



Governance Manual

Revised August 2012

GOVERNANCE MANUAL

**Revised
August
2012**

**Myanmar Country Coordinating
Mechanism [M-CCM] for HIV, TB
and malaria**

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Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CCM	Country Coordinating Mechanism
GFATM	Global Fund for AIDS, Tuberculosis and Malaria
M-CCM	Myanmar Country Coordinating Mechanism
MOH	Ministry of Health
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PR	Principal Recipient
SR	Sub Recipient
TB	Tuberculosis
TSG	Technical and Strategy Group

Part 1 Myanmar Country Coordinating Mechanism for HIV, TB and Malaria

1. INTRODUCTION

The Myanmar Country Coordinating Mechanism has a broad mandate as a national coordinating body for AIDS, TB, and Malaria as well as related health issues such as maternal, newborn and child health and other health-related Millennium Development Goals. This Governance Manual sets out the guidelines for the M-CCM members to oversee the implementation of national responses for AIDS, TB and Malaria and related health issues including the implementation of the Global Fund grants in Myanmar (in part 2 of the manual).

Myanmar Country Coordinating Mechanism (M-CCM) was established in October 2008 to oversee the national response related to the three diseases of HIV, malaria and tuberculosis and coordinate the efforts of all partners. In relation to the Global Fund for AIDS, TB and Malaria (also referred to as 'the Global Fund', or 'GFATM'), the M-CCM is mandated to develop and submit grant proposals to the Global Fund, and to provide effective grant oversight and support the implementation of grants that are funded by the Global Fund.

The M-CCM developed from a previous body known as the Myanmar Country Coordinating Body for AIDS, Tuberculosis and Malaria, which was established by the Ministry of Health and its partners to oversee implementation of the national strategies for the three diseases and coordinate efforts with national and international partners. This body amended its name and governing rules in 2008 in order to be able, in addition to its pre-existing function, to act as a Country Coordinating Mechanism for applications to, and to oversee and support the implementation of, grants from the Global Fund.

One requirement for all proposals for funding support submitted to the Global Fund is the establishment of a national multisectoral coordination mechanism or partnership forum with a broad and representative membership drawn from elements of the government, non-governmental organizations and/or civil society and multilateral and bilateral institutions, international donors and international NGOs. These representatives should each have the capacity, background and experience to play a key role in developing proposals, proposing funding allocations and monitoring implementation to ensure the effective utilization of the approved Global Fund resources.

As one of the key elements in the Global Fund architecture/structure, the CCM is central to Global Fund's commitment to local ownership and participatory decision making in the management of grant funds. As a national-level partnership forum, the CCM develops, compiles and submits funding proposals to the Global Fund based on national priorities and needs. Once such proposals are approved by the Global Fund Board, and with the accomplishment of grant negotiation with the global fund secretariat, the CCM provides oversight over the progress of their implementation.

Overseeing grant implementation is a core responsibility of the CCM. The CCM is required to put in place an oversight plan to ensure that activities are implemented and resources are used as specified in the grant agreement. The development of an oversight plan and management tools to supervise the progress of the Principal Recipient (PR) is critical for ensuring appropriate accountability for grant implementation, and to assist the PR in areas beyond its control or mandate. This is also a requirement for grant eligibility.

This Governance Manual was drafted and endorsed by the M-CCM as a guideline and a reference, and is binding upon the Secretariat and Executive Working Group of M-CCM, M-CCM Chair and Vice Chair, all Members of M-CCM, all Principal Recipients and all Sub-Recipients in relation to the implementation of Global Fund grants in Myanmar.

This current version contains minor revisions, updating of specific arrangements and incorporating changes that have taken place since May 2009. The Governance Manual should remain a living document and be regularly updated to correspond to the actual situation of the M-CCM.

2. M-CCM PRINCIPLES

The M-CCM adheres to the principles of broad and inclusive participation, full transparency, cooperative partnership, and efficient operation. Non-governmental Members are self-selected by their own sectors through a transparent and documented manner. The M-CCM will observe and work to put into practice the 'Three Ones' principles.

3. M-CCM ROLES AND RESPONSIBILITIES

3.1 M-CCM Roles and Responsibilities

M-CCM has the following roles and responsibilities:

- Continue to develop, modify and implement this Governance Manual.
- Oversee and coordinate the national response including dialogue with all stakeholders relevant to AIDS, Tuberculosis and Malaria and Maternal, Newborn and Child Health (MNCH) and other related health issues:
 - (i) Review of National Strategies for the three diseases that take into account the contributions of all implementing partners.
 - (ii) Ensure the development of National Operational Plans based on these three strategies including resource plans that identify all sources of support and the overall budget envelope.
 - (iii) Review of the three year rolling Operational Plans and budgets.
 - (iv) Develop a coordinated approach to program monitoring and evaluation and integrate this approach into wider public health monitoring systems.
 - (v) Provide opportunities for sharing experiences, and collaboration between implementing partners.
 - (vi) Facilitate consultations around policy and practice issues amongst all partners (donors, implementing partners, Government Ministries and agencies).
 - (vii) Provide guidance to and monitoring of the performance of Technical and Strategy Groups.
 - (viii) To respect the ethical concerns that relate to prevention and control of HIV, malaria and tuberculosis.
- Ensure effective coordination of national and external funding to support the national strategies on HIV, TB, Malaria and MNCH, fulfilling required oversight requirements; specifically:

For Global Fund:

- (i) Prepare, coordinate, review, and submit grant proposals (including rolling continuation channel proposals should an invitation be forthcoming) to the Global Fund which meet the requirements of the Global Fund and that are in line with Myanmar's national AIDS, tuberculosis, and malaria priorities and programs.
- (ii) Establish a formal process for the development of proposals to the Global Fund that is transparent and documented, and seeks input from all M-CCM Members, non M-CCM Members and other interested stakeholders.
- (iii) Respond to inquiries from the Global Fund concerning these proposals.
- (iv) Nominate Principal Recipient(s) for M-CCM-initiated grants financed by the Global Fund.
- (v) Undertake processes to choose Sub-Recipient(s) (SR) for these grants in conjunction with the principal recipient, except when M-CCM delegates entirely this responsibility to PR(s).

- (vi) Monitor and evaluate the performance of PR(s).
- (vii) Oversight the implementation of the grants.
- (viii) Approve major changes in program implementation plans (i.e. changes between 5% and 20% of budget of an SDA or Cost Category, in line with Global Fund requirements).
- (ix) Submit to the Global Fund requests for continued funding for each approved grant, prior to the end of the two years of initially approved financing.
- (x) Proactively identify technical support needs for grants and mobilize appropriate support.
- (xi) Oversee PR activities during the grant closure period and endorse the Close-Out Plans. Where applicable, submit an Application for Funding under the Continuity of Services Policy.
- (xii) Review grant proposals and re-programming activities to ensure that interventions are in line with gender sensitive approaches and are not in violation of human rights principles.

For the Three Diseases Fund:

- (i) Provide guidance on funding priorities in support of national strategies
- (ii) Receive and review annual reports from 3DF

For other health sector donors:

- (i) Ensure health sector partners are aware of and involved in potential plans and that funding is in line with national strategic plans and well coordinated with other efforts

3.2 Roles and Responsibilities of M-CCM Members

Each M-CCM Member must be willing to accept the following responsibilities:

- (i) Respect and comply with this Governance Manual, and to other M-CCM-endorsed policy documents that are referenced in this Governance Manual.
- (ii) Attend and actively participate in M-CCM meetings.
- (iii) Freely share relevant experiences and information within the meetings.
- (iv) Respect and comply with M-CCM decisions.
- (v) Consult regularly with organizations and individuals within their sector and beyond their own individual agency with an aim to fairly and accurately represent their views and concerns at M-CCM meetings.
- (vi) Demonstrate neutrality and reaffirm the principle that members of M-CCM represent certain constituency and not their respective organizations. For instance, openly declare when the M-CCM is discussing an issue which could have a direct impact on them or their organization, and offer to leave the room, and/or to refrain from voting, during that discussion and/or decision. Any M-CCM Member shall have the responsibility to declare a potential conflict of interest concerning any other Member, provided that it is supported by authentic evidence. If the M-CCM agrees, the Member concerned shall be asked to leave while the issue is being discussed.

The roles and responsibilities above shall also apply to Alternates Members.

3.3 Rights of M-CCM Members

Each M-CCM Member represents the constituents in a particular Sector; while M-CCM Chair and Vice-Chair are individuals who represent M-CCM Members. Each CCM Member has the following rights: The right to participate in all discussions and activities of M-CCM.

- (i) The right to speak in Myanmar language during meetings (to be translated/summarized for any international Members not speaking Myanmar).
- (ii) The right to propose an agenda item for forthcoming CCM meeting
- (iii) The right to voice an opinion in all matters concerning the mandate of this body prior to decision making.
- (iv) The right to sign, or to decline to sign, proposals submitted by CCM to Global Fund (provided that a CCM Member who declines to sign such a proposal provides clearly articulated reasons, which are recorded in the minutes).
- (v) The right to vote on any matter that needs to be put to a vote.
- (vi) The right to propose CCM Members for the position of Chair and Vice-Chair.
- (vii) The right to receive compensation for travel expenses incurred to attend CCM meetings or when taking part in other CCM activities, or when undertaking assignments for CCM in other parts of the country or overseas, contingent upon M-CCM receiving adequate funds for this purpose.

The rights above shall also apply to Alternates, except for items iii. and iv., (and v, with the exception that they are in the place of absent member) which shall only be exercised in the absence of the Member or if the Member delegates such rights to the Alternate.

3.4 Responsibilities of M-CCM Chair

The responsibilities of the M-CCM Chair are to act as specified in this Governance Manual and as below:

- a) Chair and convene M-CCM meetings.
- b) Propose to and seek approval from M-CCM Members for the agenda of each M-CCM meeting.
- c) Inform the M-CCM of the activities of the Executive Working Group, and any other activities important to the M-CCM.
- d) Act as a spokesperson for the M-CCM.
- e) When necessary, to delegate certain responsibilities and decisions to the Vice Chair.
- f) To exercise oversight over the Secretariat and Executive Working Group of the M-CCM.
- g) To co-sign with the Vice Chair, reports sent to the Global Fund.

3.5 Responsibilities of Vice Chair

The responsibilities of Vice Chair are to act as specified in this Governance Manual, and in particular:

- 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.
- c) To co-sign, with the Chair of the M-CCM, certain reports to be sent to the Global Fund.
- d) To commence and chair M-CCM meetings until the Chair arrives, if the Chair has not arrived within 15 minutes of the scheduled start time, and if a quorum is present.

3.6 Roles and Responsibilities of the Secretariat of the M-CCM

The M-CCM shall establish a Secretariat of the M-CCM. The M-CCM shall approve the Terms of Reference and budget of the Secretariat. The Secretariat budget shall include the costs for operating the M-CCM.

The Secretariat of M-CCM shall not play any role in grant implementation. Its role shall be solely to serve the M-CCM and help the M-CCM and the M-CCM Chair to function effectively.

The responsibilities of the Secretariat of the M-CCM are:

- a) To coordinate meetings of the M-CCM and its working groups, committees and ad hoc teams, including the preparation of draft agendas, issuing meeting reminders, ensuring that meetings are only attended by people eligible to do so according to this Governance Manual, and preparing draft minutes.
- b) To distribute all relevant documentations to and facilitate information sharing among M-CCM Members and Alternates in a timely manner.
- c) To ensure that the PR/s share/s all reports and other documentation to the M-CCM as required in the grant agreement,.
- d) To maintain and update M-CCM distribution and mailing lists.
- e) To organize and store all M-CCM minutes, documents, correspondence and other records.
- f) To facilitate responses to enquiries from the Global Fund and M-CCM Member Organizations.
- g) To facilitate the work performed by proposal-writing teams, proposal review teams, Technical Working Groups, committees and ad hoc teams of the M-CCM.
- h) To respond to routine public inquiries regarding Global Fund matters under the guidance of the M-CCM, and to consult with the M-CCM Chair and Vice Chair on how to respond to non-routine public inquiries.
- i) To carry out other functions that are specified in this Governance Manual or requested by the M-CCM or the M-CCM Chair.

The **Secretary of the Secretariat of the M-CCM** shall be supervised by the M-CCM Chair on behalf of the M-CCM. The tasks of the Secretary of the Secretariat of the M-CCM are:

- a) To appoint and supervise such staff as are specified in the M-CCM-approved Secretariat workplan and budget.
- b) To ensure that the Secretariat carries out the responsibilities described in this Governance Manual.
- c) To attend all M-CCM meetings, and serve as Secretary for these meetings.
- d) To provide written or verbal reports to the Chair and Vice Chair regarding the work of the Secretariat and any challenges encountered.
- e) To assist the Chair and Vice Chair, when requested, to perform their functions effectively.
- f) To deliver—as one of the papers circulated in advance of each M-CCM Meeting—a report describing the activities of the Secretariat since the previous meeting, and describing any challenges encountered. The Chair and Vice Chair shall not edit or control the contents of this report.
- g) To answer any questions raised at each M-CCM Meeting about this report.
- h) To carry out other functions that are specified in this Governance Manual or requested by the M-CCM or the M-CCM Chair.

The CCM has the right to specify additional details regarding:

- a) The Secretariat budget;
- b) The recruitment of the Secretariat Secretary and other officers, as well as their compensation, termination and working arrangements;
- c) Secretariat job descriptions; and

d) The performance assessment of the Secretariat personnel.

Items (a), (b), (c) and (d) above cannot be overruled by whatever entity hosts the Secretariat.

3.7 Roles and Responsibilities of the Executive Working Group of the M-CCM

- a) The M-CCM shall appoint an Executive Working Group of the M-CCM to ensure that M-CCM related issues are addressed between official meetings.
- b) The M-CCM shall decide on specific tasks that will be delegated to the Executive Working Group, including any urgent issues that may arise and oversight activities.
- c) The M-CCM shall approve the Terms of Reference of the Executive Working Group of the M-CCM.

4. STRUCTURE OF THE M-CCM

4.1 The M-CCM Organizational Structure

The M-CCM, like CCMs in other countries, was established as an instrument or partnership forum comprising several representative constituents who are drawn from government, non-government and international institutions to perform the roles and functions described in the previous chapter, and not as individuals representing particular organisations, entities or institutions. The structure intended here is functional, in order that the roles, functions and responsibilities can be carried out effectively and efficiently by current M-CCM Members. For this purpose, the management of the M-CCM is carried out by a Chair and a Vice Chair, who are assisted by a Secretary who executes the day-to-day tasks and facilitates decisions of the M-CCM with the support of the Executive Working Group of the M-CCM. To enable the M-CCM to function effectively, efficiently and productively, the M-CCM is supported by various committees, working groups and ad hoc teams as needed. The M-CCM can also seek and provide consultants as needed by the M-CCM and/or the PR.

4.2 Selection of M-CCM Members and Alternates

1. The M-CCM is comprised of Members who represent various Sectors. These Sectors are the Government of Myanmar; civil society/NGOs; people living with or affected by HIV/AIDS, TB and malaria; faith-based organizations; community organizations; the private sector; professional associations; research institutes and universities; and international agencies including United Nations, multilateral or bilateral agencies, international donors and international NGOs.
2. Within each of the Sectors above, organisations that are interested in and working on issues related to HIV, TB, Malaria and MNCH can choose one or more organisations which shall then select one person to serve as an M-CCM Member who represents that Sector on the M-CCM.
3. The selection process of representatives of a sector must be developed within the Sector, and must be conducted in a transparent and inclusive manner based on clear criteria. The criteria, the selection process and the results of the selection process shall be documented by the Sector. This document must be sent to the M-CCM Secretariat, which will share it with the M-CCM Members and make this information publicly accessible. The M-CCM cannot dictate the process to be used for self-selection, other than to stipulate that the process must be transparent, inclusive and based on clear criteria
4. All constituencies represented on the M-CCM have the option of selecting Alternates. In practice, for the Non Government Sector 10 Alternates have been selected by their constituencies: 2 by the United Nations constituency, 2 by the International NGO constituency, 1 by the national NGO, 2 by the People Living with Diseases constituency, and 3 by the Community and Faith Based Organizations.

4.3 Election of the M-CCM Chair

- The M-CCM shall have one Chair.
- The Chair will be elected by simple majority of the eligible M-CCM Members by secret ballot.
- The Chair must be from a national organization.
- The initial term of office of the Chair will be for a period of 3 years.
- Candidates for the M-CCM Chair shall not come from the same organization as a PR or SR.

4.3.1 Neutrality of the Chair

- The mandate of the Chair is to serve the M-CCM as a whole in a neutral manner, to help the M-CCM to make decisions in a participatory manner, to help the M-CCM to fulfil its mandate and to ensure that the M-CCM complies with its governance principles.
- In the event of a tied vote in M-CCM meetings the Chair shall have the casting vote.

