



REPUBLIC OF ZAMBIA

Country Coordinating Mechanism of Zambia

Governance Manual

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TERMS & ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBO	Community-based Organization
CCM	Country Coordinating Mechanism
CCM-Z	Country Coordinating Mechanism of Zambia
COI	Conflict of Interest
COM	Chamber of Mines
CSO	Civil Society Organization
EC	Ethics Committee
ExCO	Executive Committee
GEEC	Gender Equity and Equality Commission
KPs	Key Populations
LFA	Local Fund Agent
MCDSS	Ministry of Community Development and Social Services
MoF	Ministry of Finance and National Planning
MoH	Ministry of Health
M&E	Monitoring and Evaluation
NAC	National HIV/AIDS/STI/TB Council
NGO	Non-Governmental Organization
OC	Oversight Committee

PWDs	Persons with Dissabilities
PLWHA	People Living with HIV/AIDS
PR	Principal Recipient
PU/DR	Progress Update and Disbursement Request
R & A	Research and Academia
SPI-C	Strategic Planning and Investment Committee
SR	Sub-Recipient
SSR	Sub-Sub-Recipient
STC	Sustainability, Transition and Co-financing Policy
TA	Technical Assistance
TB	Tuberculosis
TGF	The Global Fund To Fight AIDS, Tuberculosis and Malaria
TTT	Technical Task Team

1.0 BACKGROUND

1.1 Introduction to The Global Fund and Country Coordinating Mechanisms

The purpose of The Global Fund (TGF) is to attract, manage and disburse additional resources through a public-private partnership to prevent and treat HIV/AIDS, Tuberculosis (TB), Malaria and the most recent one being SARS-COV-2 (COVID 19).

Created in 2002, TGF was established in partnership between governments, civil societies, the private sector and affected communities bringing in a new approach to international health financing. TGF works in close collaboration with other bilateral and multilateral organizations to complement existing efforts against the said diseases.

The TGF was conceived to guide good governance and the development of good proposals under the following principles:

- i. Acting as a financial instrument, not an implementing entity;
- ii. Obtaining and leverage additional financial resources;
- iii. Supporting programs that result from national plans and priorities;
- iv. Operating in a balanced manner in terms of different regions, diseases and interventions;
- v. Adopting an integrated and balanced approach to prevention and treatment.
- vi. Evaluating proposals through independent review processes;
- vii. Acting with transparency and accountability.

In recognising the significance of a country-driven and multi-sectoral approach, TGF programs are coordinated through CCMs that involve relevant key partners and stakeholders with unique skills, background and experience. These varied actors are involved in decisions on the need, allocation and utilization of TGF resources to ensure significant impact on the reduction of infections, illness and death from the four diseases. CCMs have overall responsibility of managing TGF resources in the country. As representative of all interested stakeholders, CCMs are the central body for developing national concept notes and

overseeing utilization of grants from TGF using existing and strengthened structures and mechanisms.

The Country Coordinating Mechanism of Zambia works on behalf of Zambians in collaboration with the TGF. It is guided by TGF principles of “openness and transparency and broad participation and efficient operation” and seeks to contribute to the successful implementation of TGF programs in the country.

The CCM-Z shall in its operations be guided by the principles of good governance, which include accountability, transparency and fairness.

1.2 Objectives of the Manual

This Manual institutionalizes the principles of good governance in the CCM-Z and assists its members to understand their duties and responsibilities. The Governance Manual serves three purposes:

- i. To provide a comprehensive, holistic and integral overview of the structure, composition, processes and procedures of the CCM-Z;
- ii. To provide the framework that governs the purpose, roles, organization, general functioning and communications protocol of the CCM-Z;
- iii. To induct members and technical staff (CCM-Z Secretariat) into the CCM-Z.

1.3 Regulatory Documents

This Governance Manual is a policy document that constitutes the framework document for the structure, composition and objectives of the CCM-Z.

Documents in Annex include;

- i. Ethics and Conflict of Interest Management Policy (Annex 1);
- ii. Terms of reference of CCM-Z Committees (Annex 3).

The CCM-Z has other operational documents against which this Manual is aligned. These include the following:

- i. Oversight Plan;

- ii. Communications strategy;
- iii. Plan of Action;
- iv. Secretariat Operations Guidelines;
- v. The CCM Zambia and NAC Memorandum of understanding.

2.0 CORE FUNCTIONS AND CORE PRINCIPLE ROLES OF THE CCM-ZAMBIA

2.1 Core Functions of the CCM-Z

The CCM has five core functions as follows:

i. Coordinate the development and submission of a national funding request

- a. Develop guidelines for the development of the country's funding request/application concept notes and proposals to the Global Fund and stakeholder participation in Global Fund activities;
- b. Ensure country-driven, coordinated, multi-sectoral and participatory processes for leveraging national resource mobilisation efforts and expand partnerships for additional resources to reduce morbidity and mortality from HIV, TB, and Malaria and to strengthen the health system;
- c. Ensure transparent and documented processes that engage a broad range of stakeholders - including disease programme managers; implementing institutions, all CCM-Z members, Constituencies and non-CCM members – in the solicitation of inputs on strategic priorities related programmatic and funding gaps;
- d. Coordinate national dialogues on the priorities of disease specific and national health sector strategic plans in order to inform the development of all the country's funding request to the Global Fund;
- e. Coordinate the development of funding requests through transparent and documented processes that engage a broad range of stakeholders - including disease programme managers, implementing institutions, all CCM-Z members, constituencies and non-CCM-Z members – in the solicitation of inputs on strategic priorities related programmatic and funding gaps;
- f. Ensure meaningful engagement of key and vulnerable populations in the development of funding requests;

ii. Nominate the Principal Recipient(s)

- a. Develop standard guidelines for the selection of PRs.

- b. Ensure that the nomination of PRs is documented and that there is a transparent process for the nomination of all new and continuing PRs based on clearly defined and objective criteria.

iii. Oversee implementation of the approved grant

- a. Put in place effective processes for grant implementation oversight, endorsement of grant revision requests, and grant closure.
- b. Identifying and assess risks to the country grant portfolio and develop strategies to help mitigate, avoid, accept or transfer such risks.
- c. Provide strategic support to the Principal Recipients (PRs) based on the findings and CCM recommendations.

iv. Approve any reprogramming requests

v. Ensure linkages and consistency between the Global Fund's grants and other national health and development programs

- a. Serve as a national consensus body to build effective partnerships in the development and implementation of Global Fund supported grants;
- b. Maintain strong coordination and engagement with the Public Sector, NGOs, Research and Academia, Private Sector, Bilateral and Multilateral Partners, in the field of HIV/AIDS, tuberculosis and Malaria in order to promote and advocate financial and programme sustainability, efficient service delivery and promote alignment and harmonisation;
- c. Maintain strong coordination and engagement with key stakeholders on pandemics such as Covid and other natural or man-made disasters.

