

**Terms of Reference of
India Country Coordinating Mechanism (I-CCM)
For the Global Fund to Fight AIDS, Tuberculosis and Malaria**

INTRODUCTION

1. The India Country Coordinating Mechanism (India-CCM) was established by the Ministry of Health and Family Welfare and other relevant and interested stakeholders, in order to access Global Fund grant monies, ensure those funds were well-coordinated within the national response, and provide national oversight and ownership of grant implementation.
2. The India-CCM represents a multi-stakeholder partnership of governmental, non-governmental, and development partner entities and operates on a voluntary basis.
3. The goal of the India-CCM is to strengthen measures to fight HIV/AIDS, TB and malaria in India through multi-sectoral coordination and effective and inclusive dialogue among appropriate stakeholders, including key affected populations and persons living with the diseases.
4. One of the core responsibilities of the India-CCM is to ensure compliance with the Global Fund Eligibility Requirements and Minimum Standards. It shall also strive to implement the Global Fund guidelines and directives for CCMs¹.

TERMS OF REFERENCE

5. These revised Terms of Reference will be effective from the date 5th June, 2015, as approved by the India-CCM. Subsequent modifications to the Terms of Reference will require approval by the India-CCM. Initial and subsequent approvals require a two-thirds vote of the eligible voting members of the India-CCM (either a regular voting member or his/her alternate).

MANDATE

The mandate of the India-CCM is to:

6. coordinate development of concept notes and their endorsement for submission under the New Funding Model of the Global Fund.
7. nominate Principal Recipients (PRs) for implementation of the Global Fund grants;
8. provide oversight to all Global Fund supported programs; and,
9. manage and mitigate all conflict of interest issues, especially in relation to concept note submission, PR nomination, and grant oversight.

GENERAL PRINCIPLES OF INDIA-CCM

10. There shall only be one India-CCM to represent the country.

¹Please refer to “Guidelines and Requirements for Country Coordinating Mechanisms” for further details.
<http://www.theglobalfund.org/en/ccm/guidelines/>

11. India-CCM members shall represent the interest of country-level stakeholders and as individuals they are accountable to the sector they represent.
12. India-CCM shall adhere to the principles of good governance, including broad and inclusive participation, democratic and consensus-based decision-making, full transparency, cooperative partnership, and efficient operation.
13. India-CCM shall ensure that activities supported by the Global Fund are fully consistent with India's national strategies to combat HIV/AIDS, TB, and malaria and the principles contained within them.
14. India-CCM shall ensure that its membership includes representatives of different constituencies as per requirements under the Global Fund Guidelines, based on a documented and transparent process.
15. India-CCM members representing government and non-government constituencies (excluding multilateral and bilateral partners) shall be (s) elected by their own constituencies based on a documented and transparent process.
16. The India-CCM shall have a policy to manage conflict of interest that applies to all India-CCM members and across all India-CCM functions.

CORE FUNCTIONS OF INDIA-CCM

17. Development of concept notes

- 17.1 The India-CCM shall coordinate the development of concept notes through transparent, inclusive and documented processes that engages a broad range of stakeholders, including India-CCM members and non-members, and in the solicitation and review of activities to be included in the application. The documented process will be made available publicly as part of the invitation for expressions of interest to participate in the development of the concept notes for the Global Fund.
- 17.2 The India-CCM shall clearly document efforts to engage people living with the diseases and key affected populations in the development of concept notes, including most-at-risk populations.
- 17.3 The India-CCM shall submit consolidated concept notes that result in 'single stream of funding' for each proposed PR in a given disease area.

18. Nomination of Principal Recipients (PRs) for implementation of Global Fund grants

- 18.1 The India-CCM shall document a transparent process of nomination of all new and continuing PRs based on clearly defined and objective criteria. The selection criteria and process shall be made available publicly as part of the procedures followed in the invitation for expression of interest to participate in PR selection.²

²Global Fund rules governing PRs shall be taken into consideration by the India-CCM for the selection process which will include: experience, programme management and monitoring capacity, financial management systems, monitoring capacity and past reputation as a PR. Further, the India-CCM shall also consider the relevance of the concept note to the national disease

- 18.2 The India-CCM shall document the management of any conflicts of interest that may affect the PR nomination process.