4.3.2 Acting Chair

- If M-CCM Chair is not present at an M-CCM meeting, the Vice Chair shall serve as Acting Chair.
- In this Governance Manual, the responsibilities of the Chair shall also apply to the Acting Chair.

4.3.3 Decisions made between M-CCM meetings

When matters arise that require decisions prior to the next scheduled M-CCM meeting, the Chair may take the following measures:

1. For very significant and/or urgent issues that affect the implementation or continuation of GFATM-funded projects, the Chair shall consult with the Vice Chair and/or the Executive Working Group about options available to the M-CCM to consider such issues.
2. If it is both necessary and possible to convene an M-CCM Special Meeting, the matter will then be discussed at the Special Meeting.

4.3.4 Removal

The M-CCM can ask the Chair to resign prior to the end of her/his term. Such a request must be agreed by a two-thirds majority of the Members.

4.3.5 Mid-term departure

In for any reason such as health, the Chair is unable to continue as M-CCM Chair, resigns or is removed prior to the end of her/his term, an election must be held to complete the former Chair's term of office.

4.4 Election of M-CCM Vice Chair

- The M-CCM shall have one Vice-Chair.
- The Vice-Chair will be elected by simple majority of the eligible M-CCM Members by secret ballot.
- The Chair and the Vice-Chair must be from different constituencies.
- The initial term of office for the Vice-Chair will be for a period of 3 years.

4.4.1 Removal

The M-CCM can ask the Vice-Chair to resign prior to the end of her/his term. Such a decision shall be taken with a two-thirds majority vote of the M-CCM Members.

4.4.2 Mid-term departure

If for any reason such as health, the Vice Chair is unable to continue in the role as M-CCM Vice Chair, resigns or is removed prior to the end of her/his term, an election must be held to complete the former Vice Chair's term of office.

4.5 The Secretariat of the M-CCM

4.5.1 The Secretariat Budget

The Secretariat budget must be approved by the M-CCM. The budget shall be drawn from the overall M-CCM budget, part of which may be requested from the Global Fund.

4.5.2 Secretariat Officials and Staff

- The Secretariat shall have its own Secretary and additional staff as decided by the M-CCM, who shall be recruited through a competence-based selection process. When appropriate and necessary, the Secretariat shall include staff seconded from and paid by related government ministries, development partners, civil society organizations and/or others.
- The Secretariat Secretary shall be selected and appointed by M-CCM for a term of 3 (three) years.

5. COMPOSITION OF THE M-CCM

5.1 Membership Composition

- As discussed and decided during the 17 September 2008 meeting of the Myanmar Country Coordinating Body that existed prior to the formation of the M-CCM, the M-CCM will have a total of 29 Members, including the Chair and the Vice-Chair, and will contain Members of the following constituencies (see annex 5 for M-CCM membership list):
 - Government (10 Members)
 - UN agencies (4 Members)
 - Bilateral donors (1 Member)
 - National NGO and Professional groups (3 Members)
 - Community-based organizations (CBOs) and faith-based organizations (3 Members)
 - International NGOs (INGOs) operating in-country (4 Members)
 - Private sector (1 Member)
 - People living with and/or affected by HIV/AIDS, tuberculosis or malaria (2 Members)
 - Academic sector (1 Member)
- Every effort shall be made to encourage the membership of women in the M-CCM, and ensure that the M-CCM includes people with in-depth understanding of the gender dimensions of the epidemics.
- Organization(s) serving as PR(s) that have not been chosen as voting Members of the M-CCM shall be requested to attend M-CCM meetings in a non-voting capacity.
- Organization serving as the LFA shall be requested to attend M-CCM meetings in a non-voting capacity.
- The number and composition of M-CCM membership shall be reviewed every two years to maintain optimal representation and performance.

5.1.1 Term of Membership

1. M-CCM Members and Alternates serve for a term of two years. Upon the expiry of her/his first term, an M-CCM Member or Alternate may be chosen by her or his sector to serve a further term, and there will be a new selection process at this point.
2. The M-CCM shall have an orientation process for new M-CCM Members and Alternates. This shall include an introduction to this Governance Manual. The Global Fund advises that training and orientation of CCM Members is an eligible administrative cost to be included in a CCM budget request to the Global Fund, in order for M-CCM members to be able to most effectively carry out their roles and responsibilities.
3. The names and contact details of all Members and Alternates are to be provided to, and made readily available to all interested organizations including TSGs, PRs, LFA, SRs and SSRs, by the Secretariat of the M-CCM.

5.2 Representation

Membership of the M-CCM should be broadly representative of stakeholders at the national level who (i) have an interest in responding to one or more of the three diseases: AIDS, Tuberculosis, Malaria and MNCH; (ii) reflect a gender balance; (iii) originate from rural areas or cities including other than from the capital; (iv) represent at-risk communities. Efforts should be made to ensure that representatives from these sectors are, as far as possible, in senior positions.

It is recommended that the M-CCM should comprise a minimum of 40% of its membership from the non-Government sector, such as NGOs, community organizations, people living or formerly living with one of the diseases, faith-based organizations, the private sector and academic/educational institutions.

5.3 Structure of M-CCM, Technical and Strategy Groups, Committees, Ad Hoc Teams

- The M-CCM is composed of Members, who shall select a Chair and a Vice-Chair among their Members.
- The M-CCM shall make every effort to ensure that neither its Chair nor its Vice-Chair is from an organization that serves as PR for grants financed by the Global Fund. If this does not prove possible, the M-CCM shall use its conflict of interest plan to mitigate this inherent conflict of interest.
- Members shall be nominated as person from organizations within their constituencies. Each organization shall nominate one M-CCM Member and one Alternate. A sector can decide that a Member and Alternate should be from different organizations. In that case the decision needs to be documented and communicated to the M-CCM.
- In the case where no registered organization can be nominated, individuals can be nominated. This shall for example apply for Members representing people living with a disease. In this case, existing networks and/or groups will be assisted to make a transparent and fair selection of representation to M-CCM.
- Technical and Strategy Groups (TSGs) for AIDS, TB, Malaria and MNCH will provide technical support the M-CCM. Each TSG will revise its own Terms of Reference to be submitted to and approved by the M-CCM.
- The minutes of meetings of the CCM Executive Working Group as well as TSG meetings will be submitted to the M-CCM and stored at the M-CCM Secretariat office.
- The M-CCM can invite advisers, experts and observers to the M-CCM meetings. These people shall have the right speak or participate in discussions, but cannot take part in a vote. Invitations of observers will be organized by the M-CCM Secretariat.

5.3.1 Procedure for permanent/ad hoc committee or working group meetings

- Decisions in any working group, committee, or team meeting shall be made by a simple majority vote. The quorum for each working group, committee, or team meeting is 50 per cent of the members. Each working group, committee or team shall provide regular reports on its activities to the M-CCM with facilitation support from the M-CCM Secretariat.
- Permanent working groups and committees provide periodic reports to the M-CCM with facilitation support from the M-CCM Secretariat.
- Each ad hoc team decides how it will operate, and after completing its assignment submits a report to the M-CCM (and if necessary or as requested, at periodic intervals prior to completion of the assignment) with facilitation support from the M-CCM Secretariat.

5.3.2 Minutes of permanent/ad hoc committee/working group meetings

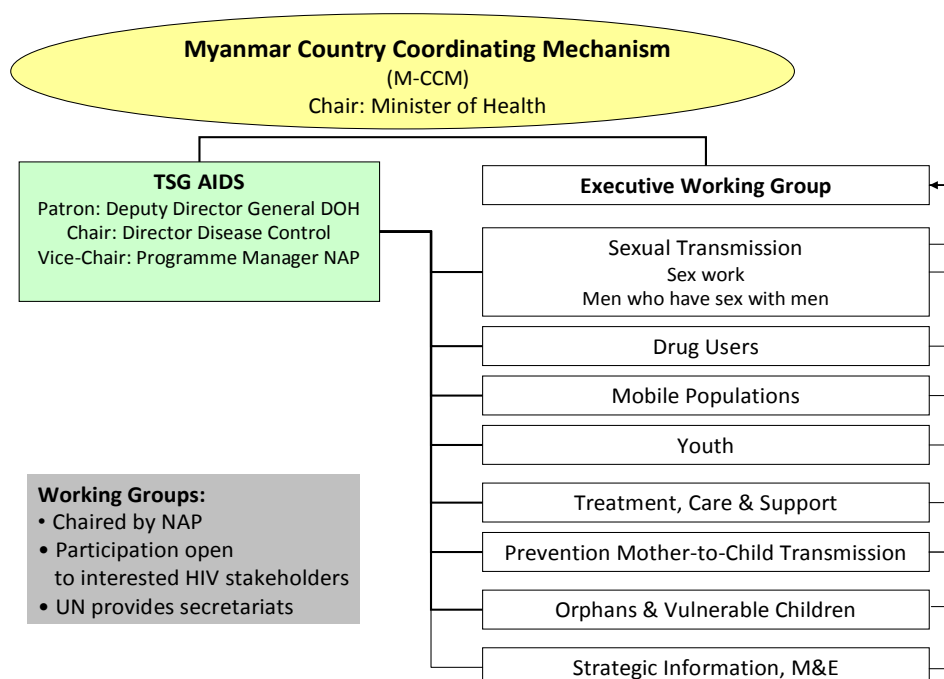
- Draft minutes of formal meetings and any decisions made must be prepared and disseminated to all members within one week after each meeting. Draft minutes are to be discussed, and if necessary amended, and confirmed at the next meeting. Draft minutes of meetings will remain confidential to the public, but will be available to M-CCM members. This includes M-CCM members sharing the content of the M-CCM meetings, and the draft minutes with their respective constituency members.
- Confirmed/final minutes of formal meetings shall, if requested by the M-CCM or the M-CCM Chair, be distributed to all M-CCM Members and Alternates by the Secretariat within one week after these minutes have been confirmed. The final minutes will also be posted on M-CCM website, when it is available.
- All minutes of M-CCM working group/committee/team meetings shall be filed by the M-CCM Secretariat.

5.4 Technical and Strategy Groups (TSG)

Purpose and Objectives

Technical and Strategy Groups are bodies that have been established for each of the three diseases (AIDS, Tuberculosis and Malaria) and given a mandate by the M-CCM to provide technical guidance in the development of the disease specific national strategies, to provide coordination among partners, and to provide clarity on major technical and policy issues. The TSGs are also in the position to meet to discuss, review and endorse certain proposals, reports and other documents and carry out the assignments given to them and oversee the implementation of the Global Fund grants and any other grants, if they are in place. All formal activities/meetings are documented and reported to M-CCM. (See Annex 1: Membership of TSGs)

5.4.1 Technical Strategy Group - HIV



Post/participation	Designation	Number
Patron		
	Deputy Director General (Disease Control)	1
Chair	Director of Disease Control	1
Vice-Chair	NAP Program Manager	1
Members	Ministry of Health	6
	Other Ministries	3
	UN agencies	4
	National NGOs and Professional Groups	3
	CBOs and Faith-based Organizations	3
	People living with and/or affected by HIV	2
	INGOs	4
	Bilateral Technical Support Agency	1
Secretariat/member	UNAIDS	1
Total number		30

Members of the TSG will serve for two years. They can be re-elected through an inclusive and transparent process within their respective constituency.

The TSG-HIV is an inclusive multi-stakeholder mechanism established under the Myanmar Country Coordinating Mechanism with allocated number of membership for each constituency as described above. The TSG AIDS will carry out tasks as delegated by the M-CCM. Furthermore, it oversees the development of the National Strategic Plan for HIV and AIDS and provides advice and guidance to the implementation of the National Strategic Plan on HIV and AIDS. Specific tasks include:

1. Coordination of implementing partners at national and Township levels;
2. Advising implementing partners on technical matters related to the implementation of the programme and providing a forum for dissemination of information and data relevant to the implementation of the National Strategic Plan on HIV and AIDS;
3. Oversee the implementation of the National Strategic Plan;
4. Ensuring that National Strategic Plan for AIDS is up to date; relevant to the HIV epidemic in the country and implemented in line with the set priorities;

5. Oversight of the development of the operational plans that are - output based; have clear indicators for outputs, outcomes and impact; identified outcomes; have budgets based on unit costs;
6. Provide supervision to the development and implementation of the National M&E Plan, notably with regard to national reporting; coordination of M&E efforts with different partners including donors; approve and recommend research which includes evaluations, operational research, surveillance and other studies;
7. Monitor and support working groups and other mechanisms created in support of the TSG functioning on key issues; The current working groups of TSG-HIV and its secretariat is as the following (insert the organogram or as attachment).
8. Advising the Myanmar Country Coordination Mechanism (M-CCM) on policy issues, including the development and implementation of major donor funded initiatives

Operation:

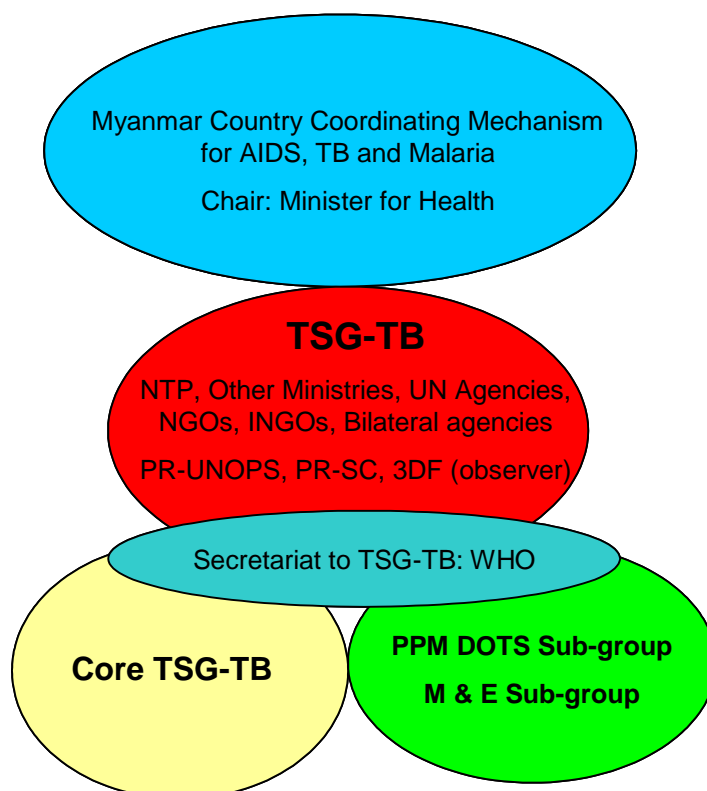
1. For each meeting, only 1 person per organization shall attend in order to keep the meeting small in size and of a working nature.
2. The TSG establishes an Executive Working Group comprising the chair, vice chair, secretariat and technical support, and up to five members chosen from amongst the main TSG on the basis of skill and expertise rather than on a representative basis. The responsibility of the Executive Working Group of TSG-HIV is to have discussions between regular TSG meetings on implementation issues, including in support of the Oversight Function of the CCM on Global Fund Grant implementation. Executive Working Group meetings shall be documented and shared with TSG Members. The members of the Executive Working Group will not be representing their organisation. They will be selected by the TSG for a duration of 1 year. In the case of a member no longer being available, the TSG will select a replacement at the first meeting following the departure of the member.
3. The TSG nominates thematic Working Groups as required to enable more participation and greater in-depth discussion and coordination of technical issues. The membership of these working groups does not need to be restricted to the membership of the TSG.
4. Members of the TSG self-selected to represent sectors shall have term limits as defined by those sectors. TSG membership shall be reviewed once a year by the TSG to reflect on any needed changes.
5. All TSG-HIV Meetings will have to be documented shortly after the meeting and have the minutes shared with TSG members and alternate.

Frequency of meetings:

1. The TSG-HIV will meet on a quarterly basis.
2. Special ad hoc meetings may be organized. The Chair will endeavor to provide one week's notice for ad-hoc meetings.
3. The Executive Working Group and any thematic Working Groups shall decide on its own meeting schedule.

TORs of related working groups are included in Annex 2.

5.4.2 Technical Strategy Group – TB



Post/participation	Designation	Number
Patron		
	Deputy Director General (Disease Control)	1
Chair	Director of Disease Control	1
Vice-Chair	Deputy Director National TB Program	1
Members	National TB Program -	2
	National Health Laboratory	1
	Health Education section of MoH	1
	Ministry of Home Affairs	1
	Myanmar Maternal Child Welfare Association	1
	Myanmar Medical Association	1
	Myanmar Red Cross Society	1
	International NGOs	6
	UN Agencies	1
	Bilateral Technical Support Agency	1
Secretariat/member	WHO	1
Observers	3DF, UNOPS and Save the Children	(3)
Total Number		20

Purpose

TSG TB supports the development of the National Strategy and National Operational Plan involving all stakeholders; collaborates with and coordinates all implementing partners (at national and decentralized levels), oversees implementation and monitors and evaluates the national response to TB in the country, including oversight the Global Fund Grant implementation through its Core Group.

