



THE UGANDA COUNTRY
COORDINATING MECHANISM
FOR THE GLOBAL FUND

To Fight AIDS, Tuberculosis & Malaria

THE UGANDA COUNTRY COORDINATING MECHANISM (CCM) GOVERNANCE MANUAL

2017



THE REPUBLIC OF UGANDA



**THE UGANDA COUNTRY
COORDINATING MECHANISM
FOR THE GLOBAL FUND**

To Fight AIDS, Tuberculosis & Malaria

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FOREWORD

The Country Coordinating Mechanism (CCM) was established to provide oversight and guidance over the Global Fund to fight AIDS, Tuberculosis (TB) and Malaria initiatives. The Uganda CCM is comprised of members representing public sector and the non-public sector constituencies. These include the following: civil society organizations, private sector, people living with/affected by the three diseases, academia, faith-based organizations, key affected populations, bilateral and multilateral Partner organizations, and Government. This partnership arrangement ensures representation, harmonization and alignment of the Global Fund support to national priorities as stipulated in the Health Sector Investment Plan (HSSIP) and National Strategic Plans (NSP) for the Health & Community Systems Strengthening, HIV, Tuberculosis and Malaria. The CCM is therefore a suitable and reliable national mechanism for developing, coordinating and monitoring Global Fund programmes to fight HIV/AIDS, TB and Malaria in each recipient country.

It is imperative that the governance of the CCM is strengthened to provide effective oversight to ensure that the Global Fund resources are mobilized, and utilized appropriately and efficiently, to achieve maximum results and the desired impact on the three diseases (HIV, TB and Malaria). By providing a framework of rules and guidelines for carrying out the functions of the CCM, the Governance Manual is an essential tool for good practices that uphold the core principles and strengthen CCM performance. This forms the basis for good governance in the management, coordination and oversight of Global Fund resources that will result in better performance and value for money of Global Fund resources and ultimately improved health outcomes for Ugandans.

I extend my sincere appreciation to all CCM Members, Ex-Officios, Partners and Stakeholders who made valuable contributions and participated in the development and subsequent reviews of this CCM Governance Manual.



Prof. Vinand M. Nantulya
CCM Board Chair
June 2017

ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBO	Community-Based Organisation
CCM	Country Coordinating Mechanism
CSO	Civil Society Organisation
FBO	Faith Based Organisation
GFATM	Global Fund to fight AIDS, Tuberculosis and Malaria
GF	The Global Fund
HIV	Human Immunodeficiency Virus
HPAC	Health Policy & Advisory Committee
LFA	Local Fund Agent
MoFPED	Ministry of Finance, Planning & Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MOH	Ministry of Health
MOLG	Ministry of Local Government
NFM	New Funding Model
NGO	Non-Governmental Organisation
PC	The National HIV & AIDS Partnership Committee
PLWD	People Living With the Diseases (HIV, TB and Malaria)
PR	Principal Recipient [of Global Fund grants]
SR	Sub-Recipient [of Global Fund grants]
TB	Tuberculosis
TRC	Technical Review Committee
UAC	Uganda AIDS Commission
UCCM	Uganda CCM
UNAIDS	United Nations Program on HIV/AIDS
WHO	World Health Organisation

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THE UGANDA CCM GOVERNANCE MANUAL

This Manual has been revised based on the original document extracted and updated from the Long Term Institutional Arrangements (LTIA) for the Management and Coordination of Global Health Grants in Uganda. It contains governance procedures specific for the Global Fund to fight AIDS, Tuberculosis (TB) and Malaria grants that the Uganda Country Coordinating Mechanism (UCCM) shall use to carry out its oversight and governance functions.

THE UGANDA CCM

The Uganda Country Coordinating Mechanism shall be referred to as the Global Fund Board (or Board) at country level and shall be formed of senior level representatives drawn from the public, non-public and development partner constituencies. The Uganda CCM shall be established on a basis of partnership and its activities shall be implemented with support from the legal structures of its Partners. The Uganda CCM shall carry out the oversight role of grant implementation to ensure that Global Fund grants are country led, and effectively and efficiently implemented.

The Uganda CCM shall review as needed, the details of its functioning, including organizational structure, composition and procedures for managing conflict of interest, geographical coverage, constituency participation and representation, manageability of meetings, and terms of reference. It will also determine the appropriate size of the Uganda CCM in accordance with the Global Fund (GF) guidelines and requirements.

1. Functions, Roles and Responsibilities of the Uganda Country Coordination Mechanism

The Uganda CCM has overall responsibility for managing Global Fund resources. As representatives of all interested country stakeholders, the Uganda CCM shall remain instrumental in developing national funding proposals, applications & requests to The Global Fund and overseeing utilization of grants from The Global Fund, using existing and strengthened structures and mechanisms.

a) General Functions of the Uganda Country Coordinating Mechanism

The Uganda CCM shall:

- Ensure country-driven, coordinated, multi-sectoral and participatory processes for leveraging and effecting additional resources to reduce morbidity and mortality from HIV/AIDS, TB, and Malaria;
- Ensure coordination of the development of all the country's funding request/application concept notes and proposals to the Global Fund through transparent and documented processes that engage a broad range of stakeholders - including Uganda CCM members and non-members – in the solicitation and the review of activities to be included in the application.
- Ensure and maintain strong coordination and engagement of the Public Sector, CSOs, Private Sector, Bilateral and Multilateral Agencies, in the field of AIDS, TB and Malaria in order to promote efficient service delivery and prevent duplication.
- Ensure membership of people living with HIV and organisations of people affected by TB or malaria and key affected populations.
- Ensure the nomination of Principal Recipients (PRs) is documented and that there is a transparent process for the nomination of all new and continuing PRs based on clearly defined and objective criteria.
- Ensure effective oversight of Global Fund grants and the Principal Recipients (PRs)
- Ensure that all Uganda CCM members representing non-government constituencies are selected by their own constituencies based on a documented and transparent process, developed within each constituency.
- Ensure the development, publication and implementation of a Conflict Of Interest (COI) policy that shall help the Uganda CCM to manage COI situations.
- Ensure linkages and consistency between Global Fund grants and other development assistance programs in support of national priorities.

Additionally, the Uganda CCM shall:

- Develop standard guidelines for the selection of PRs and minimum basic guiding principles for Sub-Recipient (SRs) selection;

- Develop guidelines for the development of the country's funding request/application concept notes and proposals to the Global Fund and stakeholder participation in Global Fund activities;
- Develop a capacity building plan for the Uganda CCM Members, CCM Secretariat and the CCM constituencies;
- Develop framework documents for self-assessment of performance of the Uganda CCM and its Secretariat

b) Fundamental roles of Uganda CCM members

Uganda CCM members shall play a supreme role in protecting the investment of Global Fund grants and shall participate in the implementation of the following core activities;

- Attend Uganda CCM Board, Committee and Retreat meetings, and make decisions on the Global Fund grants investments in Uganda
- Participate in the CCM oversight field/site visits to the programme implementation/ service delivery sites supported by the Global Fund grants.
- Set policies and standards for effective implementation of grants that are in line with Global Fund guidelines and requirements
- Establish framework and operational documents for the Uganda CCM governance
- Establish the Uganda CCM supporting structures such as the CCM Secretariat, Board Committees, ad hoc task teams or technical working groups, and other structures, as appropriate
- Participate fully in the processes for election of Uganda CCM Office Bearers.
- Conduct regularly a self-assessment and submit the report to the Global Fund Secretariat
- Promote Global Fund activities and Programmes in the country
- Disseminate information on Global Fund activities to their respective constituencies and the public, consult and obtain feedback from their Constituencies.
- Be acquainted with information on Global Fund activities conducted by the Principal Recipients (PRs), Sub Recipients (SRs) and their respective constituencies
- Mobilize stakeholders to monitor, utilize and participate in the Global Fund activities and Programmes at country level.

c) Basic responsibilities of the Uganda CCM member

- Faithfully represent your Constituency with no intention of gainful benefits.
- Diligently attend and participate in Uganda CCM Board, Committee and Retreat meetings; and oversight field/site visits to the programme implementation/service delivery sites supported by the Global Fund grants.
- Participate in Uganda CCM decision making without a hidden agenda or bias.



- Read, review, endorse and sign the country's funding request/application concept notes and proposals to the Global Fund.
- Regularly give the Uganda CCM feedback to the constituencies and from the latter to the Uganda CCM.
- Participate in the Uganda CCM activities with no Conflict of Interest.
- Be patriotic and serve with a concern to fight the three diseases (HIV, TB and Malaria), and strengthening of Health & Community Systems.
- Observe confidentiality on all information arising out of Uganda CCM activities
- Represent the Uganda CCM at any meeting, function, event or media engagement activity that is considered important or when requested.

2. Composition, Representation and Structure of the Uganda CCM

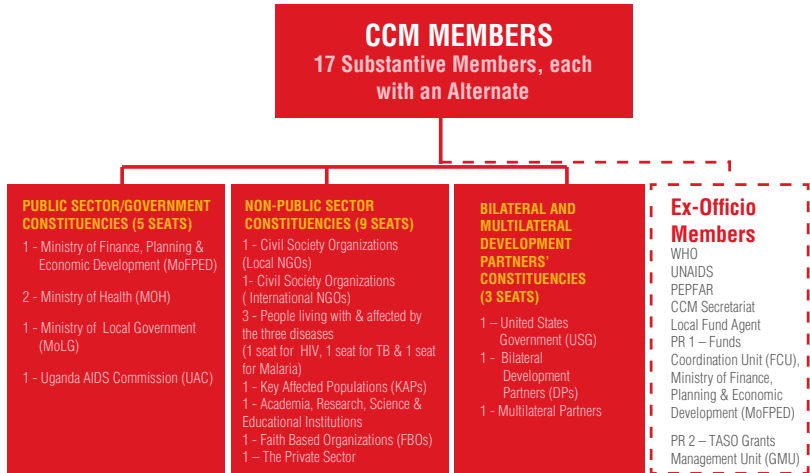
a) Membership Composition

The Uganda CCM shall be as inclusive as possible and seek representation at the highest possible level from various constituencies. The operations of the Uganda CCM shall involve substantive discussions at policy and strategy level and, therefore, its membership shall reflect the ability to maintain high level dialogue, with a representative and manageable number of members. The size of the Uganda CCM must be approved by a two thirds (2/3) majority of the Uganda CCM members.

The Uganda CCM shall be a partnership body comprising representatives of the Public and Non-Public sector constituencies, and Development Partners. The Uganda CCM recognizes the different mandates of the represented constituencies for the day to day management of their respective entities.

The composition of the Uganda CCM shall ensure that the conventionally-defined Global Fund stakeholder constituencies are well represented and the Global Fund requirements for selection of constituency membership are adhered to. The membership of Uganda CCM shall therefore comprise; Government, Civil Society Organizations (local and international NGOs, CBOs), Private Sector Organizations, Academia, Faith Based Organisations, Multilateral and Bilateral Partners, People Living With or Affected by the three diseases and Key Affected Populations.

The overall composition of the Uganda CCM is such that 70% of the members are from Non-Government sectors (see Figure below).



a.1 Ex-Officio Members

The Uganda CCM shall have Ex-officio members from the following organizations.

- 1) The Uganda CCM Secretariat
- 2) WHO
- 3) UNAIDS
- 4) PEPFAR
- 5) Representatives of the Principal Recipients (PRs) Grants Management & Implementation Coordination Units (On invitation by the Uganda CCM)
- 6) Local Fund Agent (LFA)

Ex-officio members of the Uganda CCM shall nominate one (1) appropriate representative (or delegate Alternates to attend on their behalf) and communicate in writing to the CCM Secretariat about the nomination. The Ex-Officio representative (s) shall contribute to discussions of Uganda CCM meetings and provide the required information to support the CCM Oversight function but shall not vote.



a.2. Observer Status

The Uganda CCM may upon written request, authorise Observers to attend the CCM oversight activities. Observers shall attend upon the invitation or prior notification and consent/approval of the CCM Chair for one-off requests or upon the CCM Board approval (if requesting for Regular Observer Status at the Uganda CCM oversight activities). Regular Observer Status arrangements shall be reviewed by the CCM from time to time when deemed necessary.

b) Representation

Each constituency shall be represented by one Substantive member and an Alternate. The Substantive Member shall exercise voting rights. The Alternate member shall attend all CCM Board and Committee meetings, and all CCM Oversight activities but shall not have voting rights unless the Substantive member is not in attendance.

In the case of the CCM Board Chair, once the Substantive member of any Constituency is elected in this position, automatically his/her Alternate becomes the Substantive member for that Constituency, unless the constituency decides otherwise.

All CCM representatives for the Non-Government sectors shall be elected/nominated by their own constituencies following the general minimum guidelines/criteria established by the CCM, as well as additional selection criteria and election/nomination protocols defined by each constituency; and following a democratic, documented and transparent process. These delegates will also serve according to an annual Constituency Engagement and Communication work plan developed by each constituency and submitted to the CCM Secretariat. The Uganda CCM shall establish minimum guidelines for election of Constituency representatives to the CCM, stipulating the quality and standards of the Uganda CCM membership.

c) Uganda CCM Reconstitution and Membership Renewal

The Uganda CCM shall be re-established through a process of membership renewal after the expiry of the term of office and the process shall involve;

- Each Non-Government sector constituency shall determine its own fair and transparent process for electing/nominating Substantive representatives and Alternates to the Uganda CCM, and shall advise the Uganda CCM Chair and CCM Secretariat in writing of its constituency engagement rules, selection criteria and protocol for appointing/electing/nominating its representatives to the Uganda CCM. Examples of documents providing sufficient evidence of the election process for members from the non-government sector constituencies include the following:

- (i.) Minutes of the constituency election meetings;
 - (ii.) Membership lists from organizations participating in the election process with evidence of coverage of their representation;
 - (iii.) Letter from organizations participating in the election process explaining the process and criteria with signatures of members of the organizations that were present at the meeting or;
 - (iv.) The document (or the relevant parts of election process) in which election of members is explained to have occurred.
- Public (Government) Sector constituency members are to be nominated following the nomination protocol for making such nominations in each individual public/government sector organisation/institution. The members should communicate in writing to the Uganda CCM Chair, the decision made and this documentation should be filed and archived as part of the process at the Uganda CCM Secretariat.
 - Bi-lateral and Multi-lateral Development Partners shall be nominated within their constituencies. These Constituencies shall determine their own fair and transparent process for electing/nominating Substantive representatives and Alternates to the Uganda CCM, and shall advise the Uganda CCM Chair and CCM Secretariat in writing of its constituency engagement rules, selection criteria and protocol for appointing/ electing/nominating its representatives to the Uganda CCM. Examples of documents providing sufficient evidence of the election process for members from the Bi-lateral and Multi-lateral Development Partners constituencies include the following:
 - i. Minutes of the constituency election meetings;
 - ii. Membership lists from organizations participating in the election process with evidence of coverage of their representation;
 - iii. The document (or the relevant parts of election process) in which election of members is explained to have occurred.
 - Each non-public sector constituency is to have a Secretariat – details of this are to be agreed by the CCM
 - Each constituency shall maintain a current membership list with contact information for distribution of regular updates on Uganda CCM meetings and the Global Fund operations. A copy of this membership list shall be provided to the Uganda CCM for its records
 - Each constituency shall nominate the allotted number of representatives to the Uganda CCM for a Three (3) year term. Possibility of re-appointment shall be guided by the constituency election/nomination protocol and the CCM Succession Plan staggered membership renewal matrix.

- A constituency shall provide to the Uganda CCM Secretariat written notification of the names and official positions/titles, Organisations and contact details of the nominated Substantive representative and Alternate member.
- Substantive members are responsible for notifying their Alternates when they are unable to attend the Uganda CCM meetings or oversight field/site visits.
- Voting by Proxy is not allowed.
- The Substantive Member shall exercise voting rights. The Alternate member shall attend all CCM Board and Committee meetings, and all CCM Oversight activities but shall not have voting rights unless the Substantive member is not in attendance.
- Once a constituency has nominated representatives to the Uganda CCM and formally communicated to the Chair of the Uganda CCM (with a copy to the CCM Secretariat), the CCM Chair shall acknowledge receipt of the nominations in writing and notify the representatives of their right to participate in Uganda CCM matters accordingly.

d) Constituency Secretariat

Each non-public sector CCM constituency will be required to have a Secretariat. The role of the Constituency Secretariat is:

- CCM's communication point for the Constituency
- Disseminate to the constituency information received from the CCM Secretariat and Constituency Representatives that is intended to be shared with the wider constituency
- Organize and coordinate elections for constituency representatives to the CCM as described in 2. c.) and officially communicate the result of the constituency elections to the CCM Chair with a copy to the CCM Secretariat.
- Organize constituency engagement activities/meetings, receive and account for any funds from the CCM for constituency engagement activities
- Prepare and submit to the CCM Secretariat constituency engagement reports
- Promote unity among constituency members' and represent one voice of the constituency to the CCM
- Work with the Constituency representatives on the CCM and Global Fund issues
- Maintain a functional Constituency Secretariat office, structures and systems.
- Regular updates to the Constituency membership lists and contacts database, and timely sharing of the updated information with the Constituency members and CCM Secretariat (as required by the CCM).
- Establish and maintain regular communication with and build the capacity of constituency members to ensure their effective engagement in the CCM and Global Fund processes in Uganda.

- Support the Constituency representatives on the CCM, in the processes of information sharing and publicity.
- Maintain records, documentation and archives of the Constituency.

A Constituency Secretariat can be:

- 1.) An existing and running secretariat for the constituency that is able to take up the above roles of a Constituency Secretariat
- 2.) An organization (private sector organization, civil society organization or Bilateral/Multilateral Partner agency) which must have the capacity to communicate easily and speedily to constituency members, easily accessible to constituency members, demonstrated capacity to mobilize members, coordinate and organize constituency activities including elections, good communication skills, and serves the interest of the overall constituency and not individuals or sections of the Constituency.

The decision on the selection of the Constituency Secretariat is to be made by the constituency membership and communicated to the CCM, formally in writing with the minutes of the meeting at which the Constituency Secretariat was selected/nominated.

e) Election Disputes

An independent electoral commission is to be appointed by the CCM Board prior to elections of constituency representatives to the CCM; to oversee the elections and handle election disputes. In the event of a dispute within a constituency, over an election, nomination or appointment process that cannot be resolved by the constituency; the Uganda CCM shall appoint a team to investigate the matter and make recommendations to the former, on how the dispute is to be resolved.

f) Term of Office of the Uganda CCM Member

The term of office for the Uganda CCM members is three (3) years (as mentioned above) and a member can serve a maximum of two consecutive terms. A Uganda CCM membership renewal process and calendar dates for membership renewal shall be established by the Uganda CCM.

g) Continuity of CCM Activities

The renewal of CCM membership shall be staggered to avoid loss of institutional memory of Uganda CCM activities. To promote continuity of the Uganda CCM activities, a CCM Succession Plan shall be developed, with a matrix to guide the staggered CCM Membership renewal process. This will be reviewed from time to time as deemed necessary by the CCM.

h) Resignation of a Uganda CCM Member

- A CCM member that intends to resign from his/her role of representing their Constituency at the CCM shall write to his/her constituency, notifying them of his/her intent to resign and send a copy of this resignation letter to the CCM Secretariat not later than fifteen (15 days) from the date of submission of the resignation to the Constituency.
- In the case of the resignation of the Substantive member, he/she shall be replaced by his/her Alternate, pending replacement by the constituency.
- In the case of the resignation of the Alternate, the Substantive member shall be the only representative until the constituency nominates and recommends a replacement.
- The constituencies shall be required to elect/appoint the replacement within a period of one month after the written notice of resignation by a CCM Member.
- The constituency is to provide written documentation to the Uganda CCM Chair and copied to the CCM Secretariat; informing the CCM of the replacement and the process of election used for the appointment of the replacement.

i) Communication about changes in Representation

If a constituency decides to change its Substantive or Alternate Member in the Uganda CCM, the constituency shall be required to write to the Uganda CCM Chair about their decisions and give reasons. The Constituency autonomy shall be respected for such decisions. Any request of change must be signed by the same constituency that elected them.

j) Dismissal of a Uganda CCM Member

- The Uganda CCM shall notify the representative in writing, with a copy to the constituency he/she represents, the fault that is attributed as a cause for dismissal.
- The member shall be given fifteen (15) working days to present in writing his/her reasons or evidence in rebuttal. The reasons or evidence will be submitted to the Uganda CCM Executive Committee and findings will be presented to the Uganda CCM Board for a final decision.
- The Uganda CCM shall evaluate and issue a final resolution which shall be final.

k) Recognition of the Work of a Uganda CCM Member

The work of the Uganda CCM members is voluntary. However, the Uganda CCM shall provide the necessary facilities to enable the CCM Members undertake their oversight roles and responsibilities; and recognize those members who participate and contribute effectively in Uganda CCM activities. The Uganda CCM shall award them with certificates and/ or any other item recognizing their diligent services.

3.The Uganda CCM Chair and Vice Chair

a) Core Responsibilities of the Uganda CCM Chair

The responsibilities of the CCM Chair shall include:

- Convening, presiding over and Chairing all Uganda CCM Board General, Extra-Ordinary and Executive Committee meetings;
- Proposing and seeking approval of the agenda of each Uganda CCM meeting;
- Informing the Uganda CCM of the activities of the CCM Executive Committee and seek ratification, modification, or cancellation of emergency decisions made by the CCM Executive Committee;
- When necessary and appropriate, delegating the Chairperson's responsibilities to the CCM Vice-Chair and in his/her absence or incapacity to one of the Chairs of the Uganda CCM Committees;
- Representing publicly the Uganda CCM in all relevant fora
- Acting as official spokesperson of the Uganda CCM and be responsible for official communication on behalf of the Uganda CCM
- Monitoring all communication within and outside the Uganda CCM, including communications with the media and the Global Fund.
- Ensuring that the Uganda CCM functions are carried out as stipulated.
- Overseeing and supervising the Uganda CCM Secretariat on a day-to-day basis.
- Leading and guiding the Uganda CCM in other duties proposed and approved by the CCM Board.

b) Responsibilities of Uganda CCM Vice Chair

- Stepping in, handling CCM matters and performing tasks as delegated by the CCM Board Chair;
- Participating actively in the CCM Executive Committee activities;
- Actively participating in the activities of the CCM Committee she/he chairs and all CCM Board activities;
- Providing view points and/or advice on matters of the Uganda CCM;
- Undertaking official communication on behalf of the Uganda CCM, as delegated by or in the absence of the CCM Chair;
- In the absence of the CCM Board Chair, presiding over all meetings which the CCM Board Chair is mandated to preside by the provisions of the Uganda CCM Governance Manual.

c) Sources of Uganda CCM Chair and Vice-Chair

- The Uganda CCM Chair shall be a Substantive Member elected from any Uganda CCM constituency.
- The Uganda CCM Vice-Chair shall be elected from among the Chairpersons of the CCM Committees except for the Executive Committee Chairperson, who is the Uganda CCM Chair.
- The Chair and Vice-Chair shall each be from different constituencies represented on the Uganda CCM
- To minimize possibilities of Conflict of Interest, the positions of CCM Chair or Vice-Chair shall not be held by persons from institutions or organizations that are Principal Recipients (PRs) or Sub-Recipients (SRs).

d) Selection of Uganda CCM Board Chair

- The Uganda CCM Board Chair shall be elected from any Uganda CCM constituency.
- The Uganda CCM Board Chair shall be directly elected by only the Substantive representatives of the Uganda CCM Constituencies unless the Substantive Member is absent then the Alternate Member shall have voting rights.
- All Substantive Uganda CCM members have the right to stand for election and to be elected regardless of the public office they represent in their own organizations, except as otherwise decided by the constituency or their individual organizations.
- A Substantive Member who is unable to attend the meeting for the election of the CCM Chair shall put in writing her or his willingness to be nominated for that member to be eligible for nomination for the CCM Chair position.
- The Uganda CCM Alternate members, Ex-Officios and any other Observers (permitted by the CCM) shall be allowed to attend the above meeting.
- Voting shall be by Secret Ballot.
- The election of the Chair of the Uganda CCM shall be organized by an ad hoc Uganda CCM Election Committee chosen from Uganda CCM Ex-Officios or Other Partners of the CCM. The Uganda CCM Election Committee shall consist of three (3) CCM Ex-Officio Members, who will be the Returning Officers chosen by and from the Uganda CCM or Other Partners.
- The Uganda CCM Secretariat shall provide administrative and coordination services to the Election Committee.
- The Election Committee shall dissolve itself immediately once the CCM Board Chair is elected and approved by the Uganda CCM Board.
- The minutes of the election shall serve as report of the conduct of the process and shall be submitted to the Global Fund Secretariat together with the list of participants for documentation and transparency purposes. Originals of both documents shall be included in the public archives of the Uganda CCM Secretariat.

- No member of the Election Committee shall be eligible to stand for election as Chair of the Uganda CCM Board.
- The Uganda CCM Chair shall be elected through a two-round voting process or any democratic process the Uganda CCM decides to choose. The two-round voting process is a runoff voting process used to elect a single winner. Under this system, the voter casts a single vote for their chosen candidate. However, if no candidate receives majority of votes (40-45% with a winning margin of 5-15%), the two candidates receiving the most votes go for the second round of voting and those candidates having less than a certain proportion of votes are eliminated. This process enables voters to make a completely fresh choice in the second round if they so desire. It can encourage diverse interests to coalesce behind the most promising candidates from the first round in the preface to the second round of voting.
- A half of Uganda CCM Members plus one Person (simple majority) do form a quorum to conduct normal business. However, the election of Uganda CCM Chair shall require a large proportion of Uganda CCM members to participate in the process. Therefore, for the purpose of the election of a Uganda CCM Chairperson and Vice-Chairperson, two-thirds (2/3) of the Uganda CCM Members shall constitute a quorum.

e) Selection of the Uganda CCM Board Vice-Chair

- The CCM Board Vice-Chair shall be one of the CCM Committee Chairpersons except for the Executive Committee Chairperson who is the CCM Chair.
- The election of the Vice-Chair shall follow the same process for selecting the CCM Chairperson (above) with the exception being that the only eligible members to stand for the position of CCM Vice-Chair are CCM Committees Chairpersons except the Executive Committee Chairperson.

f) Term of Office for the Uganda CCM Board Chair and Vice-Chair

- The term of office of the Uganda CCM Board Chair and Vice-Chair shall be three (3) years with a possibility of re-election for another consecutive term if they are re-elected/re-nominated as Uganda CCM Members by their Constituencies.
- Continued service as a Uganda CCM Board Chair and Vice-Chair shall also be subject to and guided by the CCM Succession Plan matrix for staggered CCM Board membership renewal (which shall be reviewed from time to time by the CCM Board) to ensure good corporate governance, continuity of CCM activities/operations and maintenance of institutional memory.
- The Uganda CCM Chair or Vice-Chair may resign prior to the completion of his or her term of office, or may be removed from office prior to the end of his or her tenure for cause. The decision to end the tenure of the incumbent CCM Chair or Vice-Chair shall be by the Uganda CCM and shall require at least a two-thirds (2/3) majority vote.

- If the CCM Chair or Vice-Chair resigns or is removed from office prior to the end of his or her term, elections shall be held among the Uganda CCM members. The replacement elections shall be held immediately but not exceeding one month after the position falls vacant.
- A Uganda CCM Chair or a Vice-Chair may serve for a maximum of two consecutive terms.

4. Uganda CCM Committees and their Responsibilities

For purposes of efficiency, the Uganda CCM shall carry out its responsibility of coordinating the development and submission of national funding proposals/ requests/applications to the Global Fund and overseeing implementation and utilization of grants from the Global Fund (grant oversight) through the CCM Board Committees. The core function of the Uganda CCM Committees is to prepare the Uganda CCM Board for prompt decision making and action.

To fulfill its oversight functions, the Uganda CCM established four (4) Committees of the Board as listed below:

1. The Executive Committee (EC),
2. The Program Oversight Committee (POC),
3. The Finance and Procurement (F&P) Committee,
4. The Programme Development and Resource Mobilization (PD&RM) Committee.

The purpose of the CCM Board Committees is to facilitate the Uganda CCM decision-making role by reviewing grant implementation and absorption progress reports from implementers in their thematic areas, enquiring into the report details as necessary and making recommendations to the Uganda CCM for decision-making. The CCM Committees do not make final decisions; they only make recommendations for the consideration of the Uganda CCM.

Detailed roles and responsibilities of the Uganda CCM Committees are contained in the Terms of Reference of the individual Uganda CCM Committees that are in Annex I of this Governance Manual.

- Each CCM Committee shall be headed by a Chairperson. The CCM Committee Chairpersons shall be Substantive Members of the Uganda CCM and shall be selected by the CCM Board - following similar election processes to that of the CCM Board Chair, except for the Executive Committee for which the Uganda CCM Board Chairperson shall automatically be the Chair.
- Voting for CCM Committee Chairpersons shall be carried out in a CCM sequence starting with the election of the CCM Board Chair, followed by the election of CCM Committee Chairpersons, and then finally by the election of the CCM Board Vice-Chair.

- Except for the CCM Executive Committee, the other CCM Committees shall comprise eleven (11) members appointed by the Uganda CCM from its membership. The CCM Committees may co-opt members from outside the Uganda CCM Board for their technical expertise in the relevant area identified by the committee and/or experts as a need arises.
- Vice-Chairs and Members of the CCM Committees shall be selected on a constituency basis by the full CCM Board and it will be the responsibility of the constituencies to determine the individuals to take up the positions to which their constituency has been selected. Selection of Members for the Committees by the Constituencies shall be in accordance with the Terms of Reference (TORs) for each CCM Committee.
- CCM Committee Chairpersons and Vice-Chairpersons shall not be replaced by their Alternates or any other person (from their organisation/institution) in undertaking their special responsibilities on the CCM Committees.
- In the absence of both the Chair and Vice-Chair of a CCM Committee, the committee members present shall appoint an interim chair for conducting the business at stake.
- The CCM Committees shall meet at least quarterly and more regularly as needed.
- The CCM Committee Chairperson shall recommend to the CCM Board to take action if a CCM Committee Member is absent without apology for three (3) consecutive CCM Committee meetings.

a) The CCM Executive Committee

a.1.) Core functions of the CCM Executive Committee

The core functions of the CCM Executive Committee are to:

- Review grants performance recommendations from the CCM Programme Oversight Committee (POC), Finance & Procurement Committee (F&PC) and Programme Development and Resource Mobilization (PD&RM) Committee for onward decision and actions at the Uganda CCM Board meetings.
- Oversee implementation of decisions of the Uganda CCM Board
- Work with and facilitate the Uganda CCM Secretariat to follow up on the implementation of the Uganda CCM Board decisions
- Oversee and direct the activities & operations of the Uganda CCM Secretariat
- Ensure the annual performance evaluation of the Uganda CCM Secretariat
- Support and coordinate ad-hoc technical committees, task teams or working groups of the Uganda CCM,
- Attend to routine administrative matters or urgent communications and decisions for which calling the Uganda CCM Committee and Board meetings is not warranted or not feasible

- Make decisions of an administrative and operational nature only in case of urgency to meet the desired Uganda CCM action
- Oversee and approve the re-programming of activities & re-allocation of funds in the CCM work plans and budgets
- Facilitate to expedite signature of relevant documents relating to the Global Fund and other stakeholders
- Identify bottlenecks in the Uganda CCM Board functionality and report back to the Uganda CCM Board for remedial action
- Mobilise financial and other resources to support the functioning of the CCM, the CCM oversight activities, CCM Resource Mobilization activities, CCM Communication activities and CCM Secretariat operations.
- Work with the CCM Secretariat to review and fine-tune the Uganda CCM meeting agenda to make it manageable, while avoiding censorship of Uganda CCM member contributions to the agenda.
- Work with other CCM Committees and the CCM Secretariat to propose and arrange for technical assistance to support the capacity building of the Uganda CCM and Principal Recipients (PRs).
- Oversee and plan the activities to strengthen the capacity of Uganda CCM members, including induction of new members, training and orientation of all members on their roles and responsibilities.

Additional areas of responsibility of the CCM Executive Committee will be decided or assigned by the Uganda CCM, but in general, the decision-making authority that may be delegated by the Uganda CCM to the Executive Committee will be limited to routine administrative matters. The Uganda CCM Board shall define and further review the scope of work for the CCM Executive Committee from time to time as needed.

a.2.) Membership

The Uganda CCM's Executive Committee shall comprise five (5) members as listed below:

- a. The CCM Board Chairperson,
- b. The Chairpersons of three (3) Uganda CCM Board Committees (i.e. Programme Oversight; Finance and Procurement Committee; Programme Development and Resource Mobilization Committees),
- c. The Uganda CCM Vice-Chairperson shall automatically be a member of the CCM Executive Committee since she/he is a Chairperson of one of the three CCM Board Committees mentioned above,
- d. One Member-At-Large who shall be any Substantive Member nominated to serve on the CCM Executive Committee. The Member-At-Large shall be nominated by the other four (4) CCM Executive Committee Members to ensure adequate gender/sector/constituency

inclusiveness on the CCM Executive Committee. She/he shall not be a Chairperson of any of the CCM Committees.

The CCM Board Chairperson and Vice-chairperson will be the Chair and Vice-Chair of the CCM Executive Committee, respectively.

a.3.) Election of the Member At Large

A Member-At-Large shall be nominated to join the CCM Executive Committee by the other four (4) CCM Executive Committee Members, to ensure adequate gender/sector/constituency inclusiveness on the CCM Executive Committee. She/he shall not be a Chairperson of any of the CCM Board Committees. The CCM Executive Committee members may decide to nominate the Member-At-Large at their first Executive Committee meeting or do the nomination differently as they deem necessary.

a.4.) Calendar of CCM Executive Committee meetings

The CCM Executive Committee shall meet at least quarterly. Emergency and any other meetings held more regularly, shall be convened as and when urgent attention and action of the Executive Committee is required/deemed necessary.

b) The CCM Programme Oversight Committee(POC)

The Programme Oversight Committee (POC) shall lead the oversight role over programmatic performance of Global Fund grants in Uganda. The Programme Oversight Committee (POC) reviews the progress of Global Fund grant performance against indicator targets and various implementation levels of programme activities, clarify data ambiguities on deliverables, identify and diagnose problems of implementation of programme activities, and recommend follow up actions to the Uganda CCM Board.

b 1.) Functions of the CCM Programme Oversight Committee (POC)

- Work with the CCM Secretariat to establish and implement annual work plans that outline specific programmatic and management oversight activities to be carried out by the Uganda CCM as outlined in the CCM Oversight Plan;
- Ensure that Global Fund grant programme activities are regularly reviewed to identify implementation bottlenecks and propose remedial action;
- Ensure that programmatic, management and financial information is synthesized in close coordination with the CCM Finance & Procurement (F&P) Committee and that summary reports are available to support the Uganda CCM Board decision making

- Ensure that the Principal Recipients (PRs) provide timely programmatic performance updates and progress reports on Global Fund grant implementation activities
- Ensure that the Conditions Precedent, Management Actions, Special Conditions and any other conditions on the Global Fund grants are fulfilled by the PRs in a timely manner.

c) The CCM Finance and Procurement (F&P) Committee

The CCM Finance and Procurement (F&P) Committee shall lead the CCM oversight role over the Finance and Procurement performance of Global Fund grants in Uganda. The Finance and Procurement Committee focuses on the financial management and procurement procedures of the Uganda Global Fund grants and activities implemented by the Principal Recipients (PRs).

c 1.) Functions of the CCM Finance and Procurement (F&P) Committee

- Oversee adherence to financial disbursements timelines of the Uganda Global Fund grants by Principal Recipients (PRs) and Sub-Recipients (SRs)
- Review, investigate and resolve the financial and procurement technical issues related to the implementation of the Global Fund grants by the Principal Recipients (PRs) to ensure that funds are fully accounted for and procurement of commodities and services is effectively and efficiently done.
- Ensure timely accountability of Global Fund grants by PRs and SRs
- Ensure compliance with audit requirements of the Global Fund and Government of Uganda
- Oversee the Procurement and Supply Chain Management (PSM) processes of the Uganda Global Fund grants
- Support the PRs to overcome financial, Procurement and Supply Chain Management (PSM) bottlenecks
- Ensure programmatic, management and financial information is synthesized in close coordination with the Programme Oversight Committee (POC) and that summary reports are available for Uganda CCM Board decision making
- Work with the CCM Programme Oversight Committee (POC) to ensure an effective link between finance, procurement and the grant programme activities that the PRs implement with the grant finances.
- Support the CCM to oversee timeliness of financial disbursements and procurement of commodities and services related to grant implementation
- Oversee the Uganda CCM's financial management and procurement function to ensure that the Uganda CCM funds are fully accounted for. The Uganda CCM is a recipient of funds from different sources/funders to support its oversight activities and CCM Secretariat. Through the CCM Finance and Procurement Committee, the Uganda CCM Board has a responsibility to ensure that these funds are used for the intended purposes, expenditures are approved and supported, and periodic reports are prepared and submitted according to the reporting and accountability requirements of the different funders.

d) The CCM Program Development and Resource Mobilization (PD&RM) Committee

The Program Development and Resource Mobilization (PD&RM) Committee shall lead, facilitate and provide oversight over the process for the development of applications for the Global Fund grants and the alignment of Global Fund grants with other financing mechanisms in the country for HIV/AIDS, Tuberculosis and Malaria; and reprogramming of the grants whenever necessary.

d 1.) Functions of the CCM Programme Development & Resource Mobilization (PD&RM) Committee

- Facilitate the processes for coordinating the development and coordination of the national resource mobilization concept notes and grant funding applications/requests/proposals to the Global Fund, including the design of protocols and procedures for the inclusive engagement and consultation of relevant stakeholders in these processes.
- Identify the need and support the process for reprogramming of grants and support the Uganda CCM in coordinating the re-programming of Global Fund grants
- Lead the CCM process of identifying and selecting the Principal Recipients (PRs), including development of guidelines for selecting PRs and Sub-Recipients (SRs) for implementing the approved Global Fund grants.
- Oversee the national Global Fund grants absorption and utilization to inform/support resource mobilization initiatives and activities.
- Oversee the Uganda CCM Funding absorption and utilization for resource mobilization purposes.
- Support the Uganda CCM in mobilizing resources for Global Fund programme activities for HIV/AIDS, TB and Malaria; and the building of resilient and sustainable systems for health.
- Participate in the development of frameworks for alignment and harmonisation and alignment of Global Fund grants with other in-country financing mechanisms for HIV/AIDS, TB and Malaria, and national health and development projects.
- Develop and propose programmes to be funded by the Global Fund to support the fight against HIV, TB and Malaria; and to support the building of resilient and sustainable systems for health.

5. The Uganda CCM Secretariat

a) Establishment of a CCM Secretariat

The Uganda CCM shall have an independent secretariat to support the Uganda CCM and its committees to carry out their functions. The CCM secretariat office location shall be the official address of the Uganda CCM. The secretariat shall be accountable to the Uganda CCM through its Executive Committee which in turn shall supervise the CCM Secretariat staff and operations.

b) Responsibilities of the Uganda CCM Secretariat

The main responsibility of the secretariat is to support the Uganda CCM to perform its functions. The CCM Secretariat shall have full time staff with specific terms of reference. In addition, the CCM Secretariat shall have a work plan and budget as well as Policy, Procedures and Operational manuals to guide its operations.

The following are the specific functions of the CCM Secretariat:

- Provide logistical and administrative support for the Uganda CCM and its committees, including CCM meetings with other stakeholders.
- Provide support in the development, review and update of CCM governance, framework and operational documents.
- Serve as focal point for the CCM communications with the Global Fund Secretariat and the PRs in Uganda.
- Maintain documentation and archives of the Uganda CCM.
- Provide documentation and logistical support to the Uganda CCM and its committees in the implementation of the CCM oversight plan.
- Provide technical, logistical and other support to the Uganda CCM in managing the process of designing and development of concept notes and funding proposals/requests to submit to the Global Fund.
- Establish and maintain regular communication with and build the capacity of constituencies to ensure their effective engagement in Global Fund processes in Uganda.
- Support the CCM in communication with the various Global Fund stakeholders in Uganda.
- Produce summary reports and information for CCM members to support decision making relating to Global Fund grants.
- Support Uganda CCM in processes of information sharing, communication and publicity.
- Support the implementation of such other activities as may be from time to time assigned by the Uganda CCM in line with CCM core functions.
- Maintain a functional Uganda CCM Secretariat office, structures and systems.
- Provide to the Global Fund, the information that fulfils the Uganda CCM's eligibility requirements and minimum standards of the Global Fund, thereby assuring ongoing/continued Uganda CCM eligibility and compliance to receive Global Fund grants and CCM Funding.
- Timely follow-up on the CCM's implementation of the actions in the CCM Eligibility & Performance Assessment (EPA) Improvement Plan.
- Regularly updating the CCM Contacts database and timely sharing of the updated information with the key stakeholders including the Global Fund Secretariat and CCM Members (as required by the Global Fund).
- Support the CCM processes of assessing the performance and capacity building of Principal Recipients (PRs) and the CCM Secretariat.

More detailed roles and responsibilities of the CCM Secretariat are spelled out in the CCM Secretariat Operations manual and CCM Committee Terms of Reference.

6. Uganda CCM Meetings and Channels of Communication

a) Calendar of CCM Meetings

a 1.) Plenary Board Meetings

The Uganda CCM shall hold four (4) regular plenary Board meetings per year to review grants and other activities relevant to the mandate of the Uganda CCM. In addition, extraordinary meetings of the Uganda CCM shall be convened as and when necessary as convened by the Chairperson, or at the request of at least one third of the members of the Uganda CCM. An annual calendar of the regular quarterly meetings shall be prepared by the CCM Secretariat and promptly circulated to all Uganda CCM members.

a 2.) CCM Committee Meetings

Each of the Uganda CCM Committees shall meet at least once quarterly. A CCM Committee may convene more meetings where there is business that requires attention and action by the committee.

b) Notification of Uganda CCM Meetings

The notice for the regular quarterly meetings shall be made at least 10 working days prior to the date of every Uganda CCM meeting. Emergency or special CCM meetings may be called by the Uganda CCM Chair at shorter notices and labelled accordingly. All members should receive the meeting agenda and documents by e-mail or facsimile at least five (5) working days before each meeting.

c) Agenda for Uganda CCM Meetings

Uganda CCM meetings shall follow an agreed and published agenda format in line with that format recommended by the Global Fund. The Uganda CCM Secretariat shall first contact all its members one (1) month prior to the regular quarterly meeting to solicit any matter for inclusion on the standard agenda. Except in cases of urgency, these should be received by the Uganda CCM Secretariat not later than 15 working days before date of meeting. The Uganda CCM may decide to amend the agenda just before the commencement of the meeting.

d) Quorum of Uganda CCM Board and Committee meetings

All CCM meetings shall take place when at least simple majority (half plus one) of the voting members are present.

e) Chairing of Uganda CCM Meetings

Uganda CCM meetings shall be convened and presided over by the CCM Board Chairperson or in the Chairperson's absence by the CCM Board Vice-Chairperson. If both the Chairperson and his/her Vice are not present, and a meeting has to take place, either of the two shall delegate one of the Chairpersons of the CCM Committees to chair that specific CCM meeting.

f) Attendance and Uganda CCM Members' Participation in Meetings

Uganda CCM meetings shall be attended by substantive and alternate Uganda CCM members. If the substantive member is unable to attend, the designated alternate from the same constituency shall represent the constituency at the meeting. Three (3) successive absences of constituency representation in plenary board meetings without apology, shall result in the Uganda CCM recommending the sector constituency to take action.

g) Participation of Observers in the Uganda CCM Meetings

The Uganda CCM may invite observers, advisors, guests or the Local Fund Agent (LFA) to participate in the meetings. These observers/advisors/guests shall not be eligible to vote but may be invited to contribute to the discussions as long as they abide by the rules of the CCM meetings. Whereas the Uganda CCM meetings shall be open to observers to attend, observers shall attend upon invitation or prior notification and consent of the CCM Chair for one-off requests or upon the approval of the CCM Board if Regular Observer Status was requested.

h) Mechanism of Decision Making in the Uganda CCM Meetings

The Uganda CCM decision-making process shall be reached by consensus or by a simple majority vote if discussions do not lead to an agreement. The Chairperson or any other voting member of the Uganda CCM can call for a vote.

i) Uganda CCM Voting Methods

- Votes shall be of two possible kinds: "simple majority" and "two-thirds majority."
- All votes shall be by simple majority except where a two-thirds majority is required. "Two-thirds" means two-thirds of all voting members present.

- Voting methods shall be of two possible kinds: “informal” and “formal”. All votes shall be informal unless any member present demands that a vote be made (or repeated) as a formal vote. Formal votes require recording each member’s vote in the minutes of the meeting.
- Absent Members shall not vote.
- A Returning Officer appointed by the Uganda CCM and supported by the CCM Secretariat shall conduct the voting. If the selected Returning Officer is a voting member of the Uganda CCM, he/she shall lose his/her voting rights, so it is recommended that the Returning Officer is appointed from the CCM Ex-Officio Members (if in attendance).

j) Minutes of CCM Meetings

The Uganda CCM Secretariat shall write the minutes of the meeting in English language following an agreed format and distribute them to Uganda CCM members within 5 working days after the meeting. Uganda CCM members shall be given one (1) week after the minutes are distributed to express any objection or amendment to the draft minutes. If members provide no response, that shall be considered as an endorsement of the minutes. Minutes of meetings shall be accompanied by copies of relevant supporting documentation. The CCM Secretariat shall be responsible for scanning, distributing, filing, and archiving the approved minutes and supporting documents from the CCM meetings.

7. Code of Conduct during Proceedings of the Uganda CCM Meetings

- The Uganda CCM meetings shall be held in English language.
- Uganda CCM Substantive Members shall sit in the front rows of a meeting place and their Alternates and other non-CCM persons sit in back rows. If the Substantive Member is not going to attend the meeting or must leave before the end of the meeting, the Alternate shall sit in the front row, to occupy the seat allocated to their constituency.
- Uganda CCM meetings shall have an agenda and no new agenda item shall be introduced during sessions.
- Diverting Uganda CCM discussions to other agendas hidden or not shall not be accepted. The Uganda CCM Chair shall discourage this endeavour such that Uganda CCM meetings are focused and effective.
- Uganda CCM member shall present their contributions in short packages so that other members can also be given a chance to speak.
- Uganda CCM members tending to dominate discussions and submissions shall be discouraged by the Chair. Domination of a meeting by a member shall be avoided.
- Everyone’s opinion matters and must be respected. They shall therefore be given a chance to express their views without hindrance.
- Generally only in exceptional circumstances should meetings last more than four (4) hours.

8. The Uganda CCM and Principal Recipients

Uganda adopted a dual track financing mechanism in the management of Global Fund grants to increase absorption and reduce fiduciary risk among other things. The Uganda CCM shall select Principal Recipients additional to the de facto Public-Sector Principal Recipient – the Ministry of Finance, Planning and Economic Development (MoFPED). The Uganda CCM shall play a supportive and oversight role to the PRs to ensure that grants are effectively implemented. The Uganda CCM shall not get involved in the day-to-day implementation of the grants.

a.) Selection of additional Principal Recipients (PRs)

The PRs selection processes shall consist of the following main steps:

1. Issuing of a request for Expression of Interest
2. Uganda CCM Receiving Expression of Interest
3. Uganda CCM Establishing a Technical Review and Evaluation Committee (TREC)
4. TREC screening Expression of Interest for essential eligibility requirements
5. TREC evaluating Expression of Interest through a documented process and recommends organisations to be Principal Recipients.
6. The Uganda CCM or a delegated team performs a field validation and recommends PRs for approval
7. Uganda CCM approving the PRs and sending an award notice to the selected organisations
8. Uganda CCM sending feedback to all organisations that submitted Expression of Interest and notify them of the outcomes.

9. General Grant Oversight Principles and Guidelines

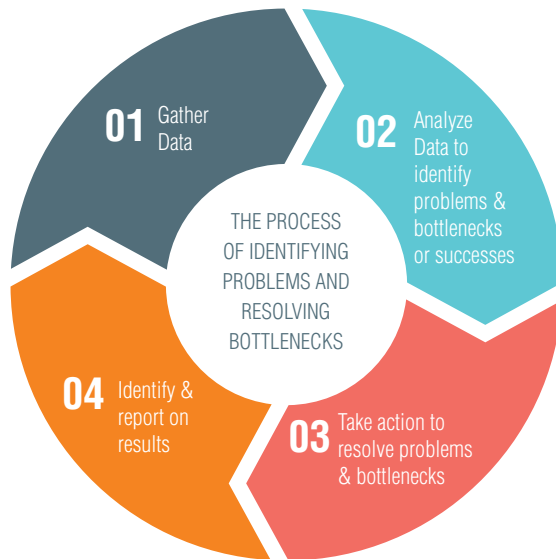
The CCM oversight of Global Fund grants shall focus on the “big picture” of understanding how grants are being implemented and progress of grant implementation, to avoid getting involved in micromanaging the PRs. The Uganda CCM shall give time for PRs to manage the implementation of grants as agreed with the Global Fund Secretariat. However, the Uganda CCM shall follow up and resolve issues affecting grant performance. The Uganda CCM shall aim to support the PRs so that Global Fund grant money is used properly and effectively, and that scheduled activities are implemented in a timely and effective manner. Therefore, all Uganda CCM members shall endeavour to have a thorough understanding of how grants are being implemented. In so doing

the Uganda CCM shall be in position to answer the following questions:

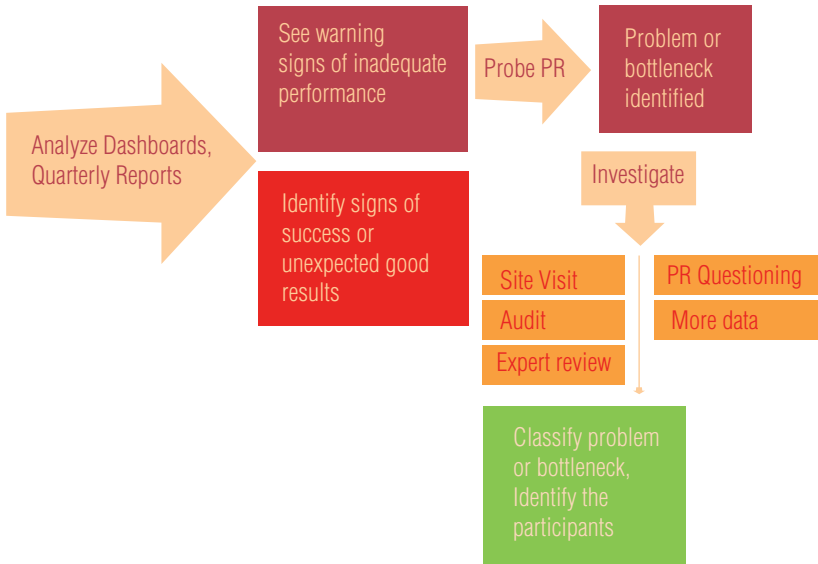
- 1) Where is the Money?
- 2) Where are the drugs/medicines, pharmaceutical products and commodities?
- 3) Are implementers/sub recipients receiving the funds?
- 4) Where are the results?
- 5) Are accurate reports made and submitted in time?
- 6) Where are the bottlenecks to grant implementation?

The Uganda CCM shall adopt the following steps to understand the performance of the grants:

1. Gather data on grants relevant for effective oversight;
2. Analyse data and generate information on grant performance
3. Identify problems or bottlenecks affecting grant implementation
4. Take or recommend action to resolve grant implementation problems or bottlenecks



The steps to follow in analysing problems/ bottlenecks in grant implementation are summarised in the figure below:



The Uganda CCM shall have a separate Oversight Plan that outlines detailed mechanisms and activities of CCM grant oversight.

10. The Uganda CCM Channels of Communication

The Uganda CCM shall work within principles of transparency and accountability in all its communication. The Uganda CCM shall communicate through the Chairperson of the CCM Board to ensure that communication to the Global Fund Secretariat and the public is harmonized. Therefore, the medium for formal communication between the CCM, PRs, Implementers and the Global Fund Secretariat shall be established as follows:

a.) Communication by the Uganda CCM and Global Fund Secretariat

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

- Development and submission of the national funding request/applications and proposals concept notes. Copies of the endorsed concept notes and proposals shall be sent to the PRs
- Selection of Principal Recipient(s)
- Grant oversight
- Policy and strategic issues. Copies of the communication will be given to/shared with the concerned sectors, the CCM Vice-Chair and the CCM Secretariat.
- Operational issues including those relating to the Global Fund Technical Review Panel comments shall be from the Global Fund Secretariat directly to the Chair of the Uganda CCM with copies to the CCM Vice-Chair and the Uganda CCM Secretariat.
- Communication on reporting and request for continued funding shall be from the CCM Chair to the Global Fund Secretariat after approval by the Uganda CCM and a copy sent to the Principal Recipients (PRs).

b.) Communication by the PR and the Global Fund Secretariat

The Principal Recipients (PRs) shall communicate directly with the Global Fund on the following:

1. Grants implementation
2. Grant agreements negotiations
3. Work plans, Budgets and Performance Frameworks
4. Periodic reporting
5. Financial management and Audits
6. Assessments and Programme Reviews
7. Disbursement Requests

Any other communication between direct grant implementers and the Global Fund Secretariat, unless verified with either the Principal Recipients (PRs) or the Uganda CCM, shall be considered null and void.

11. The Uganda CCM's Conflict of Interest Management Policy

a.) Definition of Conflict of Interest

The concept of Conflict of Interest recognizes that the judgment of even the most well-meaning person may be impaired when their own financial or other interests or those interests of close associates are affected.

b.) Conflict of Interest (COI) for Uganda CCM Members

- Prior to taking up a position on the Uganda CCM, each Member, including Ex-Officio Members, shall be required to complete the CCM Conflict of Interest Policy Acceptance and Declaration of Interest Statement forms. The Uganda CCM Secretariat shall keep members' completed Conflict of Interest Declarations on file and also forward copies of these to the Global Fund Secretariat.
- Each member shall be required to complete and update the Conflict of Interest Management Policy Acceptance and Declaration of Interest Statement form on an annual basis. This provision is also applicable to staff members of the Uganda CCM Secretariat, CCM Ex-Officio Members, co-opted technical experts onto CCM Committees and any other persons doing business with the CCM.
- At the commencement of every Uganda CCM meeting, the Chairperson, in line with a standard Conflict of Interest (COI) agenda item, shall request all members present to declare any conflict of interest they have in relation to matters on the agenda. Where members declare a conflict of interest in relation to any agenda item, they shall not participate in any discussions and voting pertaining to the same agenda item.
- The Uganda CCM shall develop and publish a Conflict Of Interest management policy to facilitate the management and mitigation of Conflict Of Interest.

c.) Adherence to other Global Fund Policies, Procedures, Codes of Practice and Guidelines.

The Uganda CCM shall adhere to and endeavour to operationalise the Global Fund management of Conflict Of Interest policy, Code of Ethical Conduct for CCM Members, Policy to Combat Fraud and Corruption; and other related policies, guidelines and Codes of Practice. These documents will be availed to CCM Members, Ex-Officios and Observers as annexes to the Uganda CCM Governance Manual.

12. Amendments to the Uganda CCM Governance Manual

Notwithstanding other provisions in the CCM Governance Manual, the procedures and/or rules formulated here under to regulate the functions and mandate of the Uganda CCM shall come into force with immediate effect and shall continue in force until they are specifically revoked or revised by the Uganda CCM. Amendments to the Uganda CCM Governance Manual shall be by two thirds (2/3) majority vote of all CCM Members.

13. Adoption of the Uganda CCM Governance Manual

This CCM Governance Manual was adopted by the Uganda CCM on 24th May 2012, subsequently updated at the CCM Retreat and Board Meeting of 15th & 16th June 2016 and further updated following revisions by the CCM at its Retreat and Board Meeting of 26th May 2017.

FIND OUT MORE;

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