

Country Coordinating Mechanism (CCM) Nepal Oversight Plan

January-December 2021



Endorsed by CCM Nepal
On.....

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Acronyms

AIDS	Acquired Immunodeficiency Syndrome
CAT	Capacity Assessment Tool
CCM	Country Coordinating Mechanism
CRG	Community, Rights and Gender
DOTS	Directly Observe Treatment Short Course
GF	Global Fund
HIV	Human Immunodeficiency Virus
JAR	Joint Annual Review
LFA	Local Fund Agent
MSM	Men Who Have Sex with Men
NAR	National Annual Review
OC	Oversight Committee
PLHIV	People Living with HIV/AIDS
PR	Principle Recipient
PSM	Procurement and Supply Management
PUDR	Progress Update and Disbursement Request
PWID	People Who Inject Drugs
SR	Sub-Recipient
TB	Tuberculosis
TG	Transgender

1. Introduction

Country Coordinating Mechanisms (CCMs) have a central role in the Global Fund partnership. Oversight, one of the core areas of responsibility for the CCM, focuses on key financial, programmatic and management aspects of the grant portfolio and their contribution to the national health response. This function, which looks at the vital signs or high-level elements of Global Fund investments, aims to verify that grants are performing according to agreed plans and targets.¹

Oversight is not grant monitoring, which is the day-to-day responsibility of PRs. However, this function is an opportunity to support PRs in identifying and addressing key implementation bottlenecks. The core principle of oversight is to ensure that resources are being used efficiently and effectively to end the diseases while building resilient and sustainable systems for health.²

Oversight corresponds to CCM eligibility requirement 3 (oversee program implementation and implement an oversight plan³), requiring the development of an oversight plan.¹ The CCM achieves a steady state of self-reliance in implementing the oversight function, ensuring that strategic information remains at the core of all CCM decisions; risk management underpins the function; the PR-CCM relationship is collaborative and complementary; and key financial, programmatic and management aspects of grants and their implications for the national health response to the three diseases are adequately analyzed, inform decisions and are monitored closely for further strategic refinement.²

As part of CCM eligibility requirements 3, CCM Nepal has developed an oversight plan which constitutes a framework for consistent, transparent and documented oversight of grant implementation and risks (identified and emerging ones) that may undermine the Global Fund investments. This document (Oversight Plan for Jan-Dec 2021) describes the following:

- Procedures
- Activities
- Prioritized topics/indicator
- Focus on critical areas and questions
- Risk considerations
- Roles of the different structures
- Timelines and budgets
- Tools available to implement the function

2 Framework and Concepts

2.1 Oversight During the Grant Life Cycle

While oversight activities occur more intensively during the grant implementation stage of the grant life cycle, the CCM also ensures this function is carried out during country dialogue, funding request preparation, grant-making and closure stages, as described in the following table:

Table 2: Oversight During the Grant Life Cycle

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. • Consultations with various stakeholders. • 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.

2.2 Key Expectations of Oversight

CCMs should consider the following expectations as part of the provisions of their oversight plans and the activities carried out by the Oversight Committee.

- **Strategic focus:** While oversight primarily involves the high-level key financial, programmatic and management aspects of Global Fund grants, it is critical for the CCM

to keep national strategic priorities at the forefront to ensure the investment is effectively contributing to ending the diseases as pandemics.

- **Use data and evidence to drive oversight:** Sources include national disease programs, community-based monitoring initiatives (where these exist), partner (bilateral and multilateral) data, among others.
- **Risk management:** Oversight should adopt a risk management approach - 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-financing and the relevant policy, the CCM is encouraged to take a more proactive role in monitoring efforts to strengthen sustainability, including the realization of co-financing commitments. If context and resources allow, the CCM tracks the status of and advocates for the fulfilment of co-financing commitments agreed between the country and the Global Fund.
- **Collaborative problem-solving approach:** A collaborative relationship between the CCM and PRs ensures frequent sharing of grant-related information and building mutual trust. This enables open discussions to jointly address implementation and risk mitigation challenges to improve grant performance. Day-to-day operational details of grants remain within the responsibility of PRs, while Oversight requires the CCM to understand how the grants are working.²

2.3 Avoiding Conflicts of Interest

When undertaking oversight activities for the grants, CCM members (and non-members who join oversight committees and site visits to fill expertise gaps) are required to declare conflicts of interest that affect them directly. Issues related to potential or real conflicts of interest identified should be managed according to the provisions of the CCM's Conflict of Interest Management Policy and the Code of Ethical Conduct for CCM Members.

The Code of Ethical Conduct for CCM Members⁴ sets out the Global Fund's values, along with requirements and behaviors that all CCM Members should demonstrate in order to bring those values to life. This focus on individuals is important and underpins effective functioning of the CCM as a whole. 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.⁵ All CCM Oversight Committee should adhere to the Code of Ethical Conduct.⁴

CCM oversight must be conducted, as with any other CCM activity or function, in conformance with the Global Fund requirement that CCM Nepal manages any real or apparent conflicts of interest among their members and constituents. In conducting grant oversight activities, the CCM and its oversight committee(s) must require 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 or SRs may not serve as members of any CCM oversight bodies.

3 CCM Oversight Process

The CCM oversight process has four main components⁵



Figure 1: The Oversight Process

I. Collect Information

The oversight committee, supported by the CCM Secretariat, collects information periodically from different sources, which may include:

- Data reporting templates (disaggregated data) and tools agreed on between the oversight committee and the Principal Recipients (PRs).
- Available dashboards and/or oversight tools.
- Performance frameworks, summary budgets from each grant and periodic reports submitted by PRs.
- Grant information available at the Global Fund's website, management letters submitted by Country Teams and other information provided by the Global Fund.
- National disease program epidemiologic reports/databases.
- Feedback from people living with diseases or community-based monitoring initiatives present in country.
- Other relevant national information.

Examples of Information Collection Activities:

- Meetings/ teleconferences with PRs (quarterly).
- Dialogue or engagement with Global Fund Country Teams and/or functional teams [Risk, Community, Rights and Gender (CRG), and others]
- Participation in key activities like disease program reviews, partner (bilateral or multilateral) meetings and coordination fora.
- Site visits (semi-annual) in-person or via remote data collection (see Global Fund's Virtual Inclusive Dialogue Guidance Note for more information and virtual solutions⁶).
- Consultations with key populations and people living with diseases.

Available Oversight Tools

- Key Insights for CCM dashboard – provide the CCM with a snapshot highlighting key financial, programmatic and risk information for all active grant implementation periods.
- Existing PR management dashboards and the CCM Summary dashboard – where available, these dashboards are important grant management and oversight tools highlighting period-specific financial, programmatic and procurement information.
- Other oversight tools – tools developed by the CCM or the oversight committee to collect, analyze and exchange information with PRs.

The CCM Nepal and its Oversight Committee gather information from the following major sources:

1. **PR reports and available data**, such as Progress Update and Disbursement Request (PUDR) forms, dashboard, quarterly performance reports, program work plans and budgets, monitoring and evaluation plans, procurement and supply management plans, results of PR annual audit(s), and annual (or enhanced financial reports)
2. **Global Fund reports and written communications**, including grant performance reports; grant score cards; Global Fund management letters and other correspondence with the Global Fund secretariat; and information, observations, and comments received from the Global Fund's Fund Portfolio Manager responsible for Nepal grants
3. **Special reports commissioned by the CCM Nepal**, including surveys of beneficiaries or other stakeholders undertaken periodically to inform oversight, proposal development, and/or harmonization activities
4. **Field oversight visits** to provide the CCM Nepal with an overall sense, rather than a detailed understanding, of program achievements and challenges in the field. As appropriate, non-CCM members and individuals representing people living with the Global Fund diseases may participate in these visits as appropriate. The oversight visit may be planned/routine or investigation/issue driven. The sites for oversight visits are PR's office, SR's office, central medical store, Warehouse, Project Implementation Site, consultations with the beneficiaries including with women's etc.
5. **Investigations of specific issues**, typically conducted through presentations by PRs and SRs to the Oversight Committee or through investigative site visits, consultations with the target beneficiary groups, although the BCCM may choose to authorize technical experts to investigate problems and report back on their investigations to the CCM Nepal.
6. **Feedback from people living with diseases** as recommended by the Global Fund's guidelines on CCM grant oversight and ensure the diversity and inclusion among the people to be consulted for the feedback.

2. Analyze Information

Information and data (disaggregated) are the basis for oversight, as they allow identification of program challenges and best practices. The oversight committee should analyze and triangulate data and information collected from various sources to identify bottlenecks in grant implementation and other emerging issues and provide recommendations to the CCM. The committee will rely on CCM expertise in alignment with grant objectives and priorities along with the technical support provided by the CCM Secretariat to analyze and synthesize the collected information.

For each grant, analysis activities consider the following aspects:

Financial:

- Ascertain the overall level of financial absorption for the period. Tracking expenditures against budgets facilitates the identification of root causes contributing to financial risks across the grant portfolio. For example, where is the largest proportion of funding allocated or not used? Are funds being spent in the planned areas?
- Analyze the level of absorption for key budget cost-groupings depending on the nature of the grant (e.g., procurement-and-supply intensive, prevention or transition activities).
- Ascertain the level of expenditures for drugs and medical supply stocks.
- Highlight financial performance outliers found among groups of sub-recipients (SRs), especially those implementing large portions of grants' budgets.
- Determine the potential effect of the financial status on program performance.
- Examine if the country is on track to achieve targets in the national strategic plan.
- Determine if adjustments to Global Fund and partner investments are required considering additional data and evidence.
- Determine if there are changes to the national funding landscape and, if so, what is the impact on Global Fund funding. Programmatic
- Analyze key indicator performance against targets for the period under study. Explore issues such as frequent underachievement of targets or unexplained overachievement.
- Identify programmatic performance outliers found among groups of sub-recipients.
- Explore the relationship between financial and programmatic performance and potential causes for inconsistencies found (e.g. reporting very low financial execution and nearly total achievement of targets for a period under analysis).
- Explore dimensions of data quality³ and validity when analyzing programmatic indicators.
 - Completeness of data
 - Consistency of reporting over time
 - Consistency between indicators.

Management:

- Assess the capacity and timeliness of PRs to respond to management actions indicated by the Country Team.
- Identify the possibility of drug stock-out occurrence, timeliness of orders and delivery, and timeliness of product distribution to SRs and sub-SRs.
- Analyze topics such as the hiring status of key PR managerial positions and attention to major PR–SR issues.

Cross cutting:

- Identify grant risks and potential mitigation measures.
- Compare actual co-financing amounts with agreed commitments (where this information is available).⁵

Grant Oversight Reporting to the CCM Nepal

The Oversight Committee presents the results of its activities in the form of periodic written reports on the status of Global Fund grant implementation. These reports outline the

committee's conclusions, recommendations, and actions in each period, as well as the context, areas reviewed, and methodology of the oversight actions.

Reports are prepared by the Oversight Committee and presented by the committee chair(s) at plenary meetings of the CCM Nepal. Such reports are submitted as needed, although at a minimum the committee submits a report on a quarterly, basis. These Oversight Committee reports are annexed to the CCM Nepal minutes and maintained as part of the CCM Nepal archives.

3. Recommend Action

Based on the results of the analysis stage, the oversight committee makes recommendations to the PR and to the CCM (when issues exceed the PR's capacities or when issues are of critical nature) to address identified issues and bottlenecks. Recommendations should be actionable, clear and unambiguous and lead to an action plan with agreed timelines.

4. Follow-up on Recommendations and Reporting

The oversight committee ensures proactive and frequent follow up until each specific action addressing an identified issue is complete. Finally, the CCM reports on outcomes of the oversight actions taken to the Global Fund and key national stakeholders.⁵

4. Oversight Stakeholder Roles

4.1 The Oversight Committee

Per the CCM Policy, all CCMs must have a permanent oversight committee with adequate skills and expertise to ensure periodic oversight. The committee is elected by CCM members and can be referred to as oversight working group in some settings. This document describes the scope of work, tasks and responsibilities of this committee. The guidance provided is for reference and should be tailored to the country context.

4.2 Role of the Oversight Committee

The oversight committee provides CCM members with a strategic view of key macro financial, programmatic and management aspects of grants along with actionable recommendations. CCM members then use this information for discussion and evidence-based decision making. This role is key in ensuring that Global Fund investments are efficiently managed to achieve the expected outcomes in response to the three diseases.

Oversight includes analysis of the following aspects of Global Fund investments:

- **Financial:** appropriate, timely, and effective use of funding.
- **Programmatic:** achievement of key programmatic targets and ensuring gender and inclusion in the program.
- **Procurement:** transparent and effective procurement and supply management with relevant quality assurance and following national laws and relevant international guidelines.
- **Management:** implementation of key management actions required by the Global Fund.

The identification of key issues and the development of technical recommendations by the oversight committee is informed and based on available strategic information from different sources. Accordingly, the need to embed a data-driven oversight culture within the CCM is an essential role of the committee.

The specific work of the committee is aligned with the components of the CCM's oversight process, namely: information collection, analysis, formulation of recommendations, follow up and reporting, and is operationalized by the provisions of the oversight plan (e.g., the list of annual oversight activities, prioritized topics or indicators, the available budget for oversight within CCM funding, the available oversight tools, and others).

The oversight committee should understand key information from the grants and the national context, analyze root causes of underperformance and together with implementers, develop possible solutions.⁷

4.2 Responsibilities of the Oversight Committee as per Rule of Business of CCM Nepal

The Oversight Committee is empowered to deliberate and make recommendations on all oversight issues in accordance with this Terms of Reference and its work plan, or on any

matter referred to it by the CCM Nepal. Specifically, the Oversight Committee shall lead or contribute to the following oversight processes:

1. Build capacity and prepare annual work plan and budget for CCM Nepal Oversight.
2. Clarify oversight functions, responsibilities, and build capacity for oversight committee members.
3. Engaging other CCM Nepal members, technical partners and program stakeholders in the oversight process and discussion.
4. Gather program performance including health system strengthening, financial, and procurement including risk management plan and information on GF grants through use of routine reports, re-packaging of available data, site visits and participating in joint performance review meetings
5. Analyze information to identify problems and challenges regarding human rights, gender and social inclusion issues and propose action points for improvement/for future program.
6. Analyze information to identify problems and bottlenecks requiring CCM Nepal attention.
7. Document problems, issues, or bottlenecks for CCM Nepal review and decision-making.
8. Provide strategic guidance and constructive recommendations for CCM Nepal actions.
9. Request exceptional CCM Nepal meeting in the case of urgent problems.
10. Provide constituency consultations by seeking input and report back to CCMN/program stakeholders on progress, remaining issues, and additional follow-up required.

4.3 Key Stakeholders Involved and their Roles

The CCM Oversight Committee: The CCM establishes an Oversight Committee (also referred to as the Oversight Working Group or Oversight Body) to plan, coordinate, and carry out oversight of Global Fund grants on behalf of the CCM. The Oversight Committee makes evidence-based recommendations to the CCM for discussion and decision-making. It is not a decision-making body. This committee has a critical role in ensuring technical recommendations are transformed into timely and adequate actions to address grant implementation problems and support PRs in enhancing grant performance.

The CCM Secretariat ensures the collection, synthesis and use of oversight data in CCM meetings for decision-making (e.g. by the Executive Secretary and/or Oversight/Transition Officer, where applicable).

Principal Recipients: Implementers of the grants contribute to the success of the oversight function by collaborating with the CCM (particularly the Oversight Committee). Primary responsibilities include: systematic information sharing on program performance and communication on program-related matters throughout the grant-life cycle.

Global Fund Country Team insights on grant performance and implementation bottlenecks are critical to the oversight function. Regular and consistent communication between the CCM and Country Team will enhance oversight activities through sharing potential risks identified and solutions to address challenges.

CCM Members: Engagement in oversight by CCM members ranges from involvement in decisions based on Oversight Committee recommendations to supporting information collection activities. CCM members (particularly Oversight Committee members) should be knowledgeable of the essential elements of the grants (i.e. overall budget allocations, programmatic indicators, risks, implementers, and others) and the national strategies that underpin the response to the three diseases.²

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Annexes

Annex I: Oversight Work Plan and Budget

Oversight Plan for the Period Jan-Dec 2021

Action	Planned Activities	Budget	Timeframe
A. Clarify oversight functions, responsibilities and build capacity for oversight			
1. Develop an annual Oversight Work Plan and budget	<ul style="list-style-type: none"> Draft Oversight Work Plan Get the plan endorsed by CCM Nepal 	No extra cost required	Jan 2021 1 st CCM meeting of 2021
2. Identify technical experts to assist Oversight Committee	<ul style="list-style-type: none"> Identify technical experts to assist Oversight Committee 	No extra cost required	As and when needed
3. Provide orientation and training to build capacity for new Oversight Committee member	<ul style="list-style-type: none"> Conduct orientation to new OC members. The orientation covers following areas <ul style="list-style-type: none"> Introduction to the Global Fund and CCM Oversight and its core principle Oversight during the grant life cycle Key expectations of oversight The oversight process Roles and responsibilities of OC Engaging beneficiaries (ensuring inclusion) and stakeholders 	CCM approved budget	As and when needed
4. Capacity building of Oversight Officer	<ul style="list-style-type: none"> Training on data for decision making, risk management and on understanding of co-financing data. 	CCM approved budget	As and when opportunity arises
B. Gather and analyze information on TGF grants through use of routine reports or available data to identify problems and bottlenecks requiring CCM Nepal attention			
1. Request PR to share briefing on each disease and present progress on finance, management, program performance of each grant to OC.	<ul style="list-style-type: none"> PR shares a two page (max) brief on each disease. Each brief would include <ul style="list-style-type: none"> Objectives, targets and budgets Implementation arrangements SR information Progress against target Risks, bottleneck, challenges and issues Any other issues that OC should be aware of. Support data driven decision at the CCM Arrange PR to present progress on finance, management, program performance including with specific focus on gender and inclusion results of each grant to OC. Discuss with PR to identify the efforts made by the PR to resolve the problem OC review progress and identifies any bottlenecks to implementation 	CCM approved budget	Mid- May 2021

Action	Planned Activities	Budget	Timeframe
2. Receive & review copies of supporting documentation (e.g., PU/DRs and annual reports prepared for Global Fund or the Local Fund Agent (LFA) by PR.	<ul style="list-style-type: none"> CCM Oversight Officer coordinates with PR and share soft copy of PU/DR to OC members CCM Oversight Officer (with the help of Secretariat) analyzes PU/DRs and share report with one-page grant summary to OC members. 	No extra cost required	Mid- May 2021
3. Monitor and review Grant Performance Reports & Grant Score cards.	<ul style="list-style-type: none"> CCM Oversight Officer shares performance letter from TGF to OC members. Monitor and review Grant Performance Reports & Grant Score cards on the Global Fund website for comments by Local Fund Agent or Global Fund on grant performance. 	No extra cost required	As and when needed
4. Review additional national surveys and reports	<ul style="list-style-type: none"> Review additional national surveys and reports 	No extra cost required	As and when needed
C. Gather and analyze information on TGF grants through site visits and PR-SR performance review meetings to identify problems and bottlenecks requiring CCM Nepal attention			
1. Update questionnaire/ report form for site visits	<ul style="list-style-type: none"> Update questionnaire/ report form for site visits 	No extra cost required	Jan 2021
2. OC members make site visits with proper documentation.	<ul style="list-style-type: none"> Sites to be decided after discussing with PR (ensure visiting KP program sites i.e. MSM/TG, PWID, PLHIV, DOTS center) OC makes visits (PR informs the SR and beneficiaries to be available for OC interaction) <p>Note: OC may split to make site visits simultaneously in different locations.</p>	CCM approved budget	Oversight visits at least one in each quarter and as per the need
3. If a CCM Nepal member is visiting an area for other purposes, s/he may undertake a site visit as a CCM Nepal member.	<ul style="list-style-type: none"> The main purpose of these additional visits is to help CCM Nepal members become more familiar with the grants. <ul style="list-style-type: none"> Written report from such visits is shared with all OC members OC decides if further action is required on such reports 	No extra cost required	As and when opportunity arises
4. Prepare reports and share to CCM members and if necessary make presentation in CCM meeting	<ul style="list-style-type: none"> Prepare reports and share to CCM members and if necessary make presentation in CCM meeting. <p>OC report includes briefing of oversight visits, grant summary, progress against targets, budget burn rate, beneficiaries views, challenges and bottlenecks and CCM attention/actions required to overcome the bottlenecks.</p>	No extra budget required	<p>Oversight visit report: Within 14 days of the visit</p> <p>Presentation (in line with CCM meeting)</p>

Action	Planned Activities	Budget	Timeframe
D. Gather and analyze information on TGF grants through coordination with other relevant stakeholders			
1. Oversight committee interacts with three disease program	<ul style="list-style-type: none"> OC track the co-financing and prepare status report with recommendation OC pick up at least one risk issue related to the disease component for further assessment, actions and recommendations 	No extra cost required	Feb 2021
2. OC members participates in Annual Program Review (JAR/NAR)	<ul style="list-style-type: none"> OC prepares report with recommendation to harmonize TGF supported program with other national program. <p>MoHP to include OC in their invitation list</p>	CCM approved budget	Depends on JAR/NAR dates
3. OC meets with other National Disease Coordinating bodies	<p>OC invited to participate in other national coordinating bodies (as appropriate)</p> <p>MoHP to include OC in their invitation list</p>	CCM approved budget	As and when needed
4. Oversight Committee along with Oversight officer attends disease specific TWG	<ul style="list-style-type: none"> Prepare recommendation and actions to harmonize the GF supported activities with other national program Initiate tracking co-financing 	CCM approved budget	As and when needed
E. Gather information on the Global Fund through investigation of special issues			
1. Investigate on special issues	<ul style="list-style-type: none"> Invite PR or SR representatives to meetings of Oversight Committee to answer questions or make verbal 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 Global Fund grant results Call together or arrange to visit officials from ministries, agencies, local government authorities or partners involved in issues, bottlenecks, problems Conduct issue-specific site visit if needed Identify and actively monitor issues or problems raised by the LFA during their on-site data verification for issue-driven site visit 	CCM approved budget	As and when needed

Action	Planned Activities	Budget	Timeframe
F. Recommend action to resolve problems and bottlenecks requiring CCM Nepal attention			
1. Conduct OC meetings	<ul style="list-style-type: none"> Conduct OC meeting <ul style="list-style-type: none"> To review and address emerging agenda To update, follow up actions, and if necessary interact with other CCM members, PRs and GF To prepare recommendations drawn from oversight visits and data analysis to be presented in full CCM meeting. 	CCM approved budget	At least once per quarter, usually about two weeks before the full CCM meeting and as and when necessary.
2. Report problem or bottleneck along with recommendation to the CCM Nepal on action to be taken to resolve them	<ul style="list-style-type: none"> Develop options and/or a recommendation to the CCM Nepal on action to be taken to resolve the problem or bottleneck, depending on its type and extent Report to the CCM Nepal using the quarterly grant progress During CCM Nepal meetings, explain any issues, problems, bottlenecks that may have been identified and which require UCCM attention CCM Nepal will discuss the problem and potential solutions and will decide on the action to be take Communicate with the LFA regarding issues or problems, if requested by the CCM Nepal 	No extra cost required	Presentation (in line with CCM meeting)
G. Oversight committee follows up and keep track on recommendations and actions taken to resolve bottlenecks			
1. Oversight Officer with support from CCM secretariat keep record of action taken and regularly update OC members	<ul style="list-style-type: none"> PR regularly updates OC and CCM on actions taken to overcome bottlenecks 	No extra cost required	As and when needed
2. Review & report on the status of the problem	<ul style="list-style-type: none"> Review & report on the status of the problem as "old business" at the subsequent CCM meeting. 	No extra cost required	In line with CCM meeting
3. Sharing oversight findings with constituencies and other stakeholders	<ul style="list-style-type: none"> CCM members share oversight findings with their constituencies during consultative meetings and other stakeholders 	No extra cost required	As and when needed
H. Document all oversight activities and report back to PR on performance and decisions taken			
1. Reporting	<ul style="list-style-type: none"> Use the reporting templates to document all findings (PU/DR, meeting minutes, site visits) Provide reports to the PR and to the CCM Nepal, along with explanations of identified issues/problems 	No extra cost required	As and when needed

Action	Planned Activities	Budget	Timeframe
	<ul style="list-style-type: none">Archive all documents		
2. Report back to PR on performance and decisions taken	<ul style="list-style-type: none">Report back to PR on performance and decisions takenConduct follow-up as needed	No extra cost required	As and when needed

Annex II: ToR of Oversight Committee

Purpose

The Oversight Committee is responsible for contributing to effective oversight of all Global Fund financed programs and related processes in Nepal, in accordance with Global Fund requirements for grant oversight and the functions delegated to it by the Country Coordinating Mechanism Nepal (CCMN), as defined in the CCMN Rules of Business and the Terms of Reference. The Oversight Committee shall facilitate the grant oversight process for the full CCMN by providing needed information and informed recommendations to guide the CCMN in executing its grant oversight responsibilities.

Scope of grant oversight

Keeping in view of the CCM evolution project where it is envisioned that there will be a continuous performance improvement and risk management for improved grant ratings, higher absorption and better outcomes / impact of GF grant the CCMN Oversight Committee shall conduct grant oversight in major three areas:

1. Financial: Appropriate, timely, and effective use of funding from the Global Fund
2. Programmatic: Timely and effective implementation of Principal and Sub Recipient work plans, including implementation of intended results in short- and intermediate-term periods
3. Procurement: Transparent, competitive, and effective procurement and supply management with appropriate quality assurance and in accordance with national law.

Membership

1. The Oversight Committee shall be appointed by the CCMN, and shall consist of a Chair, a Vice Chair and at least **minimum six to maximum thirteen** other members.
2. Membership of the CCMN 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.
3. Members shall serve terms of two years.
4. Candidates who are non-CCM members shall have strong technical or programmatic experience that is directly relevant to the grant oversight mandate and responsibilities of the Committee.
5. Candidates who are non-CCM members will be required to complete the same conflict of interest declarations prepared by all CCMN members.
6. Members of the oversight committee shall not be representatives of Principal Recipients nor Sub Recipient nor Sub Sub-Recipient institutions.
7. The CCMN shall appoint members to the Oversight Committee based on their competencies and technical expertise. Oversight Committee membership shall have following skill sets:
 - Program Management
 - Health financing
 - Resilient and sustainable systems for health
 - Procurement and supply management

- Human Rights and Gender
 - Specific disease expertise (HIV, TB and Malaria)
 - Representation from PLWD and KAP constituencies
 - Risk Management
8. The CCMN will determine whether, based on the non-CCM candidate's declaration, s/he meets the standard for conflict of interest required for members of the Oversight Committee.

Meetings and Quorum Requirement

1. The Oversight Committee shall meet at least quarterly and may meet more frequently as circumstances require. Meetings shall take place at least two weeks prior to each regular quarterly CCMN meeting, so that Committee deliberations may be reported to the CCMN.
2. At least two-third of the membership will be required for a meeting quorum, including either the Chair or the Vice Chair.
3. Unless otherwise scheduled by a majority vote of the Committee members, meetings of the Committee shall be open to all CCMN Members and to guests invited by the Chair or Vice Chair.
4. Members of other CCMN Committees or other technical experts and resources, may also be invited to provide assistance as needed.

Responsibilities of Oversight Committee

The Oversight Committee is empowered to deliberate and make recommendations on all oversight issues in accordance with this Terms of Reference and its work plan, or on any matter referred to it by the CCMN. Specifically, the Oversight Committee shall lead or contribute to the following oversight processes:

1. Build capacity and prepare annual work plan and budget for CCMN Oversight.
2. Clarify oversight functions, responsibilities, and build capacity for oversight committee members.
3. Engaging other CCMN members, technical partners and program stakeholders in the oversight process and discussion.
4. Gather program performance including health system strengthening, financial, and procurement including risk management plan and information on GF grants through use of routine reports, re-packaging of available data, site visits and participating in joint performance review meetings
5. Analyze information to identify problems and challenges regarding human rights, gender and social inclusion issues.
6. Analyze information to identify problems and bottlenecks requiring CCMN attention.
7. Document problems, issues, or bottlenecks for CCMN review and decision-making.
8. Provide strategic guidance and constructive recommendations for CCMN actions.
9. Request exceptional CCMN meeting in the case of urgent problems.
10. Provide constituency consultations by seeking input and report back to CCMN/program stakeholders on progress, remaining issues, and additional follow-up required.

Oversight Work Plan and Budget

As required by the Global Fund, the Oversight Committee shall develop an annual oversight work plan and budget, updated on annual basis, for CCMN review and approval. The oversight budget will be prepared to support the activities and required resources for implementing the annual oversight work plan.

Technical and Administrative Support

The committee may seek the services of technical resources or experts to assist in the discharge of its responsibilities. In addition, the CCMN Secretariat shall provide administrative support to the committee in conducting its oversight activities. The agreed-upon levels and types of technical and administrative support shall be documented in the oversight committee annual work plan.

Annex III: Guideline for Conducting Site visit

Purpose of Site Visits

Site visits are not undertaken to address day-to-day management issues (PR's role) or to audit regular reports (a Local Fund Agent's role). Instead, the CCM Nepal's site visits have six main objectives, which are mentioned below:

1. To ensure that activities take place in the field as defined in grants and work plans;
2. To gain an impression of the quality of services, activities, and communications between providers and clients and an impression of the level of stigma around the programs and Global Fund diseases;
3. To observe the level of stock of drugs and pharmaceutical products and status of the last disbursement received;
4. To show staff, clients, and community that national leaders are interested in their situation by gathering comments regarding programs and diseases to build credibility and trust;
5. To ensure that programmatic, financial and managerial issues that had been previously identified and discussed with the PR are being actively pursued 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

Pre-Visit Planning

1. **Establish the purpose of the site visit:** The purpose of the site visits need to be clear. The site visit can be either issue-driven or general.
 - **Issue-driven site visits.** These formal visits take place after the CCM Nepal meetings as a follow-up to the decisions made regarding a specific issue that have generally been identified through the oversight reports (especially dashboards). The purposes of such problem-driven site visits are:
 - To clarify issues arising from the oversight reports
 - To seek additional information on specific issues to enable the CCM Nepal to make appropriate decisions
 - To make follow up on CCM Nepal decisions
 - **General site visits.** Although site visits are usually undertaken as single-purpose, issue-driven trips, other general site visits may be conducted as an adjunct to on-going activities or systems (e.g., using existing monitoring systems). For example, PRs might bring some CCM Nepal members on their regular field visits. Similarly, if a CCM Nepal member is visiting an area with grant activity for other purposes, he or she may undertake a site visit as a CCM Nepal member. The main purpose of these additional visits is to help CCM Nepal members become more familiar with the grants. As with issue-driven site visits, even these general site visits are planned with site staff beforehand to avoid surprise visits and disruptions of grant implementation.

2. **Site Visit Teams:** The number of participants to a field site (e.g., CCM Nepal members, PR representatives, and observers) should be limited to a small group that will be effective without overwhelming site operations. Efforts will also be made to make the team inclusive.
3. **Selection of Sites.** Site visits can take place at PR's or SR's offices, or project implementation sites. The selection of sites to visit might be based on different factors:
 - Sites considered as potential “high risk” (i.e. previous problems reported, large sites with large amounts of funding, sites with complex activities) and therefore warranting close monitoring.
 - Sites where CCM Nepal members want to improve their familiarity with services being provided.
4. **Ensure that visiting team members are clear on the services provided by the site prior to the visit.** The PR can assist in providing this information and in advising of any existing key issues
5. **Schedule the visits with the relevant program implementer.** Sites to be visited shall be given adequate notice. No surprise visits are allowed. 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 ahead 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.
 - Program implementation frequently involves direct interaction with patients, caregivers, or community groups. The Global Fund programs require staff to interact with sensitivity and confidentiality, and to respect privacy.
6. **Identify data sources relevant to the issues to be covered during the field visit.** Data sources would include service providers, beneficiaries and key documents. In line with the Global Fund requirements, ensure that data is collected from people living with or affected by the diseases and key affected populations.
7. **Prepare data collection guides or instruments.** CCM Nepal 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 get the disaggregated data.
8. **Work closely with the PR in planning site visits.** It is in both the CCM Nepal and the PR's interests in seeing that the grant succeeds. If the CCM Nepal works completely separate from the PR in planning the visit, there is a risk that misunderstandings may develop during the visit.
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 an CCM member. Always, however, such informal visits should be planned with site staff beforehand to avoid “surprise” visits.

During Field Visit

1. **Set time limits for the visit** to avoid making excessive demands on the busy implementation staff. This requires careful planning of questions to ensure key issues are addressed while also giving site staff the opportunity to raise issues themselves.
2. **Establish a list of possible questions** to ask at each site and for each type of respond so that questions are structured, relevant and “open” – allowing site staff to provide information and comments on elements that may not have been anticipated by the team.

Sample Questions including critical questions/issues for Team Members to be Considered:

PLWD/KAP

1. What do you think of the service you have received here today or last time?
2. What aspects of the services you like? And Why?
3. What aspects of the services you do not like? And why?
4. Were there any difficulties for you to get to the service last time you used it? And why? How the service could be improved?
5. Is there any challenge/problem in accessing the services being women, children, elderly, persons with disabilities, gender and sexual minorities, being Dalit, a member of any other marginalized groups?
6. Did COVID situation affect in receiving quality service? If yes, what mitigation measures were applied?
7. Name one main difficulty or challenge in PLWD/KAP.

Program management

1. Have you received the SR reports on time? May we review together the SRs' activities according to their work plans?
2. Have you hired the staff as planned in the Global Fund project?
3. Did new staff receive the necessary training?
4. Is there evidence of harmonization of Global Fund activities with the other activities of the site?
5. Did COVID situation affect in delivery of quality service? If yes, what mitigation measures were applied?
6. Name one main difficulty or challenge in program.

Risk management

1. Do you have risk assessment and management plan?
2. What are the key risk you have identified or foresee during the implementation period?
3. How do you think such risk can be minimized and whose role is it to address the risk?

PSM

1. When did you receive your last delivery of drugs or supplies?
2. When did you last order more drugs or supplies?
3. Do you have any stock-outs today?

4. Have you sent drugs or supplies to SRs or sub-SRs?
5. Do you have any short-term expiries?
6. Did COVID situation affect in procurement and supply management resulting low stock or stock out? If yes, what mitigation measures were applied?
7. Name one main difficulty or challenge in supply chain mechanism.

Financial management

1. Did you receive your last disbursement? If so, when did you receive it and how much was it?
2. Do you still have funds in your account?
3. May we review together your disbursement plan for SRs and sub-SRs?
4. Did COVID situation affect in budget flow and utilization? If yes, what mitigation measures were applied?
5. Name one main difficulty or challenge in financial management.

3. **Ensure proper documentation:** Each team members should fill up the oversight tool while taking interview. He/she can also make brief note of the visit. The meeting attendance sheet should be prepared and duly signed.

Post Field Visit

1. **Analyze the data collected** from the field, identify the key findings and recommendations.
2. **Develop a field visit report** to be presented to the CCM Nepal meeting.
3. **Dissemination of the report:** In line with CCM Nepal minimum standard, share the report with the Global Fund secretariat and in-country stakeholders. This includes providing feedback to the stakeholders in the project sites visit.

Note:

Role of associations of people living with and/or affected by three diseases and CCM Nepal members based outside the capital city. These individuals are asked to carry out site visits in their geographic zones on a semi-annual or annual schedule. Transportation support may be provided if needed. Visitors report back on their visits to the full CCM Nepal during meetings or through their newsletter or minutes.

**Prioritized Topics/Indicator
From PU/DR**

Program	Types of Indicator	Indicator
HIV	Impact/outcome	HIV O-1(M): Percentage of adults and children with HIV, known to be on treatment 12 months after initiation of antiretroviral therapy
HIV	Coverage	KP-1b(M): Percentage of transgender people reached with HIV prevention programs - defined package of services
HIV	Coverage	PMTCT-2.1: Percentage of HIV-positive pregnant women who received ART during pregnancy
HIV	Coverage	KP-1e: Percentage of other vulnerable populations reached with HIV prevention programs - defined package of services
TB	Impact	TB I-3(M): TB mortality rate per 100,000 population
TB	Outcome	TB O-2a: Treatment success rate of all forms of TB- bacteriologically confirmed plus clinically diagnosed, new and relapse cases
TB	Coverage	TCP-2(M): Treatment success rate- all forms: Percentage of TB cases, all forms, bacteriologically confirmed plus clinically diagnosed, successfully treated (cured plus treatment completed) among all TB cases registered for treatment during a specified period, new and relapse cases
TB	Coverage	TB/HIV-6(M): Percentage of HIV-positive new and relapse TB patients on ART during TB treatment
Malaria	Impact	Malaria I-4: Malaria test positivity rate
Malaria	Coverage	VC-3(M): Number of long-lasting insecticidal nets distributed to targeted risk groups through continuous distribution
Malaria	Coverage	CM-2b(M): Proportion of confirmed malaria cases that received first-line antimalarial treatment in the community
Malaria	Coverage	M&E-1: Percentage of HMIS or other routine reporting units submitting timely reports according to national guidelines

Other indicators

1. Proportion of service delivery sites without stock-outs of key HIV, TB and Malaria commodities during the reporting period
2. Observe, communication interventions materials carried out during the individual counseling
3. Observe, use of IEC materials in service delivery sites for HIV/AIDS, Tuberculosis and Malaria program

Annex IV: CCM Oversight Tool and Technical Considerations for Their Use

CCM Oversight Tool

Date of Site Visit (DD/MM/YYYY) _ / _ / _ _ _ _

Name of team member.....

Designation and organization.....

Instruction: Please circle the correct response or fill in the blanks.

I. Background Information of the Visited Site

S.N.	Question	Answer	Remarks
1	Name of organization visited	
2	Address (Province, district, Palika, Ward Number)	
3	Role in the grant	1. PR 2. SR 3. Sub-SR 4. Service delivery site 5. Training 6. Other (specify).....	
4	Working area	1. HIV/AIDS 2. Tuberculosis 3. Malaria	
5	Grant start date (DD/MM/YYYY)	_ / _ / _ _ _ _	
6	Grant end date (DD/MM/YYYY)	_ / _ / _ _ _ _	
7	Total the Global Fund budget (in NPR)	
8	Latest reporting period		

2. People Interviewed/Interacted During the Site Visit

S.N.	Name	Sex	Caste/Ethnicity	Disability (Y/N) & Type	Position	Role
1						
2						
3						
4						
5						
6						

3. Site Visit Questions

1. Has anyone from the PR ever visited you? Has anyone from the CCM ever visited you?	
2. When did you send your last report to the PR?	
Program Management	
1. Have you received the SR reports on time? May we review together the SRs' activities according to their work plans?	
2. Have you hired the staff as planned in the Global Fund project?	
3. Did new staff receive the necessary training?	
4. Is there evidence of harmonization of Global Fund activities with the other activities of the site?	
5. Did COVID situation affect in delivery of quality service? If yes, what mitigation measures were applied?	
6. Name one main difficulty or challenge in program.	
Risk Management	
1. Do you have risk assessment and management plan?	
2. What are the key risk you have identified or foresee during the implementation period?	
3. How do you think such risk can be minimized and whose role is it to address the risk?	
Procurement & Supply Management	
1. When did you receive your last delivery of drugs or supplies?	
2. When did you last order more drugs or supplies?	
3. Do you have any stock-outs today?	
4. Have you sent drugs or supplies to SRs or sub-SRs?	
5. Do you have any short-term expiries?	
6. Did COVID situation affect in procurement and supply management resulting low stock or stock out? If yes, what mitigation measures were applied?	
7. Name one main difficulty or challenge in supply chain mechanism.	

Financial Management	
1. Did you receive your last disbursement? If so, when did you receive it and how much was it?	
2. Do you still have funds in your account?	
3. May we review together your disbursement plan for SRs and sub-SRs?	
4. Did COVID situation affect in budget flow and utilization? If yes, what mitigation measures were applied?	
5. Name one main difficulty or challenge in Financial management.	
Performance and Results	
1. Are you achieving the expected results?	
PLWD/KAP	
1. What do you think of the service you have received here today or last time?	
2. What aspects of the services you like? And Why?	
3. What aspects of the services you do not like? And why?	
4. Were there any difficulties for you to get to the service last time you used it? And why?	
5. Is there any challenge/problem in accessing the services being women, children, elderly, persons with disabilities, gender and sexual minorities, being Dalit, a member of any other marginalized groups?	
6. Did COVID situation affect in receiving quality service? If yes, what mitigation measures were applied?	
7. Name one main difficulty or challenge in PLWD/KAP.	

4. Site Visit Observations/ Findings

Key staff	
Money	
Stock and drugs	
Facilities	
Accessibility of site today	
Observable interactions between providers and clients	
Feedback from staff and providers	
Feedback from clients and people at risk	

Feedback from community members, leaders, and other stakeholders	
Did anything surprise you positively about this grant? If yes, please mention.	
Gender and inclusion specific observations made please mention	
General impressions/your conclusion about the site visit	

5. Key Findings and Action Points

Key finding and action points can be structured around critical areas and key questions, such as, finance, procurements, implementation bottlenecks, results, risk assessment, regular reporting, technical assistance need, and implementation coordination and so on.

S.N.	Key Findings	Follow-up Actions	Responsible Person(s)	Due Date	Remarks
1					
2					
3					
4					
5					

6. Major Recommendations to CCM for Further Action

S.N.	Major Recommendation	Remarks
1		
2		
3		
4		

Note: At least one recommendation should be on GESI

Name of Person Completing the Form:

Designation and Organization:

Signature:

Date:

Annex V: Template for Drafting Report on Oversight Visit

Executive Summary: Including general impression of the oversight visit

Background

Purpose of visit:

Date:

Team members:

Site Visited:

Brief the Findings:

- Program Management
 - Service
 - Human Resources
 - Supply
 - Coordination
 - Recording and Reporting
- Risk Management
- Procurement & Supply Management
- Financial Management

Key Findings and Action Points¹

S.N.	Key Findings	Follow-up Actions	Responsible Person(s)	Due Date	Remarks
1					
2					
3					
4					

Major Recommendations to CCM for Further Action

S.N.	Major Recommendation	Remarks
1		
2		
3		
4		

¹ *Key finding and action points can be structured around critical areas and key questions, such as, finance, procurements, implementation bottlenecks, results, risk assessment, regular reporting, technical assistance need, and implementation coordination and so on.*

Annex VI: Template for Reporting Oversight Visit to CCM Nepal

Date of Oversight Committee Meeting:

Date of CCM Nepal Meeting:

Date of Oversight Visit	
Team Members	
Sites Visited	
Methodology Used Including Tools and Techniques	
Successes/Strengths	
Challenges	
Key Issues Identified	
Major Recommendations to CCM for Further Action	

Annex VII: Oversight Orientation/Learning Resources for CCM members

Topics	Link
Online Learning of the Global Fund	https://www.theglobalfund.org/en/ilearn/
Oversight	https://www.theglobalfund.org/en/country-coordinating-mechanism/evolution/oversight/
COVID-19 Guidance Note: Virtual Inclusive Dialogue, The Global Fund	https://www.theglobalfund.org/media/9536/covid19_virtualinclusivedialogue_guidancenote_en.pdf
Oversight Guidance Note	https://www.theglobalfund.org/media/10181/ccm_oversight_guidance_en.pdf
Oversight Process	https://www.theglobalfund.org/media/10188/ccm_oversight-processannex1_annex_en.pdf
Oversight During the Grant Life Cycle	https://www.theglobalfund.org/media/10186/ccm_oversight-grantlifecycleannex2_annex_en.pdf
Oversight Plan	https://www.theglobalfund.org/media/10187/ccm_oversight-planannex3_annex_en.pdf
The Oversight Committee: Role, Composition and Scope of Work	https://www.theglobalfund.org/media/10189/ccm_oversight-committeeannex4_annex_en.pdf
Guidance Note on Sustainability, Transition and Co-financing	https://www.theglobalfund.org/media/5648/core_sustainabilityandtransition_guidancenote_en.pdf?u=637319005119500000
CCM Policy	https://www.theglobalfund.org/media/7421/ccm_countrycoordinatingmechanism_policy_en.pdf
The Framework Document	https://www.theglobalfund.org/media/6019/core_globalfund_framework_en.pdf
Additional Safeguard Policy	https://www.theglobalfund.org/media/3366/bm07_07_gpreportannex4_annex_en.pdf
CCM Eligibility Requirement	https://www.theglobalfund.org/en/country-coordinating-mechanism/eligibility/