executive secretary 3. Help the executive secretary compile and send notices about the final decision regarding PRs to the selected PR(s) 4. File and archive minutes of the meetings during which the CCM discussed PR candidates 5. Maintain financial records of any activities related to PR selection

Core Function 3: oversight of PRs and program implementation	- Number of oversight meetings coordinated for oversight committee members in a calendar year - Number of oversight field visits coordinated for CCM members in a calendar year	1. Support oversight process, including the following: a. Communications related to reports and meetings b. Dissemination of reports and materials c. Logistical arrangements for meetings and site visits d. Note taking as required 2. Ensure that all site visit reports are archived and made available to CCM members as part of the agenda for each CCM meeting 3. Maintain financial records for any activities related to oversight activities
Core Function 4: Reprogramming of grants and ensuring linkages with other health programs	- Number of supported CCM meetings dedicated to periodic program reviews - Number of supported CCM meetings dedicated to requests for continued funding	1. Provide administrative and logistical support to the CCM in arranging meetings for an ad hoc committee or working group to complete periodic program reviews and/or prepare requests for continued funding 2. Provide administrative and logistical support to the CCM in arranging consultations with other stakeholders for preparing a request for continued funding 3. Maintain and archive records of all discussions and relevant documents 4. Maintain financial records of any activities related to periodic program reviews and requests for continued funding 5. Provide needed administrative support to align and harmonize Global Fund grants with the health sector's policy and strategic and financing framework
Function 5: Information, communication, and organization of the work of the CCM and its secretariat	- Documentation and results of gap analyses fully archived - Annual stakeholder meeting on gap analysis fully documented and archived - Number of constituency meetings supported by the CCM secretariat annually - Number of CCM newsletters disseminated annually - Percentage of CCM meeting minutes and newsletters available on the CCM website - Percentage of official meetings for which the agenda and all agenda-item documents were disseminated at least five business days in advance - Updated participation-tracking matrix prepared quarterly	1. Ensure that all documents related to mapping and gap analyses are archived and that these documents are readily accessible 2. Provide logistical support to CCM members who attend sector-wide meetings 3. Support communications processes of the CCM secretariat within and outside the Global Fund architecture in the country 4. Support annual constituency meetings for CCM members 5. Disseminate semiannual CCM newsletters to stakeholders 6. Help maintain the CCM website by uploading key documents (including meeting minutes and newsletters) as appropriate 7. Ensure that the CCM's financial records are kept in accordance with the requirements of the Global Fund and other donors 8. Help the executive secretary coordinate the meetings of the CCM and its committees by assisting with the following: a. Developing and disseminating meeting agendas b. Inviting members, alternates, and others c. Recording the names of participants in each meeting and verification that a quorum is present d. Recording proceedings and decisions made in meeting minutes e. Distributing and archiving meeting minutes f. Disseminating summaries of the CCM's decisions to working groups and/or other stakeholders as needed g. Making logistical arrangements for meetings,

		including reimbursing members for travel and lodging, and providing meeting refreshments 9. Support maintenance of archives of all CCM documents, including governance documents and policies, proposals, grant-performance and CCM oversight reports, communications with the LFA and the Global Fund secretariat, and records of all CCM secretariat activities 10. Provide logistical support for CCM membership-renewal activities 11. Maintain up-to-date contact information for all CCM members and alternates 12. Ensure that all budget and expenditure documents are archived and readily accessible 13. Manage routine office operations, including the following: a. Communications by telephone and Internet b. Supply management c. Equipment maintenance
Qualifications	**Qualifications and Experience** ▪ Degree or diploma in business administration or relevant field ▪ At least three years of experience as a financial and administrative manager or senior administrative assistant with finance experience **Key skills** ▪ Proficient in Microsoft Word, Excel, and PowerPoint ▪ Proficient in the use of e-mail-based and Internet-based communications ▪ Proven ability to communicate and interact with high-level officials in government agencies, NGOs, and private-sector organizations ▪ Excellent communication skills and proficiency in English ▪ High degree of organization and initiative ▪ Ability to work in a fast-paced, deadline-oriented environment and manage multiple tasks efficiently ▪ Ability to maintain document archives	

7.2 Terms of Reference for the CCM Executive Committee

Objectives f Executive Committee
The CCM's Executive Committee is responsible for coordinating and directing the activity of the CCM Secretariat, for supporting and coordinating technical task teams and CCM committees and attending to routine or urgent communications and decisions for which convening full CCM meetings is not feasible. It is also expected to take a responsibility of mobilizing resources to support the functioning of the CCM and its secretariat. Additional areas of responsibility of the Executive Committee may be decided or assigned by the full CCM.

Membership
The CCM's Executive Committee shall comprise the CCM Chair, the CCM Vice-Chair and five other members as are chosen by the CCM from constituencies other than those of the Chair and Vice Chair. The Executive Committee shall include at least one delegated female member. The Executive Committee may coopt other members.

