



Annexure -B



Bangladesh Country Coordinating Mechanism

Governance Manual

Revision 3

Approved

BCCM Meeting, date

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Revision 1 Approved

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ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BAPI	Bangladesh Association of Pharmaceutical Industry
BCCM	Bangladesh Country Coordinating Mechanism
BGMEA	Bangladesh Garments Manufacturers and Exporters Association
BMA	Bangladesh Medical Association
CCM	Country Coordinating Mechanism
OC	Oversight Committee
CoI	Conflict of Interest
CSO	Civil Society Organisation(s)
EC	Executive Committee
EDP	External Development Partners
GFATM	The Global Fund to Fight AIDS, Tuberculosis and Malaria
GoB	Government of the People's Republic of Bangladesh
HIV	Human Immunodeficiency Virus
JS (PH & WHO)	Joint Secretary, Public Health & WHO, MoHFW
KAP	Key Affected Populations
LD	Line Director
LFA	Local Fund Agent
MoHFW	Ministry of Health and Family Welfare
NASP	National AIDS STD Program
NGO	Non-Government Organisation
PR	Principal Recipient
SR	Sub Recipient
SWAP	Sector Wide Approaches
TB	Tuberculosis
ToR	Terms of Reference
TRP	Technical Review Panel
TWG	Technical Working Group
TSF	Technical Support Facility
UNAIDS	The Joint United Nations Program on HIV/AIDS
WHO	World Health Organisation

Table of Contents

PURPOSE AND AUTHORITY OF GOVERNANCE MANUAL	2
1. Purpose.....	2
2. Approval.	2
4. Binding Authority.	2
5. Accessibility and Distribution.	2
BANGLADESH COUNTRY COORDINATING MECHANISM	2
6. Mandate.	2
7. Purpose.....	2
8. Constituencies Represented.....	2
9. Core Principles.....	3
10. Responsibilities.	3
11. Working modality.	4
MEMBER SELECTION	4
12. Constituency Representation.	4
13. Global Fund Membership Requirements.	5
14. Number and Allocation of Seats.....	6
15. Members and Alternate Members.....	6
16. Member Selection Process	6
17. BCCM intervention in Constituency Selection Process.	7
18. Permanent Invitee.....	7
MEMBER RIGHTS AND RESPONSIBILITIES	8
19. Term of Membership.....	8
20. Membership Rights.	8
21. Membership Duties.	8
22. Conflicts of Interest.	8
23. Termination of Membership	9
BCCM DESIGNATED OFFICE BEARERS	9
24. Designated Office-bearers.....	9
25. Chairperson.	9
26. Vice Chair(s).....	9
27. Removing an Officer.....	10
28. Vacancies.....	10
MEETINGS AND DECISION-MAKING	10
29. Number of meetings each year.	10
30. Notice of meetings	10
31. Background materials for meetings.	10
32. Quorum requirement.	10
33. Chairing Meetings.....	10
34. Languages.	11
35. Decisions.....	11
36. Minutes of meetings.	11

COMMITTEES AND SECRETARIAT	11
37. BCCM Structure.	11
38. Executive Committee	12
39. Oversight Committee.	13
40. Technical Working Groups	14
41. BCCM Secretariat.....	14
ANNEXES.....	17
Annex 1: BCCM Conflict of Interest Policy and Declaration Form	18
Annex 2: Terms of Reference, Executive Committee.....	23
Annex 3: Terms of Reference, Oversight Committee	24
Annex 4: Terms of Reference, Technical Working Groups.....	29
Annex 5: Terms of Reference, BCCM Coordinator.....	31
Annex 6: BCCM Secretariat staff performance appraisal protocol	

Bangladesh Country Coordinating Mechanism Governance Manual

The Bangladesh Country Coordinating Mechanism (BCCM) is a multi-sectoral national body that is mandated by the Global Fund. It was established in 2002 to access and oversee Global Fund financing that supports and complements Bangladesh’s national responses to three major diseases– HIV/AIDS, Tuberculosis (TB) and Malaria. The BCCM is a key element in the Global Fund’s commitment to national and local ownership of the country concept papers; grant implementation, and participatory decision-making within Bangladesh.

The Honorable Minister for Health and Family Welfare of the People’s Republic of Bangladesh shall be the chief patron of BCCM. Under his guidance and leadership, the BCCM is expected to garner support and cooperation from the policy level stakeholders to ensure appropriate level of stewardship for the Global Fund programs in the country. The Chief Patron status of the Honorable Health Minister derives from the role of the Ministry of Health and Family Welfare (MOH&FW) as the apex ministry for implementing Bangladesh national health programs including the Global Fund supported disease programs in Bangladesh.

This Governance Manual has been developed and adopted to provide a policy framework to guide the BCCM in its functions and operations. A companion Operations Manual has also been developed by the BCCM Secretariat, and approved by the full BCCM, to complement the Governance Manual with specific guidelines and procedures.

The original Governance Manual was adopted on 5 August 2010 (66th BCCM Meeting), and was subsequently revised on 1 February 2011 (68th BCCM Meeting). Further revision was made on this Governance Manual, and the BCCM members approved the second version during its 77th CCM Meeting on 20 February 2014. During its 78th CCM Meeting on 25 February 2015, the second version was amended by the BCCM. This version is Revision 3 of the Governance Manual and was approved by the BCCM during its 86th Meeting on 13 July 2016.

The Governance Manual is organized in the following major sections:

- Purpose and Authority
- BCCM Overview
- Member Selection
- Member Rights and Responsibilities
- Designated Office Bearers
- Meetings and Decision-making
- Committees and Secretariat

In addition, several Annexes contain additional materials: Conflict of Interest policy and Declaration Form, Terms of Reference for BCCM permanent committees (Executive Committee, Strategy, Planning and Oversight Committee, and Technical Working Groups) and the Terms of Reference for the BCCM Coordinator.

The following are definitions of terms used in this document:

“BCCM Members”	BCCM Members and their Alternates
“BCCM Member”	BCCM Member or his / her Alternate Member

PURPOSE AND AUTHORITY OF GOVERNANCE MANUAL

1. **Purpose.** This document shall be named the Bangladesh CCM Governance Manual (“Governance Manual”). It provides a set of principles, requirements, rules and regulations to guide BCCM Membership, structure, governance and operations.
2. **Approval.** This Governance Manual and any revised version shall take effect the day that it is approved by the BCCM. Approval requires at least a two-third majority vote by the BCCM voting Members.
3. **Amendments.** The Bangladesh BCCM has the authority to amend this Governance Manual according to need and changing architecture of the Global Fund. Any amendment(s) shall be passed by at least a two-third majority of the voting Members and in this respect Alternates are not permitted to participate in the voting process.
 - a. Amendments shall be proposed by at least four BCCM Members, and shall be brought to the notice of the Oversight Committee for action as an agenda item in a meeting of the full BCCM.
 - b. The proposed amendment(s) and rationale must be circulated to all BCCM Members, together with the meeting agenda, at least two weeks prior to the meeting at which the amendment(s) shall be discussed.
 - c. The Governance Manual, as amended, shall be sent to all BCCM Members, the Principal Recipients (PR), the Local Fund Agent (LFA) and the Global Fund.
4. **Binding Authority.** This Governance Manual is a guideline and reference that is binding upon the BCCM Chair and Vice Chairs, all BCCM Members, Committees, Sub-Committees and working groups, all Principal Recipients and all Sub-Recipients and BCCM Secretariat, as well as concerned stakeholders in relation to implementation of Global Fund grants in Bangladesh.
5. **Accessibility and Distribution.** The BCCM Governance Manual shall be publicly accessible, as well as distributed to all BCCM Members and BCCM committee members (including non-BCCM representatives from the civil society serving on the committees).

BANGLADESH COUNTRY COORDINATING MECHANISM

6. **Mandate.** The mandate of the Bangladesh Country Coordinating Mechanism (BCCM) is to mobilize a national multi-sectoral response to secure funding from the Global Fund to scale up national responses to HIV/AIDS, TB and malaria, and to oversee the implementation of Global Fund grants by formally designated implementing partners.
7. **Purpose.** The purpose of the BCCM is to enhance performance of the Global Fund activities in Bangladesh in partnership with stakeholder constituencies, to promote efficient program implementation, to avoid duplication by harmonizing Global Fund activities with other programs throughout Bangladesh, and to strengthen coordination among stakeholder constituencies.
8. **Constituencies Represented.** This mandate shall be achieved through a broad representative Membership from the Government of the People’s Republic of Bangladesh (GoB); a variety of

civil society organizations (CSO) working in HIV/AIDS, TB and Malaria; people living with or affected by the three diseases; key affected populations; the private sector; academic and research institutes; and the development partners including technical, multilateral and bilateral agencies.

9. Core Principles. In pursuing its overall mandate and purpose, the BCCM shall adhere to the following relevant principles of effective governance:

- a. Serving as a national consensus body to build effective partnerships in the development and implementation of Global Fund-supported grants.
- b. Transparent and documented selection process for BCCM Membership from all relevant sectors and stakeholders to ensure multi-sectoral response to the three diseases.
- c. Representation and Membership of persons affected by HIV/AIDS, TB and malaria, as well as from Key Affected Populations (KAP) of all 3 diseases.
- d. Transparent and documented processes for soliciting and reviewing proposal submissions, nominating the Principal Recipients (PR), and overseeing grant implementation by PRs and SRs.
- e. Participation and input of a broad range of stakeholders based on gender equity, social inclusion, regional representation and equitable distribution of the Global Fund resources.
- f. Mitigating and managing conflicts of interest by adopting and consistently implementing a written plan and procedure that is binding upon BCCM Members as well as all implementing partners, including PRs and SRs (see **Annex 1**).
- g. Annual self-assessment using the Global Fund's Eligibility and Performance Assessment ¹Tool to confirm compliance with minimum BCCM requirements and minimum standards, as well as to assess the effectiveness of its functions and operations.

10. Responsibilities. The responsibilities of the BCCM are as follows:

- a. Mobilize multi-sector stakeholders, through a transparent and documented process, to participate in the Global Fund country dialogue process for new funding by overseeing and supporting the required harmonization of funding, national strategic plans, gap analysis, and preparation of Concept Notes.
- b. Nominate one or more Principal Recipients for each proposal, through a transparent and documented process, to be responsible for implementing the grant.
- c. Oversee the implementation of Global Fund grants, as required by the Global Fund, through a systematic and strategic oversight process that engages BCCM Members and external relevant/appropriate experts and stakeholders to resolve grant implementation issues or challenges.
- d. Consider and, where appropriate, approve major changes in grant implementation plans that have been proposed by one or more PRs.
- e. When required by the Global Fund and/or PRs, submit requests to the Global Fund for reprogramming of approved grants.

¹ Eligibility Performance Assessment:
<http://www.theglobalfund.org/en/ccm/guidelines/eligibilityperformance/>

- f. Review progress and program performance reports that have been submitted or to be submitted by PRs to the Global Fund;
- g. Modify and implement this Governance Manual as required, and fulfill other responsibilities as outlined in this Governance Manual and associated policies.
- h. Ensure transparency of process at all times and ensure information is easily accessible to the general public.

11. Working modality. The BCCM shall observe and adhere to the following guidelines for its activities and operations:

- a. Develop, approve and apply the Governance Manual of BCCM to the full extent to all its decisions and operations.
- b. Function as the supreme national consensus body responsible for promoting true partnership in the development and implementation of the Global Fund supported programs within the remit of current national health policy, strategy and programs related to the three diseases, without being involved in the micro-management of the PR(s) or SR(s).
- c. Ensure fully transparent and documented decision-making, including all BCCM Members as equal partners with full rights of participation and expression in line with their Membership rights (voting and non-voting).
- d. Be responsive to all national multi-sectoral stakeholders. Selection of representatives from the government, civil society organizations, multilateral and bilateral organizations, and private sectors is conducted by the sectors themselves.
- e. Ensure that all relevant stakeholders are involved in the process and provide transparency to the general public and that, information related to the Global Fund and BCCM actions are widely communicated and disseminated.
- f. Determine the details of BCCM policy, plans and functions; daily operations including protocols and procedures therein.
- g. Maintain confidentiality and integrity of BCCM processes as required and as appropriate.
- h. Promote international agreements especially in health, rights and social development signed and ratified by the GoB in reference to different components of aid effectiveness and sustainability of the Global Fund projects beyond the funding period.

MEMBER SELECTION

12. Constituency Representation. Membership of the BCCM shall be broadly representative of a variety of stakeholders, each with an active constituency concerned to fight against HIV/AIDS, tuberculosis, or malaria. Each constituency brings a unique and important perspective to the work of the BCCM, thus increasing the probability of achieving measurable impact against the diseases. Disease burden of the country shall be considered while allocating seats to constituencies.

- a. Government representatives. The role of Government organizations is linked to their capacity of being the main stakeholders responsible for formulating the national and regional strategies and programs for HIV/AIDS, Tuberculosis and Malaria. The BCCM through Government representation should build on national efforts for the specific

diseases and be linked to a broader national coordination effort including gender equity, social protection and poverty reduction strategies. Therefore, Government representatives represent the views of and report back to senior leadership of the government.

- b. Civil Society representatives. The role of Civil Society representatives from Non-Governmental Organizations (NGOs), academic institutions, people living with the three diseases, community organizations, key affected populations, faith based organizations, and the private sector is to contribute to and enhance the control and eradication of AIDS, TB and Malaria. Their own constituencies shall elect the representatives. Individual BCCM Members shall hold regular meetings with their constituents to ensure that representative views and concerns are expressed in the national forum. Disease burden of the country shall be considered while allocating seats to CSO constituencies.
- c. Multilateral and bilateral partners. Multilateral and bilateral partners serve many roles including providing policy and normative guidance, assisting with gap analyses towards a shared understanding of and commitment to national disease responses, and providing expertise, such as in the field of gender. Multilateral and bilateral partners frequently contribute to proposal development and advocacy, strengthening monitoring and evaluation, oversight, and coordinating assistance towards harmonization and alignment.
- d. Private Sector representatives. Private sector representatives bring important perspectives, skills, and expertise to assist the BCCM in its mobilization and oversight of grant resources. Representatives may include large for-profit companies with a commitment to fighting one or more of the diseases, organizations representing small and medium-sized enterprises and the informal sector, business associations to fight HIV-AIDS, TB, and malaria, representatives from exposed industries, private practitioners and for-profit clinics, non-profit clinics and charitable foundation established by corporations/other bodies with proven track record of corporate social responsibility.

Perspective Constituency representatives shall not represent themselves or any specific organization, but rather the views and interests of the entire constituency.

13. Global Fund Membership Requirements. BCCM shall adhere to and implement all Global Fund guidelines relating to BCCM Membership ², with particular emphasis on the following:

- a. Membership of people living with HIV and people affected by TB or malaria, as well as people from or representing key affected populations.
- b. Selection of civil society and private sector representatives by their own constituencies, based on a documented and transparent process developed within each constituency. Civil society shall include non-governmental organizations (NGOS), faith-based organizations (FBOs), people living with diseases (PLWD), key affected populations (KAP) and, academia.
- c. A minimum of 40% of BCCM Membership from civil society constituencies (bilateral and multilateral agency representatives shall not be included in this determination).
- d. Strong expertise on gender equality, integrating this knowledge to the effective response to the three diseases.
- e. Balanced gender representation.

² ["Guidelines and Requirements for Country Coordinating Mechanisms", Global Fund, Section 44 Requirement 4\).](http://www.theglobalfund.org/en/ccm/guidelines/#ccmguidelinesrequirements) <http://www.theglobalfund.org/en/ccm/guidelines/#ccmguidelinesrequirements>

- f. Balanced geographical representation particularly from state/provinces/districts affected by the disease(s) for which the BCCM is requesting Global Fund financing.
- g. No more than one representative per constituency with a conflict of interest (excluding ex officio members with no voting rights).³

BCCM compliance with these Membership guidelines shall be assessed annually in order to assure eligibility for current and future funding.

14. Number and Allocation of Seats. As approved by the BCCM in its 77th meeting on 20 February 2014, there was a total of 29 CCM seats. Subsequently, the BCCM amended seat allocation in its 78th meeting to 33 with the following allocation among the constituencies:

Constituencies	Number of Seats	Proportion
Government	14	43%
Academic / Education / Research	2 ⁴	6%
Non-governmental Organization (NGO)	4 ⁵	12%
Faith-Based Organizations (FBO)	1	3%
People Living With / Affected by Diseases	3 ⁶	9%
Key Affected Populations (KAP)	3 ⁷	9%
Private Sector / Associations	2	6%
Bilateral / Multilateral Organizations	4	12%
Total	33	100%

15. Members and Alternate Members. Each BCCM seat shall be represented by a Member and an Alternate Member (collectively referred to as “BCCM Members” in this document) in order to assure that quorum requirements are met. Members and their Alternates may both attend and participate in BCCM meetings, although only the Member shall vote when both are in attendance. In the absence of the Member, the Alternate Member shall represent the constituency and have full voting privileges.

16. Member Selection Process. As prescribed in Global Fund CCM Guidelines, the selection of BCCM Members by their own constituencies shall be based on clear criteria, and shall take into account relevant experience in working with AIDS, TB or malaria and the individual’s ability to

³ Note: the guideline for only one person with a conflict or interest per constituency is a new standard for Requirement 6 (Section 62 [i.]), effective from 1 January 2015.

⁴ One seat for Private Universities and Medical Colleges and the other seat for Research Institutions working in HIV/AIDS, TB and Malaria. Individuals with proven expertise in disease management may also be considered.

⁵ 4 NGO seats: 1 seat for NGO working in HIV/AIDS; 1 seat for NGO working in Malaria Program; 1 seat for NGO working with TB Program and 1 seat for NGO working with Women & Children

⁶ PLWD: PLWD-HIVAIDS (1 seat) for National network; PLWD-TB (1 seat) for National TB Association/Network; PLWD-M (1 seat) for Representative from Hill District Councils.

⁷ KAP seats: 1 seat for PWID/MSM/Hizra; 1 seat for CSW; & 1 seat for CBO working in endemic Malaria regions.

network with their constituency. Documentation of the BCCM Member selection process shall be made publicly available.⁸

- a. Government and multilateral/bilateral sectors. Individuals selected/appointed from the government or multi/bi-lateral constituencies as BCCM Members shall be senior level management staff, preferably the chief/division head of the relevant constituency.
- b. Civil society and private sector organizations include non-governmental organizations (NGOS), faith-based organizations (FBOs), people living with diseases (PLWD), key affected populations (KAP), and academia.

The election process for each of the civil society organizations shall be described clearly in a publicly accessible document that demonstrates how the individual Members and their Alternates were elected, and the means by which they will report to and represent the views of their respective constituencies at meetings of the BCCM.

Documentation of these processes must be provided to the BCCM Secretariat, where constituency election Membership records will be archived. As specified by the Global Fund⁹, the required documentation includes:

- Meeting minutes from a constituency documenting how they selected their representative. The minutes shall include a description of the candidates considered, the criteria used for selection, the individuals who took part in the selection process and the organizations they represent.
- Copies of advertisements or correspondence inviting representatives from the non-government constituency to take part in a Member selection process or to nominate or select an organization.
- CCM constituency Membership lists with details of Members' names and their organizations.

17. BCCM intervention in Constituency Selection Process. The BCCM reserves the right to intervene in the selection/election process of any constituency in the instance where it is presented with a dispute regarding the selection process by any Member of the constituency. In such a case the BCCM shall ask an independent party to act as an observer on its behalf to coordinate the election process.

18. Permanent Invitee. The BCCM shall designate permanent invitees to participate as non-voting Members based on their technical expertise, grant implementation experience, or other relevant expertise. Such not-voting Members may include the individuals from Principal Recipient organizations, the Global Fund Local Fund Agent (LFA), Management Support Agency (MSA) to the PR, Technical experts, World Bank, and Directors of relevant Government programs/ divisions (HIV/AIDS, TB and Malaria).

⁸ "Guidelines and Requirements for Country Coordinating Mechanisms", Global Fund (4 December 2013), Section 50, ii <http://www.theglobalfund.org/en/ccm/guidelines>

⁹ Guidelines and Requirements for CCM: Requirement 5 (page 15) Section 50: "Supporting Documentation". www.theglobalfund.org/en/ccm/guidelines

MEMBER RIGHTS AND RESPONSIBILITIES

19. Term of Membership. Membership on the BCCM shall be for a term of three years. At the expiry of a term, a BCCM Member may be nominated/elected by its Constituency to serve another term, subject to a limit of two consecutive terms.

20. Membership Rights. In executing the role and responsibilities of BCCM, all Members and Alternate Members shall have the following rights:

- a. To be treated as an equal partner in the BCCM, with full rights of expression.
- b. To attend all BCCM meetings, and to be given reasonable notice time for all meetings.
- c. To receive documents and materials prior to meetings with sufficient lead time.
- d. To participate in all discussions and activities of the BCCM.
- e. To review all Concept Notes developed for submission to the Global Fund prior to any decision by the BCCM on the Concept Notes.
- f. To have access to all information including financial and programmatic information / reports, audits, and procurement plans in relation to Global Fund grants in Bangladesh.
- g. To sign, or to decline to sign, Concept Notes submitted by the BCCM to the Global Fund as long as clearly articulated reasons for declining the Concept Note signature are recorded in the minutes.
- h. To vote on any matter put to a vote and request a voting procedure as and when appropriate.
- i. To nominate and second the nomination of Members for election to the positions of Chair and Vice Chair.
- j. The CSO members may receive travel and per diem for attending BCCM meetings if travelling from outside of Dhaka. In providing these expenses, BCCM must comply with rules of Global Fund or any other donor that provides the resources.

21. Membership Duties. In executing the role and responsibilities, all BCCM Members shall have the following duties:

- a. Respect and comply with the Governance Manual, BCCM decisions and other endorsed policy documents.
- b. Sign the Conflict of Interest declaration form and ensure strict compliance with the BCCM Conflict of Interest policy by oneself and other BCCM Members.
- c. Read all documents in preparation for meetings, and attend and participate in all regular and ad hoc meetings in a timely and responsible manner.
- d. Treat other BCCM Members as equal partners with full rights of expression.
- e. Represent the views of the constituency and refrain from personal views, and regularly report on BCCM proceedings to organizations and individuals in the sector they represent.
- f. Participate in BCCM grant oversight activities, as organized and led by the Oversight Committee (see below).

22. Conflicts of Interest. All BCCM Members and Secretariat staff shall adhere to the BCCM Conflict of Interest policy, and shall complete the Periodic Member Declaration of Conflict of

Interest Statement when seated on the BCCM to disclose any actual, potential or perceived conflicts of interest. The Conflict of Interest Statement shall thereafter be completed at least annually, as well as whenever a change in personal circumstances occurs that relates to actual or potential conflicts of interest. (**Annex 1** contains both the Conflict of Interest policy and the annual Declaration Form.)

- 23. Termination of Membership.** If a BCCM Member fails to attend more than three regular BCCM meetings consecutively, he or she shall be given written notice after which, if the Member still fails to attend, his/her membership shall be terminated by a vote of fifty percent plus one of the BCCM Members present at a meeting where a quorum is reached.
- a. The BCCM may take such other steps, as it considers appropriate prior to terminating a BCCM Member's Membership.
 - b. Where a person's Membership of the BCCM is terminated, or that person resigns from his / her Membership, the constituency represented by that individual shall select/elect a person to serve out the remainder of the term of Membership.

BCCM DESIGNATED OFFICE BEARERS

- 24. Designated Office-bearers.** The BCCM shall elect Chairperson and three Vice Chairpersons. The Chair and Vice Chair(s) shall be from different constituencies (government, bilateral/multilateral agencies, and civil society organizations).

- 25. Chairperson.** The BCCM shall elect a Chairperson by majority vote of the BCCM Members. All candidates shall be nominated and seconded by BCCM Members. The Chair shall be a Member from a Bangladesh national organization, and shall serve a term of three years, in accordance with his / her term of Membership.

The responsibilities of the Chairperson shall be to:

- a. Call or schedule meetings of the full BCCM, as well as the Executive Committee.
 - b. Chair BCCM meetings and Executive Committee Meetings, encouraging active, open, and inclusive participation by the Members.
 - c. Propose and seek approval of the agenda and call for declaration of conflict of interest from any Member and Alternate Member and take action as appropriate.
 - d. Adopt minutes of previous meeting at each BCCM meeting.
 - e. Inform the BCCM of the activities of the Oversight Committee, sub-committees and working groups.
 - f. Seek the opinion of the Vice Chairperson(s) and Executive Committee on all important and critical matters related to BCCM.
 - g. Delegate certain responsibilities and authorities to the Vice Chairperson(s) and other Members as and when necessary
- 26. Vice Chair(s).** The BCCM shall elect three Vice Chairpersons who are nominated and seconded by BCCM Members, and elected by a majority vote.
- a. The Chair and the Vice Chairs shall be from different sectors (e.g., one each from government, civil society, multilateral/bilateral).

- b. All decisions taken in due process by Vice Chair in the absence of Chair shall be honored.
- c. The Vice Chair shall perform tasks delegated by the BCCM Chair, stand in for the Chair when the Chair is unable to fulfil his/her functions, advise the Chair of BCCM on emergency decisions to be taken between regularly scheduled meetings of BCCM when it is not practical or possible to organize an emergency meeting of the BCCM.
- d. The term of office for the Vice Chair shall be three years. No individual may serve more than two consecutive terms as Vice Chair.

If the Vice Chair resigns, retires or is transferred, an election shall take place at the BCCM meeting at which the Vice Chair's departure is announced. The new Vice Chair will then complete the term of the former Vice Chair.

27. Removing an Officer. The BCCM Members can remove the Chair or Vice Chair and Executive Committee Members mid-term. Such a decision will require a two-third majority voting by the members in a meeting that conforms to quorum requirements. Here again alternates are not permitted to vote.

28. Vacancies. The post of Chairperson, Vice Chairpersons and other BCCM Members or Committee Members shall be declared vacant in the event of the following situations: resignation; absence from BCCM meetings without notice, and no alternative as replacement, for three consecutive meeting; proof of impropriety, as determined by the Executive Committee; or death.

MEETINGS AND DECISION-MAKING

29. Number of meetings each year. The BCCM shall hold at least four meetings per year. However, additional meetings may be called by the Chair or the Vice Chair or may be called pursuant to a request submitted to the BCCM Secretariat by at least 30% of the BCCM Members.

30. Notice of meetings. All BCCM Members must receive, by email, fax or letter, at least one week's prior notice of each meeting of the BCCM. The notice must specify the proposed agenda. The agenda may be modified and must be approved at the start of each meeting.

31. Background materials for meetings. Background papers must be sent to BCCM Members at least one week prior to the meeting. The PR, oversight, or annual reports must be systematically included among the background papers for all meetings as appropriate.

32. Quorum requirement. The quorum requirement for BCCM meetings shall be that 51% of the seats are represented by Members / Alternate Members and that either the Chair or a Vice Chair is present.

33. Chairing Meetings. The Chairperson shall chair BCCM meetings. In absence of the Chairperson, the meeting shall be chaired by one of the two/three Vice Chairs. If the Chair and both Vice Chairs are absent, the meeting shall not be considered to have met quorum requirement unless a BCCM Member has been designated, in advance in writing and with the approval of the Chair and Vice Chairs, as an interim Chairperson.

- 34. Languages.** The discussion at the meetings of the BCCM shall be conducted in Bangla and English languages, with provision for translation for people who do not speak Bangla. Minutes of the meetings shall be circulated in English.
- 35. Decisions.** Decisions shall be made by consensus as far as possible. When there is no consensus, or when a BCCM Member requests a vote, the chair shall call a vote.
- a. Votes shall be taken by a show of hands or secret ballot on the request of any BCCM Member. Decisions will be taken by a simple majority.
 - b. However, decisions to amend Terms of Reference or submit a proposal to the Global Fund shall be taken by a two-third majority vote by show of hands or by secret ballot. If taken by hand and if a BCCM Member requests it, each BCCM Member's vote shall be recorded in the minutes of the meeting.
 - c. The Executive Committee of BCCM may take emergency decisions when it is not practical or possible to convene a meeting of the BCCM. Such decisions shall be taken after consultation with as majority of BCCM Members as possible through electronic means. Any decision made under this provision shall be immediately reported to all BCCM Members with a justification of (a) why it had to be made under this provision and (b) why it was not practical or possible to organize an emergency meeting of the BCCM.
- 36. Minutes of meetings.** Draft minutes/proceedings of BCCM meetings shall be prepared and distributed to BCCM Members by the Secretariat within two weeks of each meeting. At the following meeting, these draft minutes/proceedings shall be discussed, amended as necessary, and formally approved.
- a. The BCCM Secretariat shall distribute approved minutes/proceedings of meetings to BCCM Members.
 - b. The minutes/proceedings of BCCM meetings shall record any decisions passed by a vote, and shall record any abstentions or dissents unless otherwise requested by the BCCM Member.
 - c. Presentations and documents tabled at the BCCM will form part of the minutes and be archived as appendices to the respective meetings minutes.
 - d. Meeting minutes shall be considered to be in the public domain, and shall be posted to the BCCM website in accordance with the BCCM Communications Protocol.

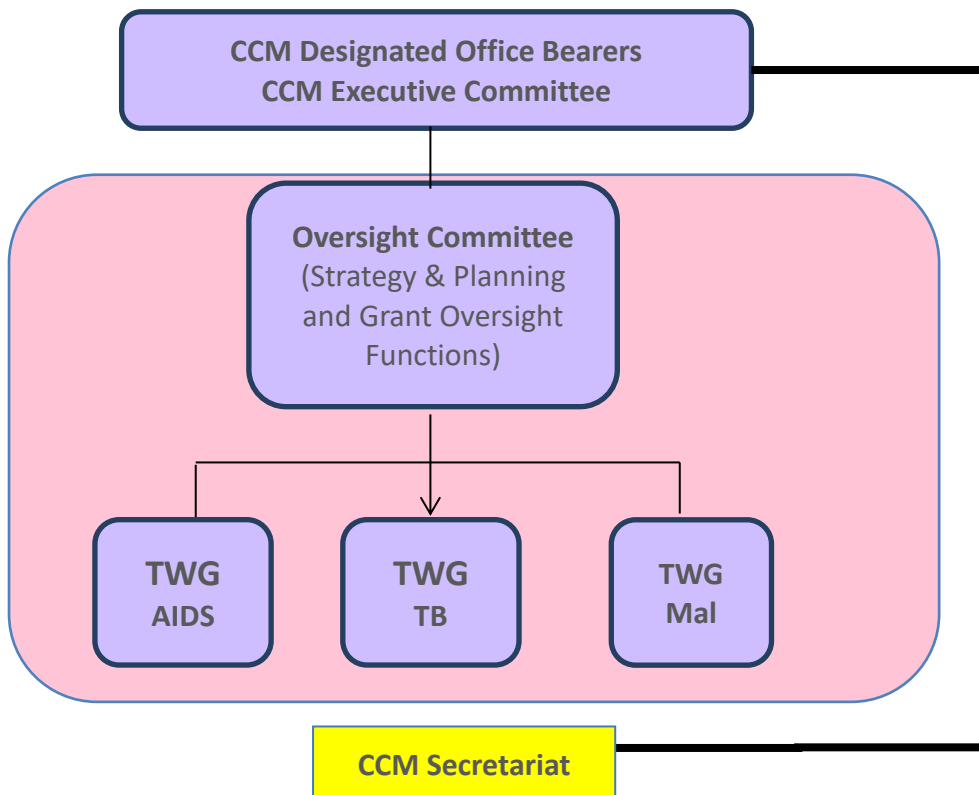
COMMITTEES AND SECRETARIAT

- 37. BCCM Structure.** The BCCM shall establish permanent committees and an administrative Secretariat to accomplish the mandate, purpose, and responsibilities as stipulated in this Governance Manual. These committees shall provide leadership, guidance and direction on behalf of the entire BCCM, and shall be required to report regularly to the full BCCM on their activities, progress, issues or problems, and any required assistance or support. See Figure 1, below.
- a. Executive Committee. An Executive Committee shall guide and oversee BCCM activities and operations; The Executive Committee shall meet to address any emergent issues requiring decision in between two quarterly CCM general meetings subject to subsequent

CCM endorsement.

- b. Oversight Committee (Strategy, Planning & Grant Oversight). Oversight committee and/or its designated working group(s) shall act on behalf of the full BCCM in executing its mandate and primary functions according to Global Fund guidelines:
- Harmonizing with other national programs and securing funding,
 - Ensuring strategic grant oversight,
 - Coordinating and supporting Government Program Directors (HIV/AIDS, TB and Malaria) in the development of concept notes and ensure engagement of a broad range of stakeholders (including CCM members and non-members),
 - Providing technical support in grant implementation, through different Technical Committees/technical working groups for TB, malaria, and HIV/AIDS and other ad-hoc committees as formed by the BCCM.
 - Oversee administrative and support functions of the BCCM Secretariat
- c. BCCM Secretariat. An administrative Secretariat with appropriate funding from the Global Fund and other available sources shall provide administrative and support to the full BCCM as well as to its various permanent committees.

Figure 1: Organization and Structure of the BCCM



38. Executive Committee. The BCCM Executive Committee shall be responsible for coordinating and directing the activities of BCCM Secretariat, for supporting and coordinating permanent committees and working groups of the BCCM, and attending to routine or urgent communications for which calling BCCM meetings is not warranted or feasible.

- a. The Executive Committee shall be composed of six BCCM members. The BCCM Chair and Vice Chairs will serve as the Chair and Vice Chairs of the Executive Committee. The other three members shall be the Chair and two Vice Chairs of the Oversight Committee.
- b. The responsibility of the Executive Committee shall be to:
 - Conduct those tasks specifically assigned to it at a full BCCM meeting
 - Make necessary decisions in between the scheduled meetings of the BCCM
 - Resolve any issue hindering functioning of the BCCM Secretariat
- c. All decisions taken by Executive Committee must be reported to full BCCM at the next possible meeting and ratified to become a policy, rule or action (Section 32-c).

See **Annex 2** for the Terms of Reference for the BCCM Executive Committee.

39. Oversight Committee. The Oversight Committee shall have two major functions: to provide guidance to “strategy and planning” activities of BCCM, and to conduct overall “oversight” of the on-going program implementation. The Oversight Committee shall report to the Executive Committee and the full BCCM on a regular basis and as required.

- a. Strategy and Planning function. The Strategy and Planning function mandates the OC to lead the BCCM in its development of new funding applications through transparent and documented processes involving dialogue with a broad range of stakeholders, including BCCM Members and non-members. In addition, function shall lead and manage transparent processes to nominate and select Principal Recipients for approved grants following Global Fund guidelines and requirements.
- a. Grant Oversight function. The Global Fund requires that the BCCM ensures capabilities and establish systems to oversee grant implementation in a strategic way. The Strategic Oversight function shall foster the participation and involvement of a broad range of stakeholders in the grant oversight process, including BCCM Members and non-members, nongovernment constituencies, and people living with and/or affected by the three Global Fund diseases.
- b. Oversee Functioning of BCCM Secretariat: One behalf of BCCM Executive Committee, The Oversight Committee shall also oversee functions, budget and operations of the BCCM Secretariat and its staff. The Oversight Committee shall closely monitor all activities and implementation of annual workplan by the BCCM Secretariat.
- c. Membership. The members of the Oversight Committee shall be appointed by the BCCM, and shall consist of a Chair, two Vice Chairs, and at least five additional other Members.
 - Membership of the BCCM is not a prerequisite for appointment to the Oversight Committee, with the exception of the position of Chair and Vice Chairs.
 - Committee members shall be appointed for a term of three years, and may be reappointed for further terms.
 - Membership criteria shall be based on technical expertise rather than constituency representation.
 - The Oversight Committee shall have members with expertise on Financial Management, disease-specific (i.e. HIV and AIDS, TB and Malaria), procurement and supply management, and program management. Composition of the OC shall also include representatives from KAP and PLWD.
 - Individuals who are from a Principal Recipient, a Sub-Recipient, a Sub-Sub-Recipient,

or who otherwise have a conflict of interest within the terms of the BCCM Conflict of Interest Policy are ineligible for Membership of the Oversight Committee.

- The BCCM will determine whether, based on the non-CCM candidate's declaration, s/he meets the standard for conflict of interest required for members of the Oversight Committee.
- d. Chair and Vice Chairs. The Chair and two/three Vice Chairs of the Oversight Committee shall be BCCM Members, and shall be appointed by the full BCCM through a majority vote.
- The Chairperson shall have responsibility for overseeing both functions of the Oversight Committee (strategy and planning, grant oversight)
 - One Vice Chair shall deal provide leadership for the Strategy and Planning function, while the other Vice Chair shall lead the Grant Oversight function of the Oversight Committee.

See **Annex 3** for the Terms of Reference for the BCCM Oversight Committee.

40. Technical Working Groups. A permanent Technical Working Group (TWG), one for each disease, shall be organized to carry out tasks assigned by the BCCM in relation to program and technical proposal development. Technical Working Groups shall provide recommendations to the Strategy and Planning Committee on proposals.

- a. There will be at least seven to eleven members in each Technical Working Group. Members may be selected from BCCM Members or recruited externally, and shall be appointed on the basis of their technical or program management knowledge and expertise for each TWG. The Technical Working Group members may come from any organization, including PRs, SRs, SSRs, technical experts and development partners. Program Directors (HIV, TB and Malaria) shall be permanent members of the relevant Technical Working Group and lead the Technical Working Group.
- b. Each Technical Working Group shall elect its Head / Chairperson.
- c. The Technical Working Group shall have a term of three years and extension for another three years subject to review by the BCCM or Oversight committee. (Each Technical Working Group shall have BCCM approval before beginning its term.

See **Annex 4** for the Terms of Reference for the BCCM Technical Working Groups.

41. BCCM Secretariat. The BCCM shall establish an administrative Secretariat to support and coordinate BCCM operations, maintain communication with all BCCM Members, communicating with Global Fund, PR and other stakeholders as required by the BCCM, and supporting the decision-making and functions of the Oversight Committee and other BCCM Committees.

- a. Responsibilities. The responsibilities of the BCCM Secretariat shall include:
- Serving as the primary point of communication for the BCCM with its the Global Fund, BCCM Members, implementing partners, and BCCM constituencies
 - Supporting BCCM organization and management, as required by the needs of the BCCM Members and the Oversight Committee
 - Supporting harmonization and proposal development by providing administrative support to the Concept Note development process

- Supporting oversight of grant implementation by providing administrative support to the Oversight Committee (for Strategy & Planning and Grant Oversight)
- Support functioning of Technical Working Groups (HIV/TB/Malaria)
- Preparing, maintaining and systematically archiving BCCM documents and financial records relating to BCCM operations, Concept Note development, oversight, and communications with the Global Fund, implementing partners, and BCCM constituencies

Specific operating guidelines and procedures shall be documented by the Secretariat in a BCCM Operations Manual that shall be reviewed, approved, and revised as necessary by the full BCCM.

- b. Reporting relationship. The BCCM Secretariat shall report to, shall be guided and supervised by, the BCCM Chair, Vice Chairs, and the Oversight Committee. The Oversight Committee shall be responsible for initial approval of the BCCM Secretariat budget, which shall be endorsed by the BCCM, to include the costs for operating BCCM, its committees and the Secretariat itself.
- c. Secretariat staffing. The Secretariat shall comprise a minimum of two or three full-time officers to include: Coordinator, Deputy Coordinator, and Finance/Admin Assistant. Staff shall be provided with contract for a period of three years, which would be renewable based on internal appraisal and fund approval from the Global Fund. The BCCM Conflict of Interest policy and procedure shall apply to all staff of the Secretariat.
- d. BCCM Coordinator. The BCCM Coordinator shall be selected in a transparent and accountable process set up by the Executive Committee and shall become a non-voting Member of that committee. The BCCM Coordinator shall also participate as a non-voting member and provide administrative support to the Oversight Committee. The BCCM Coordinator shall be closely consulted in the selection of other Secretariat staff and shall be responsible for the day to day functioning of Secretariat, including the supervision of staff.
- e. BCCM Deputy Coordinator. The Deputy Coordinator shall be responsible to support and facilitate the grant oversight functions of the BCCM Oversight Committee; coordinate/track PR's submission of quarterly PR Dashboards and reports. Additionally, the Deputy Coordinator shall be responsible for preparing the "CCM Summary Dashboard" by incorporating information from respective PR Dashboards and for onward submission to Oversight Committee members. The Deputy Coordinator shall be responsible for updating and archiving all documents related to CCM operations and functions including CCM membership records and COI declarations forms and assist BCCM Coordinator in other support functions. .
- f. Performance evaluation. The Executive Committee shall be responsible for issuing contract of Co-ordinator and other staff and for formally evaluating the performance of the BCCM Coordinator. The BCCM Coordinator shall be responsible for supervising other Secretariat staff, conducting their performance evaluations and sharing them with the Executive Committee.
- g. Work plan and budget. The BCCM Coordinator shall prepare an annual work plan and budget that shall be reviewed and approved by the Executive Committee. In addition, the BCCM Coordinator shall prepare an annual performance report for submission to the full BCCM by end of February of each year.

See **Annex 6** for Terms of Reference for the BCCM Coordinator.

42. **CONSTITUENCY ENGAGEMENT**

- a. Each constituency to develop workplan for input/feedback to and from the CCM and within the constituency.
- b. Constituencies should mobilize themselves and be engaged in the disease program.
- c. Each constituency to have documented evidence of consultations and be able to follow-through the decisions taken.

ANNEXES

- 1.** Conflict of Interest Policy and Declaration Form
- 2.** Terms of Reference, Executive Committee
- 3.** Terms of Reference, Oversight Committee
- 4.** Terms of Reference, Technical Working Groups
- 5.** Terms of Reference, BCCM Secretariat
- 6.** BCCM Secretariat staff performance appraisal protocol

Annex 1:

BCCM Conflict of Interest Policy and Declaration Form

Purpose

The purpose of the BCCM Conflict of Interest policy is to provide clear guidance for observing and managing potential or actual conflicts of interest of BCCM Members relating to BCCM or Global Fund operations. This conflict of interest policy shall apply throughout the life of Global Fund grants and shall be applicable to Members and Alternate Members (collectively referred to as “BCCM Members”), committee members, the secretariat staff, and all implementing partners.

Rationale

The BCCM recognizes that the conflict of interest can arise in its operation because of the engagement of a wide range of sectors and constituencies in BCCM business. This policy is developed in recognition of Global Fund’s Guidelines and Requirements for Country Coordinating Mechanisms (CCM Guidelines) to develop and publish a policy to manage conflict of interest that applies to all BCCM Members, across all BCCM functions and throughout the life of grant.¹⁰

Policy

The BCCM recognizes that a conflict of interest is not, in and of itself, evidence of wrongdoing. The BCCM is, however, fully committed to managing and mitigating conflicts of interest pertaining to its Members, Alternate Members, Secretariat employees, Principal Recipients (PRs), Sub-recipients (SRs), and other stakeholders.

BCCM Members shall declare conflicts of interest affecting themselves or other BCCM Members and will not take part in decisions where there is a conflict of interest, including decisions related to oversight and selection or financing PRs or SRs.

The BCCM fosters a culture that is sensitive to conflicts of interest, whether actual, potential, or perceived, and is intolerant of misuse of position. As such, BCCM Members are prohibited from accepting/giving gifts that are motivated by their position as a Member and could substantially affect the decisions of the BCCM.

Definitions

- 1. Conflict of Interest (COI) situations.** Within the context of the BCCM, a COI occurs when a BCCM Member or an employee of the BCCM Secretariat has the opportunity to:
 - use his or her position to advance personal ambitions or interests
 - use his or her position to advance the interests of an institution with which he or she is affiliated or the interests of a family member or close associate.
 - A close associate of a person includes a family member (spouse, child, sibling, parent, cousin, or relative by marriage), friend, business partner, or professional associate.
 - A person is affiliated with an institution when he or she is an employee or volunteer of or has a financial interest or technical or governance role in that institution.

¹⁰ Guidelines and Requirements for Country Coordinating Mechanisms, Requirement 6 (Section 57).
<http://www.theglobalfund.org/en/ccm/guidelines/#ccmguidelinesrequirements>

- act in a way that disadvantages other BCCM Members or employees, grant beneficiaries, or the wider public.
2. **Potential and perceived Conflicts of Interest.** COIs include both potential and perceived COI. A potential COI occurs when a BCCM Member or the Secretariat has the capacity to use his or her position or status in such a way that a COI, as defined above, might occur. A perceived COI occurs when a person believes or suspects that a BCCM Member or Secretariat employee has a COI, as defined above.
 3. **Gifts and Favors.** A COI may arise in the context of receipt or giving of gifts, which are defined as including favors, gratuities, invitations, or sponsorships, whether of a monetary or intangible nature. Invitations are understood to include travel, meals, and related expenses involved in attending events in or out of the country.

Procedure to Mitigate Conflicts of Interest

The following procedure shall be followed in observing and managing COI in BCCM operations:

1. New Member and Periodic Declarations

All Members and Alternate Members must have completed the Acceptance of COI Policy and Procedures & Declaration of Interest Statement (**Appendix 1**) when they are seated on the BCCM and disclose any actual, potential or perceived COIs then. The statement must be completed at least annually thereafter, as well as whenever a material change occurs in the BCCM's COI-related information. The BCCM chair will inspect such statements and the secretariat will archive them. These statements will form part of the BCCM's public record.

2. Orientation on COI Mitigation Policy

The BCCM Secretariat will ensure that when taking a seat on the BCCM, and at a BCCM meeting once a year, BCCM Members will undergo an orientation to the COI mitigation policy and procedures and that they are familiar with their responsibilities regarding the management of COIs.

3. Disclosures of COIs

- 3.1. Before every BCCM meeting and committee meetings, after reviewing the agenda, BCCM Members must decide whether they have a potential COI related to a meeting agenda item.
- 3.2. The BCCM Chair and the committee chairs, before starting the meeting will ask all BCCM Members to disclose if they have any conflict of interest to any agenda to be discussed in the meeting.
- 3.3. Any Member or Alternate Member who has an actual or potential conflict of interest shall publically disclose the conflict of interest to the entire BCCM. This disclosure shall happen at the outset of the meeting or, alternatively, at any other time during the meeting when the individual becomes aware of a possible conflict of interest (based on the deliberations of the Members).
- 3.4. Prior to or during a meeting, BCCM Members may present an allegation of COI to the chair of BCCM who is responsible for enforcing the COI policy and procedures and investigate questions raised about COI.

4. Recusal from Deliberations and Decisions

- 4.1. BCCM officials with real, potential or apparent conflict of interest will recuse themselves from (i.e. abstain from) decisions where such conflict exists, and shall not take part in any discussion/decision where there is an obvious conflict of interest.