2.2 Cross cutting responsibilities of the CCM include

- i. Develop, publish, update and adhere consistently to an Ethics and Conflict of Interest (COI) and Code of Ethical Conduct that shall help the CCM-Z to manage COI and unethical practices throughout the life cycle of Global Fund grants;

- ii. Ensure the effective participation and contribution of the membership of people living with and organisations of people affected by HIV, TB or malaria and key affected and vulnerable populations;
- iii. Develop a capacity building plan and budget for the CCM-Z Members, CCM Secretariat and the CCM constituencies;
- iv. Develop framework documents for self-assessment of performance of the CCM-Z, Committees and the Secretariat;
- v. Develop communication strategies and process for engaging with the public and communities;
- vi. The CCM-Z shall determine the structure and staffing levels of the CCM-Z Secretariat. The current structure and staffing are reflected in Annex 2.

2.3 Core Principles of the CCM-Z

The following core principles are at the heart of the CCM Zambia:

- i. Transparency and accountability
 - a. Sustain a culture of integrity and openness that serves the public interest;
 - b. Make all reports, activities, plans and outcomes available to the stakeholders and public;
 - c. Allow the public to monitor the use of resources and realization of outcomes.
- ii. Inclusiveness, participation and consensus building

Focus on the creation, development and expansion of partnerships among all relevant stakeholders within a country and across all sectors of society where all members have an equal voice;
- iii. Empower marginalized populations and giving them a voice

Create and maintain a safe space for the sharing of ideas.
- iv. Adherence to policies & procedures
- v. Decision making based on evidence

3.0 MEMBERSHIP, COMPOSITION AND ELECTION

3.1 Membership Composition

The membership of the CCM-Z consists of individuals representing five main sectors consistent with the Global Fund requirements and the country's burden related to the three diseases:

- i. Public Sector;
- ii. Cooperating Partners (Multilateral and Bilateral agencies);
- iii. Non-Government Organisations (which includes civil society);
- iv. Private Sector;
- v. Research and Academia.

I. Public Sector

This is the part of the economy that is controlled by the state. The public sector constituency comprises three sector ministries and one central ministry whose functions are derived from the Government Gazette Notice Number 836 of 2016 and as well as research and Academia. Collectively, the public sector coordinates the development of policies, national strategies, mobilises and allocates public resources to programmes that are in alignment to National Development Plans and related priorities.

II. Bilateral Partners

This constituency comprises bilateral and multilateral organisations that serve many roles including technical and financial assistance. Technical assistance may include in-house expertise in strategic information and reporting, programme oversight, disease specific, procurement, and supply chain management. Further, cooperating partners have strategic relationships with the public sector on broad health development areas within their core mandates, and division of labour.

III. Multilateral Partners

This comprises of organisations that serve in many roles that may include Financial and technical assistance. Technical assistance may include in-house expertise in strategic

information and reporting, programme oversight, disease specific, procurement, and supply chain management. Further, cooperating partners have strategic relationships with the public sector on broad health development areas within their core mandates, and division of labour.

IV. Private Sector

The private sector is the part of the economy that is run by individuals and companies for profit and is not state controlled. This constituency comprises of private companies and organisations that are or could be potentially contributing to national response against the diseases covered by the global fund. Broadly, this constituency could provide innovative thinking in the design and execution of programmes; provide leverage financing to the diseases from a diverse portfolio of corporate social investments. This could leverage funding for strengthening networks of people living with the diseases and other CSOs. National Associations and Federations could be used as the focal points for constituency selection and engagement points.

V. Research and Academia

Research and Academia is a systematic investigation into a problem or situation where the intention is to identify facts and /or opinions that will assist in solving the problem or dealing with the situation. The Research and Academia Constituency constitutes institutions that facilitate the production and utilization of health research evidence that address Zambia's health priorities. The constituency contributes to the generation of new scientific knowledge within the country and thereby enhances evidence-based decision making, policy formulation and implementation with the objective to improve the quality of interventions impacting the health of Zambians.

VI. Non-Governmental Organizations (NGO)

A non-governmental organization (NGO) is a non-profit group that functions independently of any government.

VII. Civil Society Organisations (CSO)

The constituency brings to the CCM-Z a perspective informed by lived experiences and voices of the population that is affected by either of the three diseases. Further, NGOs provide community-led services making their contribution critical in the design of community led interventions, monitoring and reporting. Civil Society Organisations Includes the following:

- i. Non-Governmental/Community based organizations
- ii. Religious/Faith based organisations;
- iii. Organizations of people living with and affected by the three (3) diseases and
- iv. Key affected and vulnerable populations, youth, women and persons with disability organisations.

The CCM-Z shall be composed of eighteen (18) members, seventeen (17) voting members and one (1) non-voting member. Within the three (3) main sectors, there are eight (8) succinct constituencies. Each of the eight (8) constituencies shall elect, select, or nominate their members through a transparent and documented process. The constituencies are represented as follows:

VIII. Constituency Representation in the CCM-Z

Constituency	No. of members	Constituencies
Public Sector	4 Senior Officers	Gender Equity and Equality Commission (1) Ministry of Community Development and Social Services (1) Ministry of Health (1) Ministry of Finance and National Planning (1)
Research and Academia		Research and Academic

Constituency	No. of members	Constituencies
	1	institutions
Non-Government Community-Based Organizations (NGOs/CBOs)	2	Local organization working in any of the three diseases (1) International NGO working in any of the three diseases (1)
People Living with the disease/affected by the disease	3	PLWHA (1) TB Community (1) Malaria (1)
Key Affected Populations	3	Youth Organizations (1) Persons with Disabilities (1) Women (1)
Private sector	1	
Religious/Faith-Based Organizations	1	Religious/Faith-Based Organizations
Multilateral Partners	1	Multilateral Partners
Bilateral Partners	1	Bilateral Partners
Total voting members	17	
Secretariat	1	National AIDS Council (Ex Officio)
Total	18	

3.2 Membership Election

3.2.1 The Election Process

Generally, a transparent and documented election process shall be developed by the CCM–Zambia, and shall be followed by each constituency similarly, the CCM-Z and CCM Committees leadership elections shall be guided by the same documented process.

4.0 CCM-Z MEMBERS

4.1 Core Roles of Members CCM-Z

Members of the CCM-Z bring their collective intelligence and lived experiences in executing their core roles which they fulfil by undertaking the following activities:

- i. Participate and contribute in CCM-Z Board, Committee and other meetings, and make decisions on all matters under consideration;
- ii. Participate in the CCM-Z oversight field/site visits to the programme implementation/ service delivery sites in collaboration with disease programme managers and PRs;
- iii. Set policies and standards for effective implementation of grants that are consistent with good governance practice;
- iv. Establish framework and operational documents for the CCM-Z governance;
- v. Establish the CCM-Z supporting structures such as the CCM-Z Secretariat, Board Committees, ad hoc technical task teams, and other structures as appropriate in order to strengthen the quality of CCM-Z decisions;
- vi. Participate fully in the processes related to the election of CCM-Z Office Bearers, including the members of committees and technical task teams;
- vii. Participate in regular self-performance and eligibility assessments, report findings and recommendations for improvement to the full CCM-Z Board;
- viii. Disseminate information on the implementation of Global Fund grants, notices and agendas, resolutions of the CCM-Z to their respective constituencies and the public, consult and obtain feedback from constituencies and other non CCM-Z stakeholders and share it with the CCM;
- ix. Be acquainted with information related to the grants being managed by the Principal Recipients (PRs) and their Sub Recipients (SRs) and how they are located in the national disease programmes;
- x. Mobilize stakeholders and communities to utilize services, oversee Global Fund grants and national programme performance at national and sub-national levels;

- xi. Advocate for sustainable domestic health financing and; sustainable programme implementation and transition preparedness.

4.2 Members Rights

- i. To be treated as equal partners with full rights of information in a desirable format, participation, expression, and involvement in decision-making;
- ii. To contest for and nominate persons for CCM-Z positions such as Chairperson, Committee member, Technical Task team members;
- iii. To review all Funding Requests developed for submission to the Global Fund prior to any decision by the CCM-Z on the Funding Request;
- iv. To sign, or to decline to sign, Funding Requests submitted by the CCM-Z to the Global Fund as long as clearly articulated valid reasons for declining the Funding Request signature are recorded in the minutes;
- v. To receive training and development on matters relating to CCM-Z business, including formal orientation for new members.

4.3 Members Responsibilities

CCM-Z members are elected by the constituency in order to serve the interest of the Constituency. The following shall constitute their specific responsibilities:

- i. To attend, participate and contribute in CCM-Z meetings in a timely and responsible manner;
- ii. Articulate the views of the constituency based on the above and not personal or the views of own organisation;
- iii. Read all documents in preparation for meetings and attend and participate in all ordinary and ad hoc meetings in a timely and responsible manner;
- iv. Engage with the constituency on the agenda items of the meeting to solicit inputs before scheduled meetings and after such meetings to solicit the constituency's views on the decisions made by the CCM-Z;
- v. To participate in resource mobilisation processes including contributing to the development of funding requests and the endorsement of the same;

- vi. To respect and comply with the CCM-Z governance manual provisions, COI Policy, and Code of Ethical Conduct;
- vii. Sign the Conflict of Interest declaration form and ensure strict compliance by oneself and other CCM-Z Members;
- viii. To declare conflict of interest where it exists in all applicable CCM-Z meetings and activities and;
- ix. To respect the views and opinions of other members of the CCM-Z;
- x. To respect the decisions and resolutions of the CCM-Z;
- xi. Participate in grant oversight activities, as organized and led by the Oversight Committee and constituency engage including the performance of the grants findings in constituency engagement processes;
- xii. To represent the constituency and CCM-Z with integrity always;
- xiii. Inform the Chairperson and Secretariat when not able to attend CCM-Z meetings;
- xiv. To notify the constituency in writing of the intention to terminate membership in the CCM-Z;
- xv. To raise and express concerns regarding any potential conflict of interest inside the CCM-Z.

4.4 Term of office of CCM-Z Members

A term shall be a period of three years. A Substantive member shall serve atleast one term of three years and not more than a consecutive period of two (2) terms.

4.5 Reimbursement

CCM-Z members and their Aides shall be reimbursed for any expenses incurred by them attending CCM-Z meetings to which they have been invited. These shall include transport, Meals and Accommodation costs incurred in line with the policy of refunds of the Government of the Republic of Zambia (GRZ).

4.6 Resolution of conflict

All conflicts shall be resolved in line with the CCM –Z conflicts resolution policy.

4.7 Termination of Membership of CCM-Z

Termination of membership shall be triggered by the following actions:

4.8 Resignation from CCM-Z

Although the expectation is for a member to serve a minimum of one term of three years, a member may resign at any time by submitting a letter of resignation to the constituency and a copy to the Secretariat thirty (30) days before the effective day of resignation.

4.9 Dismissal of CCM-Z Member

- i. A written notice raising the issue shall be given to the member with a copy submitted to the constituency;
- ii. In the notice mentioned in (i) above, a member shall be given fifteen (15) working days to give reasons why she/he has not attended three (3) consecutive ordinary meetings of the CCM-Z and why dismissal should not be considered;
- iii. The Executive Committee in consultation with the constituency will review the reasons submitted;
- iv. If the conclusion of the review mentioned in (iii) above is that the member should be dismissed, a written recommendation to the constituency to terminate and replace the member shall be made.

4.10 Changes in Constituency Representation

A constituency may change its substantive or alternate member at any time during the term of office because of the following reasons.

- i. The member leaves the constituency for whatever reason;
- ii. Recommendation of the CCM-Z as discussed in 4.7.2 (iv) above;
- iii. Fails to fulfil the expectations of the constituency;
- iv. In the case of subsection i and iii above; the constituency shall submit a letter to the Chairperson of the CCM-Z detailing the reasons for the proposed change.

4.11 Replacement procedures

- i. If the vacancy occurs in a substantive member, the alternative member will represent the constituency until the constituency elects a replacement by following the appropriate selection procedures;
- ii. If it is an alternate member, the substantive member will be the only member representing the constituency until an alternate member is elected by the constituency by following the process covered;
- iii. The constituency shall be required to elect a replacement member within a period of Three months after the vacancy has occurred. In an event that the vacancy occurs within six months before the constituency elections, the alternate shall act as substantive member until the next election.

5.0 CCM-Z CHAIRPERSON AND VICE CHAIRPERSON

CCM-Z shall have a Chairperson and a Vice Chairperson. The Chairperson shall be elected from any of the CCM constituencies except the public sector and cooperating partners. Where as the Vice Chairperson Shall always be the Ministry of Finance and National Planning.

To manage the potential for Conflict of Interest, the office of CCM-Z Chairperson or Vice-Chairperson shall not be held by persons from institutions or organizations that are Principal Recipients (PRs) or Sub-Recipients (SRs).

5.1 Election of the CCM-Z Chairperson

Elections of the CCM-Z Chairperson shall take place within thirty (30) calendar days following the CCM-Z renewal. In the case of a vacancy, the elections shall take place at the first quarterly CCM-Z meeting at which the vacancy exists.

5.2 Call for Nominations

The CCM-Z Secretariat shall announce forthcoming elections and call for nominations at least fourteen (14) days in advance of an election. Nominations may be received at any time prior to the election date.

5.3 Election Principles and Processes

- i. The Chairperson shall be elected from any of the CCM-Z constituencies other than the public sector organisations represented in the CCM-Z;
- ii. The Chairperson shall directly be elected by the Substantive members of the CCM-Z constituencies unless the Substantive member is absent, the designated Alternate member shall have voting rights for purposes of this provision;
- iii. The Secretariat shall provide administrative and coordination services for the purpose of the election;

- iv. All eligible members interested to stand for the office of Chairperson should be present at the time of election. However, if a member is unable to be present, she or he should send an expression of interest to the Secretariat latest one (1) day before the election takes place. The expression of interest shall remain sealed and confidential until the member's candidacy is officially announced by the Secretariat who shall preside over the CCM-Z elections;
- v. Ex-Officios and any other Observers, permitted by the CCM-Z, may be allowed to attend the election process, and shall have no voting rights;
- vi. Voting shall be by secret ballot;
- vii. The election of Chairperson shall require a large proportion of CCM-Z members to participate in the process. Therefore, for this purpose, fifty (50) plus one (1) percent of members of CCM-Z members shall constitute a quorum;
- viii. The chairperson shall be elected through a simple majority voting process;
- ix. The minutes of the election shall serve as a report of the conduct of the process and shall be submitted to the Global Fund Secretariat together with the list of participants for documentation and transparency purposes. Originals of both documents shall be kept by the Secretariat as a public record of the election process.

5.4 Term of Office, discontinuation and succession planning

- i. The Chairperson shall serve a minimum of three (3) years and maximum of two (2) consecutive terms.
- ii. The Chairperson may resign prior to the completion of his or her term of office or may be removed from office prior to the end of his or her tenure. The decision to end the tenure of the incumbent Chairperson shall lie with the CCM-Z only. This decision shall require at least a two-thirds (2/3) majority vote of the total CCM Membership;
- iii. If for any reason such as ill health, resignation, or removal from office in terms of 5.4 (ii) the Chairperson is unable to finish her/his term, a by-election shall be held to complete the former Chairperson's term of office. The Vice Chairperson shall act as Chairperson until the CCM-Z calls for new elections immediately not exceeding six months after the position falls vacant.

5.5 Core Responsibilities of the CCM-Z Chairperson

The responsibilities of the CCM-Z Chairperson shall include:

5.6 Leadership of the CCM-Z

- i. Develop an enabling environment for CCM-Z members to contribute to the mandate of the CCM-Z;
- ii. Establish clear strategic priorities for the term of office in consultation with the Chairpersons of Committees, Vice Chairperson, Secretariat and strategic partners which might include disease programme managers and Principal Recipients;
- iii. Guide the work plans, meetings calendar, notices, and agendas of the CCM-Z to align to the agreed priorities;
- iv. Oversee all aspects of the CCM-Z functions, deliberations, and actions on resolution;
- v. Facilitate communication between the CCM-Z, Global Fund, other national stakeholders, Press and Principal Recipients;
- vi. Monitor all communication within and outside the CCM-Z, including communications with the media and the Global Fund.
- vii. Act as the official spokesperson of the CCM-Z;
- viii. Advocate for planning sustainable financing using domestic resources and other sources including corporate social investments;
- ix. Delegate as appropriate some of the Chairperson's responsibilities to the CCM-Z Vice Chairperson. In the absence of the Vice Chairperson, the Chairperson will delegate some of his or her responsibilities, as necessary, to one of the committee Chairpersons;
- x. Oversee and supervise the CCM-Z Secretariat.

5.7 Oversee the Performance of the CCM-Z

- i. Manage the annual performance self-assessment of the CCM-Z, its Committees, and Secretariat;
- ii. Support and guide the CCM-Z and its Committees on the processes of strengthening areas of weakness highlighted in the annual self-assessment and/or Improvement

Plans from Eligibility and Performance Assessment as well as findings from audit management letters.

5.8 Management of the CCM-Z Meetings

- i. Convene, preside over and provide strategic leadership in all CCM-Z General, Extra-Ordinary and Executive Committee meetings;
- ii. Introduce and seek approval of the agenda of each CCM-Z meeting;
- iii. Ensure that adequate time is allowed for informed discussions, consideration and voting on agenda items and reach clear decisions of the CCM-Z;
- iv. Keep the CCM-Z updated of all activities of the Executive Committee and present to the full CCM-Z the recommendations and decisions made by the Executive Committee for ratification and/or modification;
- v. Encourage follow-up actions on the decisions taken in the past meetings.

5.9 Responsibilities of the Vice Chairperson

In addition to the delegated responsibilities mentioned above, the Vice Chairperson core responsibilities include the following:

- i. Actively participate and contribute in all the CCM-Z meetings;
- ii. In the absence of the CCM-Z Chairperson, presiding over all meetings of the CCM-Z consistent with the procedures discussed in the preceding sections;
- iii. Coordinate and liaise with the Committees of the CCM-Z and Secretariat on strategic planning and investment, and oversight issues that require urgent attention.

6.0 MEETINGS AND DECISION MAKING

6.1 Calendar of CCM-Z Meetings

- i. A calendar of meetings shall be developed at the beginning of the new term by the Secretariat in consultation with the Chairperson of the CCM-Z and Chairpersons of Committees, and Principal Recipients. The calendar will be circulated to all CCM-Z members, Principal Recipients, and other national coordinating structures. The calendar shall be updated annually;
- ii. The CCM-Z shall hold quarterly ordinary meetings to plan and coordinate participation in national dialogues on strategic planning, programming and resource mobilisation, engage constituencies and stakeholders and provide oversight on the performance grants and other activities relevant to the mandate of the CCM-Z;
- iii. Extraordinary CCM-Z meetings may be called and convened in between ordinary meetings by the Chairperson, or at the request of at least one third of the members of the CCM-Z.

6.2 Notice, Agenda, and Minutes for CCM-Z Meetings

- i. The Secretariat will consult the Chairperson of the CCM-Z for strategic guidance on the compilation of agenda items. The Secretariat shall prioritize agenda items in consultation with the Executive Committee and circulate to all constituencies represented in the CCM-Z for inputs three (3) weeks before each meeting;
- ii. All CCM-Z members (full members and their alternates) shall receive the proposed meeting agenda, background papers, including any project reports by email at least five (5) working days before each meeting;
- iii. The CCM-Z Secretariat shall facilitate the transcription of the documents for members representing the constituency of Persons with Disabilities as needed;
- iv. Each meeting shall start with the confirmation of quorum, a discussion and agreement on the agenda as well as declaration of interest in respect to the agenda and approval of minutes of the previous meeting;

- v. Each CCM-Z meeting shall have a recurring agenda item for oversight of grant implementation, follow-up of previous decisions made and points for action. With the direction from the CCM-Z Chairperson, the CCM-Z Secretariat shall highlight key issues for the attention of the CCM-Z;
- vi. The agenda shall regularly include a brief summary by each Committee Chairperson on strategic findings and recommendations to the full CCM-Z;
- vii. The CCM-Z Secretariat shall prepare and distribute draft minutes and other relevant materials to CCM-Z members within two (2) weeks after the meeting. Members shall then have five (5) working days from receiving the draft minutes to make comments and give feedback to the CCM-Z Secretariat which shall then update and send back to the CCM-Z members three (3) weeks prior to the following CCM-Z ordinary meeting;
- viii. The CCM-Z Secretariat shall distribute approved minutes/proceedings of meetings to all CCM-Z Members. Meeting minutes shall be considered to be in the public domain and shall be posted on the CCM-Z website in accordance with the CCM-Z Communications Strategy;
- ix. Presentations and documents tabled at the CCM-Z will form part of the minutes and be archived as appendices to the respective meeting minutes.

6.3 Attendance of Meetings by CCM-Z Members

If a member is unable to attend a CCM-Z ordinary meeting, such a member shall inform the Chairperson through the Secretariat in advance of the meeting. It is the responsibility of such a member to brief the alternate member.

6.4 Chairperson of Ordinary CCM-Z Meetings

The Chairperson shall preside over CCM-Z ordinary meetings. In the absence of the Chairperson, the Vice Chairperson shall preside. In the absence of both the Chairperson and the Vice Chairperson, any member of the Executive Committee except the Exoficio shall preside over the meeting.

6.5 Decision-making

- i. All decisions of the CCM-Z shall be by consensus or by voting;
- ii. A quorum of 50% plus one of members with voting rights must be attained in order for the CCM-Z to take valid and binding decisions. If no quorum of full members and/or alternates exists, an extraordinary meeting with the same agenda shall be notified and convened by the CCM-Z Secretariat within seven (7) working days. Where a quorum is not formed Thirty (30) minutes after the scheduled time the meeting shall proceed as though a quorum was formed and decisions made at such a meeting shall be valid;
- iii. When a vote is required to reach a decision, or when requested by a member, the CCM-Z shall employ a simple majority voting procedure. This may be conducted by secret ballot or by show of hand which ever the Chairperson deems appropriate;
- iv. Decisions to amend key CCM-Z documents (i.e. CCM-Z Governance Manual, and other CCM-Z documents such as the Oversight Plan, and/or Communication Strategy), shall require a two-thirds majority vote. In the event of one less vote the Chairperson of the CCM-Z shall cast a deciding vote;
- v. A decision to submit a funding request to the Global Fund shall be taken by a two-third majority vote by show of hands or by secret ballot. If taken by show of hands and if a CCM-Z member requests it, each CCM-Z member's vote shall be recorded in the minutes of the meeting;
- vi. Only a designated alternate member can exercise the voting rights of the substantive member at meetings of the CCM-Z. Proxy voting shall not be permitted;
- vii. In the event where there is a decision in which the Chairperson or Vice Chairperson or both have a conflict of interest, the CCM-Z shall designate a member of the Executive Committee to chair the meeting. The Standing in Chairperson shall facilitate the voting process. In the event of a tie, the standing in Chairperson shall have a deciding vote;
- viii. In any situation that the exco of CCM-Z has deliberated on a matter that requires an endorsement by the CCM-Z but, due to time constraints or other reason it becomes practically impossible for the CCM-Z to meet, the secretariat shall on behalf of the exco obtain approval as endorsement from the cmm-z members through an electronic resolution on the matter. Two-thirds 2/3 Majority of CCM-Z memebtrs in favour of the decision shall be required for the endorsement.

6.6 The minutes of CCM-Z

Minutes of the CCM Zambia shall reflect any decisions passed by consensus. Where there is a dissenting view and a member feels strongly that the dissent must be recorded the right of such member shall be so granted.

6.7 Attendance of Observers and Technical experts in the CCM-Z Meetings

- i. Upon application an observer/s may be invited to attend a CCM-Z Meeting. Observer/s shall not be eligible to vote and speak but may speak through any of the substantive CCM-Z member;
- ii. Technical experts may be invited to attend a CCM-Z meeting and may contribute to the discussions on request by the CCM-Z on a matter that the CCM-Z requires assistance.

7.0 CCM ZAMBIA MEETINGS

7.1 The Executive Committee

The Executive Committee shall be responsible for coordinating and guiding the activities of the CCM-Z Secretariat, for supporting and coordinating technical Committees and technical task teams and attending to routine or urgent communications and decisions for which calling an extraordinary meeting of CCM-Z may not be feasible.

7.2 Membership

The CCM-Z Executive Committee shall comprise six (6) members as listed below:

- i. The CCM-Z Chairperson;
- ii. The Chairpersons of the Three (3) CCM-Z Committees (Oversight Committee, Strategic Planning and Investment Committee and the Ethics Committee);
- iii. The CCM-Z Vice Chairperson and;
- iv. The Director General of the National HIV/AIDS/STI/TB Council (Ex-Officio)

7.3 Functions of the Executive Committee

- i. Review grants performance recommendations from the Oversight Committee;
- ii. Arrange meetings with Principal Recipients, disease programme managers and strategic stakeholders on the funding of programmes and their performance;
- iii. Oversee the performance of the CCM-Z and its committees;
- iv. Between the ordinary meetings of the CCM-Z, the Executive Committee, shall on behalf of the CCM- Z take measures which must be taken urgently in pursuit of the CCM-Z mandate;
- v. Decisions taken between the ordinary meetings of the CCM-Z shall be notified immediately, with a statement of the reasons for which they have been deemed urgent. A full report on the decision shall be presented to the next meeting of the CCM-Z, which shall review the decision and can adopt, change or cancel it;
- vi. Monitor and follow-up actions by the Secretariat on the implementation of the CCM-Z resolutions and decisions;

- vii. Manage the annual performance evaluation of the Secretariat;
- viii. Support and coordinate ad-hoc technical task teams and engage any consultants;
- ix. Attend to routine administrative matters or urgent communications and decisions for which calling the CCM-Z meetings is not warranted or not feasible;
- x. Review proposals for re-programming of activities and re-allocation of funds in the CCM-Z work plans and budgets;
- xi. Identify bottlenecks from the EPA related to the functionality of the CCM-Z and present recommendations to the full CCM-Z for remedial action;
- xii. Mobilise financial, partnership and other resources to support the functioning of the CCM-Z, Secretariat and CCM-Z Committees;
- xiii. Work with the Secretariat to review the CCM-Z calendar of meetings;
- xiv. Work with the Oversight Committee, Principal Recipients, and the Secretariat to agree on performance gaps and areas of weakness that can be addressed by technical support and arrange for technical assistance from cooperating partners;
- xv. Oversee the development of a capacity strengthening plan and budget by the Secretariat including stakeholders and constituency engagement work plans, induction of new members, training, and orientation of all members on their roles and responsibilities;
- xvi. Work with the Strategic Planning and Investment Committee to engage with the Ministry of Health and the Ministry of Finance, and the private sector to identify strategies and options for alternative sources of health financing. Strengthen advocacy for increasing domestic resources into the health sector and three diseases' programmes to enhance sustainability planning and transition preparedness;
- xvii. Periodically engage with Ministry of Health and Secretary to the Treasury on policy matters related to the three diseases, the Global Fund strategic direction and financial sustainability of the responses;
- xviii. Receiving and deliberating on the Ethics Committee.

7.4 CCM-Z Executive Committee Meetings

- i. The CCM-Z Executive Committee shall meet at least quarterly following the meetings of other committees but before the next scheduled CCM meeting. Emergency and any other meetings shall be convened as and when necessary. The Executive Committee meetings shall be held seven (7) days before the CCM-Zambia meeting is Held;
- ii. Executive Committee meetings shall be convened and presided over by the CCM Chairperson. In the absence of the Chairperson the Vice chairperson shall preside over the meeting;
- iii. In the absence of both the Chairperson and the Vice Chairpersons, any member of the Executive Committee except the Exofficio shall preside over the meeting;
- iv. Executive Committee members shall be required to declare any conflict of interest that may arise in the course of undertaking their duties. The declaration of interest must be made immediately as the situation arises. The member should recuse himself or herself from conflicted matters under discussion by leaving the room;
- v. Decisions by the Executive Committee shall be by consensus; where a vote is needed, the decision shall be by simple majority of the Committee members;
- vi. The quorum of the Executive Committee shall be four (4) members;
- vii. At least one member of the CCM-Z Secretariat will participate in the Executive Committee meetings but shall not have a vote during decision making.
- viii. Recommendations made by the Executive Committee shall become valid once ratified by CCM-Z;
- ix. The CCM-Z Secretariat shall prepare and distribute draft minutes and other relevant materials to Executive Committee members within two weeks after the meeting. Members shall then have five (5) working days from receiving the draft minutes to make comments and give feedback to the CCM-Z Secretariat which shall then update and send back to the Executive Committee members three (3) weeks prior to the following Executive Committee meeting.

