



Governance and Operations Manual

Liberia Coordinating Mechanism

September 30, 2015

Table of Contents

SECTION 1: Preamble, Mandate, Guiding Principles, Core Functions	1
Preamble	1
Mandate	1
Guiding Principles	2
Core Functions	2
SECTION 2: Structural Elements, General Assembly, Standing Committees and Secretariat ..	3
Structural Elements	3
General Assembly	4
Executive Committee	5
LCM Secretariat	6
Oversight Committee	7
Technical Coordination Committee	9
Proposals Development Committee	10
SECTION 3: Roles of Officers and Rights, Privileges and Responsibilities of Members.....	11
LCM Chair	11
LCM Vice-Chairs.....	12
Rights and Privileges of LCM Members.....	12
Responsibilities of Members.....	13
Termination of Membership.....	13
SECTION 4: Procedures - Membership Selection, Meetings, Voting, Membership Renewal ...	14
Selection of Government Representatives	14
Selection of Civil Society Representatives	14
Selection of Representatives of Bilateral/Multilateral Partners	14
Election of Chair.....	14
Election of Vice-Chairs.....	16
Voting	16
LCM Meetings	16
Membership Renewal	18
LCM Self-Assessment of Performance.....	18
Communication with Partners and Stakeholders	19
SECTION 5: Managing Conflict of Interest	21
Annex 1: Approved LCM Representation by Constituency and Number of Representatives...	22
Annex 2: Technical Coordination Committee Terms of Reference	23
Annex 3: Summary Terms of Reference Proposal Development Committee	27

SECTION 1: Preamble, Mandate, Guiding Principles, Core Functions

Preamble

1. The Global Fund to Fight AIDS, Tuberculosis and Malaria (“the Global Fund”) is a unique public-private partnership and international financing institution established to dramatically increase global resources to fight three of the world’s deadliest diseases - AIDS, Tuberculosis and Malaria. In accessing such resources, Liberia commits to conforming to the purpose and principles of the Global Fund as set out in its governing Framework Document.¹ A fundamental requirement of the Global Fund is for the establishment of multi-stakeholder Country Coordinating Mechanisms (CCMs) as a measure of its commitment to local ownership and participatory decision-making.²
2. Liberia’s CCM shall be known as the Liberia Coordinating Mechanism (LCM). It exists to design and submit proposals to the Global Fund, to oversee all activities associated with grant implementation, and harmonize Global Fund projects with all other donor initiatives contributing to the fight against AIDS, Tuberculosis and Malaria in Liberia.
3. This document contains the key policies, procedures and protocols that the LCM shall embrace in the pursuing its functions. It shall be known as the *Governance and Operations Manual* (the “Governance Manual”) and is a consolidation of the provisions contained in the pre-existing “Bye-Laws and Constitution” and “Governance and Operations Manual”.

Mandate

4. The Standard Terms and Conditions of all Global Fund Grant Agreements vest CCMs with the legal authority to coordinate the submission of all proposals and monitor the implementation of all activities financed by the Global Fund.³

¹ The Framework Document of the Global Fund to Fight AIDS, Tuberculosis and Malaria, Available at: http://www.theglobalfund.org/documents/core/framework/Core_GlobalFund_Framework_en/

² Guidelines and Requirements for Country Coordinating Mechanisms. Geneva: The Global Fund to Fight AIDS, Tuberculosis and Malaria. <http://www.theglobalfund.org/en/ccm/>

³ Article 7a, Standard Terms and Conditions, Global Fund to Fight AIDS, Tuberculosis and Malaria, http://www.theglobalfund.org/documents/core/grants/Core_StandardTermsAndConditions_Agreement_en/

5. Further, Principal Recipients (PRs) are legally obligated to cooperate with CCMs and be available to meet with them regularly to discuss plans, share information and communicate on program-related matters. PRs are also legally obligated to provide program-related reports and information to the CCM upon request.⁴
6. The mandate of the LCM is to execute the afore-mentioned legal obligations with respect to all Global Fund grants awarded to Liberia.

Guiding Principles

7. The LCM shall operate as a national consensus group and shall promote true partnerships in the development and implementation of Global Fund grants.
8. The LCM shall include representation from all relevant constituencies as set out in the Section 2: 16-20 of this Governance Manual.
9. Representatives from non-governmental constituencies shall be selected by their members through transparent and documented processes.
10. The LCM shall be fully transparent in making decisions.
11. The LCM shall adopt and adhere strictly to a Conflict of Interest Policy that shall enhance transparency, accountability and inclusiveness in order to ensure public confidence in all of its activities.
12. All members of the LCM shall be treated as equal partners, with full rights to participation, expression, and involvement in decision-making.

Core Functions

13. The core functions of the LCM shall be to:
 - Coordinate the development and submission of Liberia national proposals for consideration of the Global Fund.
 - Nominate Principal Recipient/s to execute grants awarded by the Global Fund.

⁴ Article 7b, Standard Terms and Conditions, Global Fund to Fight AIDS, Tuberculosis and Malaria.
http://www.theglobalfund.org/documents/core/grants/Core_StandardTermsAndConditions_Agreement_en/

- Oversee implementation of approved grants, approve re-programming of activities as required, and submit requests for continued funding to the Global Fund.
 - Ensure linkages and consistency between Global Fund grants and other national health and development programs in Liberia.
14. Under the Global Fund New Funding Model, the LCM shall assume a stronger leadership role by undertaking the following:
- Meaningfully participate in the processes leading to the development of the National Strategic Plan (NSP).
 - Plan and convene stakeholders' consultations to ensure inclusive country dialogue in the development of Global Fund proposals and agree on the funding split between the diseases - HIV, TB and Malaria.

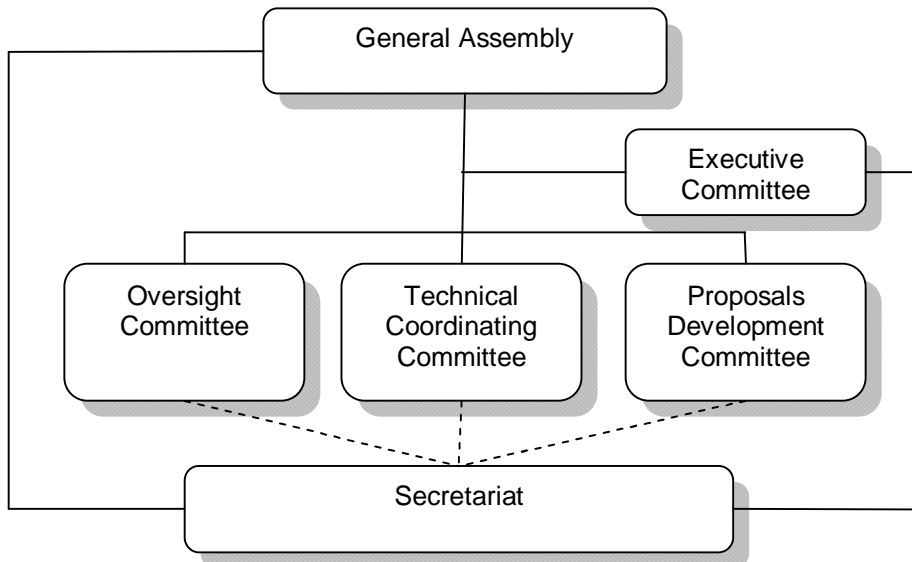
SECTION 2: Structural Elements, General Assembly, Standing Committees and Secretariat

Structural Elements

15. The LCM shall have four (4) structural elements:
- a. General Assembly
 - b. Executive Committee
 - c. Standing Committees - Oversight, Technical Coordination, Proposals Development
 - d. LCM Secretariat

See Organizational Chart below.

LCM Organizational Chart



General Assembly

16. The General Assembly of the LCM shall comprise stakeholders from three (3) broad sectors, namely: Government, Civil Society and Bilateral and Multilateral Partners.
17. **Government** sector representatives shall be senior-level officials drawn from Ministries whose work impact most significantly on the performance of Global Fund grants in Liberia. Government representatives may be drawn from Ministries of Health, Education, Social Welfare, Labor, Youth, Gender, Finance, Planning and Economic Development, National AIDS Commission.
18. **Civil Society** representatives shall be drawn from stakeholder constituencies such as academia/educational institutions, non-governmental organizations, community-based organizations, religious/faith-based organizations, people living with the diseases (HIV, TB and Malaria), key affected populations and private sector in accordance with Global Fund guidelines.
19. **Bilateral and Multilateral Partners** representation shall be drawn from international technical and financial partners operating in Liberia.
20. The LCM shall ensure adequate representation from among key affected populations and persons living with the diseases, consistent with existing socio-epidemiological conditions in Liberia.

21. The size of the LCM shall be not less than twenty (20) members and not more than thirty (30) members. At least 40% of the membership shall come from the civil society sector and at least 30% of the membership shall be women.
22. The LCM shall review the numerical and constituency membership in the third quarter of every year and shall make adjustments, where necessary, to ensure meaningful representation of all relevant constituencies in Liberia.
23. Members shall be elected or appointed for a three-year term of office with evidence of endorsement by their relevant constituency.
24. The member and alternate shall come from the same constituency. No other person shall be eligible to represent or vote for the constituency.
25. The LCM shall submit its full membership list to the Global Fund Secretariat in the month of January of each year for publication on its website. This list shall be updated by the LCM Secretariat as appropriate.
26. The latest approved composition of the LCM is set out at Annex 1.

Executive Committee

27. The LCM shall establish an Executive Committee comprising the LCM Chair, two LCM Vice-Chairs, Chair of the Oversight Committee, Chair of the Technical Coordinating Committee and the Chair of the Proposal Development Committee. It shall meet as frequently as deemed necessary to fulfill its obligations.

28. In general, the LCM Executive Committee shall be responsible for monitoring the implementation of the policies, principles, standards and procedures enshrined in the Governance Manual. It shall also be responsible for the management of conflict of interest in order to ensure the integrity of the LCM and its processes; to ensure broad public trust, accountability, and confidence in the LCM's decision-making process and grant oversight; and to protect the reputation and integrity of both the Global Fund and the LCM's own members and organizations.

29. Specifically, the roles and responsibilities of the LCM Executive Committee shall be to:

- a. Make administrative decisions to support functions of the LCM as delegated by the general assembly.
- b. Coordinate communication between the LCM, PRs, Global Fund, bilateral and multilateral development partners, civil society groups and the Government of Liberia.

- c. Support and coordinate the work of the Standing and Ad hoc Committees of the LCM.
 - d. Direct and supervise the operations of the LCM Secretariat.
 - e. Receive and investigate reports of actual, perceived, or potential conflicts of interest in LCM activities and submit reports and recommendations for the consideration of the General Assembly of the LCM.
 - f. Plan and oversee orientation and capacity building activities for new and existing members of the LCM.
 - g. Mobilize resources to carry out LCM activities, including financing for the LCM Secretariat.
30. The LCM Secretariat shall be Secretary to the Executive Committee.

LCM Secretariat

31. The LCM shall establish a Secretariat for the purpose of providing technical, programmatic, and logistical support for the effective functioning of the various organs of the body. The LCM Secretariat shall be managed by a Head of the Secretariat and shall operate independent of PRs and SRs. It shall fall under the supervision of the Executive Committee.

32. The Head of the Secretariat shall serve as Secretary to meetings of the LCM but shall not be a voting member.

33. The LCM Secretariat shall execute the following functions:
- a. Direct logistical arrangements for all meetings of the LCM and its Standing and other Committees; maintain record of all such meetings; and coordinate the process for selection, election, and appointment of LCM members.
 - b. Coordinate orientation and capacity-building activities for new and existing LCM members.
 - c. Provide administrative and technical support to the Proposal Development Committee in all activities related to the transparent and inclusive development of Concept Notes and other applications for the submission to the Global Fund.

- d. Manage internal communication among LCM members through on-going and timely dissemination of information such as minutes, programmatic updates, reports, and key Global Fund documents.
- e. Facilitate communication among PRs, LFA, Global Fund Secretariat, and the general public.

Oversight Committee

34. The Oversight Committee shall be a permanent body of the LCM with responsibility for planning, coordinating, and carrying out oversight of Global Fund grants in Liberia and ensuring that all defined rules and procedures are observed. The Committee makes recommendations to the LCM for decision-making.

35. The objective of the Oversight Committee is to promote systematic implementation of all planned activities in order to ensure:

- a. Appropriate and effective use of all funding provided by the Global Fund to Liberia.
- b. Timely and efficient implementation of approved work plans by PR(s) and SR(s).
- c. Achievement of expected results by the grant implementers according to the approved work plan.
- d. Development of timely response mechanisms to shortcomings and problems identified during grant implementation in order to neutralize any negative impact on the performance of the program.
- e. The Oversight Committee shall collaborate closely with the Technical Coordinating Committee in the exercise of its functions.

36. The LCM shall appoint a maximum of ten (10) persons in good standing, including the Chair and Vice-Chair, to serve on the Oversight Committee. With the exception of the Chair and Vice-Chair, membership of the LCM is not a prerequisite for membership on the Oversight Committee. Candidates who are non-LCM members shall be required to complete conflict of interest declarations.

37. The Oversight Committee shall possess resident skills in program management, financial management, procurement and supply management and expertise in the diseases; and shall also have representation from among the key affected populations and/or people living with the diseases. The Committee may co-opt other

technical experts from time to time to assist in the exercise of its functions as circumstances demand.

38. The Oversight Committee shall meet at least quarterly and at other intervals as circumstances dictate. Minutes of all meetings of the Oversight Committee shall be made available to the Executive Committee within two (2) weeks of occurrence and shall be tabled at regular meetings of the LCM.

39. Membership of the Oversight Committee shall be for a period of three (3) years with an option for renewal as deemed appropriate. Membership of the Oversight Committee may be terminated on the following grounds:

- Expiration of term in office
- Upon the members own request
- Verifiable evidence of actual conflict of interest
- Non-attendance at two consecutive quarterly Committee meetings without valid excuse

40. The roles and responsibilities of the Oversight Committee shall be as follows:

a. Planning and capacity building

- Plan oversight: oversight guidelines; annual oversight work plan with calendar and budget.
- Build capacity in oversight among LCM members: clarify oversight; schedule orientations.

b. Conducting oversight

- Gather relevant information from routine and special reports (from PR & GF), site visits, review meetings, special investigations, and from the TCC.
- Analyze information to identify implementation successes and issues, and develop recommendations for actions; present findings and conclusions to the LCM in a dashboard report format.

c. Carry out actions assigned by the LCM to the Oversight Committee.

- Follow up all oversight-related decisions by the LCM and report on results to the LCM.

- d. Support audit processes, review audit reports and findings, assess risks, and make recommendations to LCM.

Technical Coordination Committee

41. The LCM shall appoint a Technical Coordination Committee (TCC) for the purpose of advising on technical matters associated with the implementation of Global Fund grants. Members of the TCC shall possess expertise in disease management and a range of diverse experiences in implementing national disease programs.⁵

42. The TCC shall comprise a maximum of ten (10) members, and the Committee Chair and the Vice-Chair shall be LCM members. The Committee members shall be drawn from among experts in the fields of medicine, public health, biomedical research, procurement and supply management, and monitoring and evaluation. Other experts may be co-opted from national and international NGOs and technical support partners. Managers of the three disease programs in the Ministry of Health and Social Welfare and the PRs may be invited to attend meetings in an ex-officio capacity.

43. The TCC shall meet at least quarterly and as often as otherwise required. Minutes of all meetings of the TCC shall be made available to the Executive Committee within two (2) weeks of occurrence and shall be tabled at regular meetings of the LCM.

44. The roles and responsibilities of Technical Coordinating Committee shall be as follows:

- a. Advise the LCM on the need for new or modified policies in the implementation of Global Fund Grants in Liberia based on national requirements and international best practices.
 - The TCC is empowered to deliberate and make recommendations to the LCM on all disease management and epidemiological issues related to the three diseases in accordance with these terms of reference or the committee's work plan, and on any matter referred to it by the LCM.
 - The TCC shall study and understand internationally accepted norms and standards associated with disease control and epidemiology as they relate to the objectives of Liberia's grants awarded by the Global Fund

⁵ The three national disease control programs include the National AIDS Control Program (NACP), the National Malaria Control Program (NMCP) and the National Leprosy and Tuberculosis Control Program (NLTCP).

and to national goals that aim to mitigate the effects of HIV/AIDS, malaria, and tuberculosis.

- b. Submit adequate and timely technical information to the LCM during proposal development, grant making, grant implementation, and grant closure; and identify potential medical, pharmaceutical or epidemiological problems that require the attention of the LCM and PRs.
- c. Provide technical input into decisions regarding technical assistance, consolidation, reprogramming, and other modifications of existing grants.
- d. Review the Progress Updates of the Principal Recipients and provide feedback to the LCM on technical progress of Global Fund grants.
- e. Collaborate closely with the Oversight Committee in the exercise of its functions in order to maximize efficiency and reduce redundancy.
- f. Submit copies of minutes, reports and recommendations to the LCM on a timely basis.

Proposals Development Committee

45. The LCM shall appoint a Proposal Development Committee to coordinate the preparation of Concept Notes and other applications for funding by the Global Fund and to ensure harmonization of Global Fund programs with other related initiatives. Additionally, the Proposal Development Committee shall be responsible for:

- a. Facilitating selection of PRs based on criteria established by the Global Fund.
- b. Collaborating with PRs in selection of Sub-Recipients.

46. The Proposal Development Committee shall consist of at least seven (7) members appointed by the LCM, one of whom shall serve as Chair. Members may be appointed on an annual basis and reappointed for further terms.

47. Although deemed a Standing Committee of the LCM, it is understood that the work of the Proposal Development Committee will be undertaken as necessary. It shall meet as frequently as deemed necessary.

SECTION 3: Roles of Officers and Rights, Privileges and Responsibilities of Members

LCM Chair

48. The members of the LCM shall elect a Chair in accordance with the election procedures stipulated in this Governance Manual. The Chair and Vice-Chairs shall each be elected from different constituencies.

49. The term of office of the Chair shall be three years.

50. The LCM Chair may resign prior to the completion of tenure or may be removed in advance of the completion of the term of office for good cause.

51. If the LCM Chair resigns or is removed from office prior to the completion of tenure, elections shall be held among the two Vice Chairs within thirty (30) days. The winner becomes the replacement LCM Chair and the LCM elects a second Vice Chair.

52. The LCM Chair shall normally have the same voting rights as other members of the LCM. However, in the event of a tied vote on any decision point, the LCM Chair shall have a casting vote.⁶

53. The roles and responsibilities of the LCM Chair shall include:

- a. Chair all regular and extraordinary meetings of the LCM.
- b. Chair all meetings of the Executive Committee.
- c. Direct and supervise the operations of the LCM Secretariat.
- d. Represent the LCM on all communications matter with GF. Serve as direct link between the LCM and the Global Fund Secretariat.
- e. Coordinate and support the work of all standing and ad hoc committees of the LCM.
- f. Oversee all matters related to the management of conflict of interest in implementation of activities and accounting for Global Fund resources.

⁶ A single vote, given by the person in charge of a meeting, if the number of votes about something is equal that decides the matter, Available at <http://dictionary.cambridge.org/us/dictionary/british/casting-vote>

- g. Serve as the main spokesperson for LCM.

LCM Vice-Chairs

54. The term of office of each Vice-Chair shall be three (3) years and may be re-elected for consecutive terms.

55. A Vice-Chair may resign prior to the completion of his or her term of office, or may be removed from office prior to the end of his or her tenure for good cause.

56. If a Vice-Chair resigns or is removed from office prior to the end of his or her term, elections must be held within 30 days for a Vice-Chair to serve out the remainder of the term of office of the previous Vice-Chair.

57. The Vice-Chairs shall support the LCM Chair in the execution of the designated roles and responsibilities and shall undertake specific functions that may be assigned from time to time.

58. In the absence of the LCM Chair, the First Vice-Chair shall function as the Chair. When neither the LCM Chair nor the First Vice-Chair is available, the Second Vice-Chair shall assume the responsibilities of the Chair. In the absence of all three officers, the members shall elect an acting Chair for the purpose of that meeting only.

Rights and Privileges of LCM Members

59. LCM members have the following rights and privileges:
- a. To be treated as full and equal partners on the LCM.
 - b. Full expression and participation in proceedings at meetings and in other business transacted by the LCM.
 - c. Nominate and second the nomination of members for election to the positions of Chair and Vice-Chair.
 - d. Vote on any matter put to a vote.
 - e. Participate in review of all proposals developed for submission to the Global Fund prior to any decision by the LCM on the proposals.
 - f. Sign, or decline to sign, proposals developed for submission to the Global Fund.
 - g. Access to all financial and programmatic information in relation to Global Fund grants in Liberia.

Responsibilities of Members

60. All LCM members are expected to attend LCM meetings and actively contribute in accordance with their roles as LCM members and in line with their resources and areas of expertise.

61. LCM members have the following responsibilities:

- a. To adhere to the provisions of this Governance Manual and other related policies and decisions adopted by the LCM.
- b. To attend and participate in all LCM meetings.
- c. To share relevant experiences and information at LCM meetings
- d. To report on LCM proceedings and decisions to the constituencies represented based on an approved work plan.
- e. To abide by the provisions of the LCM Conflict of Interest Policy.
- f. To participate in reviewing performance of Global Fund grants.

Termination of Membership

62. LCM membership shall be terminated if the member or alternate fails to attend more than two consecutive quarterly LCM meetings in a calendar year without a written excuse delivered to the Secretariat at least thirty-six (36) hours prior to a meeting.

63. The LCM shall take such other steps as it deems appropriate prior to the termination of membership in the instance of insufficient attendance at meetings.

64. Where membership on the LCM is terminated for whatever reason or in the case of resignation, the constituency shall be invited in writing to select a replacement representative to serve out the remainder of the term of membership using the established selection processes.

SECTION 4: Procedures - Membership Selection, Meetings, Voting, Membership Renewal

Selection of Government Representatives

65. Government Ministries selected for membership on the LCM shall be invited to submit in writing the names of their designated representatives and alternates. Nominated individuals shall be senior level management staff who commit to the process.

Selection of Civil Society Representatives

66. LCM members representing civil society shall be selected or elected by their own constituencies on the basis of a documented, transparent process, developed by each constituency.

67. The selection process for civil society representatives to sit on the LCM shall be described clearly in publicly accessible documents/media that detail the requirements and processes to be followed. Duly signed and dated documentation of the selection processes must be provided to the LCM Secretariat.

68. In the event of a significant dispute within a constituency over the selection process which cannot be resolved by the constituency, the LCM shall appoint an ad hoc committee to investigate the matter and make recommendations for resolution.

Selection of Representatives of Bilateral/Multilateral Partners

69. LCM members representing Bilateral and Multilateral Partners shall be selected or elected by their own constituency utilizing their own transparent processes.

70. Duly signed and dated documentation of the selection processes with the names of the nominated member and alternate shall be provided to the LCM Secretariat.

Election of Chair

71. The LCM Chair is elected directly by all LCM members. All LCM members, except representatives of multilateral or bilateral development partners, have the right to stand for election regardless of the constituency they represent.

72. LCM members from organizations that serve as PRs or SRs shall not be elected to the position of Chair of the LCM.

73. The election of the Chair of the LCM shall be organized by an ad hoc LCM Election Committee. The LCM Election Committee shