

OVERSIGHT PLAN

Bhutan Country Coordinating Mechanism (CCM)

Revised: December 2012

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LIST OF ACRONYMS

HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
CBO	Community-Based Organization
CCM	Country Coordinating Mechanism
CFM	Common Funding Mechanism
CP	Conditions Precedent
EFR	Enhanced Financial Report
EOC	Executive and Oversight Committee
ESC	Executive Sub-Committee
FPM	Fund Portfolio Manager
GFATM	Global Fund to Fight AIDS Tuberculosis and Malaria
GFS	Global Fund Secretariat
GPR	Grant Performance Report
LFA	Local Fund Agent
M&E	Monitoring and Evaluation
MOH	Ministry of Health
OSC	Oversight Sub-Committee
PU/DR	Progress Update/Disbursement Request
PR	Principal Recipient
PSMP	Procurement and Supply Management Plan
RCC	Rolling Continuation Channel
RCF	Request for Continued Funding
SR	Sub Recipient
ToR	Terms of Reference
UNAIDS	United Nations Joint Committee on HIV/AIDS
WHO	World Health Organization

1. INTRODUCTION

Considering Country Coordinating Mechanism (CCM) is central to the Global Fund's commitment to local ownership and participatory decision-making, Bhutan CCM is a multi-stakeholder partnership with representation from both the public and private sectors, including government, multilateral/bilateral agencies, non-governmental organizations (NGO), academic institutions, private businesses, and people living with the diseases. Bhutan first applied for Global Fund to fight AIDs, Tuberculosis and Malaria (GFATM) in 2006 for Malaria and TB - Round 4 and till date Bhutan has received five grants. Since the inception of Bhutan CCM in 2005, the first ever restructuring was conducted in 2011 with the technical assistance from Grant Management Solutions (GMS), USA. The CCM currently has 20 members, seven from NGO constituency, five from government, three from Bilateral and multilateral, two from Key affected population and 1 each from private, academia and faith-based organization, percent representation is presented below:

CCM Members			
	Constituency	Total	% Rep.
1	Government	5	25.0%
2	Bilateral and Multilateral	3	15.0%
3	Non government Organization (NGO)	7	35.0%
4	Faith Based organization (FBO)	1	5.0%
5	Academic	1	5.0%
6	Private and Corporation	1	5.0%
7	KAP/PLHIV	2	10.0%
	Total	20	100.0%

Governance manual developed in 2011 is the constitutional document that guides the functioning of the CCM institution at the national level. Thus referencing the CCM governance manual as the fundamental document, the goal of the oversight plan is:

To improve the effectiveness of grant implementation for improved performance and health impact

Although, there is only one Principal Recipient (PR), Ministry of Health, currently implementing all the grants, the CCM anticipate wider participation in future with the institutionalization of civil society in the country.

Why – rationale for Oversight Plan

The oversight plan is designed to provide general guidance on the oversight role, responsibility and authority of the CCM as well as more specific guidance on how to properly execute these responsibilities. Oversight requires strategic direction by the CCM to the PR, as well as consistent follow-through to assure that implementing agencies comply with oversight recommendations and request corrective actions. In addition, beginning with Round 10, CCM Oversight is a minimum eligibility requirement for new funding models:

Specifically, Global Fund proposal instructions require that CCM applicants must describe and provide evidence of a “process to oversee / review program implementation by the Principal Recipient(s) during the proposal term” (Requirement of Proposal Attachment D).

How - Processes of Oversight Plan development

This Plan has been revised and prepared with technical assistance from the HIV Alliance Hub and financial support from the GIZ. The current CCM Oversight Committee and CCM members provided a framework for the oversight plan. The processes leading to the development of the oversight plan had three major components:

1. Consultative discussion with the CCM members including the oversight committee members to understand the current gaps and opportunities (Annex 1).
2. Horizontal learning exchange to understand regional best practices (Annex 2) and
3. Review and discussion on the draft oversight plan with full CCM.

Thus the oversight plan presented here consist of not only coordinated set of activities to support and ensure that grant activities are implemented as planned, but mechanisms to address issues and bottlenecks in an institutionalized system for effective, accountable and transparent grant implementation.

Whom – target audience

The oversight plan is intended for use by CCM, its Committees and Task Forces (which may include non-CCM members), PRs, SRs, and the LFA. It can also serve to orient new or existing CCM members with respect to their oversight role and could possibly be used by the GF Secretariat or other CCMs as a basis for developing or defining their own oversight plan.

2. DEFINITION

The term "CCM oversight" refers to the oversight conducted by the CCM – it does not refer to oversight of the CCM by another body. Furthermore, the term oversight is used to describe a macro-level activity in contrast to programmatic monitoring and evaluation that is more focused on details and is the responsibility of the grant implementer (PR) as opposed to the grant overseer (CCM). That said, while the CCM has responsibility to provide oversight, the contractual relationship for grant implementation is between the PR and the Global Fund (Secretariat). Therefore, the CCMs must find a way to balance their oversight activities (i.e. requests for information, number and length of site visits) with the contractual responsibility of the PR to achieve grant targets. Oversight expects that the CCM will look at long-term grant performance and provide strategic directions while leaving the day-to-day implementation to the PR.

3. GUIDING PRINCIPLE

Several principles of CCM Oversight provide the overall framework for this Oversight Plan:

- ***Oversight is a national responsibility.*** As stated in the Global Fund’s Guidance Paper on CCM Oversight, “the core principle of oversight is to ensure that resources – financial and human – are being used efficiently and effectively for the benefit of the country”.¹ CCMs therefore have a national perspective, with a unique responsibility to coordinate the overall management of Global Fund grants within the country.

¹Guidance Paper on CCM Oversight, Global Fund website: www.theglobalfund.org/documents/ccm/GuidancePaperOnCCMOversight.pdf, page 2

- ***Oversight is different from Monitoring and Evaluation.*** Monitoring and evaluation activities focus on detailed activities of program implementation, and are appropriate responsibility of PR and other implementing agencies. In contrast, oversight focuses on the “big picture” of grant implementation. It is a scan across grants to identify crosscutting issues, and its emphasis is on identifying and resolving major issues threatening successful grant performance.
- ***Oversight focuses on several key areas.*** Given that Oversight focuses on the macro level, the CCM should focus on several questions that are at the core of effective grant implementation such as :
 - Where is the money?
 - Where are the drugs, medical supplies and equipment?
 - Are Sub Recipients receiving required resources and technical assistance as planned?
 - Are the grants being implemented as planned?
 - Are the results meeting the performance targets?
- ***Oversight is cyclical.*** Oversight follows reporting cycles to review the performance of PR (s) as program managers, the timely execution of work plans, and technical results compared to quarterly and annual targets.
- ***Oversight is a legitimate CCM function.*** The Global Fund requires that CCMs must hold PR(s) accountable for resources given to the country: “CCMs are required to put in place and maintain a transparent, documented process to oversee program implementation”.² Similarly, Article 10 of the Global Fund agreement with each PR requires that it “shall keep the Country Coordinating Mechanism continuously informed about the Program and the Principal Recipient’s management thereof and shall furnish to the Country Coordinating Mechanism such reports and information as the Country Coordinating Mechanism shall reasonably request.”³

²Guideline on the Purpose, Structure, Composition and Funding of Country Coordinating Mechanisms and Requirements for Grant Eligibility, Global Fund website: www.theglobalfund.org/documents/ccm/Guidelines_CCMPurposeStructureComposition_en.pdf, page 4.

³Global Fund and Principal Recipient Grant Agreement, Article 10 a (3).

4. KEY AREAS OF OVERSIGHT

While Oversight during the grant implementation is the most important and time-consuming element, there are other phases in the life cycle of the grant that too requires oversight by the CCM.

4.1 Proposal Development

- The CCM should coordinate proposal development, select one or more PRs and ensure that adequate resources (human, financial, and technical) are available to develop successful proposals.
- The CCM must also ensure that a wide range of stakeholders including key population groups, participate in the proposal development *and* oversight process to ensure broader national support, reinforce the objectivity of decision-making, improve the quality of the proposal and clearly document and disseminate these processes.
- The CCM should ensure that costed plans for management and/or TA are included in the proposal to ensure strong program performance. This may include efforts to strengthen program-level management and/or implementation capacity of PRs or SRs.

4.2 Grant Negotiation:

Once a proposal has been approved, a grant agreement is then signed with the PR(s) within one year, unless an extension is given. While most of the communication during this negotiation occurs between the proposed PR(s), the LFA, and the Secretariat, the CCM and the oversight members should oversee:

- The negotiation process to ensure it is on track
- Identify where to find technical support if needed for grant negotiation
- Monitor any changes that are being made to the original proposal both programmatic and financial.
- To make sure that CCM understand fully the grant agreement before it is signed, so all members know the key program activities, targets, and budget before implementation begins.

4.3 Grant Implementation

The most important and time consuming is the grant oversight during the implementation phase, which is conducted in the following ways, ideally, on a quarterly basis:

Know your grants.

Beside the oversight members all CCM members should know what key grant implementation activities and problems exist pertaining to specific grant. They should have a clear plan with the PR for following-up their resolutions. The CCM should receive from the PR copies of all disbursement requests, quarterly reports, annual budgets and work plans, monitoring and evaluation plans, the annual PR audit and any other audit performed. However, this can be a huge amount of information to absorb. Some CCMs have dealt with this “information overload” by developing a system to identify only the key issues relevant to overall program success, not program monitoring.

Summary Documents: The CCM Secretariat needs to compile a summary report using a “dashboard” or other tool that shows PR achievement on performance indicators, financial management, and program management. It was suggested that colors could be used to indicate the level of compliance, allowing the CCM to quickly spot where success has taken place (green) and where problems exist requiring special attention (yellow and red).

Conduct site visits: All CCM and oversight members should have opportunities to participate in site visits where grant activities are taking place; this is an essential element in the CCM’s oversight plan. These visits should give members an overall sense of program achievement and challenges so they can provide better guidance to PRs, and Lend credibility and stature to the grants themselves.

The purpose of site visits should be:

- Spot checking and sample review of reports
- Strategic information gathering
- Representation (CCM members involvement)
- Building relationship with PR
- CCM problem identification based on specific information (complaint):
- Request and engage other donor partners to help with the review and investigation process

Approve major changes: Major changes in grants, including changes in scopes of work, grant performance framework indicators, and the designation of implementing partners must be approved by the CCM.

- The CCM is responsible for approving changes to the Scope and/or Scale of Performance Frameworks in Board Approved Proposals or signed Grant Agreements, as well as changing the PR, if necessary.
- The CCM should use its collective expertise to ensure that adequate technical assistance can be identified and provided to PR(s) and SRs. Recommending a change in a Principal Recipient is an extreme measure to be used only if the PR has been unable to improve performance based upon the recommendations of the CCM and the Global Fund Secretariat.

4.4 Phase 2

The CCM prepares the Request for Continued Funding at Phase 2 and has the responsibility to revise the requested funding amount and/or select a different PR(s). Both decisions must be based on a firm understanding of grant performance. Reaffirming and reselecting the PR is a key aspect of oversight, and the decision must be based on regular oversight that has taken place during the entire grant period.

4.5 Periodic Reviews

The Global Fund also recommends that CCMs take advantage of Periodic Reviews and Requests for Continued Funding to carefully consider: reallocation of funds between program activities if necessary based on epidemiological updates and past program performance; reallocation of funds between program activities to address capacity building and technical assistance needs of PRs; and changes to implementation arrangements, where PR or SR performance is a persistent challenge.

4.6 Donor coordination and alignment with Health Systems

The CCM should ensure that funding applications are aligned with national development objectives and harmonized with existing efforts by other national and international entities. Funding requests should be based on identified financial gaps in national programs and to ensure that programs for which funding is requested are reaching expected targets in an effective and sustainable manner.

On an annual basis, PRs are required to undergo an independent audit. CCMs should facilitate the audit process, if appropriate, and should review audit findings to identify

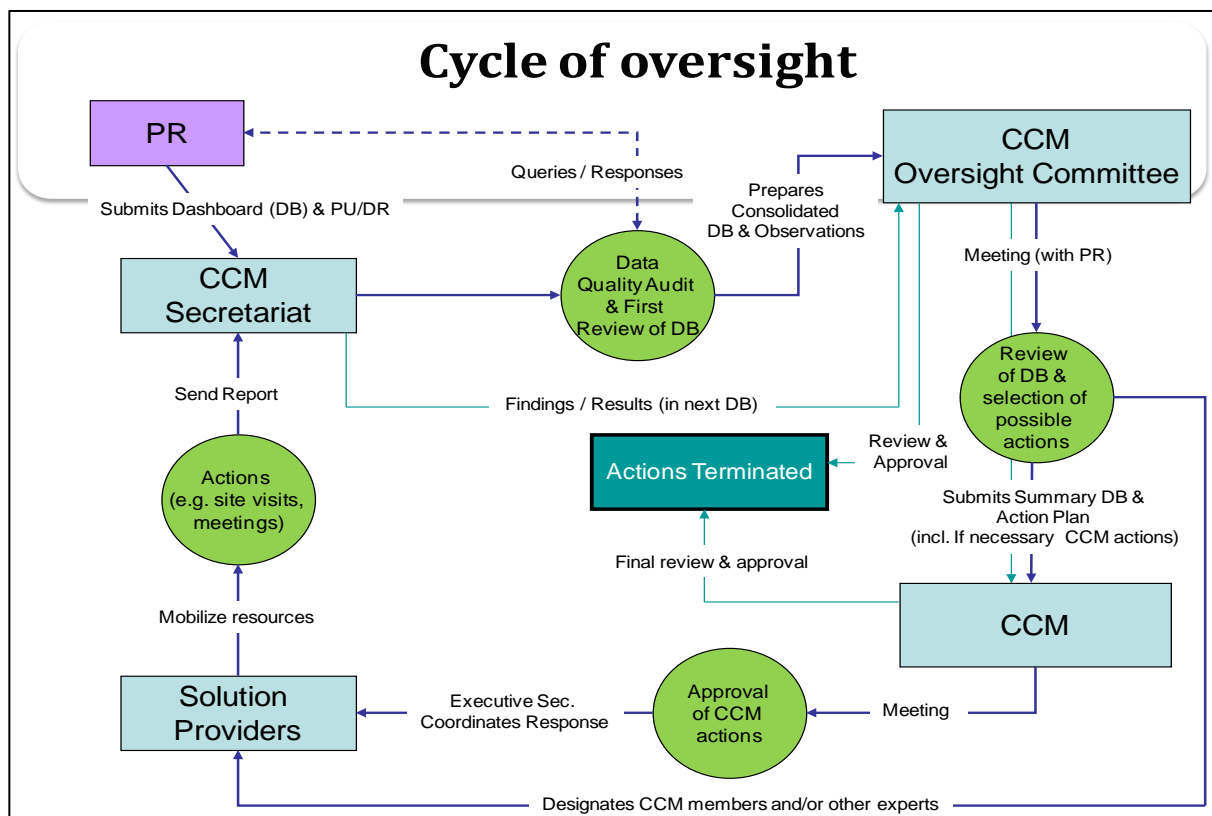
potential risks to program implementation. Inspector General may launch a comprehensive audit of a country portfolio. As with routine audits, CCMs should support this process and review its findings.

4.7 Grant Closure

This includes the review and endorsement of any close-out plans (e.g., distributing and disposing of program assets) and budgets. The oversight role of the CCM during grant implementation continues during the grant closure period. The same level of rigor and oversight is required since the CCM is responsible for endorsing the Close-Out Plan and Close-Out Budget, including the PR's plan for distribution or disposal of program assets. Furthermore, the CCM may submit a Request for Continuity of Services where people are receiving life-saving treatment and where alternative sources of funding have not been identified to continue patients on treatment.

5. EXECUTION OF THE OVERSIGHT

Conceptual framework for oversight



5.1 CCM Oversight Committee

Oversight is a core responsibility of the CCM, as a result, all CCM members have a responsibility for participating in and supporting oversight activities. As with other key CCM functions, however, the CCM has established a standing Oversight Committee “to deliberate, recommend, and advise the main CCM structure”.⁴

General Responsibilities. The CCM Oversight Committee is responsible for providing oversight to existing Global Fund grants in Bhutan in three areas:

- Financial – assuring appropriate, timely, and effective use of funding from the Global Fund
- Programmatic – assuring timely and effective implementation of Principal and Sub Recipient work plans
- Performance – assuring the achievement of intended results in short- and intermediate-term periods

CCM Governance Manual describe the responsibilities of the CCM Oversight Committee as follows:

- Clarify oversight responsibilities, and build capacity for CCM oversight
- Gather information in collaboration with the CCM secretariat and the PRs on GF grants through use of
 - Routine reports or re-packaging of available data
 - Site visits and participation in routine PR-SR status meetings
 - Investigation of specific issues
- Analyze information to identify problems and bottlenecks requiring CCM attention
- Take action to resolve problems and bottlenecks requiring CCM attention

Terms of Reference for the Oversight Committee are contained (Annex 3)

⁴CCM Governance Manual

5.2 Membership

General membership requirements for the CCM Oversight Committee, as for all other Standing Committees, are described in the CCM Governance Manual Section 6 as

- Committee Members shall be appointed by the CCM.
- CCM shall elect a Chair and a Vice-Chair.
- Committee shall have a maximum of 12 members
- With the exception of the Chair, members are not required to be Members of the CCM.
- Only Committee members will attend meetings unless other individuals are invited by the Chair

Other membership requirements, however, are unique to the CCM Oversight Committee and should be reflected in CCM Governance Manual are:

- Technical expertise as primary criterion for membership. Unlike other Standing Committees, whose members are appointed to represent CCM stakeholders and constituencies (as required by the CCM SOPs), the primary – though not exclusive – criterion for membership on the Oversight Committee shall be technical experience and expertise.
- Members shall not be from implementing organizations. As specified in the CCM Governance Manual, committee members “shall be made of CCM members ... who are not directly involved in program implementation activities”. This requirement reflects the need to avoid the conflict of interest inherent in any individual serving both an implementing and oversight role for Global Fund programs.
- Technical support. Technical support, to augment Committee Membership, is also authorized in the CCM Governance Manual (Section 6.10.3). This technical support “will be provided by any agencies and academic and research institutions with the requisite and relevant expertise”.

Membership expertise and experience. Oversight Committee members will be selected based on their expertise in the following areas:

- Implementation of public and private sector interventions in HIV-AIDS, TB, or malaria programs at the national and/or provincial levels
- Financial and or accounting in medium / large public or private sector organizations
- Advocacy and oversight from the perspective of people living with or affected by the diseases. Members should have substantial experience (e.g., 3 -5 years) in the relevant areas of expertise.

5.3 Rules of Procedures

The Oversight Committee shall operate by the following rules of procedure:

- The Committee shall operate by simple majority vote
- The quorum for meetings shall be fifty percent of its membership
- The frequency of meetings shall be determined by the Committee members to conform to its oversight responsibilities (e.g., PR reporting cycles, CCM meeting schedule, and other relevant oversight issues or needs).
- Agenda preparation and circulation prior to meetings
- The Chair shall preside at all meetings of the Oversight Committee. In the event that the Chair is unable to attend a meeting, the Vice-Chair shall preside. If both the Chair and Vice Chair are absent, and assuming that a quorum is present, the meeting participants shall designate a temporary Chair.
- Documentation of the meeting will be disseminated within a acceptable time frame agreed by the Committee.

5.4 Oversight Activities

Oversight has four processes, which will be supported by the CCM secretariat



5.4.1 Gathering information: Gathering information is key to all other Oversight process since the Committee will be unable to mobilize and act without good information about implementation issues, problems, or bottlenecks. Information shall be gathered in three major procedures:

- Reports or re-packaging of available data, including Disbursement Request Forms, Quarterly Performance Reports, and Annual Reports.
- Site visits, to provide the Committee with an overall sense, rather than a detailed understanding of, program achievements and challenges; they are not monitoring and evaluation site visits.
- Investigation of specific issues, typically conducted through PR-SR presentations to the Committee, although technical experts may be authorized to investigate problems and report back to the Committees.

HOW?

Gather information through use of routine reports or re-packaging of available data

- At induction of Committee and annually, assure that PRs or grant leaders present to Oversight Committee members on each grant, its partners, work plan, annual objectives, progress to date
- Receive, review copy of quarterly and annual reports prepared for GF/LFA by PRs
- Ensure that one-page Grant Summary Reports are produced by CCM Secretariat staff at least quarterly for Committee members, CCM members and PRs.
- Monitor, review Grant Performance Reports on Global Fund website for LFA/GF comments on grant performance.

Gather information through site visits and PR-SR performance review meetings

- Design questionnaire & mini report form for site visits
- Attendance at routine PR-SR status and performance review meetings
- Present methodology, calendar, and proposed list of sites and visitors for validation by CCM
- Organize logistics of site visits
- Carry out site visits and attendance at PR-SR status and performance review meetings according to calendar
- Prepare and present report on visits, refer issues for follow up to CCM

Gather information through investigation of specific issues

- Invite PR or SR representatives to Oversight Committee meetings to answer questions or make oral presentations about grant progress or issues/problems/bottlenecks
- Use a technical expert to investigate a problem or perceived bottleneck and report back to the Oversight Committee.
- Request a presentation by a technical expert or national program manager comparing national statistics to GF grant results.
- Convoke or arrange to visit officials from ministries, agencies, LGAs or partners involved in issues, bottlenecks, problems.
- Communicate with the LFA regarding issues or problems.

5.4.2 Analyzing information: Information that has been gathered will be analyzed to identify problems and bottlenecks requiring CCM attention. This analysis process may be supported or executed through technical expertise that has been recruited to assist the Oversight Committee.

HOW?

Analyze information to identify problems and bottlenecks requiring CCM attention

- At least quarterly and/or before each CCM meeting, analyse the individual Grant Summary Reports and related information to produce an integrated

Oversight Summary Memo (summarizing status across all GF grants) for the CCM.

- If the Grant Summary Report results, quarterly reports, or other information indicate poor performance or specific problems use procedure 4.4 to learn more if possible.
- Determine the type of problem, issue or bottleneck causing poor performance and the institutions involved.
- Identify the efforts made by the PR to date to resolve the problem.
- Transmit to the CCM the quarterly Oversight Summary Memo, attaching the quarterly Grant Summary Reports for each grant.
- During CCM meetings, explain any issues, problems, bottlenecks that may have been identified and which require CCM attention.

5.4.3 Recommend action: Once problems, issues, or bottlenecks are identified and understood, the Oversight Committee will take action to resolve them. Options will be identified to resolve the problem, and will be reviewed with key stakeholders (including PRs and SRs) before they are presented to the CCM.

How?

Take action to resolve problems and bottlenecks requiring CCM attention

- In the case of urgent problems, call for an exceptional CCM meeting
- Develop options and/or a recommendation to the CCM on action to be taken to resolve the problem or bottleneck, depending on its type and extent; options and recommendations will be summarized in the quarterly Oversight Summary Memo.
- CCM shall discuss the problem and solutions, deciding on the action to be taken.
- CCM shall delegate to the Oversight Committee authority to pursue a solution or identify other CCM members or Experts for this work
- CCM may request additional investigations of problems, and mobilize additional support for this purpose.
- CCM shall review the status of the problem as Old Business at the subsequent CCM meeting

5.4.4 Reporting on results: Once the CCM has requested that actions be taken by PRs and SRs to resolve problems, the Oversight Committee will oversee these efforts and report to the CCM their status and progress.

5.5 Work plan and Budget

An annual Oversight Work plan and Budget will be prepared by the Oversight Committee, with the assistance of the CCM Secretariat, and will be submitted to the CCM for approval. Once approved, it will be included in all subsequent Global Fund proposals.

The Oversight Work plan will be developed to reflect the required frequency and scheduling of Oversight activities: annually, quarterly, according to PR reporting cycles, according to an annual calendar of site visits and attendance at regular PR-SR meetings, and on an ad hoc basis.

The Oversight Budget will be prepared to support the activities and required resources for implementing the Annual Oversight Work plan Annex 4.

Annex 3: Terms of Reference of Oversight Committee

Purpose

The Oversight Committee is responsible for contributing to effective oversight of all Global Fund financed programs and related processes in Bhutan, in accordance with the functions delegated to it by the Bhutan 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 are required to put in place and maintain a transparent, documented process to ... oversee program implementation”.⁵

Membership

The Oversight Committee shall consist of a Chair, a Vice-Chair, and four Ordinary 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 nor Sub Sub Recipient institutions. The Oversight Committee shall have one member with Financial Management expertise.

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/she meets the standard for conflict of interest required for members of the Oversight Committee.

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

⁵Guideline on the Purpose, Structure, Composition and Funding of Country Coordinating Mechanisms and Requirements for Grant Eligibility, Global Fund website: www.theglobalfund.org/documents/ccm/Guidelines_CCMPurposeStructureComposition_en.pdf, page 4.

regular quarterly CCM meeting, so that Committee deliberations may be reported to the CCM.

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 workplan, 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:
 - i. Grant implementation;
 - ii. Grant Continuations ;
 - iii. Donor coordination and alignment with the national health systems;
 - iv. Grant closure.
- 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 Bhutan:
 - 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.

Technical Working Groups

- a. The Oversight Committee shall utilize four Technical Working Groups (TWGs) to provide expert knowledge and advice to the Oversight Committee on matters of program implementation, management and evaluation.
- b. The four TWGs shall be:
 - i. AIDS Technical Working Group
 - ii. TB Technical Working Group
 - iii. Malaria Technical Working Group
 - iv. Health System Strengthening 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. The Chairman of the Oversight Committee is responsible for recommending to the CCM suitable persons for the TWGs.
 - iii. The TWG members may come from any organization, including PRs, SRs, SSRs or development partners. However they will not take part in, nor be present at the decision-making by the Oversight Committee.

Annex 4: Tentative Work Plan

OVERSIGHT PROCESS AND ACTIVITIES		Frequency				Lead Entity			
		Annually	Quarterly	PR Cycle	As Needed	CCM	OSC	CCM-S	PR
1	Clarify oversight functions, responsibilities, and build capacity for oversight								
1.1	Develop an annual oversight work plan and indicative budget including TA plan	X					X	*6	
1.2	Provide orientation and capacity building training for Oversight Committee Members	X						X	
2	Gather information on GF grants through use of routine reports or available data								
2.1	Presentation by PRs on each grant, its partners work plan, annual objectives, progress to date and ensure one-page Grant Summary Reports	X						*	X
2.2	Receive, review copy of quarterly and annual reports prepared for GF/LFA by PRs and monitor Grant Performance Reportson Global Fund website.			X			X	*	
3	Gather information on GF grants through site visits and PR-SR performance review meetings								
3.1	Design questionnaire & mini report form for site visits and Develop calendar of visits and PR-SR meeting visits	X					X	X	
3.2	Prepare and present report on visits, refer issues for follow up to CCM						X		

⁶Support and coordination to be provided by CCM secretariat

4.	Gather information on GF grants through investigation of specific issues								
4.1	Invite PR or SR representatives to Oversight Committee meetings to answer questions or make oral presentations about grant progress or issues/problems/bottlenecks				X	X			
4.2	Use a technical expert to investigate problem or perceived bottleneck				X	X		*	
4.3	Request a presentation by a technical expert or national program manager comparing national statistics to GF grant results				X	X		*	
4.4	Arrange visit of officials from ministries, agencies, LGAs or partners involved in issues, bottlenecks, problems and Communicate with the LFA regarding issues or problems				X		X	*	
4.5	In the case of urgent problems, call for an exceptional CCM meeting andDevelop options and/or a recommendation to the CCM on action to be taken to resolve the problem or bottleneck, depending on its type and extent						X	*	
5	Data process								
5.1	Consolidated and validate Strategic data for quality and consistency	X	X	X	X			X	
5.2	Analyze and disseminate the individual Grant Summary Reports and related information to produce an integrated Oversight Summary Memo (summarizing status across all GF grants)		X				X	X	
6	Results presentation including recommending actions to correct gaps								
6.1	Print and distribute the Dashboard.	X	X	X	X			X	*
6.2	Presentation and discussion of recommendations for action plan	X	X	X	X		X	*	X