7.5 Oversight Committee

The Oversight Committee reviews the performance of the PRs on quarterly basis, identifies areas for improvement and makes recommendations to the CCM-Z on remedial actions.

7.5.1 Membership

- i. The Oversight Committee shall comprise no more than seven (7) members of whom four (4) should be substantive members of the CCM-Z with expertise in areas relevant to activities of the committee. Other members shall be technical experts co-opted from the CCM-Z alternate members or outside the CCM-Z based on the expertise required. The Committee's expertise may further be temporarily reinforced by non-CCM-Z member experts on an ad hoc basis;
- ii. Members shall have sound programmatic and/or technical understanding of at least one of the diseases (HIV, TB, or Malaria) and/or RSSH and preferably have good knowledge of the respective grants and/or affected community needs and concerns;
- iii. Members of the Oversight Committee may not be associated with any PR or SR under review;
- iv. Membership of all members shall be ratified by the CCM-Z based on knowledge and technical expertise;
- v. The Oversight Committee shall have a Chairperson elected from among CCM-Z members using a simple majority formula.

7.5.2 Functions of the Oversight Committee

- i. Review PR progress reports and/or dashboards and other PR performance related documents during the Oversight Committee meetings. Special attention shall be paid to the following:
 - a. To assess programmatic achievement on selected indicators against targets.
 - b. To compare financial and management information for consistency with programmatic results.
 - c. To review the current and expected national stock situation for main commodities

- d. To identify problems and bottlenecks and propose solutions for addressing these.
- e. To ensure that the PRs have in place the risk management strategy and implementation plan.
- ii. Investigate specific program issues that may arise and obtain further clarification or explanation from PRs or from external technical experts;
- iii. Report to the CCM-Z on the Committee's findings about grant performance and provide recommendations on corrective actions to be taken;
- iv. Undertake follow-up action on the implementation of the recommended corrective actions with the PRs as needed;
- v. Conduct scheduled site visits to review program implementation and discuss issues and bottlenecks with the PRs for timely implementation of solutions;
- vi. Work collaboratively with the SPI Committee in the identification and assessment of potential PRs.

7.5.3 Oversight Committee Meetings

- i. The Oversight Committee shall meet within fifteen (15) days before the date of the next quarterly CCM-Z meeting and on an ad hoc basis as need arises;
- ii. Oversight Committee meetings shall be convened and presided over by the Oversight Committee Chairperson. In the absence of the Chairperson another CCM committee member appointed by the attending members will preside over the meeting;
- iii. Oversight Committee members shall be required to declare any conflict of interest that may arise in the course of undertaking their duties. The declaration of interest must be made immediately as the situation arises. If this COI cannot be managed, then the member should recuse himself/herself;
- iv. Decisions by the Oversight Committee shall be by consensus; where a vote is needed, the decision shall be by simple majority of the Committee members;
- v. The quorum of the Oversight Committee shall be four (4) Oversight members;
- vi. Recommendations made by the Oversight Committee shall become valid once ratified by CCM-Z;

- vii. At least one (1) member of the CCM-Z Secretariat will participate in the Oversight Committee meetings but shall not have a vote during decision making;
- viii. The Secretariat shall be responsible for taking and keeping minutes of the Oversight Committee Meetings;
- ix. The CCM-Z Secretariat shall prepare and distribute draft minutes and other relevant materials to Oversight Committee members four weeks after the meeting. Members shall then have fourteen (14) days before the next scheduled meeting to review the draft minutes, make comments and give feedback to the CCM-Z Secretariat which shall then update and send back to the Oversight Committee members two (2) days prior to the following Oversight Committee meeting.

7.6 Strategic Planning and Investment Committee

The SPI's purpose shall include:

- i. Spearhead national dialogues on the three diseases for improvement of programmatic efficiencies and ensuring that resources are allocated in agreed priority strategic interventions with high potential impact and value for money;
- ii. Maximization and sustainability of the impact of Global Fund investments in coordination with investments made by the Government of Zambia, and other development partners on strengthening the country's health systems in general and the disease programs related to HIV, TB, and Malaria;
- iii. Enhancement of effectiveness of these investments through better alignment, harmonization, and tracking of health outcomes and impact.

7.6.1 Membership

- i. The SPI Committee shall comprise no more than seven (7) members of which three (3) must be CCM-Z substantive members while the others may be technical experts co-opted from outside the CCM-Z;
- ii. The Committee's expertise may be reinforced by co-opted resource persons from a pool of experts on an adhoc basis as the committee's business may require from time to time;

- iii. Members shall have a sound programmatic and/or technical understanding of at least one of the diseases (HIV/AIDS, TB, or malaria) and/or significant experience working with affected communities;
- iv. The SPI Committee shall have a Chairperson selected by Committee members. He/she shall be a full CCM-Z member.

7.6.2 Functions of the SPI Committee

- i. Identify programmatic and resource gaps in the three (3) disease programs;
- ii. Support the CCM-Z in conducting gap analysis for relevant disease programmes;
- iii. Facilitate country dialogue for the purpose of discussing priorities and identifying programs with greatest impact;
- iv. Work collaboratively with the Oversight Committee in the identification and assessment of potential PRs;
- v. Facilitate the submission of Funding Requests to the Global Fund;
- vi. Mapping of other funding sources or partners in the domestic market and development of engagement plans with the private sector on innovative funding;
- vii. Work with the CCM-Z Secretariat to develop a country dialogue calendar for engaging stakeholders on strategic planning, priority-setting for the three diseases and resource mobilisation discussions;
- viii. Participate in or receive reports from various disease specific technical working groups;
- ix. Present any findings from the Committee's review of the PR reports and or grant dashboards to the Executive Committee and the full CCM-Z.

7.6.3 SPI meetings

- i. The SPI Committee shall meet within fifteen (15) days before the date of the next quarterly CCM-Z meeting and on an ad hoc basis as need arises;
- ii. SPI Committee meetings shall be convened and presided over by the SPI Committee Chairperson. In the absence of the Chairperson another CCM committee member appointed by the attending members will preside over the meeting;

- iii. Members of the SPI Committee shall be required to declare any conflict of interest that may arise in the course of undertaking their duties. The declaration of interest must be made immediately as the situation arises. The member should recuse himself or herself from conflicted matters under discussion by leaving the room;
- iv. Decisions by the SPI Committee shall be by consensus; where a vote is needed, the decision shall be by simple majority of the Committee member;
- v. The quorum of the SPI Committee shall be four (4) members;
- vi. Recommendations made by the SPI Committee shall become valid once ratified by CCM-Z;
- vii. At least one member of the CCM-Z Secretariat will participate in the SPI Committee meetings but shall not have a vote during decision making;
- viii. The Secretariat shall be responsible for taking and keeping minutes of the SPI committee Meetings;
- ix. The CCM-Z Secretariat shall prepare and distribute draft minutes and other relevant materials to SPI Committee members within two weeks after the meeting. Members shall then have five (5) working days from receiving the draft minutes to make comments and give feedback to the CCM-Z Secretariat which shall then update and send back to the SPI Committee members three (3) weeks prior to the following SPI Committee meeting.