- 4.2. Prior to voting, Members or Alternate Members having a COI might be called into the meeting room in their capacity as a representative of their organization to provide necessary information to the BCCM. Once they have finished providing this information, they will again leave the room until recalled.
- 4.3. Whether inside or outside the meeting room, Members and Alternate Members with a COI will not attempt to exert their personal influence with respect to any topic related to that COI on which a vote is being taken.
- 4.4. If an individual has a COI regarding a matter on which a decision is to be taken and the individual does not recuse himself or herself from deliberations and decision in that matter, the BCCM may invoke this policy and demand recusal. If the individual refuses recusal deliberations will be suspended until the issue is resolved.
- 4.5. If the BCCM chair declares a COI, he or she must delegate meeting responsibilities to the Vice Chair for the period of the deliberations and must recuse himself or herself. If the Vice Chair also has a COI, the Vice Chair will also recuse himself or herself and the BCCM must elect an acting chair for the period of deliberation and thoroughly document the process that was followed.

5. Failure to Disclose COI

- 5.1. If the BCCM suspects that a Member or Alternate Member has knowingly or negligently failed to disclose a COI, the BCCM will inform the individual in writing of these concerns and provide the Member or Alternate Member with the opportunity to explain the alleged failure to disclose the COI.
- 5.2. The BCCM Chair, Vice Chair, or BCCM Member will refer all available information regarding the COI to the BCCM leadership or the designated body to determine whether a COI exists.
- 5.3. If a COI is deemed to exist, the BCCM leadership or designated body will formulate a recommendation to be submitted to the full BCCM regarding appropriate action to be taken with respect to the individual(s) concerned. In formulating this recommendation, the BCCM will pursue all reasonable measures to revoke any benefit gained through the existence of a COI.
- 5.4. The full BCCM will consider and vote on such recommendations at the first meeting following receipt of recommendations.
- 5.5. Following the BCCM's vote, the circumstances of the BCCM Member or Alternate Member's failure to disclose the COI will be reported to the relevant constituency. The constituency shall be requested to immediately replace the Member or Alternate Member on the BCCM.

Documentation

Any decision, process followed to mitigate COI including the conflicting issue/agenda in BCCM or Committee meeting shall be documented in the minutes for that meeting. The record must state the nature and extent of the COI, a summary of the discussions pertaining to the COI, and the actions taken to manage the COI.

Arbitration

In the event of dispute in resolving the COI issue in the BCCM, the Chair can assign a committee to investigate the matter and make recommendation for final decision.

Appendix 1:

Periodic Member Declaration of Conflict of Interest

Section 1: Acceptance of COI Policy and Declaration-of-Interest Statement

Upon appointment to the Bangladesh National BCCM (BCCM), please complete this declaration and submit it to the Chair and Secretariat of the BCCM prior to attending your first meeting of the BCCM. You will be asked to update this document annually throughout your term of office.

Name: _____

Institution: _____

Title: _____

Constituency: _____

I, the undersigned, hereby pledge to comply with the attached COI mitigation policy of Bangladesh National BCCM (BCCM), and shall

- 1. Comply with its requirements.** As a BCCM Member or Alternate Member, I will not participate in deliberations, the making of recommendations or decisions, or other processes in which I have a COI or a potential COI, as defined in the attached COI mitigation policy.
- 2. Declare relevant personal affiliations.** I will complete Section 2 of this document concerning my professional and personal affiliations. I promise to declare my COIs to the general assembly of the BCCM prior to or at the commencement of any BCCM meeting at which a relevant matter will be considered. I will state the nature of the COI and all relevant facts pertaining to my interest. I will then recuse myself from participating in any proceedings concerning the matter.
- 3. Respond to COI allegations.** If another person alleges that I have a COI, I will respond to this charge and will abide by the decision taken by the BCCM.
- 4. Report suspected conflicts of interest.** If I have reason to believe that a person has a COI in relation to any matter arising from his or her role or responsibilities in the BCCM, I will report my belief and the information on which it is based to the BCCM Chair, and I will provide such further information as is requested from me by the Chair to the best of my abilities. I undertake not to make allegations of COI except in good faith and on the basis of a genuine belief that such COI or COIs could compromise the transparency, accountability, or inclusiveness of or public confidence in the BCCM.
- 5. Seek assistance in complying with COI policy.** If I have any questions about or need any assistance in understanding or complying with the COI mitigation policy, I will contact the Chair of the BCCM or the BCCM Secretariat, who will assist me.

I hereby certify that I have received and read a copy of the BCCM's COI mitigation policy, and that I shall observe and follow the policy and obligations outlined in the foregoing section.

Signed:

Date:

Section 2: Declaration-of-Interest Statement

Please answer the following questions fully and write your initials at the bottom of the form.

Name of BCCM Member or alternate: _____

Institution: _____

Title: _____

Constituency: _____

	Question	Response
1.	Are you a Board Member or affiliated with any <u>organization that serves as a PR or SR</u> of a Global Fund grant? If so, please list the organization(s) and disease program(s).	
2.	Does a <u>close family member</u> work for or hold an ownership interest in an <u>organization serving as a PR or SR</u> of a Global Fund grant? If so, please list the person, organization, and disease program.	
3.	Are you an owner, Board Member, employee, or otherwise affiliated with any organization that <u>receives funding from</u> , or <u>sells products or services to</u> , a <u>national disease program</u> receiving Global Fund support? If so, please list the organization(s) and disease program(s), and the nature of the relationship.	
4.	Please list any other affiliations or situations that you believe may cause a COI for you.	

Initialed by:.....

Annex 2:

Terms of Reference, Executive Committee

- 1. Purpose.** The Executive Committee shall meet to address any imported issues requiring immediate decision emerging in between two quarterly CCM general meetings as well as attending to urgent communications for which calling BCCM general meetings is not warranted or not feasible. Any decisions taken by the Executive Committee shall be subject to endorsement by the subsequent BCCM meeting.
- 2. Membership.** The BCCM Executive Committee shall include the BCCM Chair, the BCCM Vice Chairs, the Chair and Vice Chairs of the Oversight Committee.
- 3. Officers.** The BCCM Chair and Vice Chairs shall serve as Chair and Vice Chairs, respectively, of the Executive Committee.
- 4. Meetings and Quorum Requirement.** The BCCM Executive Committee shall meet as and when any important issues requiring immediate decision in-between two quarterly CCM general meetings. The quorum for meetings will be four Members, one of whom must be either the Committee Chair or Vice Chair. The Chair calls for Executive Committee meeting himself or with recommendations from other committee members.
- 5. Roles and Responsibilities of Executive Committee**
 - a. Coordinate communication on behalf of the BCCM with the Global Fund, the Government of Bangladesh, multilateral and bi-lateral development partners, civil society groups, Principal Recipients and other grant implementing agencies.
 - b. Assure compliance with Global Fund CCM eligibility requirements by conducting an annual self-assessment of BCCM capabilities and eligibility status, using tools and processes mandated by the Global Fund for this purpose.
 - c. Coordinate and provide support to BCCM permanent committees, working groups, and such other ad hoc groups that may be established by the BCCM.
 - d. Receive and/or investigate allegations of conflict of interest in BCCM activities. The Executive Committee shall advise the BCCM of all such matters referred to it, the actions taken by the Committee to investigate such matters, as well as any recommendations for action on the part of the BCCM.
 - e. Where delegated by the BCCM, make routine administrative decisions to support BCCM functioning. The Committee shall present all such decisions to the next BCCM Meeting and, where feasible, communicate details to BCCM Members as soon as possible after the decision is made.
 - f. Plan and oversee activities to strengthen the capacity of BCCM Members, including orientation of new Members.
 - g. To address any other matters referred to it by the BCCM, reporting back to the BCCM on any decisions made.

Annex 3:

Terms of Reference, Strategy, Planning and Oversight Committee

The BCCM Oversight Committee shall provide leadership and guidance for two CCM functions that are mandated by the Global Fund: to secure new funding for the three diseases from the Global Fund, and to oversee implementation of Global Fund grants in Bangladesh.

As determined by the members of the Oversight Committee, these two functions may be considered by the committee as a whole or, alternatively, may be delegated to one or more operating groups with the full Oversight Committee.

Committee Composition and Operations

1. Membership. The Oversight Committee shall be appointed by the BCCM, and shall consist of a Chair, a Vice Chair, and at least five additional other members. Membership of the BCCM is not a prerequisite for membership of the Oversight Committee with the exception of the positions of Chair and the two Vice Chairs of the Oversight Committee.

- 1) Membership criteria shall be based on technical expertise rather than constituency representation.
- 2) Committee members shall be appointed for a term of three years, and may be reappointed for further terms.
- 3) Candidates who are non-BCCM members shall be required to complete the same conflict of interest declarations prepared by all BCCM members.
- 4) Members of the Oversight Committee shall not be representatives of Principal Recipient, Sub-Recipient, or Sub Sub-Recipient institutions.
- 5) The Oversight Committee shall have members with expertise on Financial Management, disease-specific (i.e. HIV and AIDS, TB and Malaria), procurement and supply management, and program management. Composition of the OC shall also include representatives from KAP and PLWD. BCCM will make provision for inclusion of alternate members for Financial and PSM Experts to ensure that these two key areas are always represented in OC meetings.
- 6) The BCCM will determine whether, based on the non-CCM candidate's declaration, s/he meets the standard for conflict of interest required for members of the Oversight Committee.

2. Chair and Vice Chairs. The Chair and two Vice Chairs of the Oversight Committee shall be BCCM Members, and shall be appointed by the full BCCM through a majority vote.

- a. The Chairperson shall have responsibility for overseeing both functions of the Oversight Committee (strategy and planning, strategic and routine grant oversight)
- b. One Vice Chair shall deal provide leadership for the Strategy and Planning function, while the other Vice Chair shall lead the Grant Oversight function of the Oversight Committee.

3. Meetings and Quorum Requirement

- a. The Oversight Committee shall meet at least quarterly, and may meet more frequently as circumstances require. Meetings shall take place at least two weeks prior to each regular quarterly BCCM meeting, so that Committee deliberations may be reported to the BCCM.
- b. At least 60% of the membership will be required for a meeting quorum, including either the Chair or the Vice Chair.

- c. Unless otherwise scheduled by a majority vote of the Committee members, meetings of the Committee shall be open to all BCCM Members and to guests invited by the Chair or Vice Chairs. Members of other BCCM Committees or Technical Working Groups, or other technical experts and resources, may also be invited to provide assistance as needed. COI Policy will apply in the process of inviting meeting attendees.

Strategy and Planning function

- 1. Purpose.** The Strategy and Planning function mandates the OC to lead BCCM in its development of new funding through transparent and documented processes involving a broad range of stakeholders, including CCM members and non-members. In addition, this function shall lead and manage transparent processes to nominate and select Principal Recipients for approved grants.
- 2. Roles and Responsibilities.** The Strategy and Planning function is responsible for providing leadership and guidance for the full BCCM to meet the Global Fund CCM guidelines for securing new funding¹¹ and for the selection of Principal Recipients.¹²

Specifically, in securing new funding the Strategy and Planning function of the Oversight Committee shall assist and guide the full BCCM to:

- a. Coordinate the development of all concept notes through transparent and documented processes that engage a broad range of stakeholders - including CCM members and non-members – in the solicitation and the review of activities to be included in the application.
- b. Clearly document efforts to engage key affected populations in the development of concept notes, including most-at-risk populations.
- c. Ensure that concept notes are aligned with national development objectives and harmonized with existing efforts by other national and international entities.
- d. Consider contributions to health and community systems strengthening through Global Fund grants.
- e. Engage technical partners and seek technical assistance (TA) as necessary to ensure that programs for which funding is requested are reaching expected targets in an effective and sustainable manner.
- f. Include costed plans for management and/or TA to ensure strong program performance, including as appropriate efforts to strengthen program-level management and/or implementation capacity of PRs or SR.

Additionally, in the selection of Principal Recipients the Strategy and Planning function shall assist and guide the CCM to:

- g. Nominate one or more PR(s) at the time of submission of their concept note
- h. Document a transparent process for the nomination of all new and continuing PRs based on clearly defined and objective criteria;
- i. Document the management of any potential conflicts of interest that may affect the PR nomination process.

¹¹ “Guidelines and Requirements for Country Coordinating Mechanisms,, (Section 19-23) Requirement #1 (page 9-10). <http://www.theglobalfund.org/en/ccm/guidelines/>

- j. Nominate both government and non-government PRs for each disease program to strengthen the roles of civil society and the private sector in responses to the three diseases
- k. Nominate PRs through a transparent and documented process at an early stage in the concept note process so that any capacity building needs shall inform TA planning within the Concept Note.
- l. Work with PRs to ensure the SR selection process is open, fair and based on objective criteria related to performance capacities.

3. Technical and Administrative support. The Strategy and Planning function may seek the services of technical resources or experts to assist in the discharge of its responsibilities. In addition, the BCCM Secretariat shall provide administrative support to the function in conducting its activities.

Grant Oversight Function

4. Purpose. The Grant Oversight function is responsible for contributing to effective strategic and routine oversight of all Global Fund financed programs and related processes in Bangladesh, in accordance with Global Fund requirements for grant oversight¹³ and as defined in the BCCM Governance Manual and these Terms of Reference. The Oversight function shall facilitate the grant oversight process for the full BCCM by providing needed information and informed recommendations to guide the BCCM in executing its grant oversight responsibilities.

5. Areas of Routine Strategic Grant Oversight. The Strategic Grant Oversight function shall conduct grant oversight activities in major three areas, specifically focusing on outputs vs. targets:

- a. Financial – assuring appropriate, timely, and effective use of funding from the Global Fund
- b. Programmatic – assuring timely and effective implementation of Principal and Sub Recipient workplans, including implementation of intended results in short- and intermediate-term periods
- c. Procurement – assuring transparent, competitive, and effective procurement and supply management with appropriate quality assurance and in accordance with national law.

6. Strategic Oversight. A strategic approach helps reframe grant oversight to a wider context including several elements, specifically focusing on outcomes and impact:

- a. Harmonization and alignment of grant activities with government and other support for national disease programs
- b. Tracking of results vis-à-vis national strategic plans for disease programs
- c. Institutionalization of good governance practices for which oversight is a building block of country ownership and accountability
- d. Institutionalization of the engagement of key populations (KPs) and civil society organizations (CSOs) in national disease programs beyond the Global Fund.

4. Responsibilities. The Grant Oversight function shall lead or contribute to the following oversight processes:

Grant Oversight: Requirement # 3 (page 11-13);
<http://www.theglobalfund.org/en/ccm/guidelines/>

- a. Build capacity and prepare annual plans for BCCM Oversight
 - Clarify oversight functions, responsibilities, and build capacity for oversight
 - Develop approaches for engaging BCCM members and program stakeholders in the oversight process
 - Develop annual Oversight Workplans and Budgets
- b. Gather information on program and grant implementation.
 - Gather program performance, financial, and procurement information on GF grants through use of routine reports or re-packaging of available data
 - Gather information on GF grants through site visits and participation in joint PR-SR performance review meetings
 - Gather information on GF grants through investigation of specific issues
- c. Identify implementation issues, problems, and bottlenecks
 - Analyze information to identify problems and bottlenecks requiring BCCM attention
 - Document problems, issues, or bottlenecks for BCCM review and decision-making
- d. Provide guidance and recommendations for BCCM actions
 - Request exceptional BCCM meeting in the case of urgent problems
 - Assist BCCM plenary sessions to understand issues, determine appropriate actions
 - Monitor the implementation status of recommended actions and interventions
- e. Provide BCCM with summative report on results of strategic oversight which would reflect information on program outcomes on a yearly basis, progress of harmonization and alignment of grant activities with national disease programs, and institutionalization of good program implementation and governance practices at the local and national government levels.
- f. Provide constituency consultations by seeking input and Report back to BCCM / program stakeholders on progress, remaining issues, and additional follow-up required.
- g. Assure compliance with Global Fund CCM eligibility requirements by conducting an annual self-assessment of BCCM capabilities and eligibility status, using tools and processes mandated by the Global Fund for this purpose.

5. Oversight of the BCCM Secretariat

- a. Hire and supervise the BCCM Coordinator, and to oversee and coordinate the BCCM Secretariat in all its functions, to monitor its performance, and to make recommendations to the BCCM on opportunities to improve its functions and performance.
- b. Oversee and manage the BCCM Secretariat budget and expenditures, including the preparation and submission of CCM funding requests to the Global Fund.
- c. Responsible for carrying out Annual Performance Assessment of the BCCM Secretariat and Annual Staff Appraisal.

6. Grant Oversight Workplan and Budget. As required by the Global Fund, the BCCM Oversight Committee, through the Grant Oversight function, shall prepare an annual Oversight Workplan and Budget, updated on annual basis, for BCCM review and approval. The Oversight Budget will be prepared to support the activities and required resources for implementing the Annual Oversight Workplan.

7. Technical and Administrative support. The Grant Oversight may seek the services of technical resources or experts to assist in the discharge of its responsibilities. In addition, the BCCM

Secretariat shall provide administrative support the Grant Oversight function in conducting oversight activities. The agreed-upon levels and types of technical and administrative support shall be documented in the Grant Oversight Annual Workplan

Annex 4:

Terms of Reference, Technical Working Groups

A permanent Technical Working Group (TWG), one for each disease shall be formed or reformed. It will carry out tasks assigned by the BCCM. Assist and coordinate the development of concept notes through transparent and documented processes that ensure engagement of a broad range of stakeholders (country dialogue process)- including CCM members and non-members. The TWG shall report and work under the guidance of the Oversight Committee. The TWG would provide recommendations/suggestions to the Oversight Committee. Members of TWG will be leading expertise in their respective fields.

TWG Membership Composition

There will be at least seven to eleven members in each TWG

1. Each disease specific TWG shall be appointed by the BCCM, and shall consist of a Chair, a Vice Chair, and at least five additional members based on their technical expertise.
2. Membership criteria shall be based on technical expertise rather than constituency representation.
3. All TWG members are required to abide by the BCCM COI Policy and required to complete the annual conflict of interest declarations form..
4. One relevant Line Director or Program Director (HIV, TB and Malaria) shall be a permanent member.

Term of Office

1. The full TWG shall have BCCM endorsement before beginning their term.
2. The TWG shall have a term of 3 years term and extension for another 3 years will be subject to review by the oversight committee.
3. Any membership in TWG can be extended for another term provided it does not exceed 2 consecutive terms.

Meetings and Quorum Requirement

1. The TWG shall meet at least quarterly, and may meet more frequently as circumstances require. Meetings shall take place at least two weeks prior to each regular quarterly Oversight Committee meeting, so that TWG deliberations may be reported back to the BCCM.
2. At least 60% of the membership will be required for a meeting quorum, including either the Chair or the Vice Chair.
3. Unless otherwise scheduled by a majority vote of the TWG members, meetings of the TWG shall be open to all BCCM Members and to guests invited by the Chair or Vice Chairs. Members of other BCCM Committees or Technical Working Groups, or other technical experts and resources, may also be invited to provide assistance as needed.