19. The following conditions apply to PRs in India:

- 19.1 **Government PR:** The Department of Economic Affairs of the Ministry of Finance is the only Government of India (GoI) entity legally authorized to receive and disburse funding from external sources for government organizations. Consequently, within the GoI, this entity is the default PR for all grants made by the Global Fund to the GoI. The Department of Economic Affairs will delegate and designate the respective GoI units selected by India-CCM as the Operational PRs. The Operational PR shall manage the programmatic aspects of the grant, as well as, the disbursement and audit of funds entrusted to the sub-recipients (SRs) and sub-sub (SSRs) of the grant.
- 19.2 **Non-government PRs:** Non-government PRs shall be entities possessing the legal status to enter into a grant agreement with a non-domestic/external entity as per the rules and regulations stipulated by the GoI. Further, any non-government PR must not be in breach of any central or state specific legal provisions governing the functioning of such entities in the country. Preference will be given to domestic organizations to serve as non-government PRs.

20. Oversight of PRs and Program Implementation

- 20.1 The India-CCM shall submit and follow an oversight plan for all financing approved by the Global Fund. The plan will detail specific oversight activities, how program stakeholders will be engaged in oversight function and individual and/or constituency responsibilities. Stakeholders that will be involved in oversight include CCM members and non-members, particularly non-government constituencies and representatives of people living with the diseases and or key affected populations.
- 20.2 The India-CCM shall establish an Oversight Committee and ensure that it has an adequate set of skills and expertise or access to those skills and expertise to conduct effective periodic oversight³. The India-CCM's Oversight Committee will conduct oversight activities to discuss challenges with each PR and identify problems, potential reprogramming and corresponding reallocation of funds between program activities, if necessary.
- 20.3 The India-CCM's Oversight Committee is not a decision-making entity. It only analyzes data and information obtained in the course of oversight activities and makes recommendations to the full India-CCM. The India-CCM will take decisions and corrective actions whenever problems and challenges are identified by the Oversight Committee.
- 20.4 The India-CCM shall receive and review copies of disbursement request and progress updates from the PR to the Global Fund for its oversight function purposes.
- 20.5 For each India-CCM concept note financed by the Global Fund, the India-CCM shall come to a clear understanding with the corresponding PR between the oversight function of the India-CCM and the implementation and monitoring functions of the

control strategy, the value added by the PR, the technical expertise of the PR and the capacity to coordinate with other Government and non-Government PR.

³ According to the GF requirements, skills should include: a) financial management; b) disease-specific expertise; c) programmatic management; d) procurement and supply chain management; and, e) understanding of living with or being affected by the diseases.

- PR. Both stakeholders (the India-CCM and PR) will ensure the smooth coordination of information sharing necessary to maintain the clarity of roles. The India-CCM shall not involve itself in monitoring and evaluation of the day-to-day management of grants, implementation details, SR management, and shall concentrate on the overall grant performance and performance indicators.
- 20.6 The India-CCM will share oversight results with the Global Fund Secretariat and in-country stakeholders regularly through the process defined in its oversight plan.

21. Other major functions of the India-CCM

- 21.1 Apply the Terms of Reference of the India-CCM and modify them whenever necessary.
- 21.2 Respond to enquiries from stakeholders and the Global Fund concerning concept notes and grant implementation.

22. INDIA-CCM COMPOSITION

- 22.1 The India-CCM is comprised of 26 voting members including one Chair.
- 22.2 The India-CCM shall ensure that at least 40% of its voting representation is from the national civil society sector and that these members are selected by their constituencies in a transparent and documented process. Further, the India-CCM shall endeavor to ensure adequate representation of women in different constituencies.
- 22.3 The following number of voting members are (s)lected from the various constituencies comprising the India-CCM:
- Government: (Ministry of Health and Family Welfare (5), Other Union Ministries and Governments of States and Union Territories (3): **8**
 - Civil society organizations (including NGO/CBO/faith-based organizations) including 2 from HIV/AIDS and 1 each from TB and Malaria sectors (2) : **4**
 - Key affected populations: **3**
 - People living with or previously living with HIV/AIDS, TB, and malaria: **3**
 - Private sector: **2**
 - Academic/ educational/research institutions: **2**
 - Bilateral development partners: **2**
 - Multilateral development partners: **2**

Total =26

(Key affected populations – include women and girls, Men who have sex with Men (MSM), People who inject drugs (PWID), Transgender People, Sex Workers (SW), prisoners, refugees and migrants, people living with HIV, adolescents and young people, Orphans and Vulnerable Children, and populations of humanitarian concern)

23. Secretary (Health & Family Welfare) shall be the Chair of India CCM.
24. All India-CCM members shall be designated for a three year term. No individual may serve more than two consecutive terms as member of India CCM.

25. Each voting member shall have a designated alternate, who must be from the same constituency as the designated voting member.
26. Any organization serving as a PR may be an Observer (a non-voting member) of the India-CCM as and when invited to attend CCM meetings.
27. If required by the agenda of the meeting, the India-CCM Secretariat may invite one or more SRs or any subject expert as a special invitee for one specific India-CCM meeting to support India-CCM discussions.
28. The Local Fund Agent (LFA) shall have a standing invitation to attend all India-CCM meetings. The LFA will be requested by the India-CCM Secretariat to provide an invitation to the India-CCM for all debriefings that the LFA provides to PRs. At least one India-CCM member should be in attendance at any LFA debriefing for a PR.
29. The hierarchy of authority within the India-CCM will be the full CCM (minuted consensus decisions and voted decisions), Chair and Vice-Chair. The Vice-Chair shall have formal powers only when acting on behalf of the Chair.
30. The India-CCM shall establish a Secretariat and appoint an India-CCM Secretariat Coordinator to operate the Secretariat. The India-CCM Secretariat Coordinator shall be a non-voting member of the India-CCM.
31. **INDIA-CCM SELECTION PROCEDURE**
32. India-CCM members representing each sector/constituency shall be chosen by that sector. Each selection process shall be developed and described in detail in a document that is accessible publicly, and shall be conducted in a transparent and documented process.
 - 32.1 **Government members (7+1):** The Secretary Health and Family Welfare/Chair I-CCM will nominate the other seven members from the government, including the Member Secretary, representatives of the Ministry of Health & Family Welfare, State/UT Governments or other Ministries.
 - 32.2 **Multilateral and bilateral development members (4):** Four members shall be selected to represent bilateral and multilateral development partners. Of these four members, two members would be represented from the bilateral sector and two members would be represented from the multilateral sector. Each of these constituencies will nominate their members according to their corresponding procedures.
 - 32.3 **Members from other constituencies:** For selection of members from other constituencies, the India-CCM will constitute an Election Committee comprising of members of the India-CCM and non-members. The Election Committee will assist the civil society constituencies to define criteria for organizations to participate in the election through appropriate means of voting. The India-CCM Secretariat will assist the individual civil society constituencies with their elections to ensure that they are conducted in a transparent and documented process.

- 32.4 **Civil society members (4):** This constituency includes NGOs, CBOs, and faith-based organizations. For each of these constituencies:
- 32.4.1 a clear definition of the constituency should be developed;
 - 32.4.2 the election process must be detailed, documented, and transparent;
 - 32.4.3 for organizations that do not have government contracts, alternate surrogates to measure their experience should be developed;
 - 32.4.4 elections shall be managed by the constituency itself, adopting due diligence of all participating organizations. Hiring a neutral third party for the same may be considered; and,
 - 32.4.5 elections must be held in a time bound manner.
- 32.5 **Key affected populations for HIV, TB, and malaria (3):** The same civil society election procedures as listed in Section 32.4 above should be applied to this group.
- 32.6 **People living with or affected by HIV, TB and malaria (3):** One member should be elected by the Network of People Living with HIV, one member should be selected from people affected by TB, and one member should be selected from an organization working for people affected by malaria. An appropriate process which is documented, transparent and agreed to by India CCM shall be followed.
- 32.7 **Academic, educational and research institutions members (2):** Two members will be from a government or government-affiliated institutions representing gender and Health Systems Strengthening.
- 32.8 **Private sector members (2):** One member shall represent any of the three Business Associations – CII, FICCI & ASSOCHAM working in the area of HIV/AIDS, TB and malaria (by rotation). One member shall be selected to represent private medical practitioner's association.
- 33 Each selected organization will also nominate an alternate to represent their constituency during the absence of the primary member. The organization shall ensure wherever feasible that the alternate member has equal standing among his/her constituency to fully represent members at the India-CCM.
- 34 All elections should be conducted in a transparent manner as per documented process. If there are complaints, whistleblowing, or any disputable situation, the India-CCM can withhold acceptance of a member until further resolution or ask for repeat selection process with different candidates. A thorough investigation would be conducted before rejecting a member.
- 35 Special invitees – India CCM may invite representatives of Department of Economic Affairs (DEA), Ministry of External Affairs (MEA), Niti Ayog, Tax Research Unit (TRU, Ministry of Finance) or from any other Ministry or Organization as deemed fit (non-voting).
- 36 **ROLE AND RESPONSIBILITIES OF INDIA-CCM MEMBERS**
- 37 **Rights of voting members:**

The voting members of the India-CCM have the following rights:

- 37.1 to participate in all discussions and activities of the India-CCM.
- 37.2 to participate in development of concept notes.
- 37.3 to sign the agreed concept notes for submission to the Global Fund.
- 37.4 to participate in the selection process of PRs.
- 37.5 to participate in oversight processes and activities.
- 37.6 to receive timely advance notice for all India-CCM Meetings.
- 37.7 to receive the results/minutes of the India-CCM meetings for review and comment in a timely manner.
- 37.8 to notify the India-CCM of any member's real or potential conflict of interest.
- 37.9 to share information and participate fully in discussions.
- 37.10 to nominate persons for India-CCM positions such as Vice-Chair.

38 Individual responsibilities:

Individual members of the India-CCM have the following responsibilities:

- 38.1 All India-CCM members must adhere to these Terms of Reference and all procedures of the India-CCM.
- 38.2 Each India-CCM member represents the interests of their entire constituency, and not his- or herself or organization. They should share information with their constituents in an open and timely manner, and should respond to requests for additional information.
- 38.3 India-CCM members must consult their constituency regularly so that they can reflect their views and concerns in India-CCM decisions and meetings. These consultations should be reflected in the work plans that each constituency develops and demonstrate that India-CCM representatives are soliciting inputs from their constituency members and providing feedback to those same members.
- 38.4 All CCM members must attend and participate in all CCM meetings in a responsible manner. Members who do not attend three India-CCM meetings in any twelve-month period will be removed from the India-CCM and, depending on the original (s)election procedure, the member with the next highest votes will be asked to replace the removed member or a new representative will be selected from within the constituency.
- 38.5 India-CCM members should freely share relevant experiences and information.
- 38.6 India-CCM members must respect and abide to the India-CCM decisions.
- 38.7 India-CCM members must declare real or perceived conflict of interests. Members should recuse themselves from the meeting when the India-CCM is discussing an issue which could have an impact on them or their organization.

39 INDIA-CCM MEETINGS

- 40 The India-CCM shall hold at least four (4) meetings per year.
- 41 Extraordinary and/or additional meetings may be called by the Chair or the Vice-Chair or may be called pursuant to a request submitted to the India-CCM Secretariat by at least six (out of 24) India-CCM Members who have voting rights.
- 42 The meetings of the India-CCM shall be conducted in English. In the instance in which a member is unable to communicate in English, translation shall be provided.

43 Quorum:

- 43.1 No decision taken in CCM meeting is valid unless at least half plus one of India-CCM members (14 out of 26 members) are present at the time of the decision.

44 Voting & Decisions:

- 44.1 Decisions shall be made preferably by consensus; in case consensus cannot be achieved - by a show of hands vote or by secret ballot, if a majority of voting members request that the vote be conducted by secret ballot (e.g. for particularly sensitive issues).
- 44.2 Routine decisions will be taken by a simple majority provided that there is a quorum (i.e. 14 members of 26 if all voting members are present). However, for critical decisions such as amending the India-CCM Terms of Reference, selecting PRs or submitting concept notes, decisions will be made by a two-thirds majority. In the case of a tie, the India-CCM Chair will have the deciding vote.
- 44.3 The Chair of India-CCM may take emergency decisions (e.g. immediate responses to Global Fund management letters, critical urgent matters such as stock-outs of essential pharmaceuticals, unpredictable catastrophic situations) when it is not practical or possible to convene an emergency meeting of the India-CCM. Such decisions shall be taken after consultation with the Vice-Chair and as many members of the India-CCM as possible through electronic means. Any decision made under this provision shall be immediately reported to all members of the India-CCM with a justification.
- 44.4 The India-CCM may decide to remove a member by a two-thirds majority vote, if there is quorum (e.g. 18 out of 26 members, when there is full attendance), in circumstances where it perceives that said member has not explicitly declared a conflict of interest and offered to be recused from participation in the relevant discussion and/or decision(s). Any such issue will be documented in the minutes of the meeting.

45 Notice and Agenda:

- 45.1 All India-CCM members must receive, by email, fax or letter, prior notice of each meeting of the India-CCM by at least one week. The notice must include the proposed agenda. The agenda may be modified, based on India-CCM member feedback, and must be approved at the start of each meeting.
- 45.2 Background papers must be sent to members at least one week prior to the meeting. PR progress reports received from LFA must be included among the background papers every six months.

46 Minutes/Proceedings:

- 46.1 Draft minutes/proceedings of India-CCM meetings shall be prepared and distributed to all India-CCM members by the India-CCM Secretariat within two weeks of each meeting. At the following meeting, these draft minutes/proceedings shall be discussed, amended as necessary, and formally approved.

- 46.2 The India-CCM Secretariat shall distribute approved minutes/proceedings of meetings of the India-CCM sub-committees to India-CCM members.

47 India-CCM Chair

- 48 The responsibilities of the Chair shall include:

- 48.1 call and chair India-CCM meetings;
- 48.2 propose and seek approval of the agenda and minutes of the most recent meeting at the subsequent India-CCM meeting;
- 48.3 inform the India-CCM of the activities of the sub-committees, if any;
- 48.4 when necessary, make emergency decisions after consulting the Vice-Chair and as many India-CCM members as possible; and,
- 48.5 seek the opinion of the Vice-Chair on all important matters.
- 48.6 appoint additional staff members to support India-CCM Secretariat in consultation with Vice Chair and Member Secretary. Such staff members shall not have any voting rights in India CCM decisions.

- 49 The term of office for the Chair shall be three years. No individual may serve more than two consecutive terms as Chair. If the Chair resigns, retires or is transferred, the new incumbent will automatically take over as Chair for the remainder of the term.

50 India-CCM Vice-Chair

- 51 The India-CCM shall have one Vice-Chair.

- 51.1 The Vice-Chair and the Chair must be from different constituencies.
- 51.2 The Vice-Chair shall perform tasks delegated by the Chair, stand in for the Chair when the Chair is unable to fulfill his/her functions, advise the Chair on emergency decisions to be taken between regularly scheduled meetings of the India-CCM when it is not practical or possible to organize an emergency meeting of the India-CCM.
- 51.3 The Vice-Chair of India-CCM shall be elected by a vote of India-CCM members by a show of hands or by secret ballot voting. Any candidate for Vice-Chair must be nominated and seconded by India-CCM members.
- 51.4 The term of office for the Vice-Chair shall be three years. No individual may serve more than two consecutive terms as Vice-Chair. If the Vice-Chair resigns, retires or is transferred, an election shall take place at the India-CCM meeting at which the Vice-Chair's departure is announced.

- 52 Both the Chair and Vice-Chair should not be absent at any given India-CCM meeting.

53 India-CCM Member Secretary

- 54 The India-CCM shall have a Member Secretary

55 The responsibilities of the Member Secretary shall include:

- 55.1 Conduct those tasks specifically assigned by the India-CCM or the Chair of India-CCM.
- 55.2 Advise the Chair of the India CCM on emergency decisions to be taken between regularly scheduled meetings of the India-CCM when it is not practical or possible to organize a meeting of the India-CCM.
- 55.3 Eligibility: The Member Secretary must be an India-CCM member and a serving officer of the Ministry of Health and Family Welfare, Government of India at least at the level of Joint Secretary preferably with oversight of at least one of the national programmes for HIV/AIDS, Tuberculosis or Malaria.
- 55.4 Selection procedure: The Member Secretary shall be approved by the India-CCM.

56 Oversight Committee

- 57 The India-CCM shall have an oversight committee with sub-committees for each disease if necessary.
- 58 The oversight body is not a decision-making entity; rather, it provides recommendations to the India-CCM based on the findings and conclusions from the oversight activities.
- 59 The role of the oversight committee shall be to analyze reports submitted by the PR including the annual PR audit report, and conduct field visits per year to each PR to monitor progress and provide guidance in addressing the challenges in implementation.
- 60 The oversight committee shall be comprised of at least three members of the India-CCM from three different sectors and the oversight committee shall perform for the India CCM oversight Plan.
- 61 Oversight committee shall strive to include at least one representative from a key affected population or person living with the disease.

62 India CCM Committees

- 63 The India-CCM shall set up Technical Advisory Committees for three diseases (HIV, TB and Malaria). The members shall be diseases specific experts, academicians, researchers, representatives of National disease control programmes and civil society organizations. Each committee shall elect a Chair, who must be a member of the India-CCM
- 64 The Technical Advisory Committees shall provide technical inputs to India CCM in disease specific and technical matters throughout the grant implementation cycle. The Technical Advisory Committees shall also provide technical support to the Oversight Committee of India CCM as and when called for to facilitate its role and functions.
- 65 The India CCM shall set up ad-hoc sub committees as per need to facilitate roles and responsibilities of India CCM. Each Committee shall conduct tasks assigned to it by the

India-CCM and report to the India-CCM. The composition of each Committee shall be determined by the India-CCM and may include individuals who are not members of the India-CCM. Each committee shall elect a Chair, who must be a member of the India-CCM.

66 India-CCM SECRETARIAT

- 67 The India-CCM shall establish a Secretariat and approve its Terms of Reference and operations procedures.
- 68 The Member Secretary of the India-CCM shall provide overall supervision, management, and guidance to the India-CCM Secretariat.
- 69 The India-CCM Secretariat shall be comprised of a minimum of three full-time staff. This will include an India-CCM Secretariat Coordinator (1), Programme Officer or Technical Advisor (1), and an Administrative Assistant (1).
- 70 Responsibilities of the India-CCM Secretariat shall be:
- a. Coordinate the meetings of the India-CCM and its sub-committees, including: preparing draft agendas, issuing meeting reminders, distributing agendas, making logistical arrangements for members to attend meetings, preparing draft minutes, and distributing the minutes;
 - b. Distribute Global Fund guidelines and other documents including concept note drafts, PR reports and other documents relevant to the functioning of the India-CCM;
 - c. Coordinate annual Eligibility and Performance Assessments (EPA), and update the results and performance improvement plan progress through the GF EPA electronic platform;
 - d. Support oversight activities;
 - e. to maintain and update distribution lists;
 - f. to maintain the records of the India-CCM, including India-CCM membership lists;
 - g. to issue public announcements on calls for concept notes;
 - h. to prepare and submit reports to the Global Fund;
 - i. to respond to enquiries from the Global Fund (after consultations with the India-CCM Chair);
 - j. to share information with the LFA, the PRs, and other stakeholders, including members of the public;
 - k. to support the work performed by concept note writing teams;
 - l. to support the country dialogue process as part of concept note development;
 - m. to assist with the membership renewal and other membership related issues;
 - n. to support constituencies engagement activities according to the work plan and budget; and,
 - o. to carry out other functions as specified in the India-CCM Secretariat Terms of Reference or as determined by the India-CCM Chair.

71 INFORMATION EXCHANGE AND TRANSPARENCY

- 72 In advance of each India-CCM meeting, all members shall receive the notice of meeting, the meeting agenda, and copies of relevant documents at least one week prior to the meeting.
- 73 After each meeting, all India-CCM members shall receive draft minutes/proceedings of the meeting within two weeks for their review and comment.
- 74 India-CCM members shall be provided with:
- a. All important documents from the Global Fund, including guidelines for concept notes and calls for concept notes.

- b. All formal correspondence from the Global Fund to the CCM, and vice versa, including comments of the Technical Review Panel on concept notes submitted by the India-CCM.
- c. All current information regarding Global Fund guidelines and requirements for CCM.
- d. All important documents relating to the implementation of programs funded through Global Fund grants, including quarterly or other periodic reports prepared by the PR and sent to the Global Fund.
- e. Copies of any information materials about the India-CCM prepared by the India-CCM Secretariat for external distribution (e.g., media releases, newsletters).
- f. Up-to-date India-CCM membership lists complete with contact information.
- g. Financial and operational dashboards which should include all important strategic information on PR finances, management, programmatic outcomes, and pending actions.

75 **Communication with additional Stakeholders**

75.1 Global Fund Secretariat (GF Country Team): It is expected that the GF Secretariat will: 1) share management letters on each grant's performance with I-CCM Secretariat at least semi-annually to enable CCM to effectively carry out its oversight role; 2) share a copy of the finalized version of each grant's PUDR with the I-CCM; 3) share their annual work- and visiting plan with the I-CCM; 4) invite the I-CCM Secretariat Coordinator and/ or one member from the I-CCM Oversight Committee to join their visits/discussions with the PRs; and, 5) Share each grants' calendar of milestones.

75.2 Local Fund Agent (LFA): To effectively perform their functions, LFA needs to communicate on a regular basis not only with PRs, but also with CCM and other in-country stakeholders to access information relating to the grant, grant recipients, the health sector and other country-specific issues that may affect the grant. All interactions with these stakeholders should be conducted in accordance with Communication Protocols issued by the Global Fund and as directed by the Global Fund Secretariat. The LFA should be available to regularly attend I-CCM meetings as an observer and should be included on the invitation list to I-CCM meetings. One member of the I-CCM or Oversight Committee shall attend all LFA debriefs for PRs.

- 76 All information produced by the India-CCM shall be available on the India-CCM web site (www.india-ccm.in) and in particular:
- a. the identities of India-CCM members and their contact information;
 - b. the India-CCM Terms of Reference;
 - c. the oversight plan;
 - d. the conflict of interest management policy;
 - e. the minutes of India-CCM meetings;
 - f. information regarding calls for and development of concept notes for the Global Fund;
 - g. the full text of all concept notes that have been approved by the Global Fund;
 - h. the full text of all the framework agreements signed between the Government, the PR(s) and the Global Fund; and,
 - i. the full text of all "Disbursement Request and Progress Updates" submitted by the PR(s) to the Global Fund.
 - j. Any other relevant information.

77 CONFLICT OF INTEREST

India-CCM shall have a Conflict of Interest policy (actual, potential or prescribed) with following objectives:

- a) ensure fairness and transparency in the decision-making process of the CCM;
- b) secure confidence and trust among all the stakeholders and the general public; and,
- c) protect the reputation and integrity of all member organizations and representatives in the CCM.

77.1 The India-CCM shall make every effort to ensure that Chair, Vice Chair and members are not from the organizations that are serving as PR or SR for projects financed by the Global Fund. If this does not prove possible, the India-CCM shall adhere to the Conflict of Interest Policy to mitigate the same.

77.2 No PR or SR should be allowed to contest the elections of India CCM.