7.7 Ethics and Conflict of Interest (ECoI) Committee

The Ethics and Conflict of Interest Committee is a standing committee that acts upon the request of the Executive Committee only. Its purpose is to analyse cases of alleged conflict of interest and/or alleged misconduct of CCM-Z members that were referred to them by the Executive Committee.

7.7.1 Membership

- i. The Ethics and Conflict of Interest Committee shall comprise four (4) members of whom two (2) should be substantive members of the CCM-Z. Other members shall be technical experts co-opted from the CCM-Z alternate members or outside the CCM-Z;

- ii. Members of the Ethics and Conflict of Interest Committee shall not be associated with any PR or SR;
- iii. Membership of all members shall be ratified by the CCM-Z;
- iv. The Ethics and Conflict of Interest Committee shall have a Chairperson elected from among the committee members using a simple majority formula.

7.7.2 Functions of the ECol Committee

- i. Review cases of Conflict of Interest and/or misconduct of CCM members upon request of the Executive Committee;
- ii. Share the analysis as well as proposed mitigation measures with the Executive Committee;
- iii. Review the CCM Ethics and Conflict of Interest policy in bi-annual intervals or whenever considered as necessary and propose modifications to the CCM-Z;
- iv. Provide guidance to the CCM and/or its Committees for the identification and resolution of minor ethical and/or Conflict of Interest cases;
- v. Present any findings and recommendations in the context of the review of alleged ECol cases to the Executive Committee and the full CCM-Z.

7.7.3 Ethics and Conflict of Interest Committee meetings

- i. The ECol Committee shall meet within fifteen (15) working days once the Executive Committee has referred a case to them or whenever the Committee deems it necessary for other purposes;
- ii. ECol Committee meetings shall be convened and presided over by the ECol Committee Chairperson. In the absence of the Chairperson another CCM committee member appointed by the attending members will preside over the meeting;
- iii. Members of the SPI Committee shall be required to declare any conflict of interest that may arise in the course of undertaking their duties. The declaration of interest must be made immediately as the situation arises. The member should recuse himself or herself from the case under discussion;

- iv. Decisions by the ECol Committee shall be by consensus; where a vote is needed, the decision shall be by simple majority of the Committee members;
- v. The quorum of the SPI Committee shall be three (3) members;
- vi. Recommendations made by the ECol Committee shall become valid once ratified by CCM-Z;
- vii. At least one (1) member of the CCM-Z Secretariat will participate in the ECol Committee meetings but shall not have a vote during decision making;
- viii. The Secretariat shall be responsible for taking and keeping minutes of the ECol committee Meetings;
- ix. The CCM-Z Secretariat shall prepare and distribute draft minutes and other relevant materials to ECol Committee members within two weeks after the meeting. Members shall then have five (5) working days from receiving the draft minutes to make comments and give feedback to the CCM-Z Secretariat which shall then update and send back to the ECol Committee members within one week for final approval of the ECol members.

7.8 Technical Task Teams (TTT)

- i. The CCM-Z may put in place additional, time-limited Technical Task Teams, and modify existing Technical Task Teams depending on the strategic needs and circumstances. It is expected that CCM-Z members shall be involved in the TTTs except the CCM-Z Chairperson and Vice Chairperson. The TTTs may also be composed of non-CCM-Z members with expertise in different areas as needed;
- ii. Membership of the TTTs shall be approved by the CCM-Z taking into consideration their knowledge, expertise, and interest in relation to the specific tasks;
- iii. The CCM-Z shall approve the Terms of Reference for each TTT, including the selection criteria and conditions.
- iv. The CCM-Z shall be responsible for mobilizing resources to ensure the good functioning of TTT;
- v. The Secretariat shall invite members to TTT meetings. The agenda shall be communicated one week before the meeting takes place.

- vi. Any TTT member unable to participate in the meeting should notify the TTT Chairperson and the CCM-Z Secretariat before the meeting takes place.

8.0 THE CCM ZAMBIA SECRETARIAT

The Secretariat shall provide administrative, secretarial, logistics and communications support to the CCM-Z and its Committees to facilitate their work. The CCM-Z Administrator shall be the Secretary to the CCM-Z. The CCM-Z Secretariat staff shall have the requisite skills and resources necessary to assist the CCM-Z in executing its core functions. The structure and staffing levels of the CCM-Z Secretariat are determined by the CCM-Z. The current structure and staffing are reflected in Annex 2.

8.1 Functions of the CCM-Z Secretariat

- i. Provide administrative and logistical support to the CCM-Z and its Committees to carry out their mandate. This entails among others making arrangements to convene any meetings, distribution of agenda and relevant documents, and notices of meetings;
- ii. Prepare and distribute minutes of all CCM-Z and Committee meetings;
- iii. Organize orientation and capacity building for members of the CCM-Z and its committees;
- iv. Review the dashboards and other documents submitted by each PR for completeness, correctness and consistency and submit them to CCM-Z Oversight Committee for review and recommendations;
- v. Record and file for public record CCM-Z decisions on PRs dashboards and progress reports, follow up on the implementation of respective recommendations and provide regular feedback to the Executive Committee for reporting to the CCM-Z;
- vi. Maintain up-to-date records of CCM-Z actions and status quo of grant implementation activities;
- vii. Assisting the SPI Committee in liaising with national and non-government agencies and development partners to ensure Global Fund activities are developed and implemented in close alignment with other efforts and to ensure that information for robust gap analyses is available;
- viii. Providing the SPI Committee with information to support harmonization endeavours and the inclusion of Global Fund activities in national results frameworks;

- ix. Participate in meetings of other planning and financing mechanisms for health, HIV, tuberculosis, malaria and RSSH;
- x. Carry out other functions as determined by the CCM-Z Executive Committee.
- xi. The CCM-Z Secretariat shall have the following responsibilities in enhancing transparency and communication;
- xii. Support the CCM-Z Chairperson and facilitate CCM-Z-relevant communications with PRs, Global Fund Country Team, all key constituencies in the CCM-Z, and the LFA and development partners when appropriate;
- xiii. Issue public announcements of calls for proposals; coordinate the development of Funding Request under the New Funding Model. Once reviewed and ratified by the entire CCM-Z, submit Funding Requests to the Global Fund;
- xiv. Prepare and submit reports on the direction of the CCM-Z. Make available to CCM-Z members all reports on the implementation of grants, and other relevant materials from Global Fund to the CCM-Z members;
- xv. On direction from the CCM-Z, respond to public enquiries on Global Fund matters, and share information with the LFA, the PRs, Global Fund stakeholders, and members of the public;
- xvi. Maintain an efficient filing system of CCM-Z reports, documents, correspondence, and other relevant materials including distribution and contact list.

9.0 CCM-Z PLAN OF ACTION AND BUDGET

The draft of Plan of Action and budget of the CCM-Z shall be prepared by the CCM-Z Secretariat and submitted to the SPI Committee for further scrutiny who shall submit to the CCM-Z Executive Committee for review before approval by the full CCM-Z prior to submission to Global Fund Country Team and other potential donors.

The CCM-Z shall seek funding from the Government of the Republic of Zambia, Global Fund, private sector, bilateral and multilateral partners to ensure smooth operation of the CCM-Z.

These operations include, but are not limited to:

- i. CCM-Z Secretariat Administration costs including staff salaries.
- ii. Costs of CCM-Z meetings/workshops (local and international).
- iii. Convening of Committee meetings and stakeholder engagements.
- iv. Costs associated with Grant Oversight.
- v. Communications and constituency consultations cost.
- vi. Other administrative costs.

10.0 GLOBAL FUND GRANT IMPLEMENTATION

10.1 Nomination of Principal Recipient(s)

The CCM-Z shall nominate PRs based on a documented and transparent selection process.

10.1.1 The PR selection process

The selection process will include:

- i. The review of the current implementation arrangements and assessment of the existing Principal Recipients;
- ii. If changes are being given consideration, the following steps will be followed:
- iii. Issuance of a request for Expression of Interest with clear requirements and evaluation criteria to be used for selection;
- iv. SPI Committee will screen the Expressions of Interest for eligibility;
- v. SPI will conduct an evaluation of Expressions of Interest through a documented process and based on an evaluation criterion which was part of the request for Expressions of Interest;
- vi. The Oversight Committee will conduct a field assessment of the potential PRs and provides its findings to the SPI Committee to be included in the selection recommendations;
- vii. Recommendations are sent to the CCM-Z for decision;
- viii. CCM-Z approves the nomination and sends an award notice to the selected organisations and;
- ix. The CCM-Z sends feedback to all organisations that submitted Expressions of Interest and notify them of the outcome.

10.2 CCM-Z Grant Oversight

The CCM-Z shall oversee grant implementation, reprogramming, closure of all grants, and facilitate additional support including the mobilisation of technical assistance to strengthen grant implementation in consultation with the PRs.

10.2.1 Grant Implementation: The PRs responsibilities

- i. Sign Global Fund grant agreements and contracts with Sub-Recipients;
- ii. Implement grants under the oversight of the CCM-Z;
- iii. Manage the implementation of the grants and gather reports from the Sub-recipients;
- iv. When necessary, propose major changes to work plans and funding allocations to the Sub-recipients based upon discussions with and endorsement with CCM-Z prior to final submission to The Global Fund Secretariat.

10.3 Progress Reporting to CCM-Z and Global Fund

- i. The PR shall copy the CCM-Z Oversight Committee on every submission of a Progress Update and Disbursement Request (PUDR) form;
- ii. Using the oversight reporting tool, the PR shall report progress against program objectives and indicators to the CCM-Z on a quarterly basis;
- iii. Along with the dashboard report, identify key issues where the PR alone cannot resolve a situation and the CCM-Z could provide guidance;
- iv. Routinely copy CCM-Z Oversight Committee on progress and financial reports as well as reprogramming requests sent to the LFA and Global Fund Geneva Country Team.

10.4 Support CCM-Z functions

- i. Attend and participate in Oversight Committees meetings and provide any information requested to assist the Oversight Committee and the CCM-Z in its work;
- ii. Help the CCM-Z Secretariat to organize site visits;
- iii. Carry out other responsibilities in accordance with the Grant Agreement and Global Fund guidelines;

11.0 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

The CCM-Z shall work within principles of transparency and accountability in all its communication and engagements with stakeholders. Communication with the Global Fund Secretariat and the public including the media shall be through the Chairperson of the CCM-Z. Therefore, the medium for formal communication and other forms of communication shall refer to the communication strategy.

11.1 The Chairperson of CCM-Z

The Chairperson shall on behalf of the CCM-Z communicate directly with the Global Fund Secretariat on matters relating to the following:

- i. Development and submission of the Funding Request. Copies of the endorsed Funding Requests shall be sent to the PRs;
- ii. Selection of Principal Recipient(s);
- iii. Leading strategic grant oversight;
- iv. Policy and strategic issues. Copies of the communication will be shared with the concerned sectors and copied to the Vice-Chairperson and the Secretariat;
- v. Responding to operational issues including those related to the Global Fund Technical Review Panel comments and the Office of the Inspector General's management letters. Communication from the Global Fund Secretariat shall be addressed to the Chairperson of the CCM-Z with copies to the CCM-Z Vice-Chairperson and the Secretariat;
- vi. Communication on reporting and request for continued funding shall be from the Chairperson to the Global Fund Secretariat after approval by the CCM-Z and a copy sent to the Principal Recipients (PRs).

11.2 Communication by the PR and the Global Secretariat

The Principal Recipients (PRs) shall communicate directly with the Global Fund with copies to the CCM-Z on the following:

- i. Grants implementation;

- ii. Grant agreement negotiations;
- iii. Work plans, Budgets and Performance Frameworks;
- iv. Periodic reporting;
- v. Financial management and Audits;
- vi. Assessments and Programme Reviews;
- vii. Disbursement Requests;

11.3 Stakeholder Engagement

11.3.1 Stakeholder Meetings

In addition to quarterly and extraordinary CCM-Z meetings, the CCM-Z shall also hold an open national meeting or forum of all stakeholders at least once a year to disseminate the following information.

- i. Final grant content (after GAC decision only);
- ii. Progress made in the implementation of Global Funds;
- iii. Efforts being made to sustain the progress by mobilizing domestic resources;
- iv. Challenges being encountered and how these are being addressed and;
- v. Plan for next period of engagement.

12.0 CONFLICT OF INTEREST

- i. All persons involved in the CCM-Z (individuals, institutions), including co-opted committee members shall respect the rules of procedure and guidance as reflected in the Governance Manual, including its annexes;
- ii. The concept of conflict of interest recognizes that the judgement of even the most well-meaning person may be impaired or appear to be impaired when their own financial, programmatic, or administrative interests or those of close associates, including associated institutions or organizations are implicated. The concept includes real, potential, and perceived conflicts;
- iii. The CCM-Z shall ensure that at least once a year all of these actors get oriented about their role and responsibilities and processes in relation to conflict of interest management and the requirements as details in the Ethics and Conflict of Interest Policy annexed to this Manual (Annex 1);
- iv. All CCM-Z and CCM-Z committee members shall adhere to the Ethics and Conflict of Interest management policy and sign a conflict of interest declaration form on an annual basis. Whenever changes in the personal or professional environment occur that could result in Conflict of Interest, the Conflict of Interest declaration form needs to be revised;
- v. In accordance with the policy, and in ensuring that conflicts of interest are adequately addressed, the CCM-Z through its Executive and ECoI Committees shall regularly monitor, report on, and proactively mitigate both actual and potential conflicts of interest in all of its operations.

12.1 Final Provisions

- i. All individual members of the CCM-Z and its committees shall undertake to comply with all the provisions in this Governance Manual.
- ii. The CCM-Z may amend this Manual at any time if needed with the vote of two-thirds (2/3) majority of its voting members. It is recommended to review this Manual at least every five (5) years to establish the need for amendments.

13.0 ADOPTION OF THE REVISED CCM-Z GOVERNANCE MANUAL

Following the review and validation by the CCM-Z members with the support of the SPI Committee, the Governance Manual was adopted on the 25th of February 2022.