Terms of Reference

1. To oversee the National Operational Plan and budget requirements of stakeholders in accordance with the National Strategic Plan.
2. To coordinate among the implementing partners for effective implementations of program at national and township level.
3. To review the draft Expressions Of Interest of all implementing partners on consistency with the National Strategy and National Operational Plan and avoiding duplication in terms of activities and geographical area – for better effectiveness and resource allocation.
4. To do continuous monitoring and quarterly evaluation of the program implemented by the partners.
5. To conduct overall program evaluation annually and provide suggestions for amendments of operational plan to individual partners as required.
6. To share technical expertise related to program implementation among the partners for internal capacity building and increased technical soundness of program implementation.
7. To provide the forum for lesson learning and sharing of good practices.
8. To assist the Myanmar Country Coordinating Mechanism on technical issues and seek its guidance on policy matters.
9. To submit bi-annual progress report to Myanmar Country Coordinating Mechanism based on bi-annual reports submitted to and presentations made at the TSG
10. To meet with relevant core group of the TSG AIDS on TB/HIV matters.
11. To meet with relevant core group of the TSGs HIV and malaria on crosscutting issues and health system strengthening.
12. To oversee the implementation of the Global Fund Grant through its Core Group (10 members)

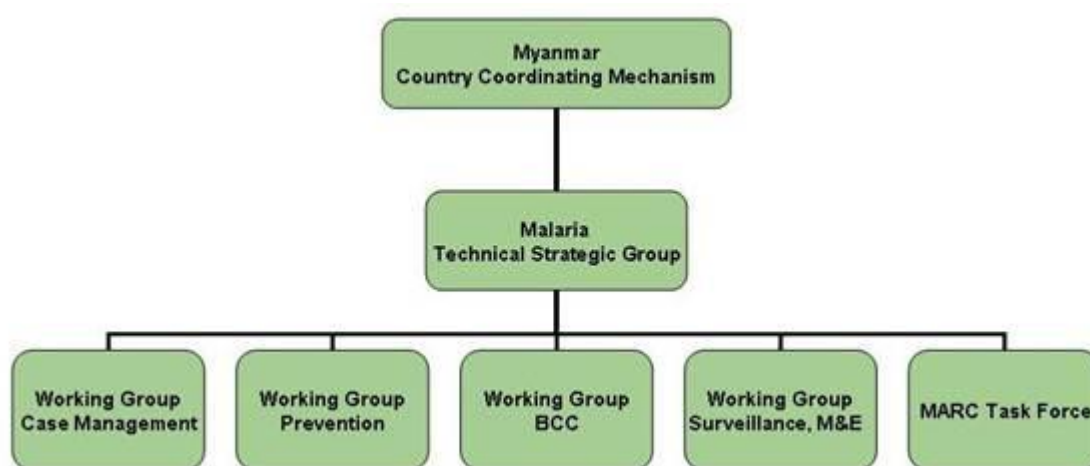
Membership and frequency of meetings for the TSG-TB, its Core Group and Sub-Groups

Members of the TSG-TB will serve for two years. They can be re-elected through an inclusive and transparent process within their respective constituency. The TSG is chaired by the Patron of the three TSGs for AIDS, TB and Malaria, the Deputy DG DC/ DOH. WHO is providing the Secretariat to the TSG. TSG meetings will be held on a quarterly basis. The core TSG-TB will meet on an *ad hoc* basis.

There are two sub-groups of the TSG TB on 1) Public-Private Mix DOTS and 2) Monitoring and Evaluation. These sub-groups meet on a quarterly basis to discuss technical and strategically issues. The sub-groups report to the TSG-TB.

TORs of related working groups are included in Annex 2.

5.4.3 Technical Strategy Group – Malaria



Post/participation	Designation	Number
Patron	Deputy Director General (Disease Control)	1
Chair		
	Department of Medical Research (Lower Myanmar)	1
Vice-Chair	Deputy Director National Malaria Program	1
Members		
	Other Ministry of Health staff	1
	Ministry of Construction	1
	Food and Drug Administration	1
	National NGOs and Professional Associations	3
	CBO/FBO	1
	Private Sector	1
	International NGOs	6
	Bilateral Technical Support Agency	1
	UN	1
Secretariat/member	WHO	1
Total Number		20

Terms of Reference of the TSG – Malaria

- 1) Provide strategic direction to the National Malaria Programmes and other malaria related implementing partners
- 2) Finalize the National Strategic Plan 2011-2015
- 3) Develop 5 year-operational plan for national response to malaria by the VBDC and other implementing partners
- 4) Develop criteria for resource allocation between outputs and levels, criteria for scaling up and equity, effectiveness of interventions
- 5) Monitor and evaluate performance and achievements of the programme (quarterly and annual financing and programmatic reporting)
- 6) Assess operational plan annually
- 7) Coordinate implementing partners a national and township levels
- 8) Meet with relevant core group of the TSGs HIV and TB and on crosscutting issues and health system strengthening
- 9) Advise implementing partners on technical matters related to the implementation of the programme and providing a forum for lesson learning and sharing of good practices
- 10) Advise the coordinating body on policy issues
- 11) Oversee the global fund grant implementation through the core group

Members of the TSG will serve for two years. They can be re-elected through an inclusive and transparent process within their respective constituency.

TORs of related working groups are included in Annex 2.

5.4.4 Technical Strategy Group – Maternal, Newborn and Child Health

Membership

Chair: Deputy Director General (Public Health)
Vice-Chair: Director (Public Health)
Secretariat: WHO, UNFPA and UNICEF on a one-year rotational basis
Members: Ministry of Health (6) (MCH¹, WCHD², HMIS³, Nutrition, EPI⁴, DMR⁵ - Central Myanmar)
Other Ministries (3) (DSW⁶, DoP⁷, FERD⁸)
UN Agencies (4 including the Secretariat) (WHO, UNICEF, UNFPA, UNAIDS)
Civil society national NGOs (2) (MMCWA, MAAF)
INGOs (4) (MSI, Merlin, Malteser, Burnet)
Bilaterals (2) (JICA, ??)
Professional organizations (2) (MMA, MNMA⁹)
Academic (2) (still awaiting nomination)
Donor representatives (2) (DfID, AusAID)

Members will undertake to represent their constituencies and to be responsible to share information, elicit views and feedback from their constituencies. Election of members will be by constituencies through a documented process and alternates will be appointed. Processes for election will be in line with those set out in the CCM Governance Manual.

Other organisations can be invited to the meeting to address agenda items or as observers as necessary. Representatives of the Fund Manager of the 3MDG Fund and PR for the Global Fund can sit as observers.

Overall aim

To coordinate the implementation of the national strategies related to maternal, newborn and child health in Myanmar

Purpose

To provide policy and strategic guidance for improved coordination and address technical issues related to maternal, newborn and child health

Terms of Reference

1. Ensure effective coordination of and collaboration between all MNCH partners in Myanmar

¹ Maternal & Child Health

² Women and Child Health Development

³ Health Management Information System

⁴ Extended Programme of Immunization

⁵ Department of Medical Research

⁶ Department of Social Welfare

⁷ Department of Population

⁸ Foreign Economic Relations Department

⁹ Myanmar Nurses & Midwives Association

2. Develop and implement an overarching strategic framework for MNCH, encompassing Reproductive Health Strategic Plan and Child Health Strategic Plan, including:
 - clear hierarchy of indicators from outputs to outcome to impact level;
 - overall costings for outputs
 - criteria for prioritisation and resource allocation for scaling up effective interventions
 - priorities to promote equity.
3. Ensure effective collaboration with related programmes including, but not limited to, NAP, Nutrition, Malaria and EPI
4. Provide technical and programmatic guidance to facilitate integration of service delivery across
 - Human resources for MNCH (including a human resource plan, competency and results-based training, supervision and monitoring)
 - Effective commodity logistics and supply systems for MNCH (including commodity security and LMIS)
 - Information systems and data quality assurance (including common indicators and harmonised reporting systems across partners)
 - Quality of service delivery (including technical standards)
5. Annual review and report of the overarching strategic framework, through
 - Collection, compilation and synthesis of output and outcome indicators on MNCH across all partners
 - Identification of gaps with focus upon vulnerable and hard to reach populations
 - Recommendations to address gaps and update the strategic framework
6. Mapping of resources for MNCH with purpose of identifying gaps and priorities for scale-up
7. Develop an agenda for research and data collection
8. Develop an annual workplan for the MNCH TSG with clear deliverables and milestones

Institutional Framework:

MNCH TSG will regularly report and advise the M-CCM on issues related to MNCH. Through the M-CCM platform, it is expected to improve the linkages between the three diseases and MNCH programmes in Myanmar, in light of Health Systems Strengthening.

There will be two Lead Working Groups to support the strategic and technical agenda of the MNCH TSG: one for Reproductive Health will be chaired by the Deputy Director (MCH) and one for Child Health will be chaired by the Deputy Director (WCHD). Each will be responsible for the coordination and oversight of its relevant thematic areas. The Lead Working Groups will regularly report to the MNCH TSG as standing items on the TSG agenda. The purpose, specific tasks to be undertaken and membership of each Lead Working Group will be developed and agreed by the MNCH TSG.

Ad-hoc groups can be convened by the TSG to undertake specific tasks for the TSG. These will have a specific ToR and a time-limited duration. The rationale for convening the group will be reviewed by the TSG upon task completion.

The MNCH TSG will convene general 'MNCH Forums', open to all stakeholders, with a purpose to better share information, consult and promote collaboration. This wider MNCH Forum will be called for the annual review meetings.

Supporting the work of the MNCH will be a small Executive Working Group (Ex-WG) comprised of elected members of the MNCH TSG.

Operational modality

MNCH TSG will meet every two months, as well as on an ad hoc basis as required. Ex-WG of TSG and Lead Working Groups will meet monthly.

Meeting agendas will be circulated with supporting documents at least one week before the meeting. Meeting minutes and action points will be circulated within two week of the meeting.

The Secretariat will be responsible for keeping an updated contact list of members (and alternates) of the MNCH TSG and linked forums.

TORs of related working groups are included in Annex 2.

5.5 Ad Hoc Teams

Ad Hoc Teams may be formed by M-CCM at any time in response to the needs of M-CCM.

6. Functions of the M-CCM

6.1 M-CCM Meetings

6.1.1 Types and Frequency of M-CCM Meetings

- a) The M-CCM shall hold at least four Meetings per year on quarterly bases. However, additional Special Meetings may be convened by the Chair or the Vice Chair, or may be convened pursuant to a written request submitted to the Secretariat of M-CCM by at least six M-CCM Members or by the Chair of a TSG.
- b) M-CCM meetings shall be conducted in the English language while M-CCM members have the right to speak in Myanmar language (to be translated/summarized for any international members not speaking Myanmar).
- c) When agreed by the M-CCM and organized by the M-CCM secretariat, additional people (observers) may be invited to participate in the M-CCM meetings, provided that such people are introduced at the beginning of the meeting and the reasons for their presence are explained. Observers will not have voting rights.
- d) M-CCM working groups, committees and ad hoc teams shall hold meetings in accordance with their Terms of Reference and with the provisions in this Governance Manual. The results shall be recorded and reported to the M-CCM.

6.1.2 Meeting Procedure and Voting

- a) Each M-CCM meeting can be attended by the Member or Alternate.
- b) The M-CCM shall take decisions whenever possible by consensus. If all means used have not led to a consensus, the decision will be put to a vote and any Member with voting rights can request a vote. Decisions are reached by a simple majority of the votes with the exception of modifying these Terms of Reference and the selection of the PR which require a two thirds majority.
- c) Voting (other than when there is a secret ballot) shall normally be by show of hands. Where any Member requests a formal recorded vote, the vote shall (if necessary) be repeated, and each Member vote must then be recorded in the minutes.
- d) The election of the Chair and the Vice Chair shall be by secret ballot.
- e) In the event of a tie in any vote, the Chair may cast a vote to break the tie.

6.1.3 Quorum

- a) A quorum is reached when at least half of the voting Members or their Alternates attend, including at least 7 Members from the governmental and 7 Members from the non-governmental sectors. If no quorum exists a meeting with same agenda will be called within 2 weeks. Standard attendance signature sheets will be used to facilitate determination of quorum and to inform the M-CCM Chair of the status of the quorum.
- b) If, within thirty minutes of the scheduled start time of an M-CCM meeting, a quorum is not present, the Chair or Acting Chair shall cancel the meeting, unless the Members decide to proceed with meeting as information sharing and there are no decisions to be made.
- c) Any decision made at an M-CCM meeting is only valid if a quorum is present. The attendance of members at each M-CCM meeting shall be formally recorded in the minutes.

6.1.4 Notice and Agenda

- a) The M-CCM shall meet at least 4 times a year. Additional meetings may be called by the Chair, or may be called pursuant to a request submitted to the M-CCM Chair by at least 6 Members of the M-CCM.
- b) All M-CCM Members must receive, by email, fax or letter, at least ten days prior notice of each meeting of the M-CCM. This prior notice must specify the proposed agenda. The agenda may be modified and must be approved at the start of each meeting. Members have the right to submit agenda items to the Secretary of the Secretariat, the Chair or the Vice-Chair.
- c) Members and Alternates shall be notified of Special or Emergency Meetings at least one day before the meeting and informed of the need and purpose for such meeting.
- d) The draft agenda for the M-CCM meeting shall be compiled by the Chair in consultation with the Vice Chair, with support from the Secretariat Secretary. M-CCM Members may, through the Secretariat, submit items for inclusion in the agenda. At the start of each meeting, the agenda may be modified and approved by M-CCM.
- e) The background papers sent prior to each M-CCM meeting must cover, for each grant:
 - A summary report from the PR on the latest progress report of the grant implementation that the PR sent to the Global Fund. This report must include progress on indicators against objectives and targets, progress against the budget, explanations of variances, and challenges encountered.
 - The agenda of each M-CCM Meeting shall include opportunities to discuss such reports. If the M-CCM Executive Working Group or any TSG has any data or information regarding deviance in the implementation of the grant, the members responsible for oversight or TSG should have the opportunity to read the relevant report prior to the M-CCM Meeting; and at the meeting, the Chair of the Executive Working Group should raise key issues for the attention of the M-CCM.
- f) The background papers sent prior to each M-CCM Meeting shall also include a report from the Secretary of the Secretariat on its activities since the previous meeting and updates from TSGs, committees and ad hoc teams. The agenda of each meeting shall include the opportunity to discuss this report and to ask questions of the Secretary.

6.1.5 Minutes

- 1. Minutes will be taken by the Secretariat of the M-CCM in English language and the draft will be distributed not more than 10 days after an M-CCM meeting.
- 2. The minutes of M-CCM meetings shall record any decisions made.
- 3. At the following meeting, these draft minutes shall be discussed, amended as necessary, and then approved by the M-CCM, and published in M-CCM Website.

6.1.6 Non-compliance and non-attendance of CCM Members

- a) If any M-CCM Member persistently fails to comply with this Governance Manual, any five M-CCM Members may propose in writing to the M-CCM that the M-CCM Member in question be removed from the M-CCM. The proposal will be discussed and voted upon by the M-CCM, and requires a consensus (a two-thirds majority of all CCM Members) to pass. If such a resolution passes, the Sector in question will then have to select a new M-CCM Member within a one month period.
- b) A Sector may replace its Member or Alternate prior to the end of her/his term due to illness or other reason, so long as this is done through a process that is transparent and inclusive and based on clear criteria.
- c) If there are two successive M-CCM or Special M-CCM meetings or TSG meetings at which no Member or Alternate is present, the Secretariat Secretary shall write a letter of concern to the Member/s, with copies to the Alternate, the Chair and the Vice Chair. If this sequence of non-attended meetings reaches three, the Chair shall inform the next M-CCM meeting of this development, and shall invite the M-CCM to decide on a course of action.

6.2 Transparency and Information Exchange

6.2.1 Provision of Information to CCM Member Organizations

The M-CCM Secretariat shall provide the following to the M-CCM Members and Alternates, who shall, in turn, make these documents available to other organizations within their Sectors, if necessary:

1. The M-CCM Governance Manual. This shall be provided promptly to all new M-CCM Members and Alternates.
2. Notice of each M-CCM meeting, the meeting agenda, and copies of relevant documents.
3. Draft and confirmed minutes of each M-CCM meeting.
4. Confirmed minutes of M-CCM TSG and committee meetings.
5. All relevant important documents from the Global Fund, including M-CCM Guidelines, Guidelines for Proposals, Calls for Proposals, and Grant Score Cards regarding Myanmar grants.
6. All formal correspondence from the Global Fund to the M-CCM, and vice versa, i.e. the comments of the Technical Review Panel on proposals submitted by M-CCM, grant agreement, letters communicating likely or actual decisions and conditions regarding original grant approvals and Phase 2 renewals, and responses to progress reports and disbursement requests that have been submitted to the GF. Exceptions shall be made for embargoed documents, which will be defined by M-CCM on a case-by-case basis.
7. All important documents related to the preparation of proposals to the Global Fund, including calls for proposals within the country, outlines and drafts of the Global Fund proposal, and the final Global Fund proposal.
8. All important documents relating to the implementation of programs funded through Global Fund grants, including quarterly or other periodic reports prepared by the PR and the LFA for the Global Fund.
9. Copies of any information materials about the M-CCM prepared by the M-CCM Secretariat for external distribution.
10. A list of all M-CCM Members and Alternates, with their names and contact details.

6.3 Capacity Building

To ensure that the objectives of programs of AIDS, TB and Malaria supported by Global Fund grants and other related health issues such as MNCH be achieved, the M-CCM will take actions to build the capacity of the M-CCM (M-CCM Chair, Vice Chair, M-CCM Members and Executive Working Group), PR(s) and SRs, in order to improve the quality of work and ensure that all resources are used effectively and efficiently.

These capacity building activities may take the form of workshops, retreats, roundtable discussions, seminars or technical assistance. Periodically, the Chair, Vice Chair and M-CCM Members may also participate in Global Fund meetings or workshops outside Myanmar that are intended to increase the capacity of M-CCM systems, the institutional capacity of the M-CCM and/or the individual capacities of the Members who represent the M-CCM on such occasions.

The focus of capacity building activities will be determined according to need, based on the supervision of the PR(s) and SRs, requests from PR(s), SRs or the M-CCM, or to anticipate or respond to certain situations and issues.

6.3.1 Capacity building of the M-CCM, TSGs and the M-CCM Secretariat

One of the responsibilities of the M-CCM to be included in its annual budgeted workplan is the training of existing and new M-CCM Members and other key stakeholders including the M-CCM Secretariat and the TSGs. All Members, Alternates, key stakeholders and staff should be trained in the contents of this Governance Manual and in their responsibilities for grant oversight. Such training should include:

- a) The definition and scope of M-CCM oversight;
- b) The respective oversight roles and responsibilities of the M-CCM, PR(s), sub-recipients, the LFA and other stakeholders and the lines of communication between them; and
- c) Oversight tools, mechanisms and good practices.

The M-CCM Secretariat should be trained and strengthened so they can play an effective role in oversight. Among other things, they should be able to ensure that key information is collected and disseminated to all stakeholders in a timely manner and in a form that is easily managed and understood.

6.4 M-CCM Operational Funding

The Global Fund advises that CCMs need to be seen as neutral and that to avoid perceptions of undue influence by financial supporters, the burden of support for the CCM should be spread among several partners—the Global Fund, development partners, government and local initiatives. At its Fifteenth Meeting in April 2007, the Global Fund Board recognized that CCMs needed easier access to funding in order to support effective administrative functioning for the lifetime of any grant. Under new funding guidelines, CCMs can apply for support of up to an annual maximum of US\$43,000 for eligible administrative costs. Requests may be submitted once a year at any time convenient for the CCM. All CCM members must sign the budget request to ensure that all members, especially civil society members are cognizant of the resources available for constituency communication.¹⁰

The CCM Secretariat shall formulate an annual work plan, which shall include a budget for the following:

- Personnel costs for Secretariat staff
- Costs for M-CCM meetings, oversight and related activities, including meetings of the TSGs, organize field oversight visits and carry out Conflict of Interest functions, Ad Hoc

¹⁰ Country Coordinating Mechanisms Secretariat Funding, The Global Fund Implementing Series, November 2008, pp: 4 & 7

Teams; advocacy; and publications. These costs shall include travel expenses for M-CCM Members attending M-CCM meetings.

- Constituency consultation and participation.
- Capacity building for M-CCM, the PR(s) and SRs.
- Monitoring and evaluation.
- Operational costs, including rental of office space, electricity, communications, and stationery.

7. Harmonization and coordination

The M-CCM shall promote harmonization, linkages and consistency to support the National Strategies on HIV, TB, Malaria and MNCH, including harmonization of the Global Fund and other funds' activities in Myanmar and:

- National development strategies;
- Sectoral programs in Myanmar, particularly for health, HIV, TB and malaria;
- Myanmar's efforts to build the harmonisation, coordination and effectiveness of external assistance;
- National systems for monitoring and evaluation, financial management and procurement;
- National sectoral and multisectoral coordination frameworks.

The M-CCM shall delegate certain roles and responsibilities including harmonization and coordination, as follows:

- HIV (delegated to the National AIDS Program and the AIDS TSG)
- TB (delegated to the National TB Program and the TB TSG)
- Malaria (delegated to the National Malaria Program and the Malaria TSG)
- Maternal, newborn and child health (MNCH)
- Others, as specified by the M-CCM.

These roles and responsibilities cover the development of proposals that will be considered by the M-CCM with possible amendments if necessary.

8. Endorsement

[Signed endorsement of this Governance Manual to be inserted here with the following content]

This first M-CCM Governance Manual was approved and endorsed by a ##### [state the majority or if unanimous] majority at the M-CCM meeting held in ### on ###. The names of the Members who gave their approval are as stated in the attached Annex 3: M-CCM Members Endorsement of the Governance Manual.

Signed on behalf of the Myanmar Country Coordinating Committee

CHAIR

(.....)

Part 2 Detailed M-CCM Roles and Responsibility for Global Fund

1. Overview

In regards to Global Fund grants, the M-CCM has the responsibility

1. To respond promptly and adequately to enquiries from the Global Fund concerning the M-CCM.
2. To ensure that the PR and SRs use efficient, transparent and accountable mechanisms to disburse GFATM funds from the PR to SRs or implementing organisations.
3. With the assistance of the three Technical and Strategy Groups and additional technical assistance when required, to monitor and evaluate the performance of the PR with regard to grant implementation.
4. To delegate to the PR the responsibility for monitoring and evaluating the performance of SRs, with additional verification and evaluation when unsatisfactory performance or problems in implementation are indicated.
5. With the assistance of the three Technical and Strategy Groups and additional technical assistance as required, to oversight the grant implementation, including assess progress reports from the PR and regular field visits, etc..
6. With the assistance of the three Technical and Strategy Groups and additional technical assistance as required, to review the implementation of the Global Fund grant activities for the first five quarters of implementation and, if financial and program performance are satisfactory, to request continued funding from Global Fund for each approved grant, prior to the end of the two years of initially approved funding.
7. To fulfil the other responsibilities as outlined in this Governance Manual.

To ensure that these roles and responsibilities of the M-CCM are properly fulfilled, a Secretariat of the M-CCM has been established and a Secretary appointed, whose roles are to support and facilitate the roles and functions of the M-CCM.

The M-CCM Secretariat shall ensure that the following documentation is prepared by the appropriate parties and shared with CCM members on a timely basis:

1. All reports that the grant agreement requires the PRs to provide.
2. Responses to any queries from The Global Fund Technical Review Panel.
3. Responses to any queries from the Global Fund Secretariat.

2. M-CCM Areas of Work with Regards to the Global Fund

2.1 Development of Global Fund Proposals

The M-CCM shall establish a formal, transparent, accountable and documented process for the development of proposals to The Global Fund. For each such proposal, this process shall be as follows:

1. As soon as it is known that the Global Fund is likely to issue a new Call for Proposals, each TSG shall be asked to discuss and decide whether it wishes to submit a proposal to the Global Fund and if so, each TSG shall be asked to ensure that any such proposal meets the requirements of the Global Fund and is consistent with national priorities and programs on HIV, tuberculosis, and malaria.
2. The Chair of the relevant TSG shall be asked to make a presentation to the M-CCM on the recommended proposal outline. The call for proposal (or Expression of Interests) shall be developed by the TSG.

3. The M-CCM shall determine whether it wishes to support, modify, or reject a TSG's suggestions regarding the focus of the proposal.
4. If the M-CCM agrees to support the proposal, the TSG for each disease shall be asked to set up and supervise a proposal-writing team consisting of people who are capable of developing a proposal within the agreed focus area. This team shall comprise certain Members of the TSG as well as non-TSG and non-M-CCM elements.
5. The M-CCM shall ensure that members of the public throughout Myanmar, and particularly through civil society organizations, are made aware through the TSGs, the TSG working groups and all other useful communication channels, in sufficient detail and in a timely manner, of the focus of the planned proposal, and are given an opportunity to become actively involved in the design and development of the proposal.
6. The M-CCM shall also ensure that all M-CCM Member Organizations as well as other interested stakeholders are given an opportunity to read and comment on drafts of the proposal.
7. Following the selection of the Principal Recipient (see VI.5), the proposal will be finalized by a team comprising members of the TSGs, the M-CCM, the proposal-writing teams and the PR.
8. The draft of the proposal shall be submitted to the M-CCM for technical review. As well as non-M-CCM peer reviewers with the relevant technical expertise. The M-CCM shall review, and amend as necessary, the draft proposal. If agreed by the M-CCM, the final draft proposal shall then be signed by all the Members of the M-CCM and submitted by the M-CCM to The Global Fund. A M-CCM member has the right to sign, or to decline to sign, the proposals submitted by the M-CCM to Global Fund (provided that a M-CCM Member who declines to sign such a proposal provides clearly articulated reasons, which are recorded in the minutes) (see III.3.d).
9. If there are more than one disease component proposals to be submitted under any one round, the M-CCM Secretariat will take the overall responsibility to coordinate the efforts of the writing teams.
10. The M-CCM Secretariat shall provide public access to the full text of the proposal that is finally submitted to the Global Fund.

2.1.1 Nomination of the Principal Recipient/s (PR/s)

Process for Nomination of the Principal Recipient (PR) for GFATM proposals

Nomination of PR M-CCM shall follow the Global Fund Requirements, which are as follows:

- a) Process: Per a 2005 Board decision, CCMs are required to put in place and maintain a transparent, documented process to nominate the PRs and oversee program implementation. The Global Fund Secretariat encourages CCMs to make open calls for Letter of Intent (LOI) from potential PRs.
- b) One or several PRs: The country may choose to nominate more than one PR to be responsible for distinct parts of the proposal (either for different disease components or within a single component), such as having one PR for public sector activities and a different non-governmental sector PR for civil society and the private sector.
- c) If there is more than one PR, explanations should be made by M-CCM on how coordination will be achieved between the multiple PRs.
- d) PR must be a legally-constituted entity that can enter into a grant agreement with the GF. This could be a governmental institution, NGO or faith-based organization, a private sector firm or foundation, an incorporated network of people living with and / or affected by the disease(s), or other incorporated body.

1. The M-CCM Executive Working Group provides support to M-CCM and has no decision-making power. The M-CCM Executive Working Group shall recommend to the M-CCM on the single or dual PR options, assist the M-CCM in the selection of PR(s) by preparing the notice calling for Letter of Intent (LOI), solicit applications from potential PRs, make a preliminary review of the applications based on the M-CCM agreed criteria, in consideration of the self-assessment by applicants using the PR Assessment Tool (attached) and provide recommendations for the M-CCM to review and consider. Consequently M-CCM will make its decision, taking into account the recommendations of the M-CCM Executive Working Group.
2. The process proposed by the M-CCM Executive Working Group on nomination of PR(s) is as the follows:
 - a) M-CCM Executive Working Group to propose the process of PR(s) nomination in Myanmar to M-CCM.
 - b) M-CCM Executive Working Group to suggest single or dual PR option and present it to the M-CCM.
 - c) PR nomination criteria drafted by the Executive Working Group and sent to M-CCM members for comments and revision.
 - d) M-CCM meeting defines and approves the process, PR option and PR nomination criteria, based on which, the Executive Working Group of M-CCM will develop a scoring scheme based on the CCM approved criteria.
 - e) Invitation for LOI and selection criteria circulated widely by the M-CCM Secretariat to the Government, donor, INGO, NGO, CBO, FBO, private and UN sectors and by the CCM members to their respective networks and constituencies.
 - f) LOI received by Secretariat of M-CCM, from interested organizations. The LOI (or its package) may include an executive summary of the justification on why that organization feels it is capable, noting strength and weaknesses against the set criteria, and with a self-assessment based on the PR Assessment Tool as an annex.
 - g) The Secretariat of M-CCM forward the LOI received to Executive Working Group members for review
 - h) The Executive Working Group reviews the LOI and prepares consolidated recommendations of potential PRs in order of preference, based on the assessment of the LOI according to the criteria in point 6 below. The recommendations will be circulated to all M-CCM Members, who may ask for complete LOI of interested applications from M-CCM Secretariat for detailed review
 - i) Executive Working Group presentation at M-CCM Meeting of the summary of the comments and recommendations of all applicants. M-CCM members discuss and decide on the nomination of the PR(s) taking into account the recommendations of the Executive Working Group, or decide to re-launch the PR selection process, if none of the applicants are deemed suitable
3. Invitation of relevant experts may be considered, if necessary, to assist the M-CCM Executive Working Group to undertake the above steps as agreed by the members of the M-CCM Executive Working Group. No person who currently serves in or represents a potential PR shall be present in the M-CCM Executive Working Group deliberations concerning the PR(s) selection. M-CCM Executive Working Group members who currently serve in or represent a potential PR should absent themselves from the M-CCM Executive Working Group meeting for the time when the PR nomination is discussed.
4. The M-CCM Secretariat shall ensure that all M-CCM members and alternates, and other interested stakeholders within Myanmar, are aware that nominations are being invited for consideration as PR and shall make the nomination criteria readily available prior to the application deadline.
5. The M-CCM Executive Working Group proposes the following criteria for PR(s) nomination, in addition to those contained in the Global Fund PR Assessment Report and PR Background Analysis tools:

- a) Sector and legal-capacity in Myanmar to enter into grant agreements with the Global Fund.
 - b) Financial management capacity and track record in managing large-scale grants in a transparent and accountable manner, and according to international accounting standards.
 - c) Proven ability in channelling and managing funds for supporting and monitoring a community-based response.
 - d) Proven ability in mobilizing human resources and expertise relevant to the program framework.
 - e) Proven ability and willingness to operate fund flow and disbursement arrangements in a complex situation on a nationwide scale.
 - f) Proven ability to cooperate with government (e.g. Ministry of Health) and/or non-government entities in program planning, design, implementation, and M&E.
 - g) Ability and willingness to work with the M-CCM, and its Technical and Strategy Groups and designated bodies for work planning and budgeting.
 - h) Proven successful local and international procurement capacity in Myanmar or similar contexts.
 - i) Track record of acting successfully as PR for the Global Fund in other countries will be an advantage.
6. If the grant in question is approved, the GF will conduct an assessment of the organization(s) that the M-CCM has nominated to serve as PR(s). If the organization does not pass that assessment, the GF will work with the M-CCM to nominate a different PR from the previous list of applicants, in accordance with the CCM's ranking.

2.1.2 Pre-identification of Sub-Recipients (SRs)

The pre-identification of SRs is the responsibility of the M-CCM, in consultation with PRs. The role of the M-CCM is oversight to ensure that proper procedures are followed, including meeting the following eligibility criteria:

- a) Applicants must demonstrate pre-qualified capacity in the proposed activities.
- b) The proposed activities must be in line with the national strategic plan(s).
- c) Preference will be given to activities taking into account and integrating well with existing services and programs. Community involvement in program planning and implementation, partnership approaches, reaching those currently not accessing services and strategies to reach the poor and most vulnerable are prioritized.
- d) If procurement is included, such procurement must comply with Global Fund rules. For the purposes of the Concept Note, applicants must demonstrate a reasonable understanding of how to comply with quality assurance mechanisms included within Global Fund guidelines and regulations for procurement and supply management.
- e) Applicants must apply for a minimum of \$50,000 per year for five years. Smaller organizations are encouraged to apply using a partnership or consortium approach.
- f) Successful applicants will be required to provide evidence of their authorization to work in Myanmar (for example Memorandum of Understanding and/or registration)
- g) Activities must be carried out in geographical areas defined in their authorization to work in Myanmar.
- h) Applicants are encouraged to apply for funding to expand activities into new areas in order to scale-up the response and strengthen existing interventions, while noting that approval will have to be subsequently obtained from the authorities through standard procedures (for example by amending MOUs).

The pre-identification procedure shall be as follows:

- a) The M-CCM issues a public call for proposals from government or non-government organizations that wish to be pre-identified as Sub-Recipients.
- b) The M-CCM requests the 3 TSGs to establish Sub-Recipient Pre-Identification Teams and processes.
- c) The 3 TSG Sub-Recipient Pre-Identification Team review proposals based on eligibility criteria, a capacity assessment and announced M-CCM priorities.
- d) The TSG Sub-Recipient Pre-Identification Teams report their recommendations to the TSGs and the TSG Chairs then report recommendations to the M-CCM.
- e) The M-CCM makes decisions based on the recommendations from the TSG Sub-Recipient Pre-Identification Teams and pre-identified SRs are then included in the Global Fund proposal development process.
- f) Following Global Fund approval of the proposal and PR, LFA checking of SR capacities, selected SRs sign a Sub Grant Agreement with the PR.

2.2 Program Implementation

For each M-CCM-initiated project in Myanmar financed by the Global Fund, the M-CCM needs to clarify with the PR concerning their respective roles in the supervision, monitoring and evaluation, oversight of the project.

The M-CCM shall receive and review copies of progress updates and disbursement requests written by the PR for the Global Fund.

3. Global Fund Guidelines for CCM Oversight

Oversight requires the CCM to understand how the grants are working, follow progress and challenges, and make recommendations to the PR on improving performance. Oversight is one type of monitoring, focused on governance at the macro level.

The CCM is responsible for monitoring grant implementation at the macro level, but does not need to immerse itself in the micro details, which is the responsibility of PR.

Since oversight focuses on the macro level, the CCM should address the following overarching questions:

- Finance. Where is the money? Is it arriving on time? Is it being distributed properly and promptly? Who is benefiting? Audits will be conducted in line with grant agreements and recommended actions to be taken by PRs and SRs will be tracked and followed up.
- Procurement. Are the drugs, bed nets, laboratory supplies, etc. going where they need to go? Are implementers getting them on time? Is the distribution system safe and secure? Are patients receiving them?
- Implementation. Are activities on schedule? Are the right people getting the services they need?
- Results. Are targets being met?
- Reporting. Are reports being submitted accurately, completely and on time?
- Technical Assistance. Where are the grant implementation bottlenecks; for example procurement, human resources, etc? What technical assistance is needed to build capacity and resolve problems? What is the outcome of technical assistance?

Oversight ensures that monitoring is being done, that results are being reported, and the program is meeting its targets. Oversight responsibilities require that the CCM will look at long-term grant performance while leaving the PR to be the day to day implementer. At the same time, an oversight role entails much more than overseeing the work of a particular PR. Areas of oversight include:

- a) Proposal development.
- b) Grant negotiation.

- c) Grant implementation.
- d) Preparing the request for continued funding at Phase 2.
- e) Preparation of a revised proposal for continuation funding called the “Rolling Continuation Channel,” at the invitation of the Global Fund.
- f) Donor coordination and alignment with health systems.

Oversight is a critical element ensuring accountability of grant implementation. Best practice models of oversight are characterized by the following elements:

- CCM leadership and dynamic civil society participation with well structured governance and oversight processes;
- Good communication and reporting between CCM and other actors;
- A CCM supported by a strong Secretariat of the M-CCM and technical sub-committees;
- Effective PR supervision over sub-recipient grant implementation.

3.1 M-CCM Arrangements for Global Fund Grant Oversight

While the Local Fund Agent verifies and evaluates grant performance and use of funds for GFATM, the Myanmar Country Coordinating Mechanism provides oversight of grant implementation and progress in the national interest.

The M-CCM provides oversight on grant implementation through the CCM Executive Working Group and the existing TSG structure of the three diseases, namely the Executive Working Group of the TSG-HIV, Core Groups of TSG-TB and TSG-Malaria.

3.2 Oversight functions of the M-CCM

- (i) Updating and revising the M-CCM Governance Manual to reflect up-to-date principles and agreements of the M-CCM;
- (ii) Hold regular quarterly meetings to review PR(s) progress, disbursement requests and updates on meeting any existing Condition Precedent;
- (iii) Review of quarterly reports on financial status, management and programmatic aspects (to be carried out by the CCM Executive Working Group with support from the 3 TSGs), prior to CCM meetings. Recommendations of the CCM Executive Working Group will be submitted to and endorsed by the CCM at its regular meetings;
- (iv) Establish information sharing mechanisms for PR-CCM (monthly) and LFA-CCM (quarterly);
- (v) Conduct training for M-CCM members on oversight functions
- (vi) Develop and utilize the CCM website and Dashboard (to be undertaken by the M-CCM Secretariat) for information sharing and timely updates on grant implementation status;
- (vii) Conduct oversight visits to project sites (see point (e) below).
- (viii) Monitor the implementation of policy on preventing Conflict of Interest by ensuring that all members formally declare any potential or actual instances of conflict of interest.

The M-CCM oversight responsibilities shall include reviewing and making recommendations to the M-CCM on reports received from the PR and TSGs as follows:

- (i) The M-CCM has a quarterly cycle of monitoring and the M-CCM receives a quarterly update on grants. The PRs, SRs, and SSRs are required to comply with M-CCM oversight. The M-CCM quarterly monitoring will be based upon reports received from the PR, and reviewed by the M-CCM and the 3 TSGs, and additional technical assistance as required by the M-CCM. The requested reports will cover the following:
 - Verify program outputs against targets and inputs.
 - Verify and validate reports from PR and SR.

- Verify the internal M&E processes of PR and SR.
 - Oversee the processes for requests for and disbursements for funds to SRs.
- (ii) Indicators used will be consistent with the agreement between the PR, the M-CCM , the Global Fund, and with existing national monitoring and evaluation systems. Data for monitoring and evaluation shall be collected from, among other sources:
- The quarterly reports and workplans of PRs.
 - The quarterly financial reports and disbursement requests from the PR and SRs.
 - The annual reports, annual work plans and disbursement requests that are reviewed by the M-CCM.
 - The findings from the quarterly report assessments and field visits by the LFA. The M-CCM shall request these findings from The Global Fund.
 - Regular site visits to SRs (at least once a year). The TORs and checklists for Site Visits are included in a separate document.

3.2.1 Preparing the Quarterly Progress Reports and Dashboards

The following steps shall be followed when preparing the Quarterly Progress Report.

1. The PRs and SRs will start by completing the Planned Activities section before sending the (partially completed) report templates to SSRs.
2. Prior to the first quarterly report deadline, PRs, SRs and SSRs will also attend a Technical Reporting Workshop.
3. SRs and where they exist, SSRs, will be responsible for completing the remaining sections of the report, including Activities Achieved, Cumulative Activities, and Deviation (in quantitative format) as well as a small narrative section (Explanation of Deviations, Notable Achievements during Reporting Period, Unexpected Obstacles during Reporting Period, and Actions to Overcome Obstacles).
4. These technical reports are due on the same schedule as the financial reports (15 days after the close of the reporting period). Both hard and soft copies must be submitted by SRs to the PR/s and by SSRs to the SR.
5. Upon receipt of these reports, PR/s and SRs will review them, resolve issues, validate data and aggregate the quantitative data (30 days after the end of the reporting period) in a computerized database.

Likewise, every quarter, the PRs and SRs shall prepare a computer-based “Executive Dashboard” for each grant (HIV, TB and malaria) to be submitted to the M-CCM Secretariat, with support of CCM Secretariat staff, if needed. This Executive Dashboard is a quarterly summary tool presenting key financial, programmatic, and implementation information for grant oversight and management. Additional IT support may be needed by PRs.

The following steps must be followed to prepare the Dashboards.

1. Each quarter PRs update and fill in data sheets, review outputs, and add comments, if any, for the M-CCM Oversight. PR/s and SRs will complete a Standardized Data Entry Spreadsheet, using specific financial, technical, and grant implementation information extracted from the (aggregated) Quarterly Progress Reports, as well as existing financial and program records kept by all PRs and SRs. The completed spreadsheets shall be completed no later than 35 days after the end of each quarter. PR shall also check the completeness of information and, if the PR/s or SRs are not able to report or respond, inform the M-CCM Secretariats to enable quick resolution.
2. PR then generate an Executive Dashboard for each grant, with M-CCM Secretariat staff support, and send them to the Secretary of M-CCM. The Executive Working Group of M-

CCM with the support of core groups of disease-specific TSG uses the dashboards to review performance, identify problems and make recommendations to the CCM.

3. The M-CCM takes action on the basis of summary dashboards and M-CCM Executive Working Group recommendations.

3.2.2 Preparing the Semi-Annual Report

PRs and SRs will be reporting to the GFATM through the LFA on the Semi-annual Milestones using the Programmatic and Financial Progress Report template. The activities and achievements in these semi-annual progress reports will ideally support the successful completion of these milestones.

The following steps must be followed when preparing these semi-annual reports.

1. After final verification and aggregation of the technical information included in the last two Quarterly Progress Reports received from SSRs and SRs, PRs and SRs shall consolidate on a semi-annual basis the Programmatic and Financial Progress report. If PRs and SRs are grant implementers, related technical and financial information should also be included in these consolidated reports.
2. After final verification and consolidation, PRs will send them to the LFA and copy to the Secretary of M-CCM (no later than 45 days after end of the reporting period).

3.3 Roles of parties in M-CCM Oversight function

3.3.1 The Secretariat of the M-CCM

The Secretariat of the M-CCM shall ensure that the PR(s) and SRs are informed of M-CCM oversight requirements, communications from the Global Fund to the M-CCM regarding the grants, and shall transmit feedback from the M-CCM and invitations to M-CCM meetings to PR and SR representatives when appropriate. The Secretariat of M-CCM will also assist the PRs in loading the data from the progress reports into the dashboard.

3.3.2 M-CCM Executive Working Group

The M-CCM Executive Working Group shall be responsible for reviewing and making recommendations to the M-CCM on reports received from the PR, LFA and TSGs.

Executive Working Group of M-CCM plays an important role of assisting the M-CCM in fulfilling the oversight function. With the support of the TSG core groups (or the Executive Working Group of TSG-HIV), the Executive Working Group of M-CCM makes the preview of the PR reports, provide initial comments and recommendations to the PRs performance based on the dashboard prepared by the M-CCM Secretariat, for M-CCM to discuss and endorse at its quarterly meetings.

3.3.3 Technical and Strategy Groups

Technical and Strategy Groups support the CCM oversight of the Global Fund Grant implementation through its Core Groups. Additional experts may be invited for the discussions if needed. Each of the 3 TSGs will strengthen the function of their relevant existing working groups (ie: Executive Working Group for TSG-HIV, Core Groups for TSG-TB and TSG-Malaria). The composition of the working groups are decided by each TSGs, each will have a mix of M-CCM members and non-M-CCM member from the respective TSGs, with a good presentation of the members areas of work, or their links with the working groups of the TSG. The Core Groups of the TSG will work closely with the M-CCM Executive Working Group to provide the best support to M-CCM to perform its oversight function.



policy, such provisions shall not apply. Wherever possible, however, this policy shall be interpreted to be consistent with the prevailing laws and regulations in Myanmar.

4. The M-CCM recognizes that the representative nature of the M-CCM and the diversity of the elements therein give rise to inherent conflicts when the Chair/Vice Chair or elements within the M-CCM must consider matters that have a direct impact on the interests of the Government of Myanmar or organisations that hold governing positions in the M-CCM.

4.2 Definitions of Conflict of Interest within the CCM Context

- 1) COI occurs when a member of the Myanmar CCM, CCM Executive Working Group, or CCM Secretariat uses his or her position to advance personal ambitions or interests, the interests of an institution with which he or she is affiliated, those of a family member, or close associate, or in a way that disadvantages or excludes others, or compromises the performance of CCM functions and overall effectiveness or program implementation.
 - 1.1) A close associate of a person includes a family member or relatives (spouse/partner, child, sibling, parent, cousin, in-law), friend, business partner, or professional associate.
 - 1.2) A person is affiliated with an institution when he or she is an employee or volunteer, or has a financial interest or a technical or governance role with that institution.
- 2) COI can be potential conflicts of interest and perceived conflicts or interest.
 - 2.1) A potential conflict of interest occurs when a member of the Myanmar CCM, members of the M-CCM Oversight Committee, or the CCM Secretariat is placed in a position in which they have the capacity to use their position or status in such a way that a conflict of interest, as defined above may occur.
 - 2.2) A perceived conflict of interest occurs when a person believes or suspects that a conflict of interest, as defined above, exists on the part of a member of Myanmar CCM, Individuals on board of Oversight Committee in oversight function or CCM Secretariat.
- 3) Conflicts of interest can occur in these situations but are not limited to the following:
 - Selection of principal recipients and sub-recipients
 - Renewal requests for a forthcoming phase of a grant
 - A substantial reprogramming or grant funds
 - Issues relating to assessment, monitoring and oversight of principal recipients and sub-recipients
 - Discussions of matter for which CCM members or their institutions have a financial interest, such as contracting, recruitment of staff, etc.
- 4) COI may also arise in association with gifts, which is defined as including favours/concessions, gratuities, or sponsorships whether of monetary or intangible nature including travel to meetings, conferences and field visits.

4.3 Application of Myanmar CCM COI Policy

- 1) Conflict of Interest Policy is operational when CCM:
 - Recognize the existence of COI whether actual, potential or perceived
 - React to COI situations collectively in an objective, transparent and systematic manner
 - Record/document the actions taken by CCM to address/resolve COI
 - Relay/communicate among CCM members and other stakeholders the findings and actions taken to address/resolve COI

- 2) This COI policy applies to Myanmar CCM members, alternates and Secretariat staff or members of Oversight Committee created by CCM.
- 3) The Myanmar CCM shall ensure that on taking the membership seat, the members of the CCM undergo training on their responsibilities regarding conflicts of interest and the requirements of this policy at least once a year.
- 4) The Myanmar CCM should consider the consequences of conflicts of interest on its composition when considering membership renewal.

4.4 Structure for COI Policy Implementation

- 1) Establishment of **COI Working Group**. A 3-person standing WG on COI policy implementation which meets on ad hoc basis has been created under the M-CCM Executive Working Group. Two (2) M-CCM members and one (1) non-M-CCM member will constitute this body.
 - 1.1 The M-CCM members will as a first priority be individuals with no potential or perceived COI with regards to GF grants and a relationship to PR, SRs, SSRs or beneficiary of project contracts.
 - 1.2 In the case that a COI Working Group member is affiliated to a PR, SR, SSR or a beneficiary of a GF grant or major funding source CCM concerns (i.e. 3MDGF), the individual will state this fact at the beginning of the mandate. He/she will be excused from all discussions regarding the organisation where a potential COI exists.
 - 1.3 Non-M-CCM members with no potential or perceived COI (as defined in section B of COI Policy) refer to individuals with technical expertise, experience, integrity and credibility in COI resolution.
 - 1.4 The Myanmar CCM Executive Working Group will guide the COI Working Group in executing its functions. But the power or authority to make decisions or recommendations on the findings/actions taken by the COI WG is under the jurisdiction of the Myanmar CCM.
 - 1.5 The membership of COI Working Group will be approved by the chair of M-CCM, who will also appoint a chair of the COI WG to lead COI WG meetings, supervise the mitigation and management of COI issues and situations, and present reports to the M-CCM ExWG and/or M-CCM where applicable and necessary. Usually, a member of M-CCM ExWG shall not be member of COI WG.
 - 1.6 The Myanmar CCM Secretariat Workplan will include activities for the implementation of COI policy with corresponding budget allocation.
 - 1.7 The tenure of the COI WG members will be one year.
- 2) **The function** of this working group is to monitor the implementation of the M-CCM COI Policy, compile allegations sent by CCM members or partners, actively look into potential COI cases when and where it is needed, and report to the M-CCM ExWG and M-CCM of the suspected and actual risk of COI in the function of M-CCM and in particular, the Global Fund grants related issues.

4.5 Protocol to Manage and Mitigate Conflict of Interest

- 1) Statutory Declaration. All Myanmar CCM members, alternates, Secretariat staff and all members of working groups shall complete an Acceptance of COI Policy & Declaration of Interest Statement (Annex 1) at the time of being seated on the CCM and disclose any actual or perceived conflict of interest at that time. The statement will be completed on an annual basis thereafter and updated as needed, whenever a material change occurs in the information. Statements shall be archived by the Secretariat and made available for inspection by the delegated CCM body charged with ethics and conflict of interest responsibilities. These statements shall form part of the public record of the CCM.
- 2) Role of Chair and Vice-Chair of M-CCM. The CCM shall make every effort to ensure that
 - 2.1 Neither its chairperson nor its vice-chairperson is from an organization that serves as a principal recipient for a Myanmar CCM-initiated project financed by the Global Fund. In the event that this is the case, or that the CCM chairperson or vice-chairperson represent organizations that are candidates for selection as a principal recipient, or a sub-recipient, then section E3 and section E4 shall apply and they will have to follow the procedure applicable to any member of the CCM as outlined in E3 and E4.
 - 2.2 The Chairperson and Vice-Chairperson do not represent the same organization.
 - 2.3 Where a person from an institution which is a principal recipient or sub-recipient holds the position of Chair or Vice-Chair of the CCM, that person must not participate during CCM meetings, voting or otherwise seek to influence deliberations, recommendations, or decisions where a matter concerns:
 - i) The CCM's monitoring and oversight of the PR;
 - ii) The selection of any PRs or SRs;
 - iii) The renewal of a PR for phase two or rolling continuation channel of a grant or grant consolidation;
 - iv) Reprogramming of grant funds;
 - v) Other decisions that have a financial or other significant impact on a PR or SR.

The same also applies to all CCM members.

- 3) Notice of Agenda Items, Declaration of Potential or Perceived Conflict of Interest
 - 3.1 Each member of the Myanmar CCM will receive an agenda of the meeting at least one week in advance. Members of the CCM must decide whether a potential conflict of interest exists and prepare to recuse themselves from CCM discussions. These members must disclose the nature of such interests to the chairperson of CCM, with copy to the Chairperson of COI Working Group. The member must recuse himself or herself from any and all deliberations and voting on the conflict of interest topic as outlined in Section E4, Recusal.
 - 3.2 Myanmar CCM members or alternates must declare whether a conflict of interest exists at the beginning of the CCM meeting, at the time when all agenda items are read or reviewed.

- 3.3 Any member of the Myanmar CCM may raise the question of a potential conflict of interest prior to or during a meeting. Members may present an allegation of conflict of interest to the chairperson or other CCM body charged with responsibility for conflict of interest, who must investigate each question raised.

4) Recusal

Recusal may occur when a person/s removes themselves from participation in deliberations and decision making when a conflict of interest would arise through their involvement.

- 4.1 At the moment in the meeting when the relevant agenda item is to be discussed for which there exists a conflict of interest for a CCM member or alternate shall refrain from engaging in decision making and may recuse themselves, leave the room, and wait elsewhere, subject to the request of COI WG member or the chair. Myanmar CCM members and alternates having a conflict of interest shall not vote on the issue at hand and shall not be present in the meeting room when the vote is taken. Once the discussion and any necessary votes or decision making have been completed, the CCM member or alternate shall be recalled into the meeting room.
- 4.2 Myanmar CCM members and alternates having a conflict of interest may be called into the meeting room in their capacity as a representative of their organization to provide needed information to the CCM membership. Once they have finished providing this information, they will again leave the room until recalled.
- 4.3 Whether in the meeting room or outside, the Myanmar CCM members and alternates shall not attempt to exert their personal influence with respect to the discussion topic.
- 4.4 If the chairperson has a conflict of interest, he or she must delegate meeting responsibilities to a vice-chairperson for the period of the deliberation and recuse himself or herself. If a vice-chairperson also has a conflict of interest, the vice-chair shall also recuse himself or herself and the CCM must elect an acting chairperson for the period of deliberation and thoroughly document the process that was followed.

4.6 Gifts and Favours

- 1) Myanmar CCM members are prohibited from accepting gifts under circumstances in which it could reasonably be construed that the gift is motivated by the position as a CCM member or alternate, or member of Oversight Committee and could substantially affect decisions of the CCM.
- 2) Myanmar CCM members and alternates are prohibited from giving gifts if it could be reasonably construed that the gift is intended to affect the policies or practices of the CCM, a principal recipient, or any of the programs it funds.
- 3) Myanmar CCM members and alternates who represent governments, corporations, or organizations and who are subject to code of ethics or standards of conduct as a result of their position, may accept complimentary invitations to widely attended gatherings otherwise prohibited by this policy where such attendance is permitted under the code of ethics or standards of conduct to which the individual is subject.

4.7 Suspected Conflict of Interest

- 1) If a suspected conflict of interest is reported by any party, the COI WG will review the matter immediately to determine whether the CCM member or alternate has failed to declare an interest and if the breach is his or her responsibility. The issue must be reported to all CCM members. Any substantive issues must be brought to the entire CCM to decide.
- 2) If the matter is brought before the Myanmar CCM for deliberation, the member or alternate shall be requested to withdraw while the matter is being deliberated. Any CCM member or alternate can bring allegations of conflict to the CCM, and such allegations must be discussed.

4.8 Failure to Disclose an Interest

- 1) If the Myanmar CCM learns that a CCM member or alternate has wittingly failed to disclose an interest, the CCM shall take all reasonable measures to revoke any benefit gained. Before taking such action, the CCM shall inform the member or alternate in writing of the conflict of interest issue and provide the member or alternate with the opportunity to explain the alleged failure to disclose.
- 2) The CCM Chairperson shall refer all available information in relation to the conflict of interest to the Myanmar CCM Executive Working Group and COI WG charged with conflict of interest matters which shall make a determination on whether a conflict of interest exists. If a conflict of interest does not exist, the COI Working Group shall make a recommendation to the full CCM regarding appropriate action to be taken with respect to the person who has failed to declare the conflict of interest.
- 3) The full CCM shall consider and vote on the recommendation of the COI Working Group at the first meeting following receipt of the determination and recommendation.
- 4) Following the CCM's vote on the recommendation, the circumstances and CCM member or alternate shall be reported to the member's constituency. The constituency shall be requested to immediately replace the member or alternate who serves on the CCM.
- 5) The CCM shall report all instances of conflict of interest situations that are in apparent violation of any operative laws to the appropriate official government body responsible for enforcement.

4.9 Documentation of Conflict of Interest

All decisions associated with conflict of interest will be recorded/documented and archived by the CCM Secretariat and reported in the minutes of the meeting. The record will state:

- The nature and extent of the conflict
- A summary of the discussion
- The actions taken to manage the conflict

4.10 Periodic Review of COI Policy

The COI policy shall be reviewed on a periodic basis at least consistent with the CCM's review of other governance documents or earlier as needed.

5. Roles and Responsibilities of other Global Fund-related Players

The Global Fund advises that effective communication between LFAs, PRs, and CCMs is central to the accountability and effectiveness of Global Fund grants. The other Global Fund-related players referred to below have the following roles and responsibilities:

5.1 Global Fund

- a) Serves as a financial instrument, not an implementing agency.
- b) Attracts, manages and disburses money through a public-private partnership in a way that will make a sustainable and significant contribution to the reduction of infections, illness and death from HIV, TB and malaria.
- c) Signs grant agreements with PR.
- d) Approves and makes disbursements to PR.
- e) The Global Fund may provide important information to the M-CCM regarding various issues related to the implementation of Global Fund grants, directly from Global Fund Secretariat or through LFA, at the request of the M-CCM.

5.2 Local Fund Agent (LFA)

The Global Fund engages LFAs to verify data and report on grant performance. This gives the Global Fund access to local knowledge that is relevant to grant performance.

- a) Serves as Global Fund's 'eyes and ears' in Myanmar, after being selected by Global Fund and signing a contract with Global Fund.
- b) On behalf of Global Fund, evaluates the financial management and administrative capacity and performance of PR/s, as well as the performance of SRs if requested by the Global Fund.
- c) Does not make managerial decisions. Instead, sends reports to The Global Fund which may contain recommendations regarding decisions that may need to be made by Global Fund, such as whether to approve a further disbursement regarding a particular grant, or whether the requested disbursement is for an appropriate amount.
- d) The LFA and the M-CCM, through the M-CCM Secretariat, shall exchange urgently needed information without interfering with or diminishing the independence of either party.
- e) The LFA shall be invited to M-CCM meetings.

5.3 Principal Recipient (PR)

The Principal Recipient(s) shall serve as the principal recipient, implementer and party responsible for the grant in accordance with the national M-CCM proposal that has been approved by The Global Fund. The PR/s are selected and confirmed by the M-CCM with the following conditions:

- a) PR/s are chosen afresh for each new Global Fund grant.
 - For each grant, M-CCM can, if necessary, request in the original proposal that more than one entity shall serve as PR.
 - It is very rare for PR to change once a particular grant has started. Such an action would require the agreement of both the M-CCM and The Global Fund, and would also require the termination of an existing contract between The Global Fund and the PR.
- b) The PR is required by The Global Fund to have a defined level of competence and capacity in four areas:
 - Financial management and systems,
 - Institutional and programmatic (organisational and program management),
 - Procurement and supply management,

- Monitoring and evaluation.
- c) The PR signs a Grant Agreement with the Global Fund on behalf of the M-CCM. This agreement specifies actions to be taken, costs to be incurred, and results to be achieved.
- d) The PR is responsible to the Global Fund for the implementation of the grant.
- e) In the case where dual-track financing is proposed by the M-CCM, the two PRs will work closely. The coordination between PRs will be facilitated through a PR Coordination Committee, which is comprised by the Director of each PR and as well as key technical staff of each PR (M&E, procurement, operations etc). This team will meet on a regular basis (eg: every other week, with ad-hoc meetings as needed). Representatives of the M-CCM will be invited to such coordination team meetings when needed. These coordination team meetings aim to share information, harmonize training activities, plan monitoring missions (joint monitoring where feasible) and deal with common issues to ensure prevent smooth and timely implementation of the Global Fund programmes. The Directors of each PR shall work closely with the TSGs and Working Groups of the M-CCM and will attend M-CCM meetings. (see page 29).
- f) In accordance with the reporting schedule agreed between the PR and the Global Fund, the PR submits regular program and financial progress reports (including Disbursement Requests) to the Global Fund, through the LFA, after being reviewed and endorsed by the M-CCM.
- g) The PR submits to the M-CCM the full text of the quarterly report assessments by the LFA and any other special reports related to the results of audits by the LFA and the auditor.

Legal status of the PR

1. The PR has the authority to select and to replace/terminate the Sub-Recipient/s. This legal right does not mean that the M-CCM has no role in this process, but it is intended that the final decision regarding this matter rests with PR. The M-CCM may recommend sub-recipients as program implementers after they have been assessed by an M-CCM team. Moreover, in many instances a sub-recipient that is nominated will be more suitable as a program implementer because it has participated since the development of the proposal. The PR nevertheless has sole responsibility to the Global Fund for the performance of the program, such that if the sub-recipient does not demonstrate satisfactory performance or if it deviates from the contract with the PR once program implementation has begun, the PR has the right and the obligation to take immediate action to resolve the problem, including if necessary by replacing the sub-recipient.
2. The PR/s and SRs may be Members of M-CCM. If this is the case, the M-CCM must have a written plan to mitigate conflicts of interest. This plan must also address inherent conflicts of interest that arise if the M-CCM has to make a decision on matters relating to the role of the PR and SR in the implementation of the program; for example, the PR and SR shall not be allowed to participate in matters related to the oversight of program funding, particularly administrative funding for the PR/s or SRs, or in decisions recommending changes in the participation of the PR/s or SRs.
3. There are three categories of changes that deviate from the original proposal and require reprogramming:
 - 3.1 Minor changes (<5% of budget of an SDA or Cost Category) made by consensus between PR and SR, with M-CCM Informed.
 - 3.2 Medium changes (5-20% of budget of an SDA or Cost Category) made by amending the grant agreement between the PR and the Global Fund Secretariat. This can be done at the initiative of the M-CCM, or by the PR after consulting with the M-CCM, after which the PR shall propose, with M-CCM endorsement, to the Global Fund Secretariat, to reprogram the funds, ensuring that such reprogramming does not conflict with the goals of the proposal before approval was given for the amendment.
 - 3.3 Major changes require discussion at the M-CCM and then further discussion and assessment by the Global Fund Technical Review Panel. The Global Fund

Secretariat shall ask the Technical Review Panel to ensure that such a major change is in line with the technical standards specified in the original proposal, and the Technical Review Panel and the Global Fund Secretariat will also seek the M-CCM's assurance that such major change is consistent with current epidemiology and national responses to diseases.

5.4 Sub-Recipient (SR)

- a. Is an organization or entity that signs a contract or MOU with a PR specifying that it will implement certain grant activities and will receive an amount of the Global Fund grant funding (including the case when an SR is regulated by Additional Safeguard Policy and funds are delivered using a zero-cash modality), and is required to provide reports regarding these activities.
- b. One or more organizations may become Sub Recipients through responding to an M-CCM call for Expressions of Interest and meeting specific criteria to become involved in development of a proposal to a Global Fund round.
- c. In addition, one or more organizations may be proposed by M-CCM to the PR as candidates for Sub-Recipients.
- d. An SR may outsource some of the activities stipulated in their contract/MOU with the PR to other approved implementing organizations; however, the legal responsibility for all and any consequences is borne by the SR.

6. Additional Safeguards Policy

The Global Fund uses a range of tools to manage risk. The Additional Safeguard Policy is part of this risk-management strategy, which can be invoked in full or in part, based on the contextual factors of each country where a particular grant or group of grants is being implemented. The Additional Safeguard Policy should be invoked to ensure accountable use of Global Fund financing.

Once invoked, additional safeguards should be applied to the grant as protection against the identified risks. Examples of additional safeguards that may be applied to ensure the necessary transparency, fiduciary accountability, and reporting are listed below (this list is illustrative only – the type of safeguards should be tailored to the specific the context):

- a) Global Fund selection of the Principal Recipient (PR): The nomination of the Principal Recipient is made directly by the Secretariat, in consultation with CCM and other development partners. PRs could include multilaterals, bilaterals, NGOs, or other suitable entities.
- b) Additional features of the Principal Recipient Assessment: The PR Assessment, in addition to normal assessments of the PR according to the PR Assessment Guidelines, may also feature special emphasis on the transparency and accountability of the flow of funds to sub-recipients, and in certain cases, contractors, and sub-contractors. This could include a review of the nature, type, and past experiences of sub-recipients, contractors, and sub-contractors proposed. A more in-depth review may be warranted if financial management risks are identified, a measure that may be considered is the imposition of a financial management intermediary or disbursement of funds on a reimbursable basis based on actual expenditures.
- c) Sub-recipient Assessments: LFAs conduct full assessments of some or all sub-recipients, including assessments of their financial management systems, institutional and programmatic structures, procurement systems, and, where appropriate, their monitoring and evaluation structures. Selection of Sub-recipients is subject to Global Fund approval based on the Global Fund's assessment of risk. Approval may be conditioned on tighter flow of funds arrangements (e.g. Sub-recipients may not receive grant funding in advance, in that, disbursement is made on a reimbursement basis only against submission of appropriate invoices and other supporting documentation – the “zero cash” policy).

- d) Quarterly Reporting/Disbursements and Monitoring: As with other grants, disbursement of funds will be made based on achieving performance indicators. In addition, grants managed under the ASP must meet quarterly reporting requirements. The frequency of the disbursements will depend on the risks identified, but as a general rule the timing for the disbursement schedule should be no less frequent than a quarterly basis – any exception to this general rule must be approved by the Country Programs Cluster Director. Commensurate with the quarterly reporting schedule, LFAs will be contracted to conduct enhanced on-site monitoring and program verification in addition to the scope and frequency of monitoring conducted in non-ASP grants, with particular focus on sub-recipients.
- e) Procurement: Procurement arrangements must be tailored to address any perceived risks diversion. Measures may include disbursement of funds on a reimbursable basis based on actual expenditures, or arrangement for direct payment to contractors/vendors, or the imposition of a procurement management arrangement (including the selection of a procurement agent or manufacturer).
- f) Minimization of Exchange Rate Distortions: In circumstances of major distortions between the official exchange rate and the market rate, the Global Fund will work with other development partners, and/or establish alternative mechanisms for judicious management of grant funds in order to be able to utilize acceptable currency exchange rate baskets to remove any distortions. The LFA may be instructed to engage in more frequent site visits and accounting reviews.
- g) Access Assurance: Free and unfettered access to program sites is required for all Global Fund grants. In the case of grants managed under the ASP, access by the Global Fund, LFA, and audit staff to sites, Principal Recipients, Sub-Recipients, implementing entities, contractors, including documentation in evidence of the use of the Grant Funds, must be guaranteed through appropriate assurances issued prior to grant signing if any access

ANNXE 1: List of Members of MCCM and Technical and Strategy Groups

(to print out from Excel and insert afterwards)

ANNEX 2: Related ToRs of M-CCM and TSG Working Groups

The Executive Working Group (ExWG) of M-CCM

The mandate of the ExWG of M-CCM is to assist the Secretariat of the CCM to discuss critical issues in the areas of the three diseases, and provide recommendations for M-CCM consideration before the regular CCM Meeting. In light of the M-CCM oversight function for Global Fund grants, the ExWG, with the support of the TSG core groups, reviewing and making recommendations to the M-CCM on reports received from the PRs.

The ExWG is an inclusive multi-stakeholder mechanism established under the M-CCM comprising the chair, vice chair, secretariat and altogether upto 9 members chosen from M-CCM on the basis of skill and expertise rather than on a representative basis. Members are nominated for 2 year, based on consensus of the M-CCM.

Specific tasks of M-CCM ExWG include:

1. Convene ad hoc meetings in the absence of M-CCM meetings to review M-CCM related and or GF grants issues that need to be addressed;
2. Assist in performing CCM oversight functions through previews the PR reports, provide initial comments and recommendations to the PRs' performance based on the dashboard prepared by the M-CCM Secretariat, for M-CCM to discuss and endorse at its quarterly meetings;
3. Perform any other tasks assigned by the M-CCM.

Frequency of meetings:

- The M-CCM ExWG will meet on a quarterly basis, around 10 days prior to the scheduled M-CCM quarterly meeting;
- Special ad hoc meetings may be organized. The Chair will endeavor to provide one week's notice for ad-hoc meetings.

TSG-HIV Working Groups

The Executive Working Group of TSG-HIV

The responsibility of the Executive Working Group of TSG-HIV is to have discussions between regular TSG-HIV meetings on implementation issues, prepare and propose TSG-HIV regular meeting agenda, and provide support of the Oversight Function of the CCM on Global Fund Grant implementation, upon request.

Specific tasks of TSG-HIV ExWG include:

- 1) Follow-up the implementation of the TSG-HIV decisions between TSG-HIV regular meetings
- 2) In-line with TSG-HIV decisions, review technical issues when they arise and identify operational decision for actions.
- 3) Identify and propose TSG-HIV regular meeting agenda
- 4) Provide support to the M-CCM oversight function if required
- 5) Perform other tasks assigned by the TSG-HIV

Frequency of meetings:

The TSG-HIV ExWG will meet on a quarterly basis;
Special ad hoc meetings may be organized. The Chair will endeavor to provide one week's notice for ad-hoc meetings.

(1) Terms of Reference for the Sexual Transmission Working Group

Introduction:

In Myanmar, Technical and Strategy Groups are bodies that have been established for each of the three diseases (AIDS, Tuberculosis and Malaria) and given a mandate by the M-CCM to provide technical guidance in the development of the disease specific national strategies, to provide coordination among partners, and to provide clarity on major technical and policy issues.

Rational for the Working Group

The TSG (Technical Support Group) is supported by working groups chaired by NAP or other relevant Government institutions, whereas UN provides the secretariat. They are comprised of the partners involved in the particular response. The Sexual Transmission Working Group is one of the working groups and serves as technical resource and forum for national strategic actions for HIV prevention from sexual transmission. The Working Group aims to enhance access to comprehensive prevention services and to strengthen the support for risk behavior populations. The Working Group will focus in particular on the following sub-population groups: sex workers and partners/clients of sex workers, men who have sex with men including transgender and sexual partners of these.

It is recognized that the Working Group has a wide mandate that covers several areas of crucial importance for the prevention of HIV transmission in Myanmar. The Working Group will establish Sub-Working Groups and Task Forces as needed to meet the demands. Each of these will be guided by Terms of References. The Sub-Working Group for Men Who have Sex with Men is already established and will continue to function as a permanent and integral part of the Working Group. The Sub-Working Group will report to the Working Group during each meeting as a set part of the agenda. MSM network is a member of working group.

Proposed Composition:

Chair: National AIDS Programme

Secretariat: UNFPA

Members: Membership is open to all organisations who are interested and committed to the work of the group.

Names of present participating in the WG:

UNAIDS, WHO, Population Services International, Marie Stopes International, MDM, AZG, CARE, Alliance, FXB, World Vision, Burnet, SC and AMI, MANA Myanmar Anti Narcotics Association and Pyi Gyi Khin, National network of sex workers and National Network of Men who have Sex with Men.

In order to ensure that the work of the Working Group is carried out effectively, the Working Group may delegate specific tasks to smaller groups consisting of members as well as non –members.

Frequency of meeting: Every 2 months. However, more meetings will be conducted when needed by TSG or NAP.

Objectives

1. To provide technical assistance on implementation on new NSP
2. To ensure that strategic information is available to decision makers and stakeholders.
3. To promote and support effective and new approaches for interventions of the prevention of sexual transmission in Myanmar.
4. To act as a knowledge resource by collecting/sharing and disseminating information about HIV and sexual transmission at global and regional level.
5. To coordinate and liaise with regional UN agencies, national programmes, and technical partners on major technical areas of interest and initiatives

Main Tasks or Terms of Reference:

1. Provide technical assistance in the development of National Strategic Plan, operational Plan as well as provide inputs on costing.
2. Provide support to TSG for the issues related to sexual transmission, such as—
 - a. Contribute in development / revision of guidelines
 - b. Scale up of interventions related with sexual transmission prevention
3. Assist the set up and strengthen the supports for of country wide Sex Workers' and MSM Networks, establishing links through various partners
4. Coordinate with the other working groups such as care and support, mobility, youth, PMTCT, OVC and IDU working group, etc.
5. To identify gaps in provision of quality services and strengthen the existing services
6. Provide technical guidance to research proposals such as operational research on sexual transmission
7. Assist / provide inputs on proposal development for areas pertaining to sexual transmission prevention when requested by TSG.

(2) Terms of Reference for the Drug User Working Group

Context:

In Myanmar, Technical Strategy Groups (TSG) are bodies that have been established for each of the three diseases (AIDS, Tuberculosis and Malaria) and given a mandate by the M-CCM to provide technical guidance in the development of the disease specific national strategies, to provide coordination among partners, and to provide clarity on major technical and policy issues.

The TSG is supported by working groups in close collaboration with NAP or other relevant Government institutions. The Drug User Working Group is one of the working groups and act as technical resource and forum for national strategic actions for HIV prevention associated with drug use. The Working Group aims to enhance access to and scale up of comprehensive HIV prevention services, and to strengthen the support for drug using populations. The Working Group will focus in particular on the following sub-population groups: mainly PWID People who Inject Drugs, PWUD People who Use Drugs, and their sexual partners.

It is recognized that the Working Group has a wide mandate that covers several areas of crucial importance for the prevention of HIV transmission in Myanmar.

Composition:

Chair: Ministry of Health

Secretariat: UNODC

Members: Members may come from any organization based on the needs and their capacity to participate in the work of the Working Group.

Present members are from the following organisations:

Department of Health, Central Committee for Drug Abuse Control,
Department of Social Welfare, UNAIDS, WHO, AHRN, BI, CARE, MDM,
MSI, MANA, MBCA, National Drug User Network Myanmar, SARA

The Working Group may delegate specific tasks to smaller groups consisting of members as well as non-members.

Frequency of meeting: Bimonthly, more meetings will be conducted whenever necessary

Objectives

- To provide technical input on implementation on new National Strategic Plan and in particular, any drug and HIV related interventions, to ensure that strategic information is available to decision makers and stakeholders.
- To promote and support effective and new approaches for interventions of the prevention and reduction of HIV among drug using community in Myanmar.
- To act as a knowledge resource by collecting/sharing and disseminating information about HIV transmission via drug use at global and regional level.
- To coordinate and liaise with regional UN agencies, national programmes, and technical partners on major technical areas of interest and initiatives

Main Tasks or Terms of Reference:

- 1) Provide technical input in the development of National Strategic Plan, operational Plan as well as provide inputs on costing.
- 2) Provide support to TSG on the drug related issues such as;
 - a) Contribute in development / revision of guidelines
 - b) Scale up harm reduction interventions
- 3) Assist the setting up and strengthening of country wide Drug User Networks, establishing links through various partners
- 4) Coordinate with the other working groups such as care and support, mobility, youth, PMTCT, OVC and Sex Worker working group, etc.
- 5) To identify gaps in provision of quality services and strengthen the existing services, problem of HIV and drug use, results/impacts of interventions
- 6) Designing and carrying out research such as operational research, denominator population exercise, behavioral studies etc
- 7) Developing advocacy initiatives where necessary, relating to policy or operational issues, and policy papers related to harm reduction

(3) Terms of Reference for the Mobility Working Group on HIV

Background:

The Mobility Working Group on HIV (MWG) was established in July 2007 under the guidance of HIV and AIDS Technical and Strategic Group, chaired by the National AIDS Programme. This multi-sectoral group is comprised of more than 10 government, United Nations, and non-government agencies including the Myanmar Positive Group. To date, the Group has met on various occasions to discuss and develop some valuable strategies in addressing HIV/AIDS issues among mobile and migrant populations. For instances, the group developed and agreed on the key definitions, mapping of major mobility/ migration routes and associated risks and vulnerabilities as well as available HIV/AIDS related services along the routes. To institutionalize the MWG so that the Group could work collaboratively in a more strategic manner, it is important for the Group to develop official Terms of Reference that guides their strategic direction. On the basis of the above, the following Terms of Reference outline the principle functions, memberships and procedures of the MWG.

Terms of Reference:

Key Functions

Under the guidance of HIV and AIDS Technical and Strategic Group (TSG) and in close collaboration with the National AIDS Programme, the Group will:

- Review existing strategies related to HIV and safe mobility/ migration implemented in Myanmar and elsewhere to draw the lessons learned that can be applied to the local context of Myanmar and in a scaling-up manner,
- Develop new strategies on HIV and safe mobility/ migration as well as pilot test the strategies and share the results to relevant stakeholders as deemed appropriate,
- Periodically review the performance of partners/ stakeholders from various sectors against the National Strategic Plan (NSP) including identifying challenges and ways to overcome the challenges in achieving the target set forth in the NSP, and
- Based on the above functions, the Group will submit recommendations to relevant policy makers on ways to strengthen the national response, particularly in relation to MMPs, both in terms of supportive policy as well as effective strategies for program implementation.
- The WG may delegate specific tasks to smaller groups consisting of members as well as non-members.

Meeting and Reporting

The MWG will meet on a quarterly basis, at times that are appropriate for reviewing/ developing strategies, policies and lessons learned.

The MWG Secretariat is to work in close collaboration with the National AIDS Programme and MWG members to organize the quarterly meeting including the meeting objectives and contents. MWG members can propose agenda items for the meeting as they wish.

If needed, the Chair or any MWG members may recommend for an ad-hoc meeting, through the Secretariat, with specific proposed objectives and/or agenda.

As important issues arise, and when the financial support can be secured, the Group may organize an ad-hoc Technical Workshop with extended participants, which may include also experts and/or resource persons from overseas to discuss and share experiences on specific technical issues. This is to be organized by the Secretariat in close collaboration with the National AIDS Programme and MWG members.

The Secretariat will distribute a summary record of each meeting/ workshop to the Chair and all MWG members in a timely manner.

Membership

The MWG will be an independent body, comprised of members from various relevant sectors who will serve in their individual capacity to provide technical and policy inputs and advice to the issues of concerns.

Its membership will broadly represent the government, non-government, community and the United Nations agencies that have considerable mix and range of skills and expertise required. Membership is open to all organizations interested and committed to the work of the group, and will consist of members from the following forums:

- Government Agencies;
- UN Agencies;
- International & National Non-government Organizations;
- Community-based Organizations;
- Academic Institutions;
- Business representatives

Each member agency is to designate a senior official with relevant expertise and experience to the MWG meeting and/or the Technical Workshop.

All members will be treated as equal partners, with full rights of participation, expression and involvement.

MWG's Chair

The National AIDS Programme Manager or his/her designated officer will serve as the Chair of MWG. In addition to providing technical and policy guidance to MWG, the Chair also has the role in policy advocacy with relevant offices within the Ministry of Health and other line ministries as well as key private sectors.

Secretariat

The International Organization for Migration (IOM), as a lead inter-government agency on migration and development, including health and other aspects, will serve as a Secretariat of the MWG. In addition to taking the lead in preparing, organizing and facilitating the MWG meeting and Technical Workshop, the Secretariat will also have a responsibility in liaison with the National AIDS Programme for the planned activities as well as with donors and stakeholders for both technical inputs and resource mobilization for MWG's activities.

Financial Aspect

The MWG membership is depended on a voluntary basis and the MWG members will not receive honorarium for participating in the MWG's activities.

Usually, there will be no financial implication on the MWG members except for transportation to and from the activity venue since the Secretariat will, as needed, arrange and/or pay for meals, refreshments, required materials and related costs for invited experts/ resource persons. However, there may be times that the MWG's activities will be conducted outside of the duty stations of the MWG members and the travel related costs will have to be covered by the each member.

(4) Terms of Reference for the Youth Working Group

Introduction

Youth working group is one of the technical groups under the TSG for National HIV response in Myanmar, is providing strategic information and technical assistance for HIV prevention among young people. This group has worked together in developing an issue paper to identify gaps, constraints, lesson learnt and propose recommendations for review of NSP (2006-2010) and development of new NSP (2011-2015). This group conducted "Workshop on Intergenerational Partnership: Identifying good practices/minimum requirements for HIV prevention among young people" in August 2009 as a collaborative effort to strengthen HIV prevention among young people in Myanmar. This group is currently sharing the work experiences, lesson learnt and challenges related to the HIV prevention activities among young people through life skill based trainings, peer educations and IEC/BCC interventions.

Objectives

- To provide strategic information and technical assistance on HIV prevention services among vulnerable young groups at different levels of risks and vulnerabilities, not confined to the general young people.
- To coordinate and liaison within the youth working group and with other partners (e.g. private sector) in linkage to harmonize HIV prevention for young people.

Roles and responsibilities

Strategic Information and technical assistance

- Provide technical assistance based on the global guidelines and framework of actions developed by UN agencies and International community.
- Provide strategic information to National HIV/AIDS responses through TSG
- In collaboration with M&E technical working group, to provide inputs in designing and implementing operational research on youth

Partnership and Coordination

- Share working experiences in the context of HIV prevention among young people among stakeholders through emails, meetings, workshops and other possible communication channels
- Promote partnership and coordination among stakeholders (including new stakeholders e.g. Celebrities) to maximize HIV prevention efforts by standardization, identification of gaps and avoiding overlapping of activities
- Ensure evidence-based programming and result based management based on international best practices and lesson learnt.
- Promote participation of young people in innovative thinking, designing, planning, implementation and monitoring and evaluation
- Establish meaningful linkage with other working groups to promote national response to HIV collectively
- Provide support and report TSG in review and development of National Strategic Plan, operational plan and resource mobilization.

Membership

- Chair – National AIDS Programme
- Members from government institutions (CHEB/School Health, DoH, DSW, MOE)
- Focal persons from 4 UN agencies (UNFPA, UNICEF, UNODC, UNAIDS)
- Members from national and international non-governmental organizations (BI, JOICFP, SCF, MSI, PSI, FXB, MANA, MRCS, MMA, WV)
- Additional members from any organizations working in the area of HIV prevention among young people based on the needs and interest.

Management

UNICEF/UNFPA will serve as Secretariat of youth technical working group. This technical working group meeting will be organized quarterly and as and when required with the support of TSG. The Secretariat will coordinate the meeting to address specific technical issues, coordinate among the partners for comprehensive HIV prevention intervention and feedback to TSG for decision making process. The working group may delegate specific tasks to smaller groups consisting of members as well as non-members.

(5) Terms of Reference for the Care and Treatment Working Group

Introduction: In Myanmar, the Technical and Strategic Group (TSG) for HIV serves as the main coordinating body for response to HIV. It is supported by many smaller working groups comprising of the partners involved in the particular response. Care and Treatment working group serve as technical resource and forum for national actions to scale up HIV prevention, care and treatment, enhance access to quality services for care, treatment and support of people living with HIV and contribute to the achievement of MDG 4-5-6 in Asia-Pacific. It happens to be one of the groups supporting the TSG towards issues related to this area – technically as well as on operational issues.

Composition: One larger working group with two smaller sub groups – training core group and technical group

Chaired by NAP

Members proposed (14) : NAP, NTP, 2 UN agencies, WHO as secretariat and member, 2 INGOs, 2 National NGOs (one from MMA), 2 Physician/pediatrician, one positive people, one NHL and one CBO.

- Additional members may come from any organisation based on the needs and their capacity to participate.
- Membership is open to all organisations that are interested and committed to the work of the group.
- Additionally, *invited guests could* attend; people could be invited to participate based on their expertise and agenda for the meeting of the working group or the sub group.

Frequency of meeting: Bi monthly. More meetings as and when needed by TSG or NAP.

Objectives

1. To provide technical guidance for the operationalization of policies and guidelines as well as adaptation of new global evidence to country. The care and treatment working group shall also serve as a platform that represents issues and situations unique to Myanmar in the deliberation of emerging global evidence and policy and guidelines
2. To advocate, promote and support effective approaches to strengthen care and treatment, such as stronger operational linkages within health system, with civil society and with communities, and exploring innovations as well as identifying bottlenecks in program implementation
3. To act as a knowledge resource by collecting/sharing and disseminating information care and treatment
4. To coordinate and liaise with regional UN agencies, national programmes, and technical partners on major technical areas of interest and initiatives

Roles and responsibilities:

1. Provide technical assistance in the development of National Strategic Plan, operational Plan as well as provide inputs on costing
2. Provide support to TSG for the issues related to care and treatment –
 - a. Contribute in development / revision of guidelines

- b. Scale up of Continuum of care
- 3. Coordinate with the other working groups, like PMTCT, OVC group to ensure a smooth continuum of care in various setting and avoid compartmentalization of services for care and treatment
- 4. Undertake situation analysis, identify gaps (programs or resource needs) and give recommendation to the TSG for issues relating to quality services for care and treatment.
- 5. Provide technical guidance to research proposals related to care and treatment eg clinical research.
- 6. Assist / provide inputs on proposal development for areas pertaining to care and treatment, when requested by TSG/NAP.
- 7. The core training group will specifically look into:
 - c. Existing curriculum for counselor training
 - d. Provide inputs to support the revision / up gradation of counseling manual
 - e. Assess the quality of counseling
- 8. The WG may delegate specific tasks to smaller groups consisting of members as well as non-members

(6) Terms of Reference for the PMCT Working Group

Introduction

PMCT working group is one of the technical groups under the TSG for HIV response in Myanmar. This working group is providing Technical assistance to develop NSP Operational Plan (2008-2010) in target setting and costing exercise for PMCT package and develop an issue paper on PMCT identifying gaps, constraints, lesson learnt and future recommendation as a major input to review NSP (2006-2010) and develop new NSP (2011-2015).

This group regularly shares the experiences and consults among PMCT implementing partners for systematic linkage of PMCT with other care and support services and GF proposal development. This group has provided technical assistance in drafting of NSP (2011-15) identifying target groups, target setting to achieve UNGASS and UA target and strategies how to operationalize comprehensive PMCT and 4Ps approach.

Objectives

1. To function as technical resource for strategic implementation for PMCT in Myanmar aiming nationwide scale up PMCT in linkage to HIV prevention among parents including young people and strengthen follow up care and support of children affected by HIV and contribute to the achievement of MDG 4-5-6 in Myanmar.
2. To share the knowledge and information on effective PMCT implementation and comprehensive approaches to strengthen PMCT, such as stronger linkage among implementing collaborates.

3. To provide technical assistance for operationalization of PMCT technical updates, global policies and guidelines and application to Myanmar context.

Roles and responsibilities

1. Ensure new WHO guidelines on PMTCT regimens, HAART for mothers, infant feeding and early infant diagnosis to be operationalized in line with Myanmar context.
2. Knowledge sharing and updates through initiative and innovative means for community mobilization, male involvement, drop out saving linkage to the early infant diagnosis and paediatric HIV treatment
3. Advocate and mobilize PMCT implementing partners on linkage with ART and care & support along the line of new WHO guideline at the township level
4. Engage in CD4 and the viral load testing networking in close collaboration with Care & Support working group members
5. Establish local planning for PMCT linkage with CoC in collaboration with NAP and other implementing partners at the township level according to the local context and available services
6. Sharing of good practices and lesson learnt especially referral management, decentralized actions, including greater community and PLHIV involvement
7. Assist/provide inputs on proposal development for comprehensive PMCT implementation, as needed and requested by TSG/NAP.
8. Advocate the coordination between PMCT in institution and community base

Membership

Chair – National AIDS Programme

Secretariat - UNICEF

Members from any organizations based on the interest, needs and their capacity to participate.

At present, the members of the PMCT working group come from the following organizations - government institutions (MCH/ RH, DoH, DSW), focal persons from UN agencies (UNAIDS, UNFPA, UNICEF, WHO, IOM) and members from national and international non-governmental organizations (AMI, AZG, BI, MANA, MMA, MMCWA, MSF-CH, SCF)

The WG may delegate specific tasks to smaller groups consisting of members as well as non-members

PMCT technical working group meeting will be organized in alternate month (2 monthly) and small group meetings will be held on the feedbacks and specific needs from technical working group meetings with the support of TSG. The Secretariat, will coordinate the meeting to address specific technical issues, coordinate among the

partners for comprehensive PMCT implementation and feedback to TSG for decision making process.

(7) Terms of Reference for the Orphans and Vulnerable Children (OVC) Working Group

Introduction

The orphans and vulnerable children working group has been meeting since early 2008 to provide technical assistance in implementing the National Strategic Plan (2006-2010) relating to OVC. This working group has specifically provided inputs in target setting and costing exercise for OVC package. The OVC working group has provided inputs for development of the new National Strategic Plan (2006-2015) on OVC and Operational Plan in targeting setting and costing for OVC package. Regular consultation meeting were also conducted within OVC working groups to avoid overlap in providing care and support services and to have more systemic coordination both at field and central level. The group had also organized a Children's Consultation Meeting on HIV/AIDS and actively participated in the Workshop on Children and HIV/AIDS, where the participants developed a consensus paper, with a series of recommendations.

Objectives

The OVC working group is one of the technical groups under the TSG for national response to HIV with the following objectives:

1. To serve as technical resource for strategic implementation for OVC in Myanmar aiming to provide quality care, support and protection services for HIV affected children and their families/ guardians;
2. To provide information to decision makers, programme planners and implementers to ensure effective package of services for children and their families;
3. To coordinate and liaise among government counterparts, INGOs, NGOs and UN agencies
4. To provide technical assistance for implementation of the operational plan of OVC and will also provide technical updates, global policies and guidelines and application on children affected by AIDS to Myanmar context.
5. To represent children's, particularly those affected by AIDS, voices and ensure consistent representation by the TSG

Roles and responsibilities

The HIV OVC Working Group will provide assistance and guidance to the National AIDS Program and other stakeholders on the coordination and technical aspects of Orphans and Vulnerable Children, particularly those affected by AIDS. Specific responsibilities will include:

1. To establish meaningful linkage with other working groups to promote collective national response to HIV..
2. To undertake situation analysis, identify gaps and give recommendations to the TSG for issues relating to quality services for OVC.
3. Act as a knowledge resource for collecting, sharing and dissemination of information on OVC

4. Provide inputs on proposal development for OVC as needed and requested by TSG/NAP
5. Promote children's participation in innovative thinking, designing, planning, implementation and monitoring and evaluation
6. Ensure evidence-based programming and result-based management based on international best practices and lesson learnt

Membership

Chair – National AIDS Programme (NAP) and Department of Social Welfare (DSW)

Secretariat - UNICEF

Membership is open to all organizations who are interested and committed to the work of the group

At present, members come from the following organizations participate: government institutions: DSW, Department of Basic Education, General Administrative Department and Myanmar Police Force, UN agencies: UNICEF, UNAIDS, WHO, UNFPA and members from national and international non-governmental organizations: CARE, Burnet Institute, Myanmar Nurse and Midwife Association, Save the Children, World Vision, Alliance, AFXB, RatanaMetta Organization, PyiGyiKhin, Myanmar Red Cross Society, PaungDawOo

The WG may delegate specific tasks to smaller groups consisting of members as well as non-members

Mechanisms and Meetings

The Working Group will meet every two months or more often if needed. Smaller working group meetings may take place on selected issues if decided by the Working Group.

(8) Terms of Reference for the Strategic Information and M&E Working Group

Aim

Strategic Information and M&E are of crucial importance to the national response to HIV. Strategic Information intends to provide information to decision makers, programme planners and implementers as well as end users to ensure that decisions at all levels are built upon relevant and consistent information.

The Strategic Information Working Group aims to advice on the development and the implementation of a coherent and comprehensive strategic information system for HIV in support of the national response to HIV. It work will cover the technical support of the generation, analysis, dissemination and utilization of the SI in Myanmar.

The SI, M&E Working Group will act on behalf of the TSG in the areas defined in the Terms of Reference. It will report to the TSG who will make appropriate decisions. The TSG may give the Working Group specific tasks not mentioned in these ToR in the case the need arises.

Roles and responsibilities

The HIV Strategic Information Working Group will provide assistance and guidance to the National AIDS Programme and other stakeholders on the coordination and technical aspects of Strategic Information and M&E. Specific responsibilities will include:

1. *M&E system development and implementation*

- Overseeing the development and improvement of the national M&E plan;

2. *Routine M&E system for HIV*

- Indicator framework – ensuring that the indicators capture the information that is relevant to understand the epidemic;
- Advice on data quality issues;

3. *Projections and Estimations*

- Advice and guide the development of current estimates using the best available tools and data;
- Identify data gaps and advocate for the implementation of research to close the data gaps;

4. *Research Agenda*

- Guide in close consultation with other stakeholders the development of the national research agenda including surveillance, operational research, special studies, surveys, evaluations, clinical research;
- Identify and promote new and innovative approaches to M&E;
- Track the progress of the national research agenda on a regular basis;

5. *Data use and dissemination:*

- Encourage the use and dissemination of data by ensuring that public data is being made accessible;
- Provide space and opportunities to sharing of information and research findings;
- Facilitate evidence-informed decision making by providing the TSG and other decision makers with the latest information available.

Membership

The members of the SIM&E Working Group will be selected by the Technical and Strategy Group on AIDS. Members can be either TSG members, alternate members or technical resource persons with specialized skills. The Working Group will consist of one chair person and members as follows:

1 Chair – National AIDS Programme

3 members from government institutions

2 members from UN agencies

2 members from national and international non-governmental organizations

Additional experts and resource persons may be invited to participate in addition to the regular members, as the need arises.

The SI, M&E Working Group may also delegate specific tasks to smaller groups consisting of members as well as non-members.

Members shall be selected on the basis of their expertise in relation to the responsibilities of Working Group. Constituencies of the TSG can propose members which will need to be confirmed by the TSG. The membership will be reviewed on an annual basis.

Mechanisms and Meetings

The Working Group will meet every three months or more often if needed.

Chair and Secretariat

The HIV SI, M&E Working Group will be chaired by the National AIDS Programme.

UNAIDS will serve as the Secretariat to the Working Group, in particular with regard to the arrangements for meetings, sending of invitations and provision of logistic support.

TB Working Groups

TOR Core Group of the TSG-TB

Purpose

The responsibility of the Core Group of the TB-TSG is to have discussions between regular TB-TSG meetings on implementation issues, support the development of the agenda of the TB-TSG meetings, and provide support of the Oversight Function of the CCM on Global Fund Grant implementation, upon request.

Terms of Reference

1. Follow-up the implementation of the TB-TSG decisions in-between regular TSG-TB meetings
2. In-line with TSG-TB decisions, review technical issues when they arise and identify operational decision for actions.
3. Identify and propose TSG-TB regular meeting agenda
4. Provide support to the M-CCM oversight function if required
5. Perform other tasks assigned by the TSG-TB

TOR sub-group on Public-Private Mix DOTS of TSG-TB(PPM DOTS)

1. To oversee the implementation and scaling up of the PPM DOTS Initiative in Myanmar.
2. To coordinate among the PPM DOTS partners for effective implementations of program at national and township level.
3. To coordinate and streamline policies, training materials and education tools on PPM DOTS among partners.
4. To share technical expertise.
5. To provide the forum for lesson learning and sharing of good practices.

Malaria Working Groups

Terms of Reference Malaria TSG Working Group on Malaria Prevention

- Review, and if necessary, update the micro-stratification of malaria risk areas.
- Review, and if necessary, update the national ITN/LLIN (insecticide-treated bed nets/ long lasting insecticidal nets) policies and implementation strategies
- Identify issues / constraints in scaling up ITNs/LLINs and recommend measures to address them.

- Identify operational research needed to further improve malaria prevention especially among the high risk groups (migrant and forest related workers, ethnic communities).

Terms of Reference Malaria TSG Working Group on Malaria Case Management

- Review, and if necessary, update the national malaria treatment policy.
- Identify issues / constraints in the implementation of malaria case management and propose solutions to address them.
- Identify measures to improve management of drugs and RDTs (rapid diagnostic tests).
- Propose mechanisms for quality assurance of diagnosis.
- Propose mechanisms for combating fake / counterfeit anti-malarial drugs and drug resistance.
- Identify operational research needed to further improve malaria case management.

Terms of Reference Malaria TSG Working group on Advocacy and BCC

1. Review the advocacy and BCC strategy for malaria.
2. Review the materials and the implementation of BCC, and document best practices.
3. Provide suggestions to further improve BCC.
4. Plan for international, national and local advocacies to generate support for malaria control in Myanmar.
5. Plan for the celebration of World Malaria Day (April 25).

Terms of Reference Malaria TSG Working group on M & E

1. Review the indicators to measure progress, outcomes and impact of malaria interventions.
2. Provide suggestions to measure the indicators.
3. Develop mechanism/s that will help ensure harmonized reporting of malaria morbidity and mortality from health facilities (public and private), International NGOs, Local NGOs, drugs vendors, Community Health Workers/volunteers.
4. Collate and analyze reports from implementing partners, and provide feedback.
5. Suggest mechanisms for disseminating the M & E reports.
6. Estimate the burdens of malaria (in collaboration with external experts).
7. Oversee the implementation of Global Fund Grant.

Terms of Reference Myanmar Artemisinin Resistance Containment (MARC) Task Force

1. Provide overall guidance in planning, implementation, monitoring and evaluation of MARC;
2. Review project proposals on MARC and recommend for funding;
3. Review MARC project progress and technical achievements;
4. Mobilize political commitment and financial support thru advocacy;
5. Regular update the TSG; and
6. Through the TSG update the M-CCM and seek their guidance

TSG-MNCH Working Group

The Executive Working Group of TSG-MNCH

Purpose

To facilitate the work of TSG by undertaking specific tasks, especially advisory, administrative and managerial issues

Terms of Reference

- Preparation (including detailed discussions on topic-wise) and arrangement for TSG meetings
- Follow-up of discussion, decisions and feedback from TSG meetings
- Linkage with other related TSGs in terms of the synthesis of their related outputs
- Documentations and submission to TSG

Membership criteria

Ex-WG will be composed of eight members, each of whom are members of the MNCH TSG. The meeting will be Chaired by the DoH with a further representative of the DoH assisting the Chair. The Ex-WG will also comprise two representatives from UN agencies, two members from national NGOs and two members from INGOs. Members of the Ex-WG would be selected based upon their technical capacity to contribute in the working sessions. A UN agency will, on a rotational basis act as its Secretariat .

Appointment of members

TSG shall review and revise the membership of the Ex-WG as necessary annually.

Operational modality

The Ex-WG meeting would be held prior to the TSG meeting (every two months) as well as whenever necessary. Any TSG member can request to the Chair for urgent convening of the Group based upon a sound rationale. Notification of a meeting will be issued at least one week prior to the meeting.

Reporting and accountability

The EWG will report to and be accountable to the MNCH TSG. Meeting minutes will be prepared for all meetings and shared to the TSG in the subsequent meeting. The nature of work under EWG shall be advisory, and all issues should be submitted to the MOH at the subsequent meeting for review and approval. If any urgent actions are required to be taken, the meeting minutes should be forwarded to all TSG members (without waiting for the next TSG meeting) for their approval or modification within a specified time.

ANNEX 3: Acceptance of COI Policy and Declaration of Interest Statement

Note: This declaration is to be completed by all CCM members, alternates, Secretariat staff, and members of Oversight Committee, who are not members of CCM and submitted to the Chairperson and Secretariat of the CCM. This declaration will have to be updated annually throughout the term of office of the CCM member, alternates, Secretariat staff, and concerned individuals.

Section 1: Acceptance of COI Policy

Name of CCM member/Alternate/Secretariat staff/Working Group member:

Institution:

Title:

Constituency:

I the undersigned, hereby pledge to comply with the attached Conflict of Interest Policy of the Myanmar CCM.

As a CCM member or alternate, Secretariat staff, Working Group member, I shall not participate in deliberations, the making of recommendations or decisions or other processes in which I have a conflict of interest, or a potential conflict of interest, as defined in the attached Conflict of Interest Policy.

I will complete Section 2 of this document concerning my professional and personal affiliations. I promise to declare my conflict of interest to the general assembly of the CCM prior to or at the commencement of any CCM meeting at which a relevant matter will be considered. I will state the nature of the conflict of interest and all relevant facts pertaining to my interest. I will then recuse myself from participating in any proceedings concerning the matter.

If another person alleges that I have a conflict of interest, I will respond to this charge and will abide by the decision taken by the CCM.

If I have reason to believe that a person has a conflict of interest in relation to any matter arising from his or her role or responsibilities in the CCM, I will report my belief and the information on which it is based to the chairperson, and will provide such further information as is requested from me by the chairperson to be best of my abilities. I undertake not to make allegations of conflict of interest except in good faith, and on the basis of a genuine belief that such conflict or conflicts should compromise the transparency, accountability, inclusiveness of or public confidence in the CCM.

If I have any questions or need any assistance understanding or complying with the Conflict of Interest Policy, I will contact the chairperson of the CCM or the CCM Secretariat who will assist me.

I hereby certify that I have received a copy of, and read the Myanmar CCM Conflict of Interest Policy.

Signed:

Date:

Section 2: Declaration of Interest Statement

All CCM members, alternates, Secretariat staff, Working Group members are requested to answer the following questions completely. When done, each page should be initiated.

No.	Question	Response
1	Where do you work?	
2	What position do you hold?	
3	Are you a member of a Board of Directors of an organization? If so, please list the organization(s)	
4	Are you the owner, co-owner, or stockholder of a private business? If so, please list.	
5	Do any of your affiliated organizations listed above, serve as a principal or sub-recipient of a Global Fund grant? If so, please list the organization and grant.	
6	Does a close family member work for or hold an ownership interest in an organization serving as a principal or sub-recipient of a Global Fund grant? If so, please list the person, organization and disease programme.	
7	Do you serve on a CCM Working Group? If so, please list and identify if you have a leadership role on the Working Group (Chair, Vice-Chair, etc)	
8	Do the mission or policies of the organization you work for conflict or have the potential to conflict with that of the national disease strategy? If so, for which disease and how?	
9	Please list any other affiliation or situation you believe may cause a conflict of interest for you.	

Signed:

Date:

Annex 4: M-CCM Members Endorsement of Governance Manual

This M-CCM Governance Manual was endorsed by the M-CCM members in its X meeting of X 2011.

H.E. Dr Pe Thet Khin
Chair of the M-CCM
and Minister of Health, Republic of the Union of Myanmar

2012