

Country Coordination Mechanism (CCM) Secretariat Manual

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1. INTRODUCTION

At the inception of the Global Fund, principles of national ownership resulted in the creation of the Country Coordinating mechanism (CCM). The foremost-intended role of the CCM was governance and oversight.

Typically, responsibilities of CCMs include identifying needs for the three diseases, deliberating the most effective programmatic approaches, and coordinating these within existing national efforts to ensure complementarity and sustainable planning. CCMs also are tasked with selecting the most suitable Principle Recipients (PR) through transparent and open processes, and ensuring oversight of PR and program performance. In all these efforts, CCMs are to apply principles of transparency and be accountable to the nation and the people they serve.

The national ownership being the core principle critical for a sustainable national response, membership of the CCM is required to be broadly representative of a variety of stakeholders, each representing an active constituency with an interest in fighting one or more of the three diseases. Each constituency brings a unique and important perspective, thus increasing the probability of achieving measurable impact against the diseases.

Consequently, the CCM as a national governance body or a partnership of representatives, from the Government, Public, Civil society, Private and Donor sectors, is a coming together of stakeholders who collectively carry out their roles at convened meetings of the body. Considering the constituents that form the CCM, a full time coordinating office is of utmost importance in effectively tying up activities of the CCM and facilitating fulfillment of its responsibilities.

The CCM Secretariat is therefore necessary to assist the CCM to carry out its functions as required under the CCM Governance Manual as also the Global Fund.

2. CCM ALBANIA SECRETARIAT

A CCM Secretariat is established headed by a Focal Point. The CCM secretariat in Albania is accountable to the CCM, supervised by the CCM Executive Committee and overseen by/reporting on a day to day basis to the Chair/Vice Chair of the CCM.

The role of the CCM Secretariat is to support day-to-day functions of the CCM. The Focal Point of the CCM Secretariat shall attend meeting of the CCM, but not as a member.

The CCM Secretariat is the primary point of communication for the CCM, and shall receive and distribute communications received for consideration and action under the direction of the Executive Committee.

3. OBJECTIVES OF CCM SECRETARIAT OF ALBANIA:

The secretariat being an office that assists a CCM to carry out functions both as required by the Global Fund as well as those of national ownership for ensuring transparent and open processes with inclusive participation of all stakeholders in making impact on the identified diseases its objective are:

To facilitate, assist and act as the full time coordination office for the CCM and its committees, thereby ensuring full compliance of the obligations of the CCM.

The core responsibilities that relate to the Objectives in brief therefore are:

The Secretariat Core Responsibilities under the guidance of the CCM Chair are to:

- Support the CCM in communication to the Global Fund Secretariat and Global Fund stakeholders in
- Support the CCM to manage the process of designing and developing country funding applications/ proposals to submit to the Global Fund
- Support the CCM in the oversight of Global Fund grants implementation, finances and programs in
- Coordinate CCM, Committee and Retreat meetings
- Coordinate CCM oversight activities including visits to Global Fund program implementation sites, meetings, resource mobilization & harmonization, capacity building workshops and media events
- Support CCM in the processes of information sharing and publicity including constituency engagement activities
- Support the CCM to establish, review and update its rules, regulations and governance framework documents
- Maintain CCM documentation and archives

4. ROLES & FUNCTIONS OF THE SECRETARIAT (TOR's)

The CCM Secretariat will support the CCM by:

4.1 CCM organization and management:

- Making arrangements for CCM meetings, including preparation and distribution of the agenda, and the issuing of meeting notices;
- Maintaining and updating of CCM governance documents and committee / working group terms of reference;
- Facilitating selection / election and appointment of CCM members from constituency groups;
- Facilitating processes for election of CCM Officer Bearers;
- Facilitating appointment of CCM and non-CCM members to committees and working parties in accordance with approved terms of reference;
- Facilitating creation of expert pools to support CCM activities;
- Coordinating CCM member orientation and capacity building activities;
- Identifying and investigating opportunities for resource mobilization to support CCM activities.
- Other duties delegated by the CCM Chair/Vice Chair and/or Executive Committee.

4.2 Harmonization:

- Assisting the Proposal Development Committee in liaising with national and non-government agencies and development partners to ensure Global Fund activities are developed and implemented in close alignment with other efforts and to ensure that information for robust gap analyses is available;
- Gathering information to support harmonization endeavors' and the inclusion of Global Fund activities in national results;

4.3 Proposal Development:

- Providing administrative support to Proposal Development Committee;
- Accessing and providing to Committee members relevant Global Fund guidelines for proposals;
- Facilitating a transparent Principal Recipient selection process through calls for expression of interest and transparent review and assessment of such;
- Establishing and maintaining a consultant roster including support from development partners to facilitate proposal writing process;

- Providing communication support for submission of proposals for CCM approval, for submission of endorsed proposals to the Global Fund, and for timely responses by the CCM to questions and comments regarding the proposals.

4.4 Oversight of grant implementation:

- Providing administrative support to the Oversight Committee;
- Collection of relevant information on in-country grant performance from Principal Recipients, the Global Fund and other information sources;
- Undertaking preliminary analysis of programmatic and financial information on grant performance;
- Synthesizing or repackaging grant performance information to support identification by Oversight Committee members of key issues, trends and elements requiring CCM intervention;
- Coordinating CCM oversight site visits;
- Facilitating reporting by the Oversight Committee to the CCM on grant performance, and communication and implementation of CCM decisions on oversight.

4.5 Documentation and Communication:

- Maintaining and archiving all records of the CCM, its committees and working parties, including minutes and correspondence arising from decisions and deliberations of the CCM and its committees;
- Maintaining and archiving all documentation regarding selection / election and appointment of CCM members from constituency groups;
- Maintaining and archiving all communication by the CCM regarding development of proposals including details of consultants used in proposal development;
- Maintaining and archiving all documentation regarding calls for expressions of interest in Principal Recipient roles and other implementation partners and selection thereof;
- Maintaining and archiving all financial records of the CCM and its activities;
- Providing advice on availability of, and, where appropriate, repackaging information on Global Fund rules, regulations and guidelines and in-country program activities and performance for CCM members and development partners both in Albanian and English.
- Maintaining an updated website including minutes of all meetings, CCM membership information, announcements and contact details of CCM members.

5. MANPOWER REQUIREMENTS

The efficient and successful fulfillment of the Roles and functions listed in section 4 in the foregoing require placement of full time adequately competent manpower that is able to meet each of the requirements.

In order to arrive at the manpower required similar tasks have to be suitably banded and Job descriptions designed for manning the positions.

Task	Activities	Skills required
Basic Secretariat Tasks	Correspondence, filing & archiving, minutes, database management	Secretarial
Support Grant Oversight	PU/DR accuracy checks, summary reports, action follow up, PR/SR assistance, Expert Pool coordination	Analytical, coordinating and communication
PR coordination support	Attendance at oversight committee & CCM meetings, assistance with work plans.	Secretarial, communication and Planning
Harmonization activities and Gap identification support	Compiling of National Plans, Reports, Donor presentations/reports, Impact studies, International Strategic reports	Analytical and secretarial
Concept Note Development Support	Roadmap & fixing timelines, coordination, TA coordination (incl. logistics)	Planning & communication
Synthesizing information	To create a compilation of decisions as a tracker for monitoring, follow up of decisions	Secretarial, analytical and Planning
Logistics	Meetings & Retreats, Technical Assistance coordination, site visits, GF delegations	Secretarial, Planning & communications
CCM functioning support	Membership register, renewal, attendance, quorum, Policy rationalization & implementation, Liaison with GF & stakeholders and CCM self evaluation	Secretarial, Communication
Secretariat staff activities, Budget and work plan	Performance objectives, work plan, budget, recruitment, training & capacity building	Managerial, Planning & Supervisory
Basic Finance & Accountancy	Bank Accounts, Donor Reporting, petty cash, supplies and their procurement	Financial and Accounting
Communications	Website maintenance, newsletter/reports, presentations, orientation and constituency communication.	Basic IT and communication & ability to draft in clear language
Signing of Grant documents	Preparation of drafts and documentation in compliance with GF Policies.	Secretarial

Considering the indicative tasks and activities as listed in the foregoing and the skills and capacities as also the size of the grant and magnitude of disease burden a maximum number of two staff members would be appropriate to fulfill the CCM secretariat functions.

The two positions will be:

- CCM Coordinator (Focal Point)
- Office Assistant

The CCM Coordinator will report to the Chair/Vice Chair and will be assigned CCM related duties by Executive Committee of the CCM.

The Office Assistant will report to the CCM coordinator and will carry out functions as assigned from time to time.

The Job descriptions and qualification and knowledge and skill profile of the two positions is attached at ANNEXURE

6. WORK PLAN

Systematic and efficient functioning of any organization or office requires appropriate planning and identifying functions to be performed, actions and activities to be completed and time lines for accomplishment of the same.

It is therefore important that a work-plan be available for the secretariat of CCM Albania to be able to achieve its targets as expected. In order to prepare a work plan the CCM secretariat team should, based on its functions, roles and responsibilities, list out tasks it has to perform annually. Time lines of when these tasks are to be performed and completed should also be identified. Besides a list of annual compliances expected from the CCM in terms of holding meetings, reporting and membership development should also be listed. These should then be compiled on a template indicating time lines with responsibilities and linked interface with persons or other entities.

A standard draft Work Plan for CCM secretariat is provided at ANNEXURE and is required to be regularly updated with additional activities.

6.1 WORK PLAN RELATED PROCEDURES

An enabler for systematic functioning of the CCM secretariat is best achieved by listing out the actions related to each function that has to be carried out by that office. Further, each activity can then be broken down into component activities and standard procedures prepared. These can then be documented to ensure that each task is achieved consistently and of a high quality.

The actions that are most important and virtually cover all most all, regular and repetitive functions of the CCM secretariat are being listed in this section for supporting the CCM secretariat team.

6.1.1 *Preparation of the early calendar of events and meetings:* Periodicity of regular CCM meetings through the year has to be ensured. Normally at least one regular meeting per quarter is essential. In addition a need for extraordinary meetings of the CCM may be necessary for considering urgent matters that may come up from time to time. While endeavor be made to prepare the calendar for as many meetings and events as may be possible, those that cannot be predicted or may need to be readjusted. Nevertheless, the calendar indicating the meetings and events with either exact dates or otherwise within a band of dates (week/ month) should all be listed out and circulated to the members.

Close monitoring to ensure that no meetings or events are missed out needs to be ensured. A standard template to seek confirmation of dates for meetings that may not have exact dates be prepared and kept ready for circulation. This would save considerable time and help CCM members to plan other activities to avoid clash with other commitments.

6.1.2 *Preparing yearly calendar for submissions and other compliance to GF:* Based on the past experience and in line with the GF requirements (including LFA) the calendar should indicate time lines when a particular report needs to be submitted and when specified actions need to be taken. This will enable the CCM secretariat team to remain fully compliant and provide timely submissions.

6.1.3 *Correspondence and methodology of responding to mails received by CCM:* Based on experience a classification of communications received by the CCM can be made. The manner in which each mail/communication is to be responded and the entities within the CCM (including Chair/Vice Chair/committees and members) who are to be consulted or kept informed should be prepared. Replies should be drafted and concurrence sought (where necessary) and replies provided within specific time lines. A normal time line may be within 1 week. However for urgent issues it may be 3 days and for immediate matters it may be 24 hours. Each correspondence should be provided a unique

number and a system of reflecting the mails on a tracker will help ensure nothing goes unattended and each matter receives adequate follow up attention and all concerned are kept informed.

- 6.1.4 *Supporting CCM Chair & Vice Chair:*** A very important and vital role for the CCM focal point and CCM staff is to support the Chair and Vice Chair, who by themselves are very busy with many other commitments and engagements. A system of summarizing events, developments and communications whereby a brief weekly report is provided to them will be of immense help in ensuring their constant involvement in spite of their busy schedule. Listing of requirements to be completed in the near future and actions already taken in the recent past will keep them up to date. This will enable them to be able to connect better with lesser time and effort on their part.
- 6.1.5 *Supporting Oversight Committee, Executive Committee and matters related to CoI with the appropriate committee:*** The CCM secretariat not only acts as a support to the CCM, its Chair and Vice Chair, but also has a full time role in supporting the functions of the Oversight, Executive and any other committee as well as facilitating the implementation of the Conflict of Interest Policy. In consultation with the Executive committee a schedule for meetings, field visits, documentation and arranging Technical Assistance and providing data inputs and other information in a timely manner is expected of the CCM secretariat. Therefore, at the commencement of the year a complete plan for the year should be drawn up and followed as far as possible. Standard templates and other checklists and formats will be of help to ensure that each activity is carried out to the highest quality, in a consistent manner and with least effort and no slippage.
- 6.1.6 *Facilitating of constituting Membership Renewal /Election committee, PR selection committee, Concept Note development committee:*** Certain committees as those mentioned here are required to be created at the time of taking up an action like Membership renewal/elections, PR selection and Concept Note preparation. The CCM secretariat has to identify all such actions and prepare to have such committees nominated by the CCM or any other authority/committee, as the case may be. It has also to prepare Terms of Reference of such committees and place it for approval and follow up to activate individuals concerned to commence work.
- 6.1.7 *Monitoring of adherence to work plan of Civil Society with constituencies:*** The eligibility conditions laid down for the CCM by the GF specify that each representative of the Civil Society elected to the CCM should have a work plan to engage with their constituency and this should be finalized at the time of their being elected to the CCM. The CCM secretariat has therefore to ensure that each of those elected has been appropriately and properly authorized to

represent their organization/constituency. Further their work plans to engage with their constituency are clearly formulated and implemented.

6.1.8 *Record keeping:* A system of documenting all events and what transpires in the meetings, decisions, Communications and other information on performance are of importance and need to be maintained. System of classifying subjects and archiving of records in a manner that quick retrieval is possible and previous communications and documents are easily linked to take decisions is to be designed. The CCM team should create such a system and in case of electronic documentation a foolproof back up should always be available.

6.1.9 *Budget preparation and accounts book keeping:* One of the most important tasks of the CCM secretariat is to prepare a budget for funding and seeking approval of the same right till the GF. Besides the budget, its utilization and recording of expenditure with appropriate vouchers is required to be carried out. Audits as necessary and appropriate reporting are also to be ensured. Accounting software and all linked systems for recording expenditure and obtaining proof of expenditure having been incurred/receipts should be put in place by the CCM focal point.

6.1.10 *Convening meetings/adherence to calendar of meetings:* Once a calendar of meetings is approved the CCM secretariat should build a standard procedure for convening of the meeting. When the meeting is to be held, invitees, agenda, back ground papers should all be prepared, as far as possible, at least 2 weeks in advance.

Approval of the Chair/Vice Chair or other committees chair (as the case may be) should be sought. The notice for the meeting should go at least 11 days in advance of the meeting, unless a meeting is convened on urgent basis with shorter time being available.

6.1.11 *Preparing for a meeting – logistics, intimations and Agenda preparation:*

Agenda set up

The items for the agenda need to come from a variety of sources: a review of the CCM minutes from the last meeting, new correspondence, the CCM work plan/calendar of activities, and input gathered from CCM chair/vice chair and sub committee chairs. It can be considered involving CCM members in the planning of the agenda, via email distribution,

Each agenda should include the:

- Consent of the agenda items
- Indication of conflict of interest for agenda items
- Confirmation of previous minutes of meetings
- Follow up of the action plans from previous meetings

The definition of agenda issues should help CCM members focus and move the discussion forward more quickly, by using action words such as decide, discuss, review, validate, select and complete, etc.

Carefully consider the order of topics on the agenda. List those items that require immediate attention first, in case time runs short.

Indicate on the agenda, any background information that will help members understand the issues involved.

Ensure that support materials, if available, are made accessible to CCM members in advance to facilitate the discussion on the relevant item effectively.

When conducting meeting the CCM secretariat will ensure that:

In each CCM meeting, the CCM Secretariat will provide information regarding the follow-up actions of the previous meeting decisions **Action taken report** at a subsequent meeting.

6.1.12 *Facilitating Oversight, visits (incl. FPM and other visiting officials):*

The CCM Secretariat serves to support the CCM to function effectively, including in performing its oversight function. In relation to grant oversight, the CCM Secretariat will particularly support the Oversight Committee with the following tasks:

- a. Fulfill secretariat functions for Oversight Committee and Ad Hoc Committees as needed – collating meeting agendas under the direction of the Committee chair, sending notice of meeting to members with all meeting papers, taking accurate meeting minutes, and ensuring these are appropriately endorsed as accurate, and archiving meeting minutes and documentation.
- b. Ensure that the PR submits dashboards, PU/DRs, audit reports and other documentation to the Secretariat for use by the Oversight Committee members in accordance with pre-determined timelines.
- c. Verify basic completion of dashboard data entry prior to Oversight Committee review, distribute to OC members and schedule presentations by PRs to OC.

- d. Support OC meetings where PRs present dashboard; ensure comments and recommendations by OC are documented in the dashboards and that any summary memos are prepared by the OC.
- e. Distribute all oversight documentation, including dashboards, other performance reports, and OC meeting minutes, to the CCM in a timely manner.
- f. Support OC presentation at CCM plenary meeting; ensure CCM decisions are documented in the dashboard, and that responsible parties and deadlines as well as follow-up data for subsequent CCM meetings are recorded.
- g. Email dashboards (with comments, recommendations, and CCM decisions) to PRs for their records and, if required, implementation.
- h. Ensure minutes of Oversight Committee and oversight decisions at CCM meetings are recorded and archived appropriately.
- i. Assist in documentation of performance issues arising between routine performance review meetings, assuring the capture of such issues in the following grant dashboards and reports.
- j. Archive all grant performance documentation, including dashboards, PUDRs, Global Fund management letters, meeting minutes, site visit reports, constituency feedback and other reports in the appropriate files for easy retrieval and review.
- k. Archive the dashboards using specified file naming convention.
- l. Support revision of dashboards when moving from Phase 1 to Phase 2 and for establishing new dashboards for newly approved grants. Minimum technical assistance might be required.
- m. Manage communications of grant performance with the public, including maintenance of a CCM Web site that would include documentation of oversight processes and outcomes.
- n. Support annual orientation on oversight and use of grant dashboards to new members of the CCM.

- o. Ensure that CCM and OC members are oriented to the Conflict of Interest Policy, that they sign the declaration in accordance with the policy, and that the signed declarations are archived for easy retrieval and reference.
- p. Collate management letters issued by the Global Fund regarding grants to Albania, establish and maintain a “running register” of such communications, and provide a brief written summary of key elements to the Oversight Committee Chair and at Committee meetings.
- q. Assist the Oversight Committee to identify opportunities for briefings with and feedback from groups of people living with and/or affected by the three diseases so that the performance of the grants may be assessed. Suitable feedback opportunities could be included in the calendar of Oversight Committee activities.
- r. Collate and archive constituency reports provided by CCM members representing people living with and/or affected by the diseases.
- s. Liaise with PRs to identify timing of LFA feedback meetings to PRs and communicate with Oversight Committee members regarding appropriate Committee representation.
- t. Monitor the timely preparation and submission by PRs of grant audit plans, and the annual submission of the external audit reports to the Global Fund in accordance with grant agreements. Review issues raised in external audit reports, action being taken by the PRs in response to issues raised by external auditors, and ensure Oversight Committee members are made aware of priority recommendations.
- u. Assist Oversight Committee to develop comprehensive communication strategies with each PR to document timing and format of required reports, communications, briefing meetings and submissions for reprogramming etc. This communication plan should be initially prepared at commencement of grant, and then updated on an annual basis.
- v. Establish and maintain a register of issues raised in OIG reports into grants to Albania, action being taken including responsible officer and timelines, current status of implementation of determined action, and whether further action is required.

- w. Support logistics on oversight related activities, oversight site visits, and participation by the Oversight Committee members in meetings and briefings regarding grant performance.
- x. Carry out other activities to support grant oversight as assigned by the CCM.

Guidelines for oversight visits is placed at Annexure

6.1.13 Minute writing:

The CCM Secretariat shall write the meeting minutes in Albanian and English and distribute to CCM members within one week after the meeting.

CCM members may express any objection to the draft minutes within two weeks after the minutes are distributed to them for consideration and endorsement of the minutes.

Minutes writing formats have been identified and are available on the GF site and are recommended for use by the CCM secretariat.

Minutes of meetings

Continue to use the same template/format (GF recommended); however ensure to amend it to best reflect the discussion and dynamic of the meetings.

Minutes should capture relevant information of what transpired and NOT what each person said. A good way to identify what should be written would pertain to: What was decided, accomplished or agreed and actions required. If a logic or a reason for “doing OR not doing” was shared that could be written, however very briefly.

In case a presentation is made or a paper circulated the same can be mentioned and if necessary a short summary of the subject could be mentioned and ideally a copy attached. Other than that, only outcomes of the discussion on such agenda items need to be included in the minutes.

Minute writers should be neutral and not use words that show an unnecessary bias.

Minute’s writer should have made oneself familiar with the agenda and details of issues involved to understand and pick up the relevant points only. Minutes should be written in past tense in 3rd person.

Minute writing should be carefully linked to each agenda point in the briefest possible way without capturing dialogues.

A good way to carry out this task is to listen more than write and once the summary is understood the same covers all aspects of what transpired.

Minutes writing can be most accurate when written quickly immediately after the meeting in reasonable time – the next day is ideal.

Ideally the proof read should be done by at least two persons to ensure good quality.

To avoid any dispute on content, minutes of a meeting should be circulated and in the next meeting confirmed and if any corrections/modifications are suggested the same should be deliberated and made.

6.1.14 *Preparing reports:*

The CCM secretariat shall ensure that any notable events like: annual performance of the programs, activities of the CCM, Oversight visits and other developments are suitably documented in the form of a Report. Such Reports should be prepared in a suitably designed template so that there is consistency of presentation of information. These reports should be dated and carries a reference number as also indicate the authorship. Distribution of these reports on the basis of standard distribution list should be ensured.

6.1.15 *Communications with GFATM, members, PRs and other stakeholders:* A systematic methodology of communicating with organizations and persons with direct interface and inter linkage with the CCM should be laid down. Documents that are generated at the CCM e.g. Minutes, Oversight Reports, etc. should be circulated in a time bound manner to identified persons, based on a plan.

6.1.16 *Communication with Civil Society Organizations:* Minutes of the meetings, performance details of the programs and other activities should be shared on a regular basis with the Civil Society organizations to ensure that information is disseminated to stake holders and also reaches the grass root level affected populations as also people living with the disease. The communication should be such that possibility of gaining feedback is also possible.

6.1.17 *Website updating:*

Compilation of information should be uploaded on the website each month. Some documents like minutes, outcomes of oversight minutes, performance of the programs and salient features of activities and projects undertaken, interactions held should be available for reference by members of the general public.

7. ANNEXURE

Job Description & Skill/Knowledge profile for CCM Secretariat Staff.

CCM Coordinator (Focal Point)

Educational Qualification:

Master's Degree in Social Sciences, Public Health or in other stream with relevant work Experience from a recognized university or institution

Essential:

Minimum five years working experience in health related sector at national or sub national level

Desirable:

1. Prior experience of working in government or non-government sector for communicable diseases, especially, HIV/AIDS, TB and Malaria.
2. Should possess ability to plan and coordinate with multiple agencies e.g. government, civil society, and development agencies working in the field of health.
3. Must be willing to travel in the country and should be capable of taking on independent responsibilities

Knowledge and skills:

- a) Technical expertise in the areas of overall program management and planning.
- b) Capability to function collaboratively and productively in a multidisciplinary environment.
- c) Ability to represent the CCM secretariat during interactions with relevant stakeholders, civil society and other agencies.
- d) Interpersonal and management skills with ability to work in a deadline-driven environment.
- e) Possess team working capability.
- f) Good command over MS-Office/internet and Albanian and English.

Role & responsibilities

The Coordinator (Focal Point) -CCM Secretariat will assist in the smooth operation and management of the Secretariat of the Country Coordinating Mechanism (CCM), by performing the following functions:

1. Provide support to the Albania-CCM by calling and organizing regular meetings, assisting in capacity-building for the CCM, including organization

- of induction training and workshops, and liaison with the various CCM constituencies and their representatives, including the Local Fund Agent, the 1 Principal Recipients and the NGO's.
2. Meeting the requirements of CCM Secretariat as listed under TORs of Albania CCM.
 3. Management of CCM processes, to include updating list of members, finalizing the election of civil society representatives, preparing the agenda of meetings, preparing minutes and circulating them to the CCM within defined time limits. Document all meetings, and all matters relating to policy concerns and formulations, problems and solutions.
 4. Facilitate the performance oversight responsibility of the Albania-CCM to ensure that the PR's are performing adequately and to identify performance bottle necks in advance to facilitate the Albania-CCM to address the issues in time by facilitating regular feedback between the PR(S), the Albania-CCM; the LFA and in country technical and management partners.
 5. Liaise with staff in charge of updating the website of the CCM and tracking GFATM- related information, make proposals for the improvement of the website, and liaise with the CCM members on communication.
 6. Facilitate and manage the preparation and drafting of the national proposal to the GFATM as per funding models (e.g NFM), guidelines for which will be announced by the GFATM and decision on the thematic focus areas will be made by the CCM, including :
 - (a) To coordinate and liaise with the Sub-Committee (responsible for Guiding the proposal development process) to facilitate and record their meetings.
 - (b) Facilitate the provision of technical and policy inputs to the organizations from the various constituencies that are eligible and desirous of submitting proposal (S) for the consideration of the Albania-CCM for each Grant and provide the feedback on the status of the proposals submitted to all concerned in a transparent manner.
 - (c) Facilitate the provision of technical and policy inputs to the proposal, including liaison with the organizations that are leading preparations for proposal development in relevant sectors.
 - (d) Facilitate the national proposal development, including: liaison with the consulting group in charge of finalizing the proposal to the Global Fund; setting realistic timelines so as to submit the proposal on time; review proposal drafts; clarify issues raised by the GFATM Technical Review Panel and the GFATM Secretariat and monitor the status of Approval by the GFATM Board.
 - (e) Provide technical and organizational support to the committee for the review of proposals submitted and recommendations to the Albania-CCM on eligible proposals and on nomination of the Principal Recipients (PR's).

7. Keep track of the disbursement of fund installments to the PR's from the GFATM and to the sub-recipients from the PR's; the submission of the physical and financial progress on performance by the sub recipients to the PR's to the Albania-CCM-LFA and the GFATM Secretariat.
8. Facilitate the Albania-CCM to function as a real country level partnership of various stakeholder constituencies in all aspects of the Grant Cycle as envisaged by the GFATM Board in order for new and continuation proposals from the Albania-CCM to be always eligible for consideration by the GFATM by meeting the minimum eligibility criteria for CCMs laid down by the GFATM Board.
9. Service the Albania-CCM by providing the needed technical facilitation and effective coordination and liaison with the various constituencies and its representatives at the CCM that may be nominated by the Albania-CCM in subsequent Grants/Funding models and the GFATM Secretariat.
10. Facilitate the work of Oversight Committee and other committees/sub committees of Albania CCM.
11. Track all GFATM related information and keep the Albania-CCM and its website and the Principal Recipients updated on all changes and developments. Document, all problems and solutions; policy concerns and formulations; best practices and success stories related to all the GFATM Grant Cycles in Albania.
12. Facilitate the preparation of position and policy papers on key public health aspects of HIV/AIDS and Tuberculosis epidemics and control programs for the Albania- CCM with respect to Albania and the MOHealth.
13. Any other duties and responsibilities assigned by the CCM Chair/Vice Chair or the Executive Committee.

Office Assistant

Educational Qualification

Graduate from a recognized university or institution or Diploma or certificate in Office Administration from a reputed institute.

Experience:

Five years prior work experience in related field.

Desirable:

2 years fulltime experience in the area of office procedures/Accounts/M&E in health related field.

Experience in coordination with multiple sectors/agencies, especially in health and related sectors.

Knowledge & Skills:

- Must maintain confidentiality at all times.
- Two year's accounting or bookkeeping experience
- Knowledge and practical experience regarding computer skills, including Microsoft Word and Excel Programs.
- Ability to work independently and make decisions in accordance with established policies and regulations.
- Familiar with networks and data backup procedures.
- Good attendance record
- Role & Responsibilities
- Support the CCM Secretariat for all routine administrative tasks such as filing, phone calls, documentation, minutes of meetings and dissemination of information
- Organize CCM meetings, other subcommittee and technical committee meetings, including the venue, attendance, documentation and minutes
- Support the CCM Secretariat team in all activities related to Round call for proposals.
- Maintain the database of all the GFATM Grant Rounds to Albania Provide the CCM Secretariat Team administrative support

Draft 2015 CCM Secretariat Work Plan

Activities	Expected results	Responsible entities	Location	2014	2015													
				DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP T	OCT	NOV	DEC		
CCM Meetings	At least 4 meetings in the year	Chair/Vice Chair and Executive committee	CCM meeting room, Tirana	Plan schedule for normal meetings - one each quarter	X				X			X				X		
Finalization of Minutes of Previous meeting , Agenda for meeting and Action Taken/follow up report	At least two weeks in advance of each meeting	Chair/Vice Chair and Executive committee		X			X			X				X				X
Identifying need for extraordinary meetings of the CCM	Convene promptly anticipating need and with adequate Notice. Note this will be based on circumstance e.g. visit of FPM or other GFATM reps, TA providers, proposal submission, decisions for reprogramming etc.	Chair/Vice Chair and Executive committee		special meeting for OC constitution, approval of OC manual and Work Plan														

OC meetings and activities																
Facilitating reviewed constitution of the oversight committee.	Ensure all skills are adequately available on the OC and oversight committee functional	Chair/Vice Chair and OC chair and vice chair		X												
Adoption and submission of the Oversight committee ToRs, Oversight plan and work plan for 2015.	Oversight committee ToRs Oversight committee Plan and work plan for 2015, minutes of OC meeting	-Secretariat coordination of the process -OC vetting the drafted document -CCM for endorsement of the documents -GF for approval of the documents		X												
Validation of the documents by the general assembly, minuting and submission to the GF for approval		-OC with new and old PR -Restitution of the GA during GA meeting -Secretariat for coordination	CCM meeting room	X												
OC regular meetings	Detailed oversight of activities as per TOR	PR for background data and feedback. Analysis and recommendation and placing before CCM GA for decision and implementation. - Coordinated by		X			X			X			X		X	

		Secretariat.													
Site Visits								X						X	
Coordination of TA provided through FEI	Coordination and monthly progress report to CCM Chair and Vice Chair and committees constituted for this purpose.			X	X	X	X	X	X						
Governance Manual	Coordination of final draft by IE & LE	Each submission to be provided to Chair/Vice Chair, and any other concerned person. Discussed and feedback given for any modifications or acceptance. In case of acceptance to be included in agenda of next CCM meeting		X	X	X	X	X	X						
Membership renewal	Finalization of constituency wise allocation of seats of the CCM, Documentation on the selection process and	endorsement of the CCM -Secretariat for coordination		As soon as possible ideally before year 2015											

	minutes of relevant GA															
Membership renewal	reconstituting of CCM - elections/selections and appointment by invitation	Secretariat for coordination			X	X	X	X								
Drafting of budget based on work plan for 2015	-2015 oversight budget and work plan	-OC for elaboration -GA for endorsement														
CCM secretariat Strengthening	Finalize structure of CCM secretariat, Human resource requirements and completion of selection process. Finalized Secretariat ToR's and Procedure Manual are approved at CCM GA	Chair and Vice Chair and CCM GA		X	X	Selection process initiated	Recruitment	New staff joins								

- TA Technical Assistance
- OC Oversight Committee
- GA General assembly of the CCM
- ToRs Terms of Reference
- IE International Expert
- LE Local Expert
- PUDR Progress Update and Disbursement Request

Annexure

Guidelines for CCM oversight site visits

Site visits by the CCM to PRs, SRs, key stakeholders, and project implementation sites, are an element of oversight. These visits enable the CCM to gain better insight on grant performance and the challenges of implementation. Effective oversight visits can enhance and strengthen CCM/PR/SR relationships, and improve the capacity of the CCM to assist, recommend, and take action to resolve bottlenecks and facilitate improved grant performance.

Oversight visits form part of the annual oversight work plan, prepared by the Oversight Committee, and presented to the CCM. The CCM Secretariat is responsible for the planning, budgeting and logistics of the oversight visits. Oversight visits are not routine management or ‘supervisory’ visits. *Careful planning* is essential to derive full benefit from these activities.

Oversight visits should be:

Purposeful

- Guided by written objectives
- Needs-based; intended to achieve a stated result

Strategic

- Consider key project strategies and areas of risk
- Invol
ve strategic site selection, focus or topic, team selection, timeliness

Effective in achieving their objectives

- Focus
ed, well planned, documented

Efficient in use of limited human and financial resources

- Brief, targeted, achieving value for effort

Consistent with Global Fund principles and practice

- Transparent, fostering cooperative problem solving
- Adhering to Conflict of Interest policy

Useful as a learning platform for CCM members

- Expand CCM knowledge in technical areas, implementation, and the oversight role.

The annual oversight work plan will include a schedule of oversight visits which are aligned to the calendar of the grant cycle. Visits to PRs and SRs are appropriate at certain stages such as post-signature and at periodic reviews, and may be needed annually. Oversight visits to the central medical store, and to other stakeholders concerned with procurement and logistics, are vital to understanding the supply chain, stock-outs and distribution bottlenecks. Oversight visits to strategically-selected implementation sites can inform CCM members of challenges that impact grant performance. Planning should be realistic and take into account limited time availability of members and resource constraints. The Oversight Committee should periodically assess the effectiveness and sustainability of oversight visits and provide recommendations to the CCM. Flexibility is needed to adapt to changing needs and resources.

Planning the Oversight Visit

Purpose and Timing

Routine site visits aid the CCM to obtain a field-based perspective on how a grant is performing. The visits are planned together with the PRs at the beginning of each year so that CCM members and PRs are able to schedule their time.

Issue-driven site visits take place after CCM meetings to follow up on issues raised or decisions made concerning findings in oversight reports (such as Dashboards) in order to:

- Clarify issues arising from the oversight reports;
 - Seek additional information to enable the CCM make appropriate decisions;
 - Follow up on CCM decisions.
- The team members/delegation may include CCM members, one PR representative, and non-CCM members (such as Oversight Committee or technical specialists). Participants should be selected with consideration for the purpose of the visit (if the visit targets procurement issues, at least one participant should have expertise in that area). One team member should be assigned as team lead and one as recorder (to fill in the recording/reporting form). Where possible and relevant, CCM members representing people living with or affected by the diseases should be included. Team members with conflict of interest should recuse themselves. Team size could be as few as 2 persons.
 - The principles of transparency and cooperative problem solving underlie every oversight visit. There should be no surprise visits. Nor should visits address day-to-day management issues (a PR role) or aim to “audit” regular reports (an LFA role).

- The team should have clear information on the program, key issues and deliverables prior to a visit. A one-page summary for the team members can capture this information. The PR may assist the Secretariat in preparing this information and in advising on issues that the CCM team should be aware of before the visit. A PR staff member should accompany the group and be prepared to respond to CCM questions.

Roles and responsibilities for site visit planning

Oversight Committee or CCM/Secretariat	Principle Recipient
<ul style="list-style-type: none"> • Develop annual routine site visit plan and budget (OC) • Identify issue-driven visits on an as-needed basis (OC) • Develop purpose and objectives of visits (OC) • Plan individual visits with PRs (Sec) • Select team/delegation (OC) • Team preparation – program info., deliverables and dashboard reports; logistics (Sec/PR) • Prepare and utilize a suitable recording and reporting format (Sec) • Identify high-priority issues (OC) • Prepare a report to the broader CCM (OC) • Send feedback to the host site, PR SR (Sec) 	<ul style="list-style-type: none"> • Work with the CCM to select appropriate sites • Assist the team/delegation to understand the program, including implementation issues • Assure staff are available and able to respond to CCM questions • Assure information needed or requested by CCM is available on site visit day

Site visit approach

- The team may use a mix of discussion, observation, guided viewing of sites, and viewing documents, as part of the oversight visit. Take photos if possible, which can be shared with the CCM or posted on the website.
- A format for planning, guiding and recording the findings of the oversight visit should be used to ensure that the purpose of the visit is fulfilled and it is well documented.

- Oversight visits may focus on the questions that are at the core of effective grant implementation:
 - i. Finance – Where is the money? Is it being disbursed and expended as planned?
 - ii. Procurement – Where are the drugs, medical supplies and equipment?
 - iii. Implementation – Are activities on schedule? Are grants being implemented as planned? Are there implementation bottlenecks?
 - iv. Results – Are targets being met? Are the right people getting the services they need?
 - v. Reporting – Are reports being submitted accurately, completely and on time?
- Oversight visits can be “piggy-backed” onto site visits planned by other partners. CCM may learn of visits to Global Fund-supported sites by development partners, and may request to add a CCM member to the delegation. This is a cost effective approach and a good example of partner coordination.

Reporting

After site visits, the team prepares a brief report. A simple standard reporting format can be used if suited to the particular activity. The Oversight Committee will review the report and make recommendations, if needed, to the CCM during the next ordinary CCM meeting and, as needed, will send feedback on issues raised to the PR.

Oversight visit findings, decisions and feedback should be noted in CCM minutes. Follow up on decisions and actions should be recorded in subsequent CCM minutes.