Eligibility
All members of the CCM Executive Committee shall be substantive representatives of their respective constituencies (not alternates). The CCM Chair and Vice-Chair shall serve as Chair and Vice-Chair of the Executive Committee.

Tenure
The term of office of the Executive Committee members shall be two years. In the event of change in leadership of CCM, the Executive Committee shall be reconstituted.

Roles and Responsibilities of the CCM Executive Committee
The responsibilities of the Executive Committee are to:
  i.   Conduct those tasks specifically assigned to it at a full meeting of the CCM.
  ii. Meet as frequently as necessary to carry out the assigned task.
  iii. 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.

The kind of tasks that may be assigned to the Executive Committee include:
  a) Coordinating communication with key CCM stakeholders.
  b) Providing coordination and direction to the CCM Secretariat in all its functions and monitoring its performance.
  c) Coordinating and providing support to Technical Task Teams and CCM Committees.
  d) Making routine administrative decisions to support CCM functioning.

The Committee shall present all such decisions to the next CCM meeting and, where possible, ensure that the Secretariat communicates details of the decisions to the CCM members as soon as possible after the decisions are made.

Executive Committee Meetings
All Executive Committee members must receive, by email or letter, at least two working 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.

The quorum for Executive Committee meetings shall be fifty percent of its membership, one of whom shall be either the Chair or vice-Chair. Decisions of the Executive Committee shall be by consensus but where a vote is needed the decision shall be by simple majority.

All Executive Committee meetings shall be convened and chaired by the CCM Chair and in his or her absence by the Vice-Chair. Every decision taken by the Executive Committee must be ratified at the next ordinary meeting of the CCM. The CCM Executive Secretary will participate in Executive Committee meetings but shall not have a vote during decision making.

The minutes of Executive Committee meetings shall be shared by email with the entire CCM before the next ordinary meeting of the CCM where decisions made by the Executive Committee shall be ratified.

CCM Secretariat support to Executive Committee
To support the functioning of the Executive Committee, the CCM Secretariat shall:
  i.   Prepare minutes of all Executive Committee's meetings
  ii. Keep an updated record of the attendance of Executive Committee members to meetings
  iii. Keep updated the file of minutes of all meetings of the Executive Committee
  iv. Prepare and send invitations to the members of the Executive Committee for meetings
  v.   Send relevant documents to Executive Committee Members before the meeting due date.

7.3 Terms of Reference for the Technical Task Teams

Objectives of the Technical Task Teams

The CCM will have three Technical Task Teams representing HIV and AIDS, TB, and Malaria. These technical task teams will be responsible for proposal/concept note development in their respective disease area. They will develop program components, collate and consolidate the overall proposal/concept note, assess proposals/concept notes submitted and respond to technical questions from the Global Fund Secretariat through the CCM Secretariat.

Team Composition

Each task team will include at least one CCM member, program managers or representatives of HIV and AIDS, TB, and Malaria and representatives from relevant agencies. Persons from any relevant institution with the requisite technical capacity will be co-opted onto the task teams as and when the need arises. The conveners of these technical task teams will be appointed by the CCM.

Eligibility

Members of the task teams will be those CCM members who are willing to commit time to the task teams' activities and those who have knowledge and expertise in the specific disease areas. Members will be drawn from the programs and from agencies that are involved in activities related to the specific disease areas.

Roles and Responsibilities of the Technical Task Teams.

The technical task teams will be responsible for:

i. Coordinating proposal/concept note development in their respective disease area through mobilization and engagement of relevant stakeholders
ii. Developing program components, collating and consolidating the overall proposal/concept note
iii. Assessing proposals/concept notes to be submitted to the Global Fund
iv. Ensuring the proposal/concept notes are forwarded to the CCM in time for review and submission to the Global Fund.
v. Responding to technical questions from the Global Fund Secretariat through the CCM Secretariat.

Task Team meetings

The task teams shall meet at least quarterly or as regularly as required to be able to undertake their mandate. The CCM Secretariat shall facilitate the meetings of the task teams and ensure that all appropriate documentation is done. The quorum for the technical task teams shall be half of its membership plus one. Recommendations of the task teams shall be arrived at by consensus and where a vote is needed the decision shall be by simple majority.

Recommendations of the task teams shall be presented and ratified at the next CCM meeting where way forward with regard to any of the issues will be agreed upon.

The Secretariat shall support the task teams in their meetings and shall be responsible for ensuring that minutes taken at these meetings are filed at the Secretariat.

7.4 Terms of Reference for the Oversight Committee(s)

Definition and Rationale

It is a requirement of the Global Fund that Country Coordinating Mechanisms (CCMs) hold Principal Recipients (PRs) accountable for funds given to the country. PRs are mandated to report on grant implementation progress to the CCM; providing reports and information as will be reasonably requested.

Oversight is a key function of the Ghana Country Coordinating Mechanism (CCM). It consists of a coordinated set of activities to support and ensure that grant activities are implemented as planned, and that issues and bottlenecks in grant implementation are identified and resolved. While the resolution of issues will be the responsibility of the full CCM, the OCs has a key role in providing the CCM recommendations about the possible options for overcoming any challenges. Oversight requires strategic guidance by the CCM to the Principal Recipients, as well as consistent follow-through to assure that implementing agencies comply with oversight recommendations and requested corrective actions.

Oversight Committee Composition

Membership requirements:

1. Each Oversight Committee has 7-9 members, of whom maximum 7 members shall be CCM members and minimum 2 members shall be co-opted members.
2. Committee Members shall be selected in a transparent and documented manner by the full CCM.
3. Only individuals with dedication and sufficient time to carry out the oversight activities described in the Oversight Plan shall become members of the Oversight Committees.
4. Oversight Committee Members shall be representative of the three sectors of the CCM. There should not be more than one representative per constituency in the same OC.
5. The following core competences: Financial Management, Programme Management, Procurement and Supply Chain Management and Disease Expertise shall be present in each of the Oversight Committees.
6. The committees will each include a member representing PLWD and another representing the KP constituencies. Effort shall be made to ensure each committee has some gender balance.
7. Membership on the Oversight Committee shall be three years with the option to renew for one additional three-year term;
8. Oversight Committee members of the Ghana CCM will not have alternates.
9. The Oversight Committees may develop a pool of technical experts outside of the Committee or CCM members. The Oversight Committees may periodically engage these experts to provide advice to the Committees; however, these technical experts are not considered permanent OC members.
10. The Chair of each Oversight Committee must be a CCM member (either substantive or alternate).
11. Violation of the rules in the CCM Governance Manual by an Oversight Committee member or failure to attend Committee meetings for three times in one calendar year shall result in member dismissal.
12. If a member of an Oversight Committee resigns or is removed, a replacement member from the same sector will be selected by the full CCM.

Rules of Procedure

The Oversight Committees operate by the following rules of procedure:
1. The Committees shall meet regularly at least four times per calendar year at approximately quarterly intervals. Ad hoc meetings can be called if deemed necessary. Only Committee

members will attend meetings unless other individuals (e.g. those with specific needed expertise or PRs/SRs) are invited by the Committee.

2. The CCM Secretariat in conjunction with the Oversight Committee Chairs will prepare the agenda. All members of the Committees may suggest items for the agenda.
3. Prior to the start of each meeting, Oversight Committee members must report any actual or potential conflict of interest to the relevant Oversight Committee Chair.
4. Each meeting will be presided by a Chair who is selected by a simple majority vote of the Oversight Committee members with voting rights whenever the Oversight Committee is reconstituted. A Chair can only serve 2 terms within the six years that s/he is a member of the Oversight Committee. If the Chair is unable to attend a meeting, a temporary Chair will be designated by a simple majority vote of Oversight Committee members prior to the start of the meeting.
5. Only endorsed members of the Oversight Committees will have voting rights unless in particular instances the Committee decides by consensus that granting voting rights to a member would result in a conflict of interest.
6. The quorum for meetings shall be forty percent of its voting membership.
7. The Committees shall operate by first seeking to reach consensus by all voting members. If consensus is not reached, decisions will be made by a simple majority vote of the members with voting rights. Voting will be done openly. In case of a tied vote, the Oversight Committee Chair will have the authority to make the decision.
1. The CCM Secretariat will record minutes of the Oversight Committees meetings and each Oversight Committee Chair will be required to give approval of the minutes within five working days.
2. The Chairs of the Oversight Committees will lead discussions with the full CCM on oversight issues.

Oversight Committee Responsibilities:

The overall responsibility of the Oversight Committees is to facilitate the decision-making process of the CCM members by making recommendations to the CCM for discussion and decision-making. The Oversight Committees will not take the full responsibility of oversight. The CCM Oversight Committees are responsible for providing oversight to existing Global Fund grants in Ghana in three main areas:

- **Financial**
- **Management**
- **Programmatic**.

These responsibilities relate to all phases and areas of grant implementation including, major changes in grants, changes in scopes of work, grant performance framework indicators, reprogramming of grant activities, and the designation of implementing partners.

Oversight Committee Activities

1. Gather information on progress of grant implementation
2. Analyse information
3. Report to the CCM and agree actions to be taken
4. Take action to resolve problems and bottlenecks
5. Monitor and Reporting
6. Develop a work plan and budget
7. Implement intensified oversight for selected grants

All the above information can be found in more detail in the Oversight Plan and other accompanying documents.