Responsibilities

1. Harmonize and align program with national strategies and policies and develop/update costed national strategic plan and gap analysis.
2. Assist and coordinate the development of concept notes through transparent and

documented processes that ensure engagement of a broad range of stakeholders (country dialogue process)- including CCM members and non-members;

3. Under the guidance of the Oversight Committee assist the development of concept notes that is aligned with national development objectives and harmonized with existing efforts by other national and international entities. Funding requests should be based on identified financial gaps in national programs. Follow NFM architecture. Clearly document efforts to engage key affected populations in the development of concept notes, including most-at-risk populations. ^[1]_[SEP]
4. Under the guidance of the Oversight Committee form concept note development team(s) and supervising the teams to ensure concept note developed and submitted on schedule. Coordinate with the BCCM Secretariat during the NFM process.
5. Develop and implement concept note development roadmap clearly indicating activities, timeframes, persons responsible, and deliverables. Coordinate with BCCM Secretariat for any logistical support.
6. Coordinate with the Oversight Committee and BCCM Secretariat for BCCM endorsement of concept note.

Annex 5: Terms of Reference, BCCM Coordinator

Summary

The BCCM Coordinator shall be primarily responsible for the daily management and operations of the Bangladesh Country Coordination Mechanism Secretariat. Working under direct supervision of the BCCM Chairperson (and with appropriate guidance from the Vice Chairperson on ‘as needed’ basis), the BCCM Coordinator will oversee the BCCM Secretariat and ensure timely follow through of all functions of the BCCM for the success of activities funded by the Global Fund. The BCCM Coordinator shall be assisted by a Deputy Coordinator and an Administrative and Finance Officer,

The BCCM Coordinator will ensure that the BCCM’s core functions are effectively and efficiently facilitated and that all BCCM activities are properly coordinated. The BCCM Coordinator will further ensure that the Secretariat works with full transparency and objectivity in accordance with the Bangladesh BCCM’s Regulatory Framework (i.e. Founding documents such as BCCM Constitution, Governance Manual, Conflict of Interest Policy, Work Plans & Budgets, including official procedures and guidelines).

The BCCM Coordinator shall assist the BCCM in carrying out its core planning, coordination, communication, facilitation, facilitate and support the process of proposal development and evaluation functions in line with official BCCM policies, guidelines and procedures. The BCCM Coordinator shall further ensure that the BCCM Secretariat operates in an administratively, technically and financially sound way. The BCCM Coordinator shall appropriately deal with cases that require sensitive and confidential handling. This position reports directly to the BCCM Chair.

Responsibilities

- 1. Manage the coordination of BCCM meetings and support its various committees and other ad-hoc committees.** Logistically support the BCCM in the organization and coordination of its general meetings as well as its committee/groups and other ad-hoc committee meetings and any other meetings necessary for the Global Fund process, and/or as directed by the BCCM Bangladesh. Compile data, archive & keep records of BCCM communications and relevant documentation. Track crosscutting issues across committees/groups and other ad-hoc committees to ensure coherence in decision-making.
- 2. Lead the coordination of BCCM Management and Support structures.** Primarily assist the BCCM with all planning and financial matters including budgeting for the BCCM Secretariat, preparation of its annual work plan, maintenance of financial records and expenditure reporting. Manage the inventory of all equipment and supplies in the BCCM Secretariat. Establish and update the BCCM’s Regulatory Framework and help ensure the BCCM’s adherence to its official framework. Assist in the constitution and maintenance of BCCM Membership. Assist in the regular evaluation of BCCM performance.
- 3. Support the Executive Committee** in coordinating and documenting routine and extraordinary meetings and communicating issues and outcomes with the BCCM at-large.
- 4. Provide administrative and logistics support to the BCCM Oversight Committee,**

Strategy and Planning. Provide administrative and logistical support for its harmonization functions especially during proposal development phases and for the purposes of national reporting (e.g. aligning M&E framework with “Three Ones”). Ensure circulation of Global Fund information to key stakeholders within country. Provide administrative support for proposal development, selection of implementing partners, and the grant signature process.

Grant Oversight. Share PR grant agreements and implementation plans with the BCCM and appropriate committees. Track submissions of the PR semi-annual and annual grant performance and finance reports for the Oversight Committee. Provide administrative support to the Oversight Committee for the preparation of summary reports to the BCCM. Provide logistical support to BCCM Members for site visits. Assist the Oversight Committee in the development of an annual oversight work plan and budget for the oversight component of BCCM activities. Facilitate the development and use of Dashboards by the PR for use by the BCCM as part of the BCCM grants oversight process.

5. **Maintain accounting records of BCCM budget and expenditures.** Liaise with funds recipient entity for timely financial management. Support the Finance Committee for funding oversight.
6. **Provide administrative support for the life cycle of Global Fund grants.** Administratively support the grant pre-signature preparations. Facilitate submission of major modifications in grant implementation including reprogramming requests as approved by the BCCM. Support any ad-hoc PR selection committee in its key tasks, both during the proposal development phase or at other times, as needed.
7. **Coordinate BCCM Communication and Information-Sharing.** Track all Global Fund BCCM guidelines and information and keep all BCCM Members and the various PR and relevant stakeholders updated on all changes and developments. Document all problems and solutions, policy concerns and formulations, best practices, success stories and lessons learned related to all the Global Fund Grant Cycles in Bangladesh. Prepare relevant documents for submission to the GF. Provide the required technical facilitation and effective coordination and liaison with stakeholder constituencies and representatives at the BCCM, PRs, and SRs.
8. **Support BCCM Members and officers.** Assist in the organization of orientation sessions for new BCCM Members, including capacity building efforts in Ethics and Conflict of Interest for BCCM Members. Assist in the organization of elections for BCCM Chair and Vice Chair at the end of their term in office. Facilitate termination of Membership whenever required.
9. **Manage BCCM Conflict of Interest policy and procedures.** Ensure the official signing of COI Declarations, and annual updating and maintenance of records. Assist the Conflict of Interest Committee in the review of conflict of interest disclosures and in the identification of Conflict of Interest (COI) issues. Record COI complaints and alert the ECIC accordingly.
10. **Other.** Perform any other duties and responsibilities as assigned by the BCCM Chair or BCCM Executive Committee.

Annex 6:

BCCM Secretariat staff performance appraisal protocol

Instructions:

Staff appraisal must be completed annually for each Secretariat staff within a calendar year.

BCCM Coordinator:

The BCCM Oversight Committee will form a three-member ad hoc committee for the secretariat staff performance appraisal.

Deputy Coordinator and Other BCCM Secretariat Staff:

The same committee will be responsible for the annual performance appraisal. The BCCM Coordinator will also be part of this committee as supervisor of these staff members.

Self-Assessment

Supervisory Authority or Supervisor Instructions:

Please provide the appraisal form to each of the BCCM staff no later than 3 December of each year and instruct the staff members to complete and return his/her self-assessment to the appraisal committee in one week. Upon receipt of the self-assessment from the staff member, complete committee's assessment and present to the Oversight Committee.

CCM Coordinator, Deputy Coordinator and other staff members:

Please complete your self-assessment and return the appraisal form to the committee members within the stipulated time frame.

Ratings:

1. Unacceptable (fails to meet standards)
2. Need improvement (frequently fails to meet standards)
3. Satisfactory (generally meets standards)
4. Outstanding (frequently exceeds standards)
5. Excellent (consistently exceeds standards)

Section 1: Performance of key job duties

Staff members' instruction: Review the attached copy of your job description and carry out self-assessment and rate your performance of the key job duties.

Committee Instructions: Review the attached copy of the staff member's job description and his/her performance of the key job duties in the section provided on the following page.

Section 2: Understanding of the work as accepted against the job description

Section 3: General Performance Requirements

1. Quantity of work: The quality of work produced and the promptness with which it is completed
2. Quality of work: The ability to demonstrate quality production of work, efficiently supporting functioning of CCM and its other support activities – neatness, administration, record-keeping and logistics support etc

3. Knowledge of job: Basic knowledge, skills and experience and education necessary for functioning and performing the job.
4. Dependability: Can perform assigned tasks independently with minimal supervision or support.
5. Teamwork: Willingness and cooperativeness with co-workers and supervisors, follows instructions, ability to accept criticism.
6. Adherence to CCM Secretariat Operations Policy and procedure: Have clear understanding of job description, BCCM operations manual and procedure, Knowledgeable about GF architecture and BCCM founding documents.
7. Attitude: The demeanor used in dealing with CCM members/alternates and other CCM stakeholders
8. Initiative: The degree to which the staff searches out new task and expands abilities professionally and personally.

Section 4: Overall rating

Section 5: Recommendation for improvement and development

Section 6: General comments and signature

BCCM Secretariat

Secretariat staff performance appraisal

Employee Name: _____ Title _____ Supervisor: _____

Date of self-assessment: _____

Review and completion by Supervisor/Committee: _____

	Rating	Staff Member	Rating	Committee
<u>Section 1:</u> Performance of key job areas				
<u>Section 2:</u> Understanding of the work as accepted against the job description				
<u>Section 3:</u> General Performance Requirements				
○ Quantity of work				
○ Quality of work				
○ Knowledge of job				
○ Dependability				
○ Adherence to CCM Secretariat Operations Policy and				

procedure				
○ Attitude				
○ Initiative				
<i>Section 4: Overall Rating</i>				
<i>Section 5:</i> Recommendation for development and improvement				
<i>Section 6: General Comments</i>				

Employee Signature:

_____ Date: _____

Signature: Committee Members:

(1) _____ Date: _____

(2) _____ Date: _____

(3) _____ Date: _____