Governance Manual

Bangladesh Country Coordinating Mechanism

Revision 4 Approved
126th BCCM Meeting, 26/01/26

Originally Adopted
66th BCCM Meeting, 05 August 2010

Revision 1 Approved
68th BCCM Meeting, 01 February 2011

Revision 2 Approved
77th BCCM Meeting, 20 February 2014

Revision 3 Amended
86th BCCM Meeting, 3 August 2016

BCCM

The Global Fund
To Fight AIDS, Tuberculosis and Malaria

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ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BAPI	Bangladesh Association of Pharmaceutical Industry
BCCM	Bangladesh Country Coordinating Mechanism
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BMA	Bangladesh Medical Association
CCM	Country Coordinating Mechanism
CECC	Code of Ethical Conduct for CCM Members
COI	Conflict of Interest
CSO	Civil Society Organization
EC	Ethics Committee
EDP	External Development Partners
EOI	Expression of Interest
FBO	Faith Based Organization
FSW	Female Sex Worker
GF	The Global Fund
GFATM	The Global Fund to Fight AIDS, Tuberculosis and Malaria
HIV	Human Immunodeficiency Virus
IPF	Integrated Performance Framework
JS (WH)	Joint Secretary (World Health)
KP	Key Populations
LD	Line Director
LFA	Local Fund Agent
MOHFW	Ministry of Health and Family Welfare
MRC	Membership Renewal Committee
PR	Principal Recipient
PSEAH	Prevention of Sexual Exploitation, Abuse, and Harassment
PSM	Procurement and Supply Chain Management
PWID	People Who Inject Drugs
RSSH	Resilience and Sustainable Systems for Health
SOP	Standard Operating Procedure
SR	Sub Recipient
STI	Sexually Transmitted Infection
SWAP	Sector Wide Approach
MSM	Men who have Sex with Men
MSW	Male Sex Worker
NASP	National AIDS STD Program
NGO	Non-Government Organization
OC	Oversight Committee
PLWD	People Living with Diseases
GoB	Government of Bangladesh
TA	Technical Assistance
TB	Tuberculosis
TOR	Terms of Reference
TRP	Technical Review Panel
TWG	Technical Working Group
TSF	Technical Support Facility
UNAIDS	UNAIDS
WHO	World Health Organization

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❖ INTRODUCTION

Country Coordinating Mechanism (CCM) is core to the Global Fund's contribution to health governance to help end HIV, tuberculosis and malaria while investing in resilient and sustainable systems for health. It aligns with the core principles of good governance outlined in the Global Fund Framework Document and express a commitment to country-led and driven programs that ensure participation of multiple interested stakeholders. These guidelines support national ownership, respect the central role of government, and encourage coordination with, and building upon, existing structures wherever possible.

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 the Global Fund financing that supports and complements Bangladesh's national responses to three major diseases– HIV, tuberculosis, and malaria. The BCCM is a key element in the Global Fund's commitment to national and local ownership of the country funding requests, grant implementation, and participatory decision-making within Bangladesh.

The Honorable Minister of Ministry of Health and Family Welfare (MOHFW) of the People's Republic of Bangladesh shall be the chief patron of the BCCM. Under the Chair's 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.

This Governance Manual has been developed and adopted to provide a policy framework to guide the BCCM in its functions and operations.

The original Governance Manual was adopted on 5 August 2010 (66th BCCM Meeting), and has been amended, with BCCM approval, several times since 2011 (see cover page). This version is Revision 4 of the Governance Manual which has been developed in response to recommendations coming out of the support received under the Global Fund CCM Hub's CCM Evolution Strategic Initiative.

The Governance Manual is organized in the following major sections:

- Purpose and Authority of Governance Manual
- Bangladesh Country Coordinating Mechanism (BCCM) Overview
- Member Selection
- Member Rights and Responsibilities
- BCCM Designated Office Bearers
- Meetings and Decision-making
- Committees and Secretariat

In addition, several Appendixes and Annexes contain additional materials: Conflict of Interest Policy and Declaration Form, Code of Ethical Conduct for CCM Members, Terms of Reference for BCCM permanent committees (Executive Committee, Oversight Committee, Oversight Plan, Ethics Committee, PR Selection and Nomination Committee and Technical Working Groups), Civil Society Election Guidelines, Terms of Reference for the BCCM Coordinator, BCCM Secretariat Performance Appraisal and Development Protocol, CCM Evolution and Integrated Performance Framework.

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-thirds majority vote by the BCCM voting Members.
3. **Amendments.** The Bangladesh BCCM has the authority to amend this Governance Manual according to need and to align with any changes in the guidance or eligibility requirements of the Global Fund. Any amendment(s) shall be passed by at least a two-thirds majority of the voting Members and in this respect. Alternates are not permitted to participate in the voting process for amendments.
    a. Amendments shall be proposed by at least four BCCM Members (voting), if there is no issue-based conflict-of-interest, 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 (both voting members and alternates), committees, sub-committees and working groups, all Principal Recipients and all Sub-Recipients and the 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 civil society representatives serving on the committees).

❖ BANGLADESH COUNTRY COORDINATING MECHANISM (BCCM) OVERVIEW

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 transparently selected and formally designated implementing partners.
7. **Purpose.** The purpose of the BCCM is to enhance the performance of Global Fund grant 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 populations (KPs); 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 should adhere to the following relevant principles of effective governance:

   a. ***Partnership:*** Serving as a national consensus body to build effective partnerships and active engagement among the key stakeholders across geographies, gender, expertise, sectors and other factors as appropriate in the development and implementation of Global Fund-supported grants.

   b. ***Engagement of key populations, people living with or affected by diseases and civil society:*** Establish a mechanism to engage key populations, people living with or affected by HIV/AIDS, TB and malaria, and civil society in a way that allows their input and voices to be heard.

   c. ***Oversight:*** Oversee the performance of the grants in collaboration with the Principal Recipients and bring together all the necessary stakeholders including the Global Fund to ensure that agreed targets are met.

   d. ***Transparency:*** Transparent and documented selection process for BCCM Membership from all relevant sectors and stakeholders, selecting and nominating Principal Recipients (PRs), and soliciting and reviewing proposal submissions, to ensure multi-sectoral response to the three diseases.

   e. ***Elimination of Stigma and discrimination:*** Eliminate stigmatization of and discrimination against people living with or affected by the diseases , especially for women, children and vulnerable groups.

   f. ***Good governance:*** BCCM and its Secretariat should operate in a way that aligns with principles of good governance including transparency, equality, accountability and conflict of interest management.

      - *Transparency* depends on the timely, equal and comprehensive sharing of information.
      - *Equality* of Members requires that all Members of BCCM are equal partners, with full rights to expression and involvement in decision making in line with the areas of expertise.
      - *Accountability* means that BCCM should hold BCCM leadership, Members and Secretariat accountable for good performance.
      - *Conflict of interest* should be managed in such a way that decisions made are objective and credible.

   g. ***Code of Ethical Conduct:*** Adhere to the Global Fund's Code of Ethical Conduct for CCM Members[1] by institutionalizing the principles of duty of care, accountability, integrity, dignity and respect. Also deliver services in a safe manner as possible and protect people from sexual exploitation, abuse and harassment (SEAH).

   h. ***Building on national structures:*** BCCM should be at the highest level responsible for multi-partner and multi-sectoral development planning for Global Fund grants as outlined in the Eligibility Requirements.

   i. ***Sustainability:*** The BCCM plays an important role in encouraging implementation of sustainable programs and supporting transition preparedness.

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 coordinates the submission of funding requests.

[1] https://www.theglobalfund.org/media/8234/core_codeofethicalconductforccmmembers_policy_en.pdf

b. Select and nominate one or more Principal Recipients for each grant, through a transparent and documented process, to be responsible for implementing the grant.

c. Document the management of any conflicts of interest that may affect the PR(s) nomination process.

d. 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 and address risks.

e. Review progress and program performance reports that have been submitted or are to be submitted by the PRs to the Global Fund. Track progress towards the fulfilment of grant co-financing commitments across the grant cycle.

f. Consider and, where appropriate, approve major changes in grant implementation plans that have been proposed by one or more PRs.

g. When required by the Global Fund and/or PRs, submit requests to the Global Fund for reprogramming of approved grants (as defined in Global Fund operational policies).

h. Modify and implement this Governance Manual as required, and fulfill other responsibilities as outlined in this Governance Manual and associated policies.

i. Always ensure transparency of process and ensure information is easily accessible to the general public.

j. Conduct an annual self-assessment using the Global Fund's Integrated Performance Framework[2] tool to confirm compliance with CCM eligibility requirements, to assess the effectiveness of the BCCM's functions and operations, and to guide the CCM's evolution.

k. Clearly document efforts to engage Key Populations in the development of funding requests.

11. BCCM Eligibility Requirements

In order to be eligible to submit a funding request on behalf of Bangladesh, and to utilize and implement an allocation, Bangladesh Country Coordinating Mechanism (CCM) is evaluated to ensure it meets certain standards of governance, transparency and inclusivity. These are known as CCM eligibility requirements. All coordinating mechanisms should comply with each of the following eligibility requirements of the Global Fund:

Requirement 1: Carry out a transparent and inclusive funding application development process.

Requirement 2: Facilitate an open and transparent Principal Recipient selection process.

Requirement 3: Submit and follow an oversight plan for all Global Fund approved financing.

Requirement 4: Show evidence of Membership of affected communities in the coordinating mechanism.

Requirement 5: Ensure representation of non-governmental Members in the coordinating mechanism through transparent and documented processes developed by each constituency.

Requirement 6: Adopt and enforce a code of conduct, and conflict of interest policy.

[2] https://www.theglobalfund.org/en/country-coordinating-mechanism/eligibility/

12. BCCM Performance Management:

The Bangladesh Country Coordinating Mechanism may undergo various forms of appraisal by the Global Fund which includes but not limited to the following activities:

i. BCCM Eligibility and Performance Assessment using the Integrated Performance Framework
ii. Ongoing appraisal of BCCM's fulfillment of the Eligibility Requirements and progress with performance by the Global Fund Secretariat
iii. Performance reporting relating to BCCM funding and
iv. Assessment by the Office of the Inspector General (OIG), particularly for BCCM in more challenging environments.

13. Integrated Performance Framework

As part of the CCM Evolution Strategic Initiative, a new Integrated Performance Framework (IPF) has developed by the Global Fund. The IPF integrates various forms of evaluations the Global Fund has used to measure BCCMs' performance into one comprehensive annual report, assessing the ongoing fulfillment of eligibility requirements and targeted performance objectives.

The new IPF process will allow BCCM for better consolidation and assessment of information, increased dialogue, and more consistent performance review.

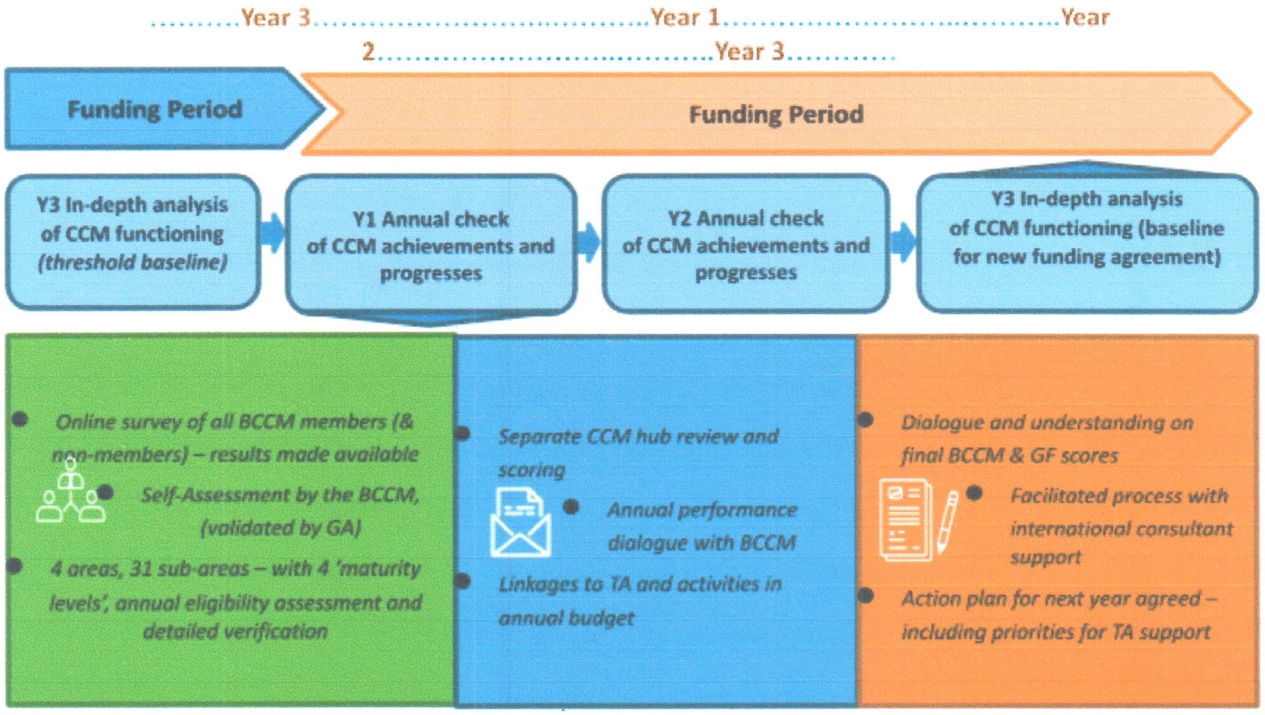
The expected benefits of the IPF include:

- Eliminating duplication of performance indicators and assessments.
- Applying more consistent and transparent performance criteria to BCCM.
- Increasing dialogue with BCCM and follow-ups on performance progress and/or gaps.
- Strengthening alignment between BCCM performance and funding processes.

The new Integrated Performance Framework supports BCCM in the following way:

- BCCM performance assessed annually with other annual reporting requirements (Integrated Budget)
- Performance assessments results are tied to BCCM Funding disbursements.
- It's a new and single tool using self-assessment methodology to jointly assess eligibility and BCCM performance on an annual basis
- Simplified reporting on 31 indicators once per year, with easy to use drop down lists
- One integrated workplan addressing all performance gaps

Steps of new integrated annual performance process



Threshold Translation to Eligibility Performance Assessment (EPA)

By Area	
Threshold Level	**Compliance Rating**
Level 0	Non-compliant
Level 1	Compliant with issues*
Level 2	Compliant
Level 3	

*Note: *Compliant-with issues was referred to as indeterminate compliance in past EPA processes*

See **Appendix 9** for the Integrated Performance Framework with performance objectives/indicators.

14. **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. Strengthen and sustain a Secretariat to support the work of the BCCM and its subcommittees. Supervise and appraise the performance of the Secretariat in accordance with the indicators in the Global Fund's Integrated Performance Framework for assessing CCM functionality.

    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. Ensure that its Members are familiar with and comply with the Global Fund's Code of Ethical Conduct for CCM Members[3].

e. Be responsive to all national multi-sectoral stakeholders. Selection of representatives from the government, civil society organizations, PLWD, KPs, multilateral and bilateral organizations, and private sectors is conducted by the sectors themselves.

f. Ensure that all relevant stakeholders are involved in the governance process and provide transparency to the general populations and that, information related to the Global Fund and BCCM actions is widely communicated and disseminated.

g. Determine the details of BCCM policy, plans and functions; daily operations including protocols and procedures therein.

h. Maintain the confidentiality, accountability and integrity of BCCM processes as required and as appropriate.

i. Promote international agreements especially in health, rights, gender-based violence 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

BCCM is a public-private partnership coordination mechanism of national disease programs at Bangladesh country level. The Members represent the interests of national stakeholders in the fight against HIV, tuberculosis, and malaria. As individuals, BCCM Members are accountable to the core constituency and, as a group, the BCCM is accountable to the nation.

15. **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 a measurable impact against the diseases. The 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 the 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 or affected by the three diseases, community organizations, key populations, faith-based organizations, and the private sector is to contribute to and enhance the control and eradication of HIV/AIDS, TB and malaria. These representatives should be elected from within their own constituencies. Individual BCCM Members shall hold regular meetings with their constituents to ensure that representative views and concerns are expressed in the national forum. The disease burden of the country shall be considered while allocating seats to CSO constituencies.

[3] https://www.theglobalfund.org/media/8234/core_codeofethicalconductforccmmembers_policy_en.pdf

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 equity or integration of interventions. 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 foundations established by corporations/other bodies with a proven track record of corporate social responsibility.

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

16. **Global Fund Membership Requirements.** The BCCM shall adhere to and implement all Global Fund guidelines and eligibility requirements relating to CCM Membership[4], with particular emphasis on the following:

a. **Eligibility Requirement 4**: The Global Fund requires all CCMs, based on epidemiological as well as human rights and gender considerations, to show evidence of Membership of:

i. people that are both living with and representing people living with HIV

ii. people affected by and representing people affected by tuberculosis and malaria and

iii. people from and representing Key Populations

b. **Eligibility Requirement 5:** The Global Fund requires all CCM Members representing non-government constituencies to be selected by their own constituencies based on a documented, transparent process, developed within each such constituency. This requirement applies to all non-government Members, including those Members selected pursuant to Requirement 4 above, but not to multilateral and bilateral partners.

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 and equity, integrating this knowledge to the effective response to the three diseases.

e. Balanced gender representation (at least 40% of the CCM Membership is non-male).

f. No more than one representative per constituency with a conflict of interest (excluding ex officio Members with no voting rights).

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

[4] https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

2. **Number and Allocation of Seats.** As approved by the BCCM in its 78th meeting there are a total of 33 CCM seats with the following allocation among the constituencies (At least one member should be from youth, under 35 years):

Sectors	Constituencies	# Seats	Proportion
GoB (43%)	Government (relevant ministries and departments)	14	43%
CSO (39%)	Academic / Education / Research	2[5]	6%
	Non-governmental Organization (NGO)	4[6]	12%
	Faith-Based Organizations (FBO)	1	3%
	People Living With / Affected by the three diseases	3[7]	9%
	Key Populations (KP)	3[8]	9%
PS (6%)	Private Sector / Associations (one representative from the youth age group; ie. under 35 years)	2	6%
ML/BL (12%)	Bilateral / Multilateral Organizations	4	12%
	Total	**33**	**100%**

3. **Members and Alternate Members.** Each BCCM seat shall be represented by a voting member and an alternate member (collectively referred to as "BCCM Members" in this document) to assure that quorum requirements are met and that any potential or perceived conflict of interest is managed. 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 except in the case of votes on amendments to the Governance Manual. Alternates to office-bearers do not have an office-bearer role and cannot fill in in that capacity.

4. **Member Election and Selection Process.**

   i. 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. The BCCM Secretariat should facilitate the relevant organization/department and request a nomination with a nomination letter.

   j. Civil society and private sector organizations include non-governmental organizations (NGOs), faith-based organizations (FBOs), people living with diseases (PLWD), key populations (KP), and academia. As required in Global Fund's Country Coordinating Mechanism Policy, the election of BCCM Members representing non-government constituencies should be by their own constituencies based on a documented, transparent process.[9]

   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. A standard operating procedure

[5] 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.
[6] 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
[7] 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.
[8] KP seats: 1 seat for PWID/MSM/Hizra; 1 seat for CSW; & 1 seat for CBO working in endemic Malaria regions.
[9] https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

for civil society constituency elections for BCCM Membership is annexed to this manual and gives more guidance on how the election processes should be managed and documented.

Documentation of these processes must be provided to the BCCM Secretariat, where constituency election Membership records will be archived. Documentation evidencing constituency-based elections 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.[10]

Following any election or/and selection process, the BCCM Secretariat will ensure all member and alternate contact details are accurate and updated in the Global Fund's Partner Portal and BCCM website.

5. **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 while observing the provisions of the SOP on elections and the COI Management Policy. In such a case the BCCM shall ask an independent party to act as an observer on its behalf to coordinate the election process.
6. **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 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).

❖ MEMBER RIGHTS AND RESPONSIBILITIES

7. **Term of Membership**: Membership of 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.

8. **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.

[10] An indictor in the annual Global Fund's CCM IPF performance assessment requires all CCMs to provide evidence of well-documented elections of civil society constituency representatives.

e. To review all funding requests developed for submission to the Global Fund prior to any decision by the BCCM on the funding requests.

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, funding requests submitted by the BCCM to the Global Fund as long as clearly articulated reasons for declining the funding request 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(s) of any of the BCCM's subcommittees in accordance with the relevant committee TORs.

j. The CSO Members may receive travel and per diem for attending BCCM meetings if travelling from outside of Dhaka. In providing these expenses, the BCCM must comply with the rules and approved funding budgets of Global Fund or any other donor that provides the resources.

9. **Membership Duties.** In executing their 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, be familiar and comply with the Global Fund's Code of Ethical Conduct for CCM Members (annexed to this manual.)

d. Read all documents in preparation for meetings, and attend and participate in all regular and ad hoc meetings in a timely and responsible manner.

e. Treat other BCCM Members as equal partners with full rights of expression.

f. Represent the views of their respective constituency and refrain from personal views, and regularly report on BCCM proceedings to organizations and individuals in the sector they represent.

g. Participate in BCCM grant oversight activities including site visits, as organized and led by the Oversight Committee (see below).

10. **Conflicts of Interest and Ethical Code of Conduct.** 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.

Furthermore, all BCCM Members are required to:

- act in line with the Global Fund's Code of Ethical Conduct for CCM Members in their roles as BCCM Members,
- act ethically and as positive role models in the context of their Membership on the BCCM,
- support anyone who raises concerns about violations of the Code or the BCCM Governance Manual, and raise questions and concerns if they become aware of possible violations of BCCM policies, the Code, or any integrity-related laws. (The BCCM Conflict of Interest policy,

Annual Declaration Form and the Code of Ethical Conduct for CCM Members are all annexed to this manual.)

11. **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. For Alternate member, BCCM will follow the same process.

❖ BCCM DESIGNATED OFFICE BEARERS

12. **Designated Office-bearers.** The BCCM shall elect a Chairperson and three Vice Chairpersons. The three Vice Chair(s) shall be from each of the three different constituencies (government, bilateral/multilateral agencies, and civil society organizations). Alternates to office-bearers do not have an office-bearer role and cannot fill in in that capacity.

13. **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 in alignment with the BCCM Conflict of Interest Management Policy.
    d. Adopt minutes of previous meetings 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

14. **Vice Chair(s).** The BCCM shall appoint three Vice Chairpersons, from three of the four BCCM sectors (i.e. one each from government, civil society, multilateral/bilateral sector).

    a. Each Vice Chair other than government sector shall be elected by a majority vote among BCCM Members from within their respective sectors (i.e. the multilateral/bilateral Vice Chair is elected by BCCM Members from the multilateral/bilateral sector, the civil society Vice Chair is elected by BCCM Members from civil society sector). In case of the government sector, the

Vice Chair shall be selected by the appropriate authority of the Ministry of Health and Family Welfare.

b. All decisions taken in due process by a Vice Chair in the absence of the Chair shall be honored.

c. The Vice Chairs shall perform tasks delegated by the BCCM Chair, stand in for the Chair when the Chair is unable to fulfil his/her functions, and advise the Chair of the BCCM on emergency decisions to be taken between regularly scheduled meetings of the BCCM when it is not practical or possible to organize an emergency meeting of the BCCM.

d. The term of office for the Vice Chairs shall be three years. No individual may serve more than two consecutive terms as Vice Chair.

If a Vice Chair resigns, retires or is transferred, a sector-based election (as in 29 a. above) shall take place at the BCCM meeting at which the Vice Chair's departure is announced. A new Vice Chair from the same sector will then complete the term of the former Vice Chair.

e. Following any election or change in BCCM office bearers, the BCCM Secretariat will ensure all relevant contact and signatory details are accurate and updated in the Global Fund Partner Portal and BCCM website.

15. **Removing an Officer.** The BCCM Members can remove the Chair or Vice Chairs and Executive Committee Members mid-term. Such a decision will require a two-thirds majority voting by the Members in a meeting that conforms to quorum requirements. Alternates can only vote when the member they alternate for is not present.

16. **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; extended absence from BCCM meetings without notice, and with no alternative as replacement; proof of impropriety or violation of the Code of Ethical Conduct, as determined by the Ethics Committee; or death.

❖ MEETINGS AND DECISION-MAKING

17. **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 Chairs or may be called pursuant to a request submitted to the BCCM Secretariat by at least 30% of the BCCM Members.

18. **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.

19. **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.

20. **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.

21. **Chairing Meetings.** The Chairperson shall chair BCCM meetings. In absence of the Chairperson, the meeting shall be chaired by one of the Vice Chairs. If the Chair and all three 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.

22. **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.

23. **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-thirds 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 the 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 documented consultation with as many BCCM Members as possible (ideally at least 50%) 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.

24. **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 a BCCM meeting 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.

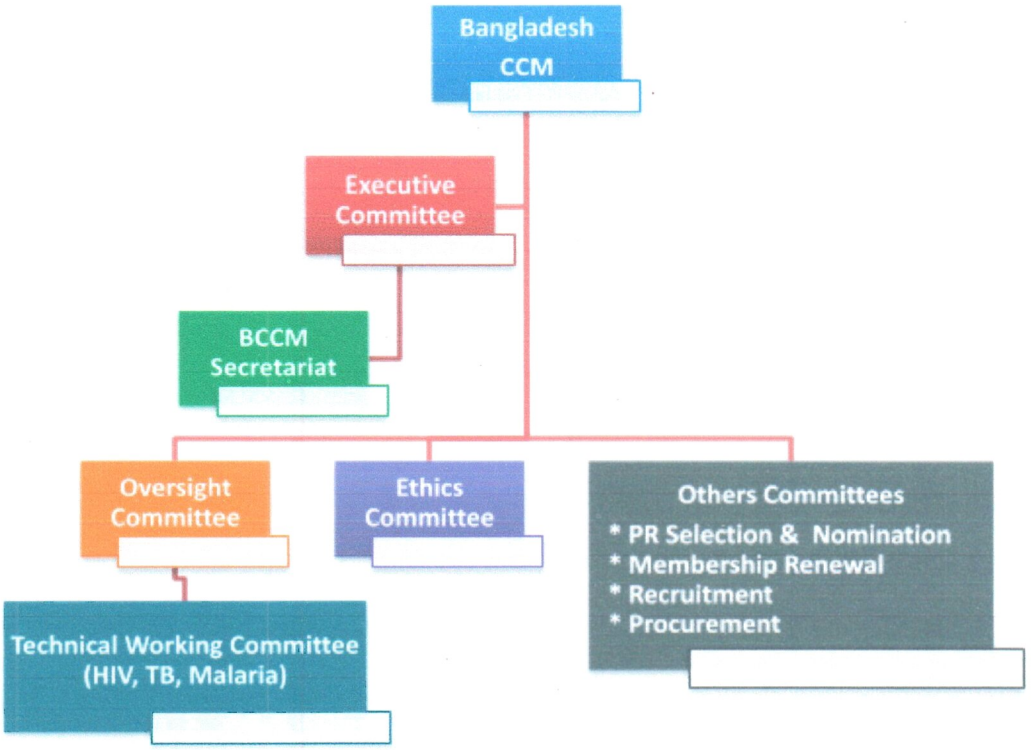
❖ COMMITTEES AND SECRETARIAT

25. **BCCM Structure.** The BCCM shall establish an Executive Committee, an Oversight Committee, an Ethics Committee,[11] 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. In addition to these three committees, whose functionality form part of the CCM IPF assessment, the BCCM will establish additional committees or working groups as needed to oversee particular processes at appropriate points in the funding cycle. These include (but are not limited to):

[11] The Global Fund's Integrated Performance Framework (IPF) for annually assessing CCM functionality has indictors with thresholds which reference three types of subcommittee: Executive, Oversight and Ethics. https://www.theglobalfund.org/en/country-coordinating-mechanism/eligibility/. The Code of Ethical Conduct for CCM Members (appended) also refers to an Ethics Committee.

- PR Selection and Nomination Committee – to oversee transparent and fair processes for selecting and nominating new or returning PRs.
- Membership Renewal Committee – to oversee selection/election processes for BCCM Membership renewal in accordance with the annexed SOP.
- Recruitment Committee – to oversee recruitment of new staff into the BCCM Secretariat.
- Procurement Committee - to oversee procurements made with CCM funding in accordance with Global Fund and national procurement guidelines.

Figure 1: Organization and Structure of the BCCM



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

a. The Executive Committee shall be composed of up to nine BCCM Members. The BCCM Chair and Vice Chairs will serve as the Chair and Vice Chairs of the Executive Committee. The other Members shall be the Chair and two Vice Chairs of the Oversight Committee and the Chair and Vice Chair of the Ethics 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 the functioning of the BCCM Secretariat

c. All decisions taken by the Executive Committee must be reported to the full BCCM at the next possible meeting and ratified to become a policy, rule or action.

d. The Executive Committee shall also oversee the functions, administrations, budget and operations of the BCCM Secretariat and its staff. The Committee shall closely monitor all activities and the implementation of the annual CCM workplan by the BCCM Secretariat.

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

27. Oversight Committee. The Oversight Committee shall have two major functions: to provide guidance to Funding Request development activities of BCCM, and to conduct strategic oversight of the Global Fund grants throughout the grant cycle. The Oversight Committee shall report to the Executive Committee and the full BCCM on a regular basis and as required.

a. <u>Funding Request development function.</u> This function mandates the OC to lead the BCCM in its development of new funding applications to the Global Fund through transparent and

documented processes involving dialogue with a broad range of stakeholders, including BCCM Members and non-Members. In addition, the Oversight Committee, at an appropriate point in the grant cycle, is mandated to appoint a PR Selection and Nomination Committee to lead and manage transparent processes to nominate and select Principal Recipients for upcoming grants following the annexed SOP.

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 diseases.

b. 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. At a minimum, the Oversight Committee shall have members with the following types of expertise:
  i. Financial management,
  ii. Disease-specific (i.e. HIV and AIDS, Tuberculosis and Malaria),
  iii. Procurement and supply management, and
  iv. Program and/or health systems management.[12]
- Membership of the Oversight Committee must also include representatives from KP and PLWD.[13]
- 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.

c. 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.

- The Chairperson shall have responsibility for overseeing both functions of the Oversight Committee (strategy and planning, grant oversight)
- One Vice Chair shall provide leadership for the Funding Request development function, while the other Vice Chair shall lead the Grant Oversight function of the Oversight Committee.

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

28. **Ethics Committee:** The BCCM Ethics Committee's core purpose is to promote ethical conduct and decision-making in all BCCM activities by leading the implementation and ongoing enforcement of

[12] CCMs are required to confirm whether their Oversight Committee membership contains these 4 specific types of technical expertise when they complete the Global Fund's annual IPF CCM performance assessment
[13] CCMs are required to confirm whether their Oversight Committee membership has KP/PLWD members when they complete the Global Fund's annual IPF CCM performance assessment

the Code of Ethical Conduct for CCM Members (CECC). The committee is responsible for conflict-of-interest management (as per the BCCM's Conflict of Interest Policy), management of issues relating to protection from sexual abuse, exploitation and harassment (PSEAH), and promotion of ethical decision-making and behaviours which support the four values of Duty of Care, Accountability, Integrity and Dignity & Respect.

a. The Ethics Committee shall comprise eight members with a balance of both state and non-state actors, and a balance of genders. The Chair and a Vice-Chair of the committee are appointed by the BCCM and shall also be members of the BCCM Executive Committee.

b. The responsibilities of the Ethics Committee shall be:

- Conflict of interest management
- Enforcement of the Code of Ethical Conduct for CCM members
- Protection from Sexual Exploitation, Abuse and Harassment (PSEAH)

c. All decisions taken by the Ethics Committee must be reported to the full BCCM at the next possible BCCM meeting or into a specially called Executive Committee meeting should there be issues that need to be addressed urgently.

d. The Ethics Committee shall meet at least once per year on a fixed schedule, and also on an ad hoc basis throughout the grant cycle to address ethical issues arising.

See **Appendix 4** for the Terms of Reference for the BCCM Ethics Committee.

29. **Protection from Sexual Exploitation, Abuse and Harassment (PSEAH):** The populations who are affected by HIV, tuberculosis is amongst the most vulnerable to sexual exploitation and abuse and sexual harassment (SEAH), unacceptable behaviors rooted in abuses of positions of power. The goal of eliminating the three diseases depends on the delivery of people-centered services that are freely available to all, without fear or favor, and that the workplaces across extended partnership are safe spaces where all can thrive.

a. The BCCM ensures victim/survivor's dignity, safety, experiences, rights, needs, and wants at the center of the PSEAH process from end-to-end: in risk assessment and program design (prevention); education and reporting channels (detection); support services and investigations (response); and international engagement (partnership). It is essential to minimize the risk of a victim/survivor's re-traumatization, equip responders with the tools to recognize and respond to the debilitating effects of trauma, and disrupt the cycle of traumatization.

b. The BCCM will initiate a comprehensive roll-out approach of the Global Fund initiated PSEAH framework. The approach will focus on the following basic principles:

- Maintain the people and communities we serve at the center of our work
- Do no (further) harm
- Build into what already exists
- Be guided by experience
- Tailor appropriately; one size does not fit all
- Be transparent that we are learning and will use an iterative approach

c. The BCCMs is the mechanism for public/private/community collaboration in the governance of HIV, tuberculosis, and malaria grants funded by the Global Fund. BCCM members share accountability for prohibiting, preventing and responding to SEAH, related abuse of power as well as sexual activity with children in the context of Global Fund programs. The **BCCMs appoints a BCCM *PSEAH Focal Points preferably from Ethics Committee*** to engage in local

PSEA networks, consistent with the approach adopted by the Global Fund and other international organizations.

d. In keeping with applicable BCCM and Bangladesh contexts, and with the support of the CCM Hub and PCU, BCCM PSEAH Focal Point is encouraged to[14]:

- Provide expertise on PSEAH to the BCCM, including guidance to the Chair of the BCCM
- Join and participate actively in the in-country PSEAH network
  - Principal Recipient, Sub-recipient, and supplier reporting mechanisms
  - CCM PSEAH Focal Points
  - Principal Recipient PSEAH Focal Points
  - Local Fund Agents
  - Community Based Complaints Mechanisms, if available
- Organize PSEAH training for BCCM members and alternate members including regular awareness raising
- Maintain up-to-date referral pathways for survivor and victim referral
- Keep abreast of PSEAH developments in the country
- Undertake awareness-raising activities and identify PSEAH training opportunities for Principal Recipients, Subrecipients and other stakeholders
- Support the BCCM in its shared responsibility for preventing and responding to SEAH, including by designing and developing proposals to submit to the Global Fund
- Engage with PSEAH Focal Points appointed by Principal Recipients
- Develop an annual work plan for the BCCM's PSEAH activities
- Coordinate with the Global Fund PCU and CCM Hub
- Escalate any information to the OIG regarding potential instances of SEAH

e. In the context of their roles, BCCM members may encounter a variety of disclosure scenarios, including allegations of SEAH or related abuse of power involving BCCM members or recipients of Global Fund grant funds. The BCCM is required to immediately report all allegations of SEAH to the Global Fund Secretariat or the Office of the Inspector General (OIG) through different channels.

45.a Promote a safe and trusting environment

DO	DO NOT
Create an environment of trust for anyone to feel safe to speak up.	Make promises you are not able to keep.
Listen and show empathy, whether or not you believe the allegation is true.	Be dismissive, defensive, judgmental, argue or blame the victim/survivor.
Inform the victim/survivor that all allegations of sexual exploitation, abuse, and harassment are treated seriously, and that all reports will be handled confidentially and fairly.	• Ignore the disclosure. • Downplay the significance of the victim/survivor's disclosure.

[14] https://www.theglobalfund.org/media/11239/core_pseah-related-abuse-power_framwork_en.pdf

Emphasize that the data of the victim/survivor will be protected, and measures will be put in place to mitigate the risk of further harm.	Disclose any information or data to individuals or entities outside the established and trusted reporting mechanisms within the Global Fund.

45.b Collect Information

DO	DO NOT
Ask: • Who (who is reporting, who the victim is, who the subject of the complaint5 is, who else they told) • When (it happened) • Where (it happened and what context) • What (happened, generally) Always act on a "need to know" basis, meaning: You do not need to know all the details, nor should you ask or require that you be given those details. You only need the high-level facts.	Ask: • **Why** (it happened) • **What did you do** (to encourage, to give in, to defend yourself, etc.) These kinds of questions imply that the victim/survivor was somehow responsible for what happened to them, and these questions should be avoided.
Always act on a "need to know" basis, meaning: You do not need to know all the details, nor should you ask or require that you be given those details. You only need the high-level facts.	Try to investigate or ask for too many details – just take notes about what is being reported.
Assess and address any immediate safety needs of the victim/survivor.	Make comments or assumptions without knowing the facts.

45.c Document carefully - following a victim/survivor-cantered approach

DO	DO NOT
Ask and document the victim/survivor's informed consent to share information, after having described what you will do with the information given and the next steps.	Contact the subject of complaint or anyone else allegedly involved in the matter.
Inform that you are obliged to report the incident to respective investigatory actors but remind the victim/survivor that reports can be done anonymously.	Pressure the victim/survivor to have their name appear in the report.
Acknowledge that the victim/survivor may wish to receive information on assistance, support and protection. Inform the victims/survivors as to the availability of support services and offer to link the victim/survivor with somebody who can orient them to services if needed, such as the BCCM Ethics Committee, Global Fund PSEAH Coordination Unit, or OIG.	Attempt to provide specialized assistance or services to victims/survivors in areas where you are not specialized.

Repeat & check your understanding of the situation.	Jump to assumptions, draw premature conclusions, or fill in gaps with what you suspect might have happened.
Include in your report only the basic information about the allegation (who, when, where, what) and how the person can be contacted again.	Share unnecessary details or personal information that could compromise the confidentiality and privacy of the victim/survivor.

45.d Report to the Global Fund

DO	DO NOT
Report the concern or allegation immediately to the Global Fund through formal BCCM channels, (*e.g.*, reporting through the BCCM Ethics Committee) or directly to the Global Fund via: Email: hotline@theglobalfund.org or report.SEAH@theglobalfund.org report.SEAH.bccm@gmail.com (for BD) Telephone: +1 704 541 6918 (free service) 109 (National free service for violence against women and children) 999 (Immediate police/emergency help for any crime including GBV) Online report: www.ispeakoutnow.org If possible, keep written records of what you said to whom, when and the responses you got.	Attempt to investigate the allegation yourself. In case of doubt, ask for guidance from the Global Fund. Discuss the allegation with anyone except the Ethics Committee in BCCM, the OIG investigation team, or Ethics/PSEAH Coordination Unit staff to maintain confidentiality.

See **Appendix 5** for the Global Fund's Operational Framework on the PSEAH, and Relate Abuse of power.

30. **Technical Working Groups:** A permanent Technical Working Groups (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 Oversight Committee on Funding Requests.

    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 Groups and lead the Technical Working Groups.

    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 **Appendix 6** for the Terms of Reference for the BCCM Technical Working Groups.

31. **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, the PRs and other stakeholders as required by the BCCM, and supporting the

decision-making and functions of the Oversight Committee, the Ethics 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 its various committees.
- Supporting harmonization and proposal development by providing administrative support to the Funding Request development process including supporting the functioning of the Oversight Committee and the Technical Working Groups (HIV/TB/Malaria).
- Preparing, maintaining and systematically archiving BCCM documents and financial records relating to BCCM operations, Funding Request development, oversight, and communications with the Global Fund, implementing partners, and BCCM constituencies.
- Completing a first draft (annually) of the Integrated Performance Framework (IPF) tool for review by the Executive Committee and/or BCCM.
- Ensuring that all new BCCM members receive an orientation into their role which includes training in the Code of Ethical Conduct for CCM Members.
- Serving as the primary focal point for liaison with the Global Fund's CCM Hub.

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 Executive Committee. The Executive Committee shall be responsible for initial approval of the BCCM Secretariat workplan and budget, which shall be endorsed by the BCCM, to include the costs for operating the BCCM, its committees and the Secretariat itself.

As the Chair of the Executive Committee is heavily overloaded with work, s/he will authorize the Chair of Oversight Committee to guide, supervise and to be reported by the BCCM Secretariat.

c. Secretariat staffing: The Secretariat shall comprise a minimum of eight (08) full-time officers including: Coordinator, Deputy Coordinator, Oversight Officer, 03 Technical Officers (disease specific), Admin and Finance Officer and IT Officer. Staff shall be provided with a 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 Code of Ethical Conduct for CCM Members shall apply to all staff of the Secretariat. According to the Global Fund CCM policy only three (03) full time staff will be supported by them and rest of the five (05) staff will be supported either by the government or other development partners.

d. BCCM Secretariat Coordinator (01): The 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 Coordinator shall also participate as a non-voting member and provide administrative support to the Ethics Committee. The Coordinator shall be closely consulted in the selection of other Secretariat staff and responsible coordination, communication, support BCCM and day-to-day functioning of Secretariat, including the supervision of staff.

e. BCCM Secretariat Deputy Coordinator (01): The Deputy Coordinator shall support the BCCM Coordinator in all Secretariat functions including communications with different committees, constituencies, organizing BCCM/EC/Ethics Committee/Oversight Committee meetings, updating and archiving all documents related to BCCM operations and functions such as CCM membership

records and COI declarations forms. The BCCM Deputy Coordinator shall be in-charge, when BCCM Secretariat Coordinator is on leave or on any assignment outside country, as a temporary arrangement or a formal delegation of authority.

f. BCCM Secretariat Oversight Officer (01): The Oversight Officer 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 Oversight Officer shall be responsible for preparing the "CCM Summary Dashboard" by incorporating information from respective PR Dashboards and for onward submission to Oversight Committee members.

g. BCCM Secretariat Technical Officers (03: for HIV, TB and Malaria): The Technical Officers (HIV, TB and Malaria) will be responsible to provide technical support to the BCCM Secretariat and others and liaison with the PRs and Global Fund for HIV/tuberculosis/malaria specific technical issues.

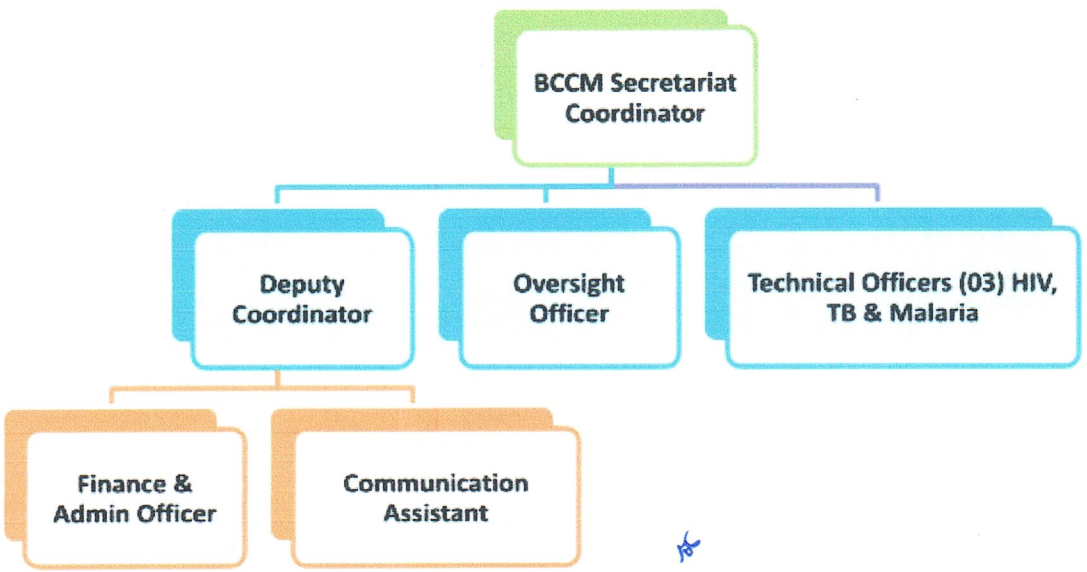
h. BCCM Secretariat Admin and Finance Officer (01): The Admin and Finance Officer shall be responsible to provide all the administrative, day-to-day operations and coordinating communication support to the Deputy Coordinator and other staff. S/he shall also be responsible to carry out all the administrative issues related to budgeting, expense tracking, and invoice processing; managing travel and meeting arrangements and logistics.

i. BCCM Secretariat IT Officer. The IT Officer shall be responsible to assist the Coordinator and other staff of BCCM Secretariat to ensure smooth operations including strengthen and maintain the BCCM website with updated information and documents, security of all technological systems and processes, managing hardware and software, maintaining networks, providing IT support to staff, and implementing security measures to protect sensitive data of Global Fund supported programme at BCCM Secretariat.

j. Performance Evaluation. The Executive Committee shall be responsible for issuing the contracts of all Secretariat staff and for formally evaluating the performance of the BCCM Secretariat Coordinator. If needed, instead, on behalf of the BCCM Executive Committee an ad hoc Performance Appraisal and Development (PAD) Committee chaired by the Chair of the Oversight Committee shall be developed and performs the annual performance appraisal for the BCCM Secretariat Staff. The BCCM Secretariat Coordinator shall be responsible for supervising other Secretariat staff, conducting their performance evaluations and sharing them with the Oversight/Executive Committee.

k. Workplan and Budget. The BCCM Coordinator shall prepare an annual work plan and budget that shall be reviewed and approved by the Oversight Committee/Executive Committee. In addition, the BCCM Coordinator shall prepare a PAD report for submission to the full BCCM by end of February of each year.

Figure 2: Organogram of BCCM Secretariat



See **Appendix 6** for Terms of Reference for the BCCM Coordinator and
Appendix 8 for BCCM Secretariat Staff Performance Appraisal and Development Protocol.

CONSTITUENCY ENGAGEMENT

32. **Constituencies.** As a multi-stakeholder platform, the BCCM shall include members from *4 core sectors/constituencies*; government, multi-bilateral, civil society and private sector. The civil society (or non-state) sector is subject to particular election processes outlined above. This section of the manual details a number of other considerations the BCCM needs to take account of in ensuring adequate stakeholder engagement.[15]

a. All relevant ministries in the fight against the diseases should be represented in the BCCM, in line with the epidemiological context of the country

b. Key populations for each disease, as identified in the national strategic plan for that disease, should be adequately represented

c. Al least one member should represent the youth age group (under 35 years), preferably from the Private Sectors

d. The BCCM should endeavour to achieve an adequate balance of gender representation across constituencies (at least 40% should be non-male)

e. Chairs and Vice Chairs of the BCCM and/or its committees should be from different constituencies and there should be a periodic change and rotation of leadership

f. Non-state sectors (Private Sector and Civil Society) members should account for at least 40% of the BCCM members and should be actively engaged in all key committees (Oversight, Executive, and Ethics)

g. BCCM members, civil society members in particular, should actively seek inputs from and provide feedback to their constituencies. Community consultations should be documented where possible.

h. The BCCM, including its civil society members, should have opportunities to contribute to the development of the National Strategic Plans for the three diseases

[15] The following points align with the indicators in the Global Fund's annual IPF CCM performance assessment tool that are used to assess a CCM's Engagement functionality.

❖ APPENDIX 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 identifying and managing potential, perceived 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 conflicts 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 acknowledgment of the requirement of the Global Fund's Country Coordinating Mechanism Policy 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.[16] It is also aligned with guidance on avoiding conflicts of interest in the annexed Code of Ethical Conduct for CCM members which has been endorsed by the BCCM.

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 of 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.
    - Act in a way that disadvantages other BCCM Members or employees, grant beneficiaries, or the wider public.
    - **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

[16] Country Coordinating Mechanism Policy 2018: Requirement 6.
https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

when a person believes or suspects that a BCCM Member or Secretariat employee has a COI, as defined above.

- **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 Code of Ethical Conduct for CCM Members, 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 first 'Agenda Item' of each BCCM meeting will be on 'Disclosure of COIs' as default agenda.

3.3. 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 item to be discussed in the meeting.

3.4. Any Member or Alternate Member who has an actual or potential conflict of interest shall publicly 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).

3.5. 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. Allegations requiring further investigation will be referred to the Ethics Committee for evaluation.

4. Recusal from Deliberations and Decisions

4.1. BCCM officials with real, potential or perceived 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 one of the Vice Chairs for the period of the deliberations and must recuse himself or herself. If all of the Vice Chairs also have a COI, they will also recuse themselves 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 Chairs, or BCCM Members will refer all available information regarding the COI to the BCCM leadership or the Ethics Committee to determine whether a COI exists.

5.3. If a COI is deemed to exist, the BCCM leadership or Ethics Committee 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 or Ethics Committee 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 the 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 the Ethics Committee to investigate the matter and make recommendations for a final decision by the BCCM.

MB

Periodic Member Declaration of Conflict of Interest

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

Upon appointment to the Bangladesh CCM (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 the 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 the Code of Ethical Conduct for CCM Members, 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 organization that serves as a PR or SR of a Global Fund grant or interested to be a PR or SR in upcoming grants? If so, please list the organization(s) and disease program(s).	
2.	Does a close family member work for or hold an ownership interest in an organization serving as a PR or SR 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 receives funding from, or sells products or services to, a national disease program 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: .....

❖ APPENDIX 2: TERMS OF REFERENCE, EXECUTIVE COMMITTEE

1. **Purpose.** The Executive Committee shall meet to address any important issues requiring immediate decision emerging in between quarterly BCCM 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 consist of all the Chairs and Vice Chairs of the BCCM, the Oversight Committee, and the Ethics 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 quarterly CCM general meetings emerge. The quorum for meetings will be five Members (or over 50% of the current committee membership), one of whom must be either the Committee Chair or one of the Vice Chairs. The Chair can either call for an Executive Committee meeting him/herself or with recommendation from one of the other committee members or the BCCM Secretariat.

5. **Roles and Responsibilities of the 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 overseeing the Secretariat's completion of an annual self-assessment of BCCM functionality 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. 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.

   e. Hire and supervise the BCCM Coordinator, and 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. The Executive Committee will also perform the Annual Performance Appraisal and Development (PAD) for the BCCM Secretariat Coordinator and staff.

   f. Oversee and manage the BCCM Secretariat budget and expenditures, including the preparation and submission of CCM funding requests to the Global Fund. As the Chair of the Executive Committee is heavily overloaded with work, the Chair of Oversight Committee will perform the tasks.

   g. Carry out an Annual Performance Appraisal and Development (PAD) of the BCCM Secretariat. On behalf of the BCCM Executive Committee, Chair of the BCCM Oversight Committee will be responsible for annual Performance Appraisal and Development (PAD) for the Secretariat Staff including BCCM Secretariat Coordinator.

   h. Oversee the Secretariat's implementation of planned activities to strengthen the capacity of BCCM Members, including orientation of new Members.

i. Address any other matters referred to it by the BCCM, reporting back to the BCCM on any decisions made.

❖ APPENDIX 3: TERMS OF REFERENCE, OVERSIGHT COMMITTEE

The BCCM Oversight Committee shall provide leadership and guidance for two CCM functions: to develop new funding requests for the three diseases for submission to the Global Fund, and, as required by the Global Fund, to oversee the implementation of Global Fund grants in Bangladesh in accordance with the BCCM oversight plan.

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 working groups within 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, two Vice Chairs, 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.

    1) Membership criteria shall be based on technical expertise rather than constituency representation (with the exception of point 2. below). At a minimum, the Oversight Committee shall have members with the following types of expertise:

        i. Financial management

        ii. Disease-specific (i.e. HIV/AIDS, TB and Malaria)

        iii. Procurement and supply chain management (PSM) and

        iv. Program and/or health systems management

        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 Oversight Committee meetings.

    2) Membership of the Oversight Committee must also include representatives from KP and PLWD

    3) Committee members shall be appointed for a term of three years, and may be reappointed for further terms.

    4) Candidates who are non-BCCM members shall be required to complete the same conflict of interest declarations prepared by all BCCM members. 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.

    5) Members of the Oversight Committee shall not be representatives of Principal Recipient, Sub-Recipient, or Sub Sub-Recipient institutions.

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 (Funding Request development, and strategic grant oversight)

    b. One Vice Chair shall deal provide leadership for the Funding Request development 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 one of the Vice Chairs.

   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. The COI Policy will apply in the process of inviting meeting attendees.

Funding Request development function

1. **Purpose.** The Funding Request development function mandates the Oversight Committee to lead the BCCM in its development of new funding requests to the Global Fund through transparent and documented processes involving a broad range of stakeholders, including CCM members and non-members. In addition, the Oversight Committee, at an appropriate point in the grant cycle, is mandated to appoint a PR Selection Committee to lead and manage transparent processes to select Principal Recipients for upcoming grants following the PR Selection SOP.

2. **Roles and Responsibilities.** The Funding Request development function is responsible for providing leadership and guidance for the full BCCM to meet the Global Fund's CCM Eligibility Requirements 1 and 2 developing new Funding Requests and for nominating Principal Recipients.[17]

   Specifically, in securing new funding the Funding Request development function of the Oversight Committee shall assist and guide the full BCCM to:

   a. Coordinate the development of all Funding Requests 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 Funding Requests, including most-at-risk populations and people living with or affected by the diseases.

   c. Ensure that Funding Requests 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 SRs.

   Additionally, in the selection of Principal Recipients the Funding Request development function shall assist and guide the CCM to:

[17] Global Fund CCM Policy 2018, https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

g. Nominate one or more PR(s) at the time of submission of their Funding Request

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.

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 Funding Request process so that any capacity building needs shall inform TA planning within the Funding Request.

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 Funding Request development 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 oversight[18] 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. **Routine grant oversight (outputs vs. targets on a quarterly basis + risk mitigation implementation tracking)**

   a. Financial– appropriate, timely, and effective use of funding from the Global Fund.

   b. Programmatic– timely and effective implementation of Principal and Sub- Recipient work plans, including implementation of intended results in short - and intermediate - term periods and follow-up on Technical Working Group discussions and action areas.

   c. Procurement– transparent, competitive, and effective procurement and supply management with appropriate quality assurance, and in accordance with national law.

   d. Risk management – monitor the implementation of planned mitigations to control key grant risks identified during annual risk review process.

6. **Strategic oversight (outcomes vs. national program results on an annual basis + co-financing commitment fulfillment tracking and risk identification and mitigation planning)**

   a. Verify whether the Global Fund program results are contributing to National Strategic Plan Targets.

   b. Examine the extent to which grant accomplishments are contributing to achievement of goals and objectives of National Strategic Plans (national impact).

[18] Eligibility Requirement 3, Global Fund CCM Policy 2018, https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

c. Check whether the grant implementation processes are facilitating sustainable engagement of KPs and CSOs in the national response to the diseases beyond the Global Fund grants.

d. Identify good/effective practices in grant implementation that can be institutionalized in the national response to the diseases.

e. Check on annual progress towards meeting the co-financing commitments made to the Global Fund in the Commitment Letter submitted with the Funding Request.

a. Conduct an annual grant risk identification, evaluation and mitigation planning process to inform grant risk management.

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

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, bottlenecks and risks

- Analyze information to identify problems and bottlenecks requiring BCCM attention
- Document problems, issues, or bottlenecks for BCCM review and decision-making
- Identify and rate key strategic-level grant risks, rate them and plan mitigations

d. Provide guidance and recommendations for BCCM actions

- Request an 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.

8. **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 need of the Oversight Committee to work with BCCM Secretariat to ensure that the proposed budget for oversight activities aligns with resources available in the CCM funding agreement.

9. **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

❖ APPENDIX 4: TERMS OF REFERENCE, ETHICS COMMITTEE

Background

1. In order to meet the requirements of the Global Fund's Code of Ethical Conduct for CCMs (CECC) the Bangladesh CCM (BCCM) has established an Ethics Committee (EC) as recommended by that Code.
2. This document specifies the purpose, composition, roles and responsibilities and working procedures of the EC. The key ethics principles are further elaborated in the CECC[19].
3. This TOR also takes into account the CCM Policy issued by the Global Fund in 2018[20].

Purpose

4. The EC's core purpose is to promote ethical conduct and decision-making in all BCCM activities by leading the implementation and ongoing enforcement of the CECC. The committee is responsible for conflict-of-interest management (as per the BCCM's Conflict of Interest Policy), management of issues relating to protection from sexual abuse, exploitation and harassment (PSEAH), and the promotion of ethical decision-making and behaviours to support the four values of Duty of Care, Accountability, Integrity and Dignity & Respect.

Membership and Appointment

5. The EC shall be a standing committee of the BCCM and shall comprise eight members.
6. In appointing members to the EC the BCCM should ensure a balance of both state and non-state actors, and ensure a balance of genders.
7. The EC shall have a Chair and a Vice-Chair, who are appointed by the BCCM. As specified in the BCCM governance manual, the Chair and Vice Chair of the EC shall also be members of the BCCM Executive Committee.
8. Members of the EC, including the Chair and Vice-Chair shall be appointed by the BCCM for a term of 3 years. EC members may be re-appointed for one further 3-year term (maximum 6 years/two terms.)
9. If, in the course of its operation, it is felt that the EC needs additional technical expertise it does not have access to from within the current BCCM membership (for example, dispute resolution, ethics, Protection for Sexual Exploitation, Abuse and Harassment (PSEAH)) the BCCM may appoint a technical expert from outside the BCCM to join the committee membership on a temporary or 3-year term basis.
10. To avoid any conflicts of interest, individuals serving on the EC must not be a member of any organisation or agency that is currently serving as a PR or SR for any Global Fund grants. If, during the course of their term, an EC member becomes a member of a grant implementing organisation they will be required to step down from the EC. Members of the EC are further bound by the BCCM Conflict of Interest policy and by the CECC.

Function and Responsibilities

11. The Committee's function covers three key areas:
    a. Conflict of interest management
    b. Enforcement of the Code of Ethical Conduct for CCM members
    c. Protection from Sexual Exploitation, Abuse and Harassment (PSEAH)

[19] https://www.theglobalfund.org/media/8234/core_codeofethicalconductforccmmembers_policy_en.pdf
[20] https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

12. Specifically, the EC shall be responsible for the following ethics-related activities:

    a. Promoting ethical ways of working in the BCCM by demonstrating the four values (Duty of Care, Accountability, Integrity and Dignity & Respect) and building a shared understanding of why ethics is important for their CCM.

    b. Receiving and/or investigating allegations of conflict of interest and or sexual abuse, exploitation or harassment in Global Fund grant activities. The Ethics 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.

    c. Providing accurate and timely advice to BCCM Members and BCCM Secretariat Staff on conflicts of interest, ethical conduct and ethical decision-making;

    d. Overseeing the BCCM Secretariat in their operation of the BCCM's Conflict of Interest Policy and related procedures;

    e. Ensuring that new BCCM Members are trained and certify their compliance with the CECC;

    f. Leading the ongoing enforcement of the CECC;

    g. Ensuring that the BCCM responds appropriately to concerns or allegations of misconduct, including ensuring that the Global Fund is notified as appropriate;

    h. Reporting to the BCCM about progress of ethics and compliance risk management, and ensuring that the BCCM reports to the Global Fund on eligibility requirement six[21];

    i. Ensuring that SEAH risks are identified and managed within the BCCM's broader risk management process.

    j. Ensuring that BCCM PR nomination and selection processes are transparent and free of conflict of interest.

    k. Conducting a first review of any whistle-blowing complaints made to the BCCM and making a recommendation to the BCCM about how they should be handled.

Meetings and Working Arrangements

13. The EC shall meet at least once per year on a fixed schedule, and also on an ad hoc basis throughout the grant cycle to address ethical issues arising.

14. The agenda for each meeting of the EC shall be prepared by the BCCM Secretariat in discussion with the EC Chair. Individual EC members may propose agenda items to the Chair. The agenda and related working documents will be distributed to EC members by the BCCM Secretariat at least three working days in advance of the meeting.

15. Annual EC meetings are scheduled in the annual work plan. In addition, all participants should be given at least two weeks' confirmation of all scheduled face-to-face meetings.

16. The BCCM Secretariat shall be responsible for taking minutes of each EC meeting and sharing a draft of those minutes within one week after the meeting. A record of all EC meeting minutes, voting records and file notes shall be maintained by the BCCM Secretariat.

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[21] **Requirement 6:** To support CCMs' leadership role of setting a tone and example of abiding by the highest standards of ethics and integrity, the Global Fund **requires** all CCMs to:

i. Approve and adopt the Code of Ethical Conduct for CCM Members;
ii. Develop or update, as necessary, and publish a Conflict of Interest Policy that applies to all CCM members, alternates, and CCM Secretariat staff; and
iii. Enforce the Code of Ethical Conduct and apply the Conflict of Interest Policy throughout the life of Global Fund grants.

17. The EC Chair or Vice Chair shall report on meeting proceedings into the next subsequent BCCM plenary meeting or into a specially called Executive Committee meeting should there be issues that need to be addressed urgently.

Decision Making

18. Internal decision making by the EC will be by consensus. If a consensus cannot be reached, decisions may be made by a simple majority vote, if there is a quorum. The quorum for the EC shall be 50% of members.

19. All decisions made by the EC will be made in accordance with the BCCM Conflict of Interest policy set out in Appendix 1 of the BCCM Governance Manual.

❖ APPENDIX 5: TERMS OF REFERENCE, TECHNICAL WORKING GROUPS

Three permanent Technical Working Groups (TWGs), one for each disease, shall be formed to assist the Oversight Committee with the development of Funding Requests through a transparent and documented process that ensures the engagement of a broad range of stakeholders (both CCM members and non-members) in a country dialogue; and with addressing any disease related challenges/risks or emergencies. The TWGs shall report to, and work under the guidance of, the Oversight Committee providing technical recommendations/suggestions to ensure that submitted Funding Requests are technically sound. Members of TWGs will be leading experts in their respective fields.

TWGs 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 declaration form.
4. One relevant Line Director or Program Director (HIV, TB and Malaria) shall be a permanent member.

Term of Office

1. Each full TWG shall have BCCM endorsement before beginning their term.
2. The TWGs shall have a term of 3-year term and extension for another 3 years will be subject to review by the Oversight Committee.
3. An individual's membership in and TWG can be extended for another term provided it does not exceed 2 consecutive terms.

Meetings and Quorum Requirement

1. The TWGs 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 TWGs 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 plans and gap analyses.
2. Assist and coordinate the development of Funding Requests through a transparent and

documented process that ensures 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 Funding Requests that are 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 Global Fund guidance on the development of Funding Requests.

   Clearly document efforts to engage key affected populations in the development of Funding Requests, including most-at-risk populations.

4. Under the guidance of the Oversight Committee form Funding Request development team(s) and supervise the teams to ensure Funding Requests are developed and submitted on schedule. Coordinate with the BCCM Secretariat during the Funding Request development process.
5. Develop and implement a Funding Request development roadmap clearly indicating activities, timeframes, persons responsible, and deliverables. Coordinate with the BCCM Secretariat for any logistical support.
6. Coordinate with the Oversight Committee and the BCCM Secretariat for BCCM endorsement of Funding Requests.
7. Under the guidance of the Oversight Committee the TWGs will address any disease related challenges/risks or emergencies and immediately report back to Oversight Committee, subsequently to the BCCM.

Reporting and dissemination of information

1. The TWGs must submit their quarterly meeting minutes with recommendations to the Oversight Committee and disseminate the information to relevant stakeholders.
2. The TWGs should immediately submit the reports with recommendations to the Oversight Committee and subsequently with BCCM if they identify and/or address any emergency/challenging issues.

❖ APPENDIX 6: TERMS OF REFERENCE, BCCM SECRETARIAT COORDINATOR

Summary

The BCCM Secretariat 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 Chairpersons on an '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 Secretariat Coordinator shall be assisted by a Deputy Coordinator, Oversight Officer, three (03) Technical Officers (HIV, tuberculosis and malaria), Finance and Admin Officer and an IT Officer.

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

The Coordinator shall assist the BCCM in carrying out its core planning, coordination, communication, and facilitation functions, including facilitating and supporting the process of Funding Request 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, ethically and financially sound way. The BCCM Secretariat 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 working groups**. 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. 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.
3. **Annually complete the Integrated Performance Framework for assessing the functionality of BCCM.** As required by the Global Fund CCM Hub the Coordinator leads the Secretariat team to draft the responses to the assessment before sharing with the Executive Committee/BCCM for sign off before submission. This will include the uploading of documentary evidence to the CCM Hub SharePoint in support of the selected ratings.

4. **Support the Executive and Ethics Committees** in coordinating and documenting routine and extraordinary meetings and communicating issues and outcomes with the BCCM at-large.

5. **Maintain accounting records of the BCCM budget and expenditures.** Liaise with funding recipient entity for timely financial management. Support the Executive 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 PRs 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 the Global Fund Grant Cycle in Bangladesh. Prepare relevant documents for submission to the Global Fund. 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 the BCCM Chair and Vice Chairs 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 by BCCM members, and the annual updating and maintenance of records. Assist the Ethics Committee in the review of conflict-of-interest disclosures and in the identification of Conflict of Interest (COI) issues. Record COI or other whistle-blowing complaints and alert the Ethics Committee accordingly.

10. **Other.** Perform any other duties and responsibilities as assigned by the BCCM Chair or BCCM Executive Committee.

❖ APPENDIX 7: BCCM SECRETARIAT STAFF PERFORMANCE APPRAISAL & DEVELOPMENT PROTOCOL

Introduction: Annual Performance Appraisal provides a mechanism to engage BCCM Secretariat staff members and supervisors in a process of yearly performance planning and development, feedback and appraisal. In the final step in the performance management process a year-end appraisal discussion between the staff members and the supervisors take place. This discussion should cover the ratings in the three areas of appraisal: i) work plan outputs, ii) ethical issues like integrity, accountability, duty of care, and dignity and iii) developmental outputs.

Instructions: Staff performance appraisal must be completed annually for each Secretariat staff within a calendar year (January to December).

Development of ad hoc Performance Appraisal and Development (PAD) Committee and guidance for the BCCM Secretariat Staff: *On behalf of* the BCCM Executive Committee, Chair of the BCCM Oversight Committee will be responsible for annual Performance Appraisal and Development (PAD) for the Secretariat Staff including BCCM Secretariat Coordinator.

As the Chair of the Executive Committee is heavily overloaded with work, s/he will authorize the Chair of Oversight Committee to develop a 3-member PAD Committee in ad hoc basis for annal Performance Appraisal and Development of the BCCM Secretariat staff. The proposed 3-member ad hoc PAD Committee will comprise of a Chair- Chair of the Oversight Committee, one member from government and rest from ML/BL/CSO.

Coordinator and other Staff of BCCM Secretariat: The PAD Committee will be responsible for the annual Performance Appraisal and Development of the Coordinator, BCCM Secretariat. Later, the BCCM Coordinator will also be part of this committee as supervisor of other staff members.

Development of Performance Matrix by the BCCM staff members: The BCCM Secretariat staff will be provided with a PAD form in January of each year to develop the matrix of the PAD form. They will develop 3-5 SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound) objectives/activities on each component of BCCM responsibilities, like operations, oversight, positioning and engagement on the basis of the job responsibilities mentioned in the Terms of Reference (TOR). The staff members will share the completed matrix with the committee for their acknowledgement.

Year-end Self-Assessment: The BCCM staff should complete self-assessment of the PAD form and submit to the ad hoc PAD Committee no later than 15 December of that year. In the Achievement column, they will provide information about the activities against each objective briefly in bullet forms considering SMART achievements.

One to One meeting between the PAD Committee and Secretariat Staff: Upon receipt of the self-assessed PAD form from the staff members, there will be one to one discussion between the PAD Committee and each staff member on the PAD matrix that has been developed and agreed by the PAD Committee, allow the staff member to justify him/herself about their performance, received support from government and other constituencies, the challenges they encountered and the way they achieved/not achieved the expected results. The committee will complete assessment and present it to the Oversight Committee by 31 December of each year.

Ratings:

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

Instructions for the PAD Committee members: The PAD Committee members will consider the job responsibilities, the PAD Matrix that has been approved at the beginning of the year (by January) and the achievements for a PAD discussion. They also focus on three areas of appraisal: i) work plan outputs, ii) ethical issues like integrity, accountability, duty of care, and dignity and iii) developmental outputs of the staff member.

The BCCM Secretariat staff members will consider the following PAD guidelines:

A. During Matrix development (January)

Step 1: Staff members should provide general information in the first section.

Step 2: Review the Job description written in the contract paper.

a) Set 3-5 SMART Objectives/activities against each component of BCCM responsibilities.

b) Keep the ethical issue section blank and

c) put 2-3 self-development activities in the last section.

B. During Self-assessment (December)

Step 1: Compete the PAD form with a brief description in the 'Achievement' column keeping SMART achievements in mind in a bullet form. If you fail to achieve any activities or partially achieved, then provide justifications. If you have done any extra-ordinary performance please mention it in the achievement column. Finally, mention the developmental achievement that you have planned at the beginning of the year.

Step 2: Submit the self-assessed PAD form to the PAD Committee for evaluation and meet them for one-to-one PAD discussion.

The PAD Committee will consider the following PAD guidelines:

Step 1: Review the self-assessed PAD form

Step 2: One to one discussion

Step 3: Overall rating

Step 4: Recommendation for improvement and development

Step 5: General comments and signature

Step 6: Forward to the Oversight Committee

BCCM Secretariat Staff Annual Performance Appraisal and Development and Development (PAD) Protocol

Ministry of Health & Family Welfare (MOHFW), Health Services Division (HSD)

Supported by the Global Fund

Employee Name:		**Designation**		**Appraisal Year:**	
PAD Committee Members				**Matrix approval**	**Signature**
a. CCM Vice Chair/ OC Chair		**Designation**		**Date:**	
b. Member from GoB		**Designation**		**Date:**	
c. Member from ML/B/CSO		**Designation**		**Date:**	
d. Supervisor's Name:		**Designation**		**Date:**	

A. Workplan Outputs				
Areas	**Objectives/Activities** *(to be completed in January of each year)*	**Achievements** *(to be completed in December of each year)*	**Supervisors' Rating**	**Supervisors' Comment**
Operations	• … • … • … • …	**Fully/ Partially/Not Achieved:** • … • … • … • …	O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	
Oversight	• … • … • … • …	**Fully/ Partially/Not Achieved:** • … • … • … • …	O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	

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Positioning	• … • … • … …	**Fully/ Partially/Not Achieved:** • … • … • … …	O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	
Engagement	• … • … • … …	**Fully/ Partially/Not Achieved:** • ……. • ….. • ….	O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	

B. Ethical Issues

	Staff member's comments	Supervisors' Rating	Supervisors' Comment
a. Integrity		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	
b. Accountability		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	
c. Duty of care		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	

d. Dignity		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	

C. Developmental outputs (Personal)			
Objectives/Activities	**Achievements**	**Supervisors' Rating**	**Supervisors' Comment**
1.		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	
2.		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	

Overall Ratings of Annual Performance Appraisal and Development			
Areas	**Staff Members Comment**	**Supervisors' Rating**	**Supervisors' Comment**
Workplan Outputs		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	
Ethical Issues		O Not acceptable O Needs improvement O Satisfactory	

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		O Excellent O Outstanding	
Developmental Outputs		O Not acceptable O Needs improvement O Satisfactory O Excellent O Outstanding	

Employee Signature: _____ ***Date:*** _____

Supervisors' Comments:

***Performance Appraisal and Development Committee Members/ Supervisor(s)*:**

Name _____ ***Designation:*** _____ ***Organization:*** _____

Signature: _____ ***Date:*** _____

Name _____ ***Designation:*** _____ ***Organization:*** _____

Signature: _____ ***Date:*** _____

Name _____ ***Designation:*** _____ ***Organization:*** _____

Signature: _____ ***Date:*** _____

Employee's Comment and Signature: _____

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❖ APPENDIX 8: STANDARD OPERATING PROCEDURE FOR CIVIL SOCIETY ELECTIONS

Election of members by constituent group

The elections will be conducted by group of electoral officers composed of a Chief Electoral Officer and two Electoral Assessors under the supervision of an ad hoc BCCM Membership Renewal Committee (MRC). Members of the electoral office will be appointed by the MRC to ensure that no conflict of interest affects any of the members.

Before the voting, each candidate will have the right to appear before the assembly for up to 5 minutes to present its candidacy. Voting, using a ballot developed for this purpose by the electoral office, will be secret. Voting results will be displayed for all to see immediately after the counting.

The candidate receiving the most votes will be elected. In the event of a tie, the assembly will be invited to resume the election after a speech by the candidates concerned. If after 2 attempts, the representative is not known, the candidates will try to reach an amicable agreement or, failing that, a draw will be held to ensure the final choice.

In the event of a dispute, the renewal committee will meet to decide definitively. The entire civil society electoral process will have to be properly documented by the BCCM MRC and filed by the Secretariat.

Documentation of the process

The CCM Secretariat shall document the selection process within each constituent group and the minutes of this process shall be duly signed by the constituent member associations participating in the meeting at which the representative was elected (full member and alternate member). The minutes will specify the process of receiving nominations, analyzing eligibility, voting method, election results and the signed attendance list and any other procedures carried out.

The full record of the election of each constituent group must be forwarded within 5 business days to the BCCM MRC for analysis of compliance with the electoral protocol and CCM internal regulations.

The file will then be forwarded to the CCM Secretariat for filing/archiving.

1. **Preamble**
    a. BCCM Members and Alternate members shall be elected through open elections in each of the 6 non-government constituencies[22] for a three-year term renewable once), in accordance with the Clause 19 on the term of office in the BCCM Governance Manual.
    b. Election of non-governmental sector representatives to the BCCM should be organized every three years and must begin at least three months before the end of the mandate of active CCM members representing the non-governmental sector.
2. **Call for Applications**
    a. A call for applications from organizations and individuals who intend to participate in the election of BCCM members from each constituency, is published by the BCCM Secretariat on the BCCMs website, as well as via social and electronic media and in national newspapers.

[22] The 6 non-government constituencies on the BCCM are: Academia, NGO, FBO, PLWD, KP, Private Sector.

b. The announcement should provide clear information on each stage of the elections and the deadlines, as well as contact details, a description of the constituencies that are entitled to representation in the BCCM, and the criteria and requirements for nomination.

c. The announcement must be accompanied by the application form for participation in the first phase of the election - *forming constituency groups and nominating candidates.*

3. **Membership Renewal Committee**

a. The BCCM shall form an ad hoc Membership Renewal Committee considering a provision to mitigate any potential or perceived conflict-of-interest in the committee, that shall be responsible for overseeing the process for conducting elections of the non-governmental / civil society sector representatives to the BCCM.

b. The MRC shall be comprised of representatives from the non-governmental sector / civil society sector and the number of committee members should not exceed 10 people.

4. **BCCM Secretariat**

a. The duties of the BCCM Secretariat include the operational management of all phases of the election as described in this document.

b. The BCCM Secretariat does not make any decisions regarding the formation of constituency groups, registration of candidates or results of BCCM elections – this is a function of the independent Membership Renewal Committee.

c. The BCCM Secretariat shall recommend to the MRC the decisions that this committee should make throughout all stages of the election.

5. **Election stages**

Voting can be carried out Physically or through Online Voting (e.g., using google forms):

Physically: The MRC receives letters from members of constituency groups stating which candidate they voted for. Information about the preferred candidate should be received in the email address indicated in the registration form.

a. **Stage 1**: Analysis of documents sent to the election mailbox from organizations and individuals representing communities, as well as their registration in relation to each constituency group. The MRC members can request any missing or additional information necessary for completion of tasks.

b. **Stage 2: Evaluation of the registration documents** - the MRC analyses candidates' responses to make sure they have responded appropriately to the requirements outlined in the relevant sections of application process. If a candidate does not meet the specified criteria and requirements, the MRC disqualifies the candidate from further participation in the election process.

c. **Stage 3:** The Voting Procedure - Following the application for elections process a list of registered constituency group members who expressed their intent to be nominated for CCM membership, shall be published by the CCM Secretariat to inform nongovernmental sector representatives about the list. This also enables community representatives to participate in the decision-making process by voting within those organizations which represent their interests.

d. **Stage 4:** A list of constituency group members representing communities of PLHIV/TB/Malaria, Youth, Women & children, PWIDs, MSM, Transgender, Factory Workers, Migrants, Refugees and F&MSW who did not express their intent to be nominated to the BCCM will not be published and their details will only be known to the BCCM Secretariat to maintain their confidentiality.

e. **Stage 5:** The MRC counts the votes and tally's results. The MRC, through the Secretariat, posts results for all observers to see.

f. **Stage 6:** Announcement and endorsement of results – official declaration of transparently recorded and counted vote.

g. **Stage 7:** Archiving of the election results – all documentation including nominations, CVs, pre-voting registration, voting, declaration of results, participant names & signatures are stored in the Secretariat database.

h. **Stage 8:** Governmental and international organisations – send in formal letters confirming or updating the official member and alternate for each sub-sector identified in the Governance Manual. The Secretariat archives these formal appointments.

i. **Stage 9:** Preparation for the BCCM's Initiation of new term of office – BCCM meeting to appoint an Interim Executive Committee. The IEC supervises the nomination and election (by secret ballot) of the BCCM Chair and 3 Vice Chairs[23], and all BCCM Committee members as per the requirements of the Governance Manual.

j. **Stage 10:** Announcing of results of the officers' elections and the membership of the committees. Documentation of these appointments posted to the BCCM website, and all records archived.

k. **Stage 11:** Induction of new members, alternates, officers and committee members. Crafting of a BCCM strategy, work plan and budget. Approval of a BCCM calendar of BCCM meetings, committee meetings and other Global Fund or Health events. Induction records and plans uploaded to the website and the Global Fund CCM portal.

[23] Clause 24 - 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).

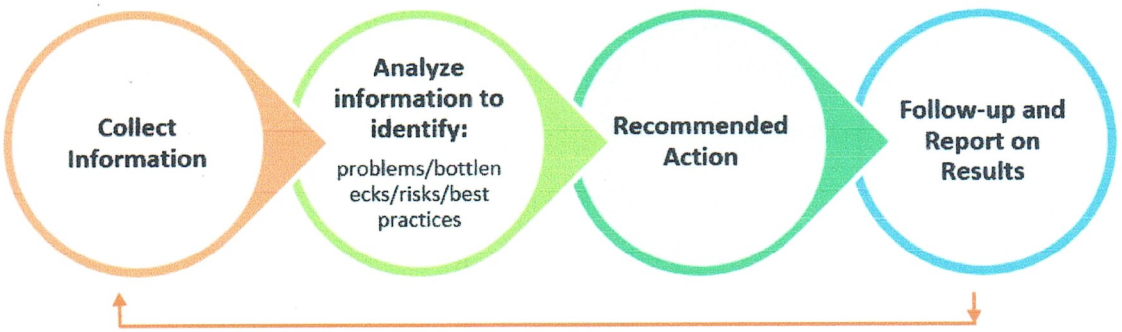
❖ APPENDIX 9: CCM EVOLUTION

To strengthen the Country Coordinating Mechanisms' contribution to health governance, the Global Fund developed the CCM Evolution Strategic Initiative, a catalytic opportunity to enhance the way of partnerships in countries and regions.

The objective of CCM Evolution is to equip CCMs to facilitate inclusive oversight and meaningful engagement in alignment with national structures for sustained health governance. A Pilot has been tested by the Global Fund, resulted in increased focus on **four core responsibilities**:

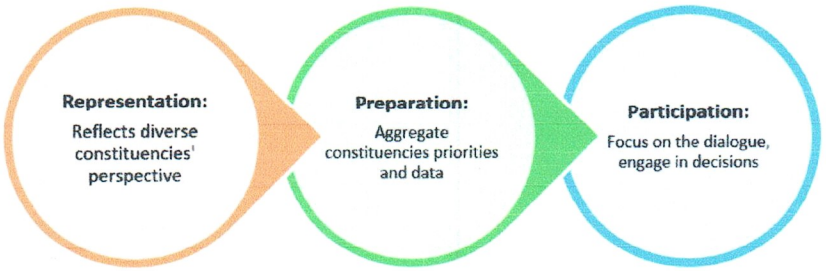
a. **Oversight**: Active oversight of existing and emerging investments and it corresponds to CCM eligibility requirement 3, requiring the development of an oversight plan.

Main components of the oversight process:



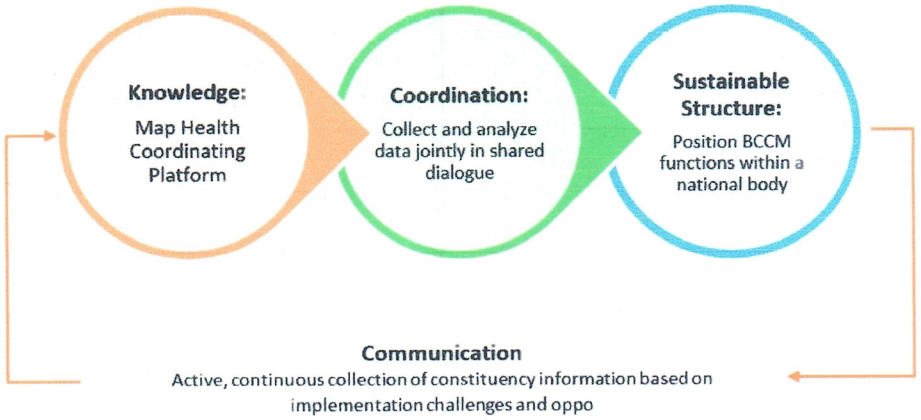
b. **Engagement**: Meaningful, inclusive and active participation of key stakeholders maximizes impact against HIV, tuberculosis and malaria and contributes to resilient and sustainable systems for health.

Drivers of effective engagement



Positioning: Working within national structures and existing emerging platforms to increase efficiency of health investments. Positioning is a pathway to sustainable health governance, aimed at

a progressive alignment of Bangladesh Country Coordinating Mechanism core principles with national institutions.



Positioning Pathway

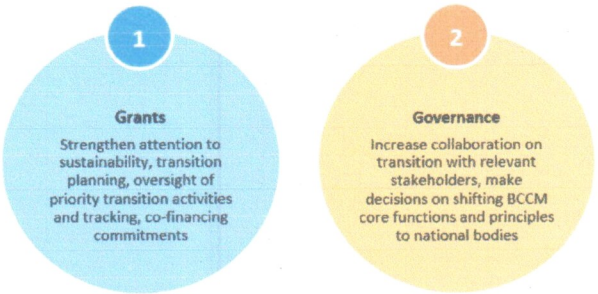
c. **Operations**: BCCM operations provide the base on which core responsibilities are executed which are: oversight of Global Fund health investments; engagement of multisector stakeholders, including civil society, communities and key populations; and positioning of health governance within national structures.

Key entry points for operations



Transitioning

In addition to that Bangladesh Country Coordinating Mechanisms actively preparing for transitioning away from Global Fund financing should engage stakeholders who can support transition planning and sustainability; focus on shifting Country Coordinating Mechanism core functions to the national health governance architecture; and, work to ensure its core principles are maintained when transitioning away from Global Fund financing.



❖ APPENDIX 10: INDICATORS OF INTEGRATED PERFORMANCE FRAMEWORK OF BCCM

Area	Performance Objectives/Indicators	Annual Check
Oversight	Effective Oversight Committee (OC) is in place with membership and plans aligned with the Global Fund (GF) grant priorities and relevant national processes (e.g. national program reviews and national planning).	Does your Coordinating Mechanism have an Oversight strategy? (ER 3A)
		Does the OC have the following skills: financial management, disease-specific expertise, procurement and supply management, program management? (ER 3B)
		Does the OC include Key and vulnerable populations / People living with the disease(s) (KVP/PLWD) representative(s)? (ER 3B)
	The Oversight Committee (OC) uses strategic information and analysis effectively, supporting evidenced-based decision-making throughout the GF grant-life cycle.	Does the OC regularly collect strategic information, including from non-implementers of GF grants through consultations and/or site visits, for data-driven decision-making? These may include community-lead monitoring (CLM) observatories, human rights complaints mechanisms, ... (ER3C)
	The Coordinating Mechanism works effectively with PRs to identify and mitigate risks, bottlenecks and challenges to grant delivery (adopts risk management approach).	Does the OC meet regularly with Principal Recipients (PRs) to collect strategic information and discuss implementation progress, challenges, risks, or the need for program revisions? (ER 3D)
		Does the Coordinating Mechanism (General Assembly - GA) make decisions when problems and challenges are identified? (ER 3E)
		Does the Coordinating Mechanism regularly share and follow up on oversight results with the Global Fund and in-country stakeholders? (ER 3F)
	The Coordinating Mechanism supports the realization of co-financing commitments.	Does the Coordinating Mechanism discuss co-financing on its meetings and with key stakeholders?

Engagement	Coordinating Mechanism constituencies selection/election processes abide by principles of good governance (are transparent, ethical and well-documented) and ensure quality engagement.	Are key affected and most at risk groups represented in the Coordinating Mechanism? (ER 4G) (ER 4H)
		Are the relevant ministries in the fight against the diseases represented in the Coordinating Mechanism, in line with the epidemiological context of the country?
		Does the Coordinating Mechanism have balanced gender representation? (ER 4I)
		Are the elections of Coordinating Mechanism members representing civil society constituencies well-documented? (ER 5J)
		Does the Coordinating Mechanism elect Chair and Vice Chair(s) from different sectors and also follow good governance principles of periodic change and rotation of leadership? (ER 5M)
	The Coordinating Mechanism supports the realization of co-financing commitments.	Does the non-state sector (Private Sector / Civil Society / Academia) account for at least 40% of the Coordinating Mechanism seats? (ER 5K)
		Are non-state members actively engaged in all key committees (oversight, executive, ethics)?
	Coordinating Mechanism members (particularly Civil Society members) carry out activities to solicit inputs from and provide feedback within their constituencies to contribute to sound decisions.	Do Coordinating Mechanism members actively seek inputs from and provide feedback to their constituencies (particularly CS members, on barriers to access quality services)? (ER 5L)
	Coordinating Mechanism representatives (particularly Civil Society members) engage in country processes on national response (e.g., National Strategic Planning, Program Reviews and Prioritization, Development Partner's	Does the Coordinating Mechanism contribute to the development of the National Strategic Plan, including community-system strengthening?

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	Country Operational Planning).	
Positioning	The Coordinating Mechanism proactively defines a "strategic positioning" vision to ensure alignment with and/or integration into national structures/coordinating bodies and formal links with donor partner platforms.	Does the Coordinating Mechanism know the health governance landscape they operate in?
		Does the Coordinating Mechanism have a Positioning plan?
	The Coordinating Mechanism ensures buy-in and ownership of the vision by all relevant stakeholders (particularly national government).	How strong are linkages between the Coordinating Mechanism and other health governance platforms?
	The Coordinating Mechanism aligns its functions and structures with the national response for enhanced harmonization of systems, processes and decision-making for greater impact and efficiencies.	How well is the Coordinating Mechanism integrated with the health governance of the country / region?
	Civil society members and communities are proactively represented and engaged in coordination, governance and decision-making bodies and processes beyond the Coordinating Mechanism.	Is civil society engagement being institutionalized?
Operations	The Coordinating Mechanism ensures ethical decision-making	Does your Coordinating Mechanism have mechanisms to ensure ethical decision making? (ER 6N, 6Q, 6R)

	processes are adopted and mainstreamed throughout its operations.	Does the Coordinating Mechanism follow procedures to prevent or mitigate conflicts of interest, for instance during the (PR) selection process? (ER 6O, 6P)
		Does the Coordinating Mechanism respond to Ethical issues? (ER 6S)
	The Coordinating Mechanism Secretariat provides effective administrative and strategic support to the CCM and its structures.	Does the CM Secretariat provide adequate information to Coordinating Mechanism members, to help them perform their role?
		Does the Leadership provide effective performance management of CM Secretariat staff?
		Does the CM Secretariat ensure effective management of the Coordinating Mechanism's resources?
	The Coordinating Mechanism has appropriate and relevant structures in place, which operate optimally and efficiently.	Are Coordinating Mechanism members prepared to take on their role?
		Does the Coordinating Mechanism regularly review its structure and associated governance documents to ensure relevance? Open seats to be assigned every cycle to an emerging targeted group or technical partner are encouraged.
	Coordinating Mechanism's operations are effectively managed.	Does the Coordinating Mechanism perform its core functions?

ANNEX