

CCM Oversight Guideline and Plan

Approved by Oversight Committee CCMSL on 06th October 2023

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Acronyms

CCM	Country Coordinating Mechanism
CBO	Community Based Organization
CT	Country team
GF	The Global Fund
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
KAP	Key Affected Populations
KVP	Key Vulnerable Populations
LFA	Local Fund Agent
M&E	Monitoring and Evaluation
NPTCCD	National Program for TB Control and Chest disease
NSACP	National STD/AIDS Control Program
NGO	Non-Government Organization
OC	Oversight Committee
PLHIV	People Living with HIV/AIDS
PR	Principal Recipient
PSM	Procurement and Supply Chain Management
PU/DR	Progress Update and Disbursement Request
SR	Sub-Recipient
TG	Transgender
TWG	Technical Working Group

1. Introduction

This Oversight Guidance is a companion document of the CCM SL Governance Manual for use of the Country Coordinating Mechanism (CCM) members and its respective constituencies, Oversight Committee, Secretariat staff, Principal Recipients, LFA and Technical Working Groups (TWGs) of National Disease Programs for HIV/AIDS, TB, Malaria, RSSH and Covid 19. It provides policies and procedures to establish a standard that guides how the CCM will perform its oversight function, coordinate with the TWGs, interact with the Global Fund grant stakeholders and manage oversight activities. The policies contained in the Oversight Guideline are aligned with the principles of Global Fund.

This Oversight Guidance is designed to be the primary reference document and tool of the Oversight committee (OC) for undertaking its mandate as a supporting structure to CCM. The approval and updating of the guideline and oversight tools stays with the CCM members.

2. Framework and Concepts

2.1 Contextual information

The CCM Policy including Principles and Requirements¹ is a Global Fund Framework Document covering a number of core governance principles and requirements, which the Global Fund applies in all its policies and discussions regarding CCMs.

There are six eligibility requirements based on CCM core functions for the CCM to access funding. All CCM have to comply with it and each CCM must meet each of these eligibility requirements.

Requirement 1	Carry out a transparent and inclusive funding application development process
Requirement 2	Facilitate an open and transparent Principal Recipient selection process
Requirement 3	Submit and follow an oversight plan for all Global Fund approved financing
Requirement 4	Show evidence of membership of affected communities in the coordinating mechanisms
Requirement 5	Ensure representation of nongovernmental members in the coordinating mechanism through transparent and documented processes developed by each constituency
Requirement 6	Adopt and enforce a code of conduct, and conflict of interest policy

The oversight plan has been developed in fulfillment of Eligibility requirement 3 which requires all CCMs 'to submit and follow an oversight plan for all Global Fund approved financing'.

In addition, under Eligibility requirement 6, GF requires all CCM 'to approve and adopt a code of ethical conduct² for CCM members, develop or update and publish a Conflict-of-interest policy which apply to all CCM members, alternate and CCM secretary staff throughout the grant life cycle'.

¹ https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf

² https://www.theglobalfund.org/media/8234/core_codeofethicalconductforccmmembers_policy_en.pdf

While conducting grant oversight activities, the CCM and its oversight committee must require CCM members and non CCM Members to declare any conflicts of interest affecting themselves or other CCM members and ensure that these individuals do not participate in any oversight deliberations or decisions. Based on these principles, PRs may not serve as members of any CCM oversight bodies.

The code of ethical conduct sets out the Global Fund's values, along with requirements and behaviors that all CCM Members should demonstrate. All the sections of the code are relevant to effective oversight, especially impartiality, being transparent and objective with information, ensuring effective engagement, and speaking up when things are not right.

The core functions of the CCM are the coordination of the development and submission of the funding request, nomination of the PRs and monitor their performance, oversee the grant implementation, endorse the program revisions, and ensure linkages and consistency between GF supported programs and other national health and development programs.

2.2 Definition and Rationale of Oversight

Oversight consists of a coordinated set of activities to support and ensure that grant activities are implemented as planned, and that issues and bottlenecks in grant implementation are identified and resolved.

CCM should review periodically grant performance in collaboration with PRs, in-country stakeholders, and GF country team as necessary. An effective oversight support PRs in addressing risks and bottlenecks in grant implementation and results in the improvement of grant performance in support of national programs. PRs are held accountable to country stakeholders and repeated poor performance could lead to their replacement.

Oversight focuses on key financial, programmatic, and Management aspects of the grant portfolio and their contribution to the national health response. It looks at "vital signs" of global fund investments and aims to verify that grants are performing according to agreed targets and plans.

Oversight is not grant monitoring which is the responsibility of PRs. Oversight rather aims to support PRs in identifying and addressing key implementation issues.

The core principle of oversight is to ensure that resources are being used efficiently and effectively to end diseases while building resilient and sustainable systems for health.

According to the guidance note on oversight³, CCM SL should consider the following principles as part of the provisions of their oversight plans and oversight activities carried out by OC:

Strategic focus: CCM SL and OC will keep national strategic priorities set in their respective National Strategic Plans at the forefront to ensure the investment is effectively contributing to ending the diseases as pandemics.

³ https://www.theglobalfund.org/media/10181/ccm_oversight_guidance_en.pdf

Use data and evidence to drive oversight: OC will use existing data from PUDR, grant performance, management letter, program review, survey and partners data and reports.

Risk Management: Oversight will adopt a risk management approach through risk identification, prioritization, mitigation, monitoring, and assurance into the oversight strategy.

Co-financing Commitment tracking: According to the Global Fund’s Guidance Note on Sustainability, Transition and Co-financing⁴ and the relevant policy, the OC of CCM SL should monitor proactively efforts to strengthen sustainability, including the realization of co-financing commitments.

Collaborative problem-solving approach: CCM SL and OC will establish a collaborative relationship between the CCM and PRs to ensure regular sharing of grant-related information and building mutual trust. OC will conduct regular meeting and lead open discussions to jointly address implementation and risk mitigation challenges to improve grant performance.

3. CCM oversight processes

3.1 Oversight activities throughout the grant cycle

As required by Global Fund oversight guideline,⁵ CCM is expected to perform its oversight function from funding request development including country dialogue, grant making, grant implementation and grant closure. However, most oversight activities focus on grant implementation to ensure that it is being implemented efficiently and effectively, and in the national interest.

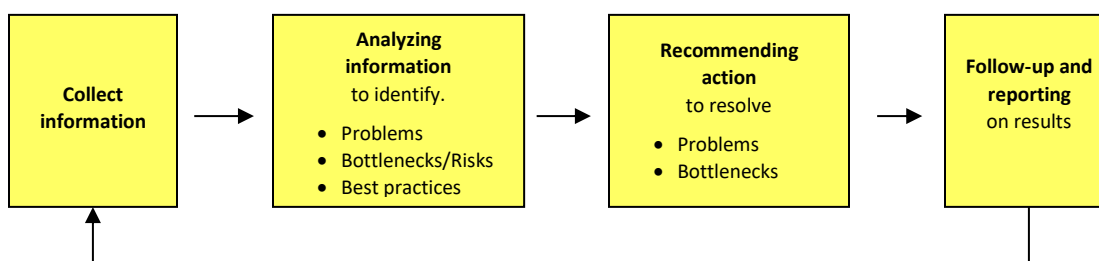
Grant Life Cycle Stage	Oversight Actions
Country Dialogue	<ul style="list-style-type: none"> • Ensure the inclusiveness, availability of information and transparency during the country dialogue. • Analyze if the program split and prioritization of intervention areas would yield better outcomes.
Funding Request preparation and submission	<p>CCM assesses the financial and programmatic aspects of the funding request prior to submission to the Global Fund and ensures:</p> <ul style="list-style-type: none"> • Integration and consideration of critical strategic enablers for impact. • Use of national disease strategies as the basis for the interventions and priorities included in the funding request. • Analysis of gaps in existing financial resources and what is needed to achieve impact.

⁴ https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf

⁵ https://www.theglobalfund.org/media/10186/ccm_oversight-grantlifecycleannex2_annex_en.pdf

	<ul style="list-style-type: none"> • Inclusiveness, availability of information and transparency of the funding request preparation process. • A transparent and documented PR selection and nomination process
Grant-Making	<ul style="list-style-type: none"> • Ensure all CCM members are informed of the PR capacity assessment results and the implementation arrangements map. • Ensure adequacy of timelines and alignment of the performance framework, budget, and list of products regarding interventions included in the funding request.
Grant Implementation (including grant closure)	<ul style="list-style-type: none"> • Collect information on a periodic basis using the available tools and sources. • Conduct regular (at least quarterly) meetings with all PRs to analyze progress and/or implementation bottlenecks, identify risks and propose mitigation actions. • Seek regular feedback from non-CCM members and people living with the diseases, particularly at the local level. • Ensure all CCM members are aware of co-financing commitments and that these are tracked whenever possible. • Support PRs to identify risks and mitigation actions; address bottlenecks and solve issues that exceed their capacity or authority. • Analyze reprogramming requests and reallocation of resources. • Oversee the adequate completion of the grant closure process, as applicable
Throughout the cycle	<ul style="list-style-type: none"> • Ensure implementation of oversight plan

3.2 Oversight processes



The oversight responsibilities of the CCM for grant implementation are organized into four sequential steps that are repeated in each cycle:

3.2.1 Collect information

Data collection is primarily done by the oversight committee with support from the CCM Secretary. Information and data are the basis for grant oversight by the CCM as they allow identification of challenges and best practices. Several major types of information from different sources are required for strategic grant oversight. Oversight requires current information to ensure grant performance in five major areas:

- **Funds utilization**, including funds obligated and received by PRs and program expenditures (budgeted versus actual) by both PRs and SRs.
- **Provision of drugs and medical supplies**, including accruals of and expenditures for medicines and medical supplies, stocks of medicines and medical supplies, timeliness of orders and delivery, and timeliness of product distribution to SRs and Sub-SRs.
- **Timely implementation of program activities**, including implementation of program activities defined in the grant work plan and their funding (budget versus actual) by grant objective.
- **Achievement of key program indicators**, including current status of key performance indicators (including impact, outcome, and coverage) for grant objectives;
- **Effectiveness of grant management by the PR**, including hiring status of key PR managerial positions, status of technical assistance to SRs, attention to PR–SR issues, and status of PR conditions precedent, time-bound actions and management action established by the Global Fund.
- **Identify grant risks and potential mitigation measures and**
- **Compare co-financing amount with agreed commitments.**

In addition to these major types of information, the CCM shall also require information from PRs pertaining to strategic oversight to clarify the status and contribution of grant program implementation vis-à-vis national disease programs. Strategic oversight information pertains to:

- Results contributing to National Program Targets.
- Grant accomplishments contributing to achievement of goals and objectives of National Programs.
- Grant implementation good practices facilitating sustainable engagement of KVPs and CSOs in National Programs beyond Global Fund; and
- Best practices in grant implementation that can be institutionalized in the National Programs.

As recommended in the Global Fund’s guidelines for CCM grant oversight, CCM and OC may gather information from the following sources:

- **PR reports and available data**, such as Progress Update and Disbursement Request (PUDR), quarterly/semi-annually performance reports, quarterly/semi-annually PR Dashboards (if available), program work plans and budgets, monitoring and evaluation plans, PF, HPMT and results of PR annual audit(s);
- **Global Fund reports and written communications**, including grant performance reports; Global Fund management letters and other correspondence with the Global Fund secretary; and information, observations, and comments received from the Global Fund’s Fund Portfolio Manager responsible for grants in the country.
- **Special reports commissioned by the CCM**, including surveys of beneficiaries or other stakeholders undertaken periodically to inform oversight.
- **Oversight site-visits** to provide the CCM with an overall sense of program achievements and challenges in the field. See annex 5 for guidelines and tools for conducting field oversight visits.
- **Feedback from people living with diseases** or community-based monitoring initiatives present in the country and
- **Assessment and Evaluation Reports** of National Programs shared to CCM by TWGs or concerned government agency.

3.2.2 Analyzing information

The oversight committee will analyze, triangulate data and information collected from various sources to identify bottlenecks in grant implementation and any other emerging issues. Oversight committee will provide recommendations to the CCM, and it relies on CCM expertise in alignment with grant objectives and priorities along with the technical support provided by the CCM Secretary to analyze and synthesize the collected information.

This is a critical step in the process that requires the focused attention of the oversight committee as well as an integrated analysis of financial, programmatic, procurement, and management information.

Analysis can be supported or executed through technical expertise that has been recruited from outside the CCM to assist the oversight committee.

Data	Analysis
Financial	<ul style="list-style-type: none"> - Level of funds absorption (expenditures against budgets, key budgets cost groupings, PSM) - Identify financial performance outliers especially those implementing large portion of the grants - Determine potential effect of the financial status on performance - Determine if adjustments to GF and partners investments are required considering additional data and evidence

	- Determine if there are changes to the national funding landscape
Programmatic	- Key indicators performance against targets (explore underachievement and overachievement) - Identify programmatic performance outliers - Explore relationships between financial and programmatic performance and potential causes for inconsistencies - Explore dimension of data quality and validity (completeness, consistency over time and between indicators)
Management	- Capacity and timeliness of PRs to address management issues - Identify possibility of drugs stock out, timeliness of order and delivery, and product distribution to SRs
Cross-cutting	- Identify and evaluate grants risks and potential mitigation measures - Compare actual co-financing amount with agreed commitments

3.2.3 Recommending action to resolve problems and bottlenecks.

Once problems, issues, or bottlenecks are identified and understood, the oversight committee makes recommendations to the PR and/or to the CCM to address the issues. The CCM takes action to resolve which may include the following:

- Action by the PR to make the management of the program more efficient and effective.
- Action by the oversight committee with the secretary to investigate the issue, resolve it, and document the outcomes.
- Action by CCM members who have links to decision-makers capable of assisting in problem solving.
- Action by external technical assistance, as recommended by the oversight committee and authorized by CCM.
- Coordination with TWGs in implementing actions to resolve bottlenecks; and
- Site visits upon CCM decision to investigate specific issues.

When the CCM makes decisions:

- It specifies the action and activities to be taken.
- It identifies the person or party responsible and,
- It sets a deadline for taking those actions.

3.2.4 Follow up and Reporting results.

Oversight reports should be circulated to all CCM members before each regular CCM meeting. During the meeting, the oversight committee presents the oversight findings and recommendations to the CCM plenary. The decisions of the CCM are the basis for follow-up activities and tracking of implementation until each specific action addressing an issue is completed. Oversight committee is responsible to follow-up on actions and will report to CCM. Then CCM will report on the oversight actions taken to the GF and key national stakeholders.

4. Oversight stakeholders' roles

4.1 Oversight committee

4.1.1 Role of oversight committee

Although grant oversight is the responsibility of the entire CCM, it is not practical for all members to conduct oversight activities at all times. The oversight committee is established as a supporting structure to plan, coordinate, and carry out oversight of the Global Fund grants in the country on behalf of the CCM. It provides CCM with a strategic view of key macro financial, programmatic and management aspects of grants. The oversight committee is tasked to a) Facilitate the decision-making process of the CCM members by making recommendations to the CCM for discussion and decision-making; b) Ensure that its grant oversight activities contribute to the national program review processes, thus where feasible the oversight committee members shall participate in such reviews to increase accountability of Global Fund financed programs and c) Coordinate and document the application of COI policy by key stakeholders (Annex 2).

4.1.2 Oversight committee composition

The oversight committee is composed of CCM members and if possible, non CCM members, with technical expertise that provide support in terms of financial, procurement, programmatic and management analysis.

Oversight committee skills required:

- ***Disease specific expertise (HIV/AIDs, TB and Malaria)***: understanding of national health & disease strategies and GF programs.
- ***Financial Management Expertise***: exposure to national health sector spending, issues & challenges and results of programs, including those funded by the GF.
- ***PSM Expertise***: Understanding of procurement/storage and supply chain of health products.
- ***Program Management Expertise***: knowledge & expertise in national health program management; harmonization and alignment of national program.

- **Representative of PLWD & KAP:** having national level exposure with enabling leadership experience.

4.1.3 Nomination of oversight committee members

Oversight committee members are selected and nominated by CCM members.

As per the governance manual, oversight membership shall consist of a Chair, Vice-chair and four to six ordinary members including CCM and Non-CCM members to fulfill the skills above mentioned.

Membership of the CCM is not a prerequisite to be oversight committee members except for the Chair and Vice-chair positions.

Composition of the oversight committee should take into account COI management policy and follow the provision of the code of Ethical conduct. PR and SRs or anybody who has a COI within the terms of the CCM COI policy are not eligible for membership.

The oversight committee composition should be adapted to the type of grants implemented e.g if a large portion of the budget is dedicated to procurement, the inclusion of members with experience in procurement is required. For grants with a large provision of services at the community level, the composition should consider the inclusion of civil society members with disease-specific knowledge.

4.2 CCM Executive Secretary and Oversight Officer.

In CCM SL, the executive secretary of CCM secretariat is supporting the implementation of oversight activities as well. TORs are annexed in Annex 3.

He/ She coordinates with the oversight committee chair, vice chair and members to determine the level and types of administrative support to be provided to oversight committee in conducting its activities.

He/She is specifically in charge to:

4.2.1 Support oversight planning and implementation through:

- Updating the oversight plan with the oversight committee and ensuring the endorsement of the oversight plan by CCM.
- Assisting the oversight committee to implement the oversight workplan.
- Ensuring the implementation of activities of the oversight process (data collection and analysis, synthesis and presentation of recommendations to the CCM, follow-up on actions recommended by CCM, sharing oversight information with the GF).
- Coordinating with PRs to prepare and to present PU/DR.

4.2.2 Provision of technical and administrative support to oversight committee through:

- Assisting the oversight committee to implement oversight activities throughout the grant life cycle.
- Supporting the preparation and implementation of quarterly oversight meetings (synthesis and analysis of information to facilitate discussion).

- Supporting the oversight committee in data collection activities (PRs meetings, site visits).
- Developing and sharing procedures and templates to conduct site visits and support the implementation.
- Ensuring oversight committee members are aware of GF oversight policy, guidelines, and tools.
- Writing the minutes of oversight meetings including recommendations, agreed actions and timelines.
- Tracking CCM decisions on oversight recommendations

4.2.3 Facilitation and support of data-driven decisions through:

- Ensuring the synthesis and analysis of relevant information from different sources and data analysis and triangulation with site visit reports to identify risks and mitigation measures.
- Summarizing key grant implementation issues and present them to the oversight committee.
- Ensuring that key processes are driven by strategic information drawn from in country sources and GF grants implementation.
- Coordination with GF, PRs, and oversight committee to maintain data-driven dialogue for improving grant performance.
- Supporting oversight committee/CCM SL to actively oversee and manage risks and track co-financing commitments.
- Overseeing timeliness and accuracy of reporting and supporting the presentation of the oversight committee to CCM.

Key Performance Metrics

1. Quarterly tracking and reporting on the absorption of resources available for oversight within the CCM funding agreement.
2. Timely submission of analysis/technical summaries/completed oversight tools to support the oversight committee meetings. At least three working days before each meeting is considered best practice.
3. Timely submission of draft minutes of oversight committee's quarterly meetings with PRs to the oversight committee. Seven working days after each meeting at the latest is considered best practice.
4. Timely submission of site visit reports to the oversight committee chair. Seven working days after each visit is considered best practice.
5. Biannual oversight orientation for all new oversight committee members.

4.3 PR's role in Oversight

The Global Fund Grant Agreement⁶ with Principal Recipients (PRs) includes several clauses that mandate PRs to participate in the CCM oversight process.

⁶ The Grant Agreement, signed by the Global Fund and the PR, contains standard contractual articles or clauses authorizing CCMs to oversee grants implemented by the PR, and mandating PR reporting to the CCM.

PRs are legally obligated to cooperate with the CCM SL and to share information periodically and on request. The PR is required to be available to meet regularly with the CCM SL to discuss plans, share information and communicate on matters related to grant implementation.

The specific responsibilities of PR in the CCM SL oversight are to:

- Share grant work plans, budgets, Health Products Management Tools and Performance Frameworks, identifying the coverage indicators and targets to be achieved by the PR during the grant.
- Share routine reporting data with the CCM SL and share other GF reports such as the PU/DRs when they are submitted to LFA.
- Submit and present quarterly reports to the oversight committee using the tool agreed on (Annex 4)
- Provide additional data and information in a timely manner to the CCM SL upon request.
- Assist the CCM SL to organize and carry out oversight site visits.
- Provide other documents that may be required for grant oversight by the CCM SL in a timely manner (such as Grant Agreements, Implementation Letters, Audit Reports, Annual Reports, M&E Plans...etc.)
- Monitor SR performance and report critical issues that will adversely affect grant implementation to the Oversight Committee in a timely manner.
- Identify, analyse, and address risks that could jeopardize grant implementation.

4.4 Technical Working Groups

In Sri Lanka, technical working groups will be reformed and will contribute to oversight by providing the oversight committee and CCM with technical expertise and advice on program implementation and evaluation. This will complement the oversight committee's expertise.

As specified in the CCM governance manual “members are appointed based on their technical or program management knowledge and expertise for each technical working group”. CCM nominates members of the TWGs who are recommended by the PRs, OC and Proposal development committee chairs.

TWG members may come from any organization including PRs, SRs, SSRs or development partners. However, they will not take part in, nor be in present for decision making by OC.

4.5 CCM members

CCM members should know and understand key grants information such as programmatic indicators, budget allocations, PRs and SRs, risks identified and national strategies that support the three diseases responses. They contribute to oversight through discussions and decisions making on OC recommendations to CCM, data collection when meeting with implementers and participation in site visits. CCM members representing Civil Society should ensure that opinions and relevant information from constituencies at all levels are considered.

4.6 Global Fund Country team

The collaboration and coordination between OC and CCM and country team is critical to oversight function. Country team contribute to oversight through regular communication with OC and CCM to discuss bottlenecks, risks and potential solutions to address challenges.

Annex 1: Oversight Plan and budget

Activities	Specific Tasks (What?)	Responsible party (Who?)	Frequency/ Timeline (How often?)	Tools	Annual Budget
Objective 1: Structure functions and responsibilities of the oversight committee					
1. Renewal of OC committee members	<ul style="list-style-type: none"> Nomination and selection of new OC members according to CCM SL governance manual/OC Guidelines & Plan above 	- CCM SL members	June 2023 Every 2 years		No extra cost
2. Develop oversight guidance and oversight plan and budget	<ul style="list-style-type: none"> Draft oversight guidance and workplan to be endorsed by CCM SL 	- Oversight officer/CCMSL secretary - OC Chair and Vice Chair	Updated annually		No extra cost
3. Conduct orientation of new oversight committee members	<ul style="list-style-type: none"> Conduct orientation of new OC members on CCM and oversight 	- Oversight officer - OC members - OC Chair and Vice Chair	Upon appointment and as required	- GF online trainings -Presentations used in Remote OC Coach	CCM approved budget
Objective 2: Collect and analyze information related to program implementation					
1. Ensure timely / Semi-annual or annual PU submissions from PRs MoH (HIQI), NPTCCD and NSACP to GF and necessary follow-up (copy CCM SL Secretary and OC)	<ul style="list-style-type: none"> Request updates from PRs MoH (HIQI), NPTCCD and NSACP and GF secretariat 	- CCM SL Secretary/Oversight officer - OC Chair and Vice Chair	Semi-annual or annual	Schedules of reports/deadlines clearly indicated	No extra cost
2. Review and analyze programmatic and financial progress presented by the PRs in quarterly Progress Updates presentations (using current GF tools), focusing on issues and potential bottlenecks	<ul style="list-style-type: none"> Ask critical standard questions Provide constructive guidance and suggestion for follow-up/monitoring Prepare a summary of key issues and recommended actions for presentation and discussion in CCM meetings 	- OC members - CCM SL Secretary/Oversight officer	Quarterly (OC meetings are held at least quarterly, PUs are semi-annual or PU/DRs are annual)	Checklist of key questions	No extra cost
3. Monitor completion of outstanding issues in PU/DRs Performance, Management Letters and TRP feed back	<ul style="list-style-type: none"> Request updates from PRs on management issues 	-CCM SL Secretary to compile and share with OC members	Quarterly	Management issues tracking tool	No extra cost
	<ul style="list-style-type: none"> Develop a calendar with current key issues, management letters (updated on regular basis) Facilitate discussion between PRs and GF, as necessary 	-CCM SL Secretary with PRs	Quarterly or as needed		No extra cost
4. Anticipate and proactively identify implementation challenges	<ul style="list-style-type: none"> Regularly meet with Program Managers, PRs, SRs, etc. to discuss 		Quarterly or as needed		No extra cost

Activities	Specific Tasks (What?)	Responsible party (Who?)	Frequency/ Timeline (How often?)	Tools	Annual Budget
	mitigating strategies before performance is affected <ul style="list-style-type: none"> Facilitate government and other partners involvement to resolve challenges as necessary 				
Objective 3: Collect and analyze information related to Procurement and Supply Management					
1. Follow up procurement information from relevant reports; PU/DR, PR reports and information from Medical Supply Division	<ul style="list-style-type: none"> Provide correct info in relevant current tools used and if necessary, in-between these presentations for attention/action by oversight committee. Engage in critical questions 	<ul style="list-style-type: none"> PRs to prepare data with input from SRs CCM SL Secretary / OC to review and act upon, as needed 	Quarterly or as needed	Procurement follow-up	No extra cost
2. Follow-up with the PRs /SRs on any potential stock outs/ procurement issues	<ul style="list-style-type: none"> Provide advance information on potential stock-outs Identify emergency actions and additional assistance, as needed 	<ul style="list-style-type: none"> PRs, SRs CCM SL Secretary Oversight committee 	Quarterly or as needed		No extra cost
3. Encourage and participate in open discussion between PRs and GF's Procurement specialist as needed	<ul style="list-style-type: none"> Participate in teleconferences/briefings between GF and PR as needed 	<ul style="list-style-type: none"> Oversight committee CCM secretary 	As needed		No extra cost
4. Follow up on approval of the procurement plan by GF (and necessary updates) for each grant.	<ul style="list-style-type: none"> Request updates from PR and GF 	<ul style="list-style-type: none"> CCM SL Secretary Oversight committee OC Chair and Vice Chair 	As needed		No extra cost
Objective 4: Follow-up on PRs management issues and help to resolve them, including annual audits findings					
1. Review GF disbursement notifications and management - performance letters for each grant, focusing on management issues.	<ul style="list-style-type: none"> Develop a tool for proper follow-up Analyze and advise on key follow-up actions 	<ul style="list-style-type: none"> CCM SL Secretary to prepare, update and submit for OC OC to endorse and adopt 	Quarterly	Follow-up tool on management issues per each grant	No extra cost
2. Review PRs performance in managing SRs; identify issues for action by the CCM SL	<ul style="list-style-type: none"> Develop a tool for proper follow-up (highlight specific issues) Analyze and advice on key follow up action 	<ul style="list-style-type: none"> CCM SL secretary to draft, update and submit to OC; Oversight Committee 	Quarterly		No extra cost
3. Ensure follow-up on pending actions from past audits	<ul style="list-style-type: none"> Develop a follow-up for audits pending issues 	<ul style="list-style-type: none"> PRs and CCM SL Secretary 	Quarterly	Audit table/ issue list	No extra cost
Objective 5: Ensure that all critical program activities are funded (as for example in case PRs submit a reprogramming request) and savings best used to maximize impact					

Activities	Specific Tasks (What?)	Responsible party (Who?)	Frequency/ Timeline (How often?)	Tools	Annual Budget
1. Monitor and review updates on any program assessments or reviews, disease trends to assess need for reprogramming and best use of savings for impact	<ul style="list-style-type: none"> Compile relevant information on new recommendation to make it available to Oversight Committee 	<ul style="list-style-type: none"> CCM SL Secretary Oversight committee 	Annually or as needed		No extra cost
2. Engage in discussions of budgetary reprogramming annually	<ul style="list-style-type: none"> Review reprogramming requests submitted by PR PR to present a summary 	<ul style="list-style-type: none"> CCM SL Secretary to receive from PRs OC to review; 	Annually or as needed		No extra cost
Objective 6: Facilitate the resolution of issues identified through field visits and/or other sources of information (reports, specific concerns raised to the CCM SL, etc.).					
1. Conduct general or issue driven field visits on regular basis as planned and provide feedback to CCM SL/PRs and SRS.	<ul style="list-style-type: none"> Prepare field visit plan Organize field visits Develop a check list for visits Identify key issues of focus during visit Share feedback with OC, CCM SL, PRs and SRs 	<ul style="list-style-type: none"> CCM SL secretary to support logistics for Oversight members Oversight officer with PRs/SRs CCM SL oversight committee 	Semi-annually		CCM budget includes field visits and budget for review
2. Review and analyze detailed information from various sources for special issues investigation	<ul style="list-style-type: none"> Use multiple sources to clarify the issues (cross-check information) PR/SRs to provide clarification on specifics issue or bottleneck 	<ul style="list-style-type: none"> Oversight Committee 	As needed		No extra cost
3. Mobilization of technical assistance to support issues resolution if needed	<ul style="list-style-type: none"> Mobilize TA in adequation with needs identified. Develop TORs for CCM endorsement Assist with managing the mobilized TA to ensure that TORs are appropriately fulfilled. 	<ul style="list-style-type: none"> CCM SL Secretary Oversight committee 	As needed		No extra cost
4. Support CCM SL in proposing corrective action whenever problems and challenges are identified.	<ul style="list-style-type: none"> Identify and analyze roots of the problems/bottleneck from various sources of information. Determine corrective action, timeline and responsibility 	<ul style="list-style-type: none"> Oversight committee 	As needed		No extra cost
Objective 7: Facilitate/strengthen communications between GF and country stakeholders (PRs, SRs, CCM SL, LFA, KAP)					
1. Develop a clear Communication Plan defining communication channels and rules to ensure transparency and early alert of issues of importance	<ul style="list-style-type: none"> Develop a communication plan 	<ul style="list-style-type: none"> -CCM SL Secretary to prepare - Oversight Committee to adopt and monitor 			No extra cost

Activities	Specific Tasks (What?)	Responsible party (Who?)	Frequency/ Timeline (How often?)	Tools	Annual Budget
2. Maintain open communication channels among CCM SL, OC, PRs, SRs, LFA, KAP	<ul style="list-style-type: none"> Implementation CCM SL Communication Plan 	CCM SL OC CCM SL Secretary	Quarterly / as needed		No extra cost
Objective 8: Mobilize appropriate TA, to address identified needs within the GF portfolio and governance structures;					
1. Ensure proper support is mobilized to address the weaknesses in grant implementation, identified within the PRs and/ or SRs	<ul style="list-style-type: none"> Develop the agreed TORs Support the CCM SL Secretary in submitting the appropriate requests 	CCM SL-OC CCM SL Secretary	As needed	Sample TORs	
2. Organize necessary support to address the weaknesses in CCM SL functioning, to ensure it always meets the GF's current eligibility criteria for receiving GF funds	<ul style="list-style-type: none"> Identify the needs and required support Manage the TA and help coordinate their work with CCM and committees 	CCM SL-OC CCM SL Secretary			Not included in CCM budget. External resources needed if TA required.
Objective 9: Role of the CCM SL-OC in the development of the Funding Request					
1. Participate in the Funding Request Proposal Development	<ul style="list-style-type: none"> Support country dialogue organization Ensure alignment with national strategies Analyze the funding gaps 	CCM SL-OC CCM SL Secretary	As required		CCM budget includes support for country dialogue.
2. Support PR selection process, as delegated by the CCM SL	<ul style="list-style-type: none"> Coordinate the EOI publication. Review the EOI and proposal. Review PR capacity assessment results 	CCM SL-OC CCM SL Secretary	As required	Sample TORs Sample EOIs Sample scoring sheets	
3. Support SRs Selection Process, as delegated by the CCM SL.	<ul style="list-style-type: none"> Coordinate with PRs 	CCM SL-OC CCM SL Secretary	As required	Sample TORs Sample EOIs Sample scoring sheets	
Objective 10: Risk management					
1. Monitor the execution of risk management activities by the PRs, in collaboration with the Country Team	<ul style="list-style-type: none"> Review the risk mitigation plan and implementation 	CCM SL-OC CCM SL Secretary	As required		
Objective 11: Track Co-financing commitments					
1. Monitor the realization of co-financing commitments	<ul style="list-style-type: none"> Follow up with PR on the realization of co-financing commitments Provide update on the specifics interventions supported 	CCM SL-OC	Annually	Co-financing tracking tool and supporting documentation	

Annex 2: TOR Oversight Committee

1. Purpose

The Oversight Committee is responsible for contributing to effective oversight of all Global Fund financed programs and related processes in Sri Lanka, in accordance with the functions delegated to it by the Sri Lanka Country Coordinating Mechanism for the Global Fund (“the CCM”) as defined in the CCM Governance Manual and these Terms of Reference. The Committee assists the CCM to fulfill its responsibility to hold Principal Recipients accountable for resources given to the country: “CCMs members are required to put in place and maintain a transparent, documented process to oversee program implementation”.

2. Membership

The Oversight Committee shall consist of a Chair, Vice Chair and four to six Members including CCM members and non-members, appointed by the CCM. Membership of the CCM is not a prerequisite for membership of the Oversight Committee with the exception of the positions of Chair and Vice-Chair of the Oversight Committee. Members of the oversight committee shall not be representatives of Principal Recipients nor Sub Recipient institutions. The Oversight Committee shall have one member with Financial Management expertise, procurement supply management, program management, disease-specific and bio-informatics.

The CCM shall nominate members of the Oversight Committee. Candidates who are non-CCM members will be required to complete the same conflict of interest declarations prepared by all CCM members. The CCM will determine whether, based on the non-CCM candidate’s declaration, he meets the standard for conflict of interest required for members of the Oversight Committee.

3. Meeting Frequency

The Oversight Committee shall meet at least quarterly and may meet more frequently as circumstances require. Meetings shall take place at least 2 weeks prior to each regular CCM meeting, so that Committee deliberations may be reported to the CCM.

4. Roles and Responsibilities of Oversight Committee

a. The Oversight Committee is empowered to deliberate and make recommendations on all oversight issues in accordance with these Terms of Reference and its work plan, or on any matter referred to it by the CCM.

b. The Oversight Committee shall table all recommendations at the next meeting of the CCM following the making of the recommendations.:

c. In consultation with the CCM, the Oversight Committee shall lead or contribute to the following oversight processes throughout the grant life cycle:

- i. Country dialogue and funding request preparation and submission.
- ii. Grant making.
- iii. Grant implementation.

- iv. Grant closure.
- v. Donor coordination and alignment with health systems.

d. The Oversight Committee shall ensure that it performs its oversight functions in relation to the following areas associated with Global Fund financed programs and activities in Sri Lanka:

- i. Finance, including tax exemption.
- ii. Grant management by the PR.
- iii. Procurement.
- iv. Implementation.
- v. PR/SR partnership.
- vi. Results.
- vii. Reporting.
- viii. Technical assistance.

5. Technical Working Groups

a. The Oversight Committee shall utilize three Technical Working Groups (TWGs) to provide expert knowledge and advice to the Oversight Committee on matters of program implementation, management and evaluation. Additional TWGs might be formed in accordance with the epidemiological situation in the country.

b. The three TWGs shall be:

- AIDS Technical Working Group
- TB Technical Working Group
- RSSH Technical Working Group

c. Composition of the TWGs

I. Members will be appointed on the basis of their technical or program management knowledge and expertise for each TWG.

II. The CCM will nominate members to the TWGs based on the recommendations of National Control programs and MOH. The Chairman of the Oversight Committee is also responsible for recommending to the CCM suitable persons for the TWGs.

III. The TWG members may come from any organization, including PRs, SR or development partners. However, they will not take part in, nor be present at the decision-making by the Oversight Committee.

Annex 3: TORs Sri Lanka CCM secretariat Executive Secretary/Oversight Officer

Background

The Country Coordinating Mechanism (CCM) is a national committee of voluntary members that submits funding applications to the Global Fund to Fight AIDS, Tuberculosis and Malaria, oversees the grants on behalf of their country and ensures alignment with the national response. The Secretariat of a CCM facilitates the mandate and supports the CCM in both the execution of its decisions and coordination of its activities. The roles and responsibilities of the CCM Secretariat are to assist the CCM to execute its core functions in the areas of Oversight, Engagement, Positioning and Operations.⁷

In 2021 Sri Lanka CCM underwent a CCM Evolution threshold assessment. The assessment found significant issues in the area of Oversight.⁸ As a result, the Global Fund proposed a revision to the role of the Executive Secretariat to strengthen its support to the Oversight function and address the issues identified in the threshold assessment.

This TOR is therefore for an Executive Secretary position with an integrated Oversight Officer role. Oversight is a key function of the CCM, focusing on the essential financial, programmatic and management performance of the grant portfolio. It is informed by the use of strategic information and a risk management approach. The Executive Secretary/Oversight Officer position will play a key support role for this function, which ranges from facilitating logistical arrangements and coordination with the oversight committee, to information synthesis and analysis.

Job Description

The Executive Secretary/Oversight Officer leads the CCM Secretariat and is accountable to the CCM and its leadership. The CCM Executive Secretary/Oversight Officer supports the CCM to effectively implement a national disease strategy that pursues the goal of ending the diseases as pandemics by 2030. The CCM Executive Secretary/Oversight Officer facilitates the work of the CCM by enabling an effective governance mechanism using highly proficient political and technical skills. They maintain a repository of CCM documents, mediate in areas of dispute amongst members and act as an advisor for the CCM in-country. They also serve as a bridge between national stakeholders and the Global Fund Secretariat.

With regard to support to the oversight function the specific objectives of the position will be to;

1. Support the CCM to address the issues with the oversight function

⁷ Definitions of the four core areas can be found here <https://www.theglobalfund.org/en/country-coordinating-mechanism/evolution/>

⁸ Details of the specific issues identified can be found in the threshold assessment tool that was endorsed by Sri Lanka CCM on November 2nd 2021.

identified in the Evolution threshold assessment.

2. Facilitate and support analytical data-driven discussions and decision-making.
3. Provide support to oversight planning and implementation.
4. Provide technical and administrative support to the CCM oversight committee.

**Reporting and
Communication Lines**

The Executive Secretariat/Oversight Officer reports to the CCM chair and is accountable to the CCM through its Executive Committee. The position liaises and coordinates with all CCM sub-committees and taskforces, the CCM Secretariat Staff, the Country Team (during country visits), the CCM Hub and the Principal Recipients.

**Key areas of
responsibilities**

Core Function 1: Operations - Lead the CCM Secretariat and support the operational structures of the CCM

- Respond to the operational needs of the CCM particularly supporting CCM leadership, including ensuring all members are knowledgeable about Global Fund strategic and technical directives and guidelines, and enabling member engagement as required (coordinating logistics, facilitating participation and circulating minutes).
 - Lead the Secretariat team in supporting CCM members and fulfilling its obligations to the Global Fund such as financial reporting on CCM funding and adherence to CCM eligibility requirements.
 - Lead the Secretariat team in supporting CCM committees: those that are permanent (e.g., executive, oversight, proposal development) and temporary (e.g., elections).
 - Provide orientation and training to new CCM members or refresher trainings to existing CCM members.
 - Act as custodian and mediator of ethical and governance matters to protect the integrity of the CCM as a whole, such as applying the Ethical Code of Conduct to all CCM Secretariat staff and CCM members and resolving issues as they arise.
 - Ensure governance documents are periodically reviewed and revised as needed; revisions to be endorsed by CCM.
 - In coordination with the Global Fund Country Team, assist the CCM leadership in the development, costing and implementation of annual CCM priorities, including identifying related capacity gaps.
 - Develop procedures (including ToRs informed by all relevant stakeholders) and templates for Global Fund-related processes, such as assessments of the performance of the CCM, and financial management of the CCM Secretariat budget.
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- On a continuous basis, document information regarding CCM operations and ensure robust management of key documents.

Core Function 2: Oversight - Enhance the efficiency of oversight procedures with a view to addressing the weaknesses identified in the Evolution threshold assessment

- Under the CCM leadership, support all relevant aspects of the Global Fund access to funding processes - national strategic plan, gap analysis, request for funding design stages through the final signature of Global Fund grants by Principal Recipients (PRs) - and ensure that all processes are documented, led and informed by appropriate data-based decision-making.
 - Lead on the development of the CCM oversight plan, and ensure its full implementation inclusive of data collection from the PRs, site visits, constituency engagement in oversight processes, data analysis, and managing the processes needed for Oversight Committee analyses and recommendations to be presented into the CCM for decision making and follow up.
 - Provide leadership and administration support to the Oversight Committee in building effective collaborative relationships with the PRs.
 - Accompany the CCM through the process to access Global Fund support, including coordinating the country dialogue and PR selection process.
 - After the grant-making process, in partnership with the Global Fund Country Team and with the relevant resources from the CCM Secretariat team, oversee a “knowing your grant” orientation of the CCM.
 - Advocate on behalf of national stakeholders and CCM members on areas of Global Fund-related requirements linked to accessing the country’s full Global Fund grant allocation. This includes the country adhering to co-financing commitments and/or PRs improving grant performance.
 - Support the CCM (through the oversight committee) to actively oversee and manage risks, by ensuring that they are adequately identified and mitigated. This includes taking part in the development of risk assurance planning and validation processes.
 - Support the oversight committee in tracking the status of co-financing commitments using available tools or procedures.
-

Core Function 3: Positioning - Facilitate political discussions and strengthen sustainability efforts

- Support harmonization and alignment between the CCM and all other significant coordinating platforms in the country to strengthen efficiency.
- Attend and support other national health platforms to bring the voice of the CCM and also to identify synergies in the coordination of health and donor investment.
- Facilitate the CCM's role in sustainability and transition planning and implementation, including ensuring strong inclusion of civil society and participating in efforts to strengthen sustainability of Global Fund investments.⁹

Core Function 4: Engagement - Foster the meaningful, inclusive and active participation of key stakeholders with a view to addressing the weaknesses identified in the Evolution threshold assessment

- Work with the Global Fund Country Team, CCM Hub, PRs and CCM to discuss Global Fund communications, and guide the CCM on their implications for actions and relevant adjustments.
- Engage with senior government officials to promote the role of the CCM in the national health landscape.
- Lead in ensuring that CCM elections happen as described in the governance documents, with all constituencies receiving the necessary administrative, logistical and (if needed) technical support to ensure constituency-governed election processes and meaningful representation on the CCM.
- Ensure that credible and verified community input on the CCM is brought to high-level government discussions in order to drive a more informed response to the three diseases.
- Develop and oversee the implementation of action plans to enhance key population engagement in CCM structures

⁹ STC Guidance Note, 15 May 2020, https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf, pg 11,16

Annex 4: Template PR reporting to Oversight committee

1. General information

Grant number:

Reporting period:

Oversight meeting on:

Status of the grant implementation progress

2. Financial information

Grant:

Budget amount: US\$ XXXX

Disbursed: US\$ XXXX

Rating: XXXX

Implementation Period: from XXXX to XXXX

Summary of funds utilization

	USD	Absorption rate %
Grant budget for the period (Year)		
Expenditures to date		
Cumulative grant budget (2022-2024)		
Cumulative expenditure as XXXX (2022-2024)		
Cash balance -Current period end date		

Module wise funds utilization 2023

Module wise expenditure and absorption ration (USD) Grant number

Module	Approved budget 2023 in USD	Expenditure as XXXX 2023 in USD	Absorption rate %	Comments
XXX				
XXX				
XXX				

XXX				
Total				

Cost categories wise funds utilization 2023

Cost categories wise expenditure and absorption ration (USD) Grant number

	Cost categories	Approved budget 2023 in USD	Expenditure as XXXX 2023 in USD	Absorption rate %	Comments
1	Human resources (HR)				
2	Travel related costs (TRC)				
3	External Professional services				
4	Health Products Pharmaceuticals				
5	Health Products – Non Pharmaceuticals				
6	Health Products – Equipment (HPE)				
7	Procurement and Supply Chain Management costs				
8	Infrastructure (INF)				
9	Non Health Equipment (NHP)				
10	Communications materials				
11	Office related costs				
12	Living support to clients				
13	Payment for results				
	Total				

3. Management and implementation

3.1 Grant requirements outstanding issues

Grant requirement	Status	Comments/Updates

3.2 Programmatic results

Impact and outcome indicators

Indicators name	Year XXX (2023)			
	Targets	Latest available results	% of achievement	Comments / Measures taken
XXXX				
XXXX				
XXXX				
XXXX				
XXXX				

Coverage indicators

Indicators name	Year XXX (2023)			
	Targets	Latest available results	% of achievement	Comments / Measures taken
XXXX				
XXXX				
XXXX				
XXXX				
XXXX				

3.3 TRP issues status

3.4 Health Products management

3.5 Implementation challenges and Way forward

Challenges associated with implementation	Solutions proposed	Timeline

3.6 Global Fund In Country visits recommendations or Management actions

Findings, Recommendations, Actions planned.

Findings	Recommendations	Actions planned

Additional comments

Expected progress /Way forward in program implementation.

Annex 5: Template Oversight committee meeting minutes

Date:

Time:

Venue:

1. Participants:

- OC members

- Name, function in OC, Title

Excuses

- Name, function in OC, Title

- Other participants

- Name, function, Title

Agenda (example):

1. Endorsement of last OC meeting minutes
2. Status of follow-up actions from last OC meeting/CCM meeting
3. Progress Update PRs
4. Preparation of Funding Request
5. AOB

For each agenda when applicable

Presentation

Discussion

Decision/Action

Annex 6: Site / Field visit

Purpose of Site Visits

Site visits are undertaken to help the CCM to develop greater understanding of context and to understand program's implementation challenges. It can provide CCM deeper knowledge on the provision of health services at different levels (provinces, districts, communities, PR/SRs offices). It can improve coordination among CCM and PRs/SRs to address implementation challenges and provide insides into gaps or scale up issues to be addressed at the national level either through GF grants or other donors.

The main objectives of site visits are as follow:

1. To ensure that activities take place in the field as defined in grants and work plans/budget.
2. To collect information on the quality of services, activities implemented, and communications between health providers and clients including information on the level of stigma and discrimination.
3. To collect information on drugs and pharmaceutical products and status of the last disbursement received.
4. To gather feedback from patients on the quality of services (i.e patients survey)
5. To ensure that programmatic, financial, and managerial issues that had been previously identified and discussed with the PRs are being actively followed at the operational level; and,
6. To gather information on human rights issues from the beneficiaries in the field in particular from People Living with the Diseases and Key Affected Populations.

Guidelines for Site Visits

1. The selection of sites to be visited might be based on different factors:

- **General site visits.**

The main purpose of these visits is to help CCM SL members become more familiar with services provided and grant implementation. Site visits are planned in advance with site health staff to avoid surprise visits and disruptions of services.

- **Issue-driven site visits.**

After a problem has been identified, CCM need to look in more depth at certain areas (i.e drugs stock out may trigger visit at health facility level, warehouse and central medical store).

The purposes of such problem-driven site visits are:

- To clarify issues arising from the oversight reports or other source of information.
- To seek additional information on specific issues to enable the CCM to provide support to PRs and to make appropriate decisions.

- To follow up on CCM decisions.

- 2. Site Visit Teams:** The number of participants to a field site (e.g., CCM members, PR representatives, and observers) should be limited to a small group that will be effective without overwhelming the staff working and disrupting services.
- 3. Selection of Sites.** Site visits can take place at PR's or SR's offices, or project implementation sites such as health centers, hospital, central medical store...
- 4. Ensure that visiting team members are clear on the services provided by the site before the visit.** The PR can assist in providing this information and in advising of any existing key issues that the project may experience.
- 5. Work closely with the PR and diseases programs in planning site visits.** The site visit should be prepared in collaboration with PR and SR to avoid misunderstanding during the visit.
- 6. Schedule the visits with the relevant program implementer and set-up time limit.** Sites to be visited will be given adequate notice. No surprise visits are allowed. The protocol must be observed (including providing prior notice of at least seven days and obtaining letters of introduction or approval from authorities to conduct the visits). Site visits should not be undertaken as a "surprise". This is important because:
 - Planning allows program implementation staff to prepare adequately for the visit and to ensure their availability.
 - Site visits can be coordinated to occur when some significant program implementation activity is occurring (i.e. community testing or screening, IEC campaigns).
 - Program implementation frequently involves direct interaction with patients, caregivers, or community groups. The GF programs require staff to interact with sensitivity and confidentiality and to respect privacy.It is important to set-up time limit to avoid making excessive demand on busy staff. This requires careful planning of questions to ensure key issues are addressed while also giving staff the opportunity to raise issues themselves.
- 7. Identify data sources relevant to the issues to be covered during the field visit.** Data sources would include service providers, beneficiaries, and key documents. Whenever, it is feasible, try to meet beneficiaries or relevant community group to get their views.
- 8. Prepare data collection guides or tools.** CCM and/or OC members should not ask for information that is available from existing information systems such as PU/DRs. Efforts should be made to verify the data already submitted.

It is useful to prepare in advance a list of possible questions to ask so that questions are relevant, structure and open.

9. **Site visits can be undertaken on a more informal basis.** For instance, PRs might include some CCM members on their regular field visits. Likewise, if any CCM member is visiting an area for “other” purposes where there is grant activity, he or she may undertake a site visit as a CCM member. Always, however, such informal visits should be planned with site staff beforehand to avoid “surprise” visits.
10. **Arrange logistics** including hotel booking, vehicles, air tickets

During Field Visit

1. **Keep timing for the visit** to avoid overloading the implementation staff.
2. Provide **brief introduction** of the Global Fund, CCM and Oversight Committee and objectives of the visit.
3. Take consent before starting the interview. Consider the **ethical values** e.g. maintaining privacy.
4. Obtain **signature** of meeting attendees and take pictures to document the visit (consent to be obtained). The meeting attendance sheet should be prepared and duly signed.
5. **Ensure proper documentation:** Each team member should fill up the field visit tool while taking the interview. He/she can also make a brief note of the visit.

Post Field Visit

1. **Analyze the data collected** from the field, identify the key findings and recommendations to CCM for further action.
2. **Provide feedback to the PR**, either during the next OC meeting or in a separate meeting if an urgent issue has been identified.
3. **Develop a field visit report** including pictures to be presented to the CCM meeting.
4. **Dissemination of the report:** with the GF Secretariat and in-country stakeholders including PR/SR, staff in the project sites visit.

[Annex 6.1 Field Visit Tool.xlsx](#)

Feedback from Site Visits to Oversight Committee	
Name of organization:	
Date visited:	
Location of visit:	

Grant:

Name & Signature of person completing this form:

Key Findings:

1

2

3

Recommendations:

1

2

3

Are further site visits required to get more information?

Yes

No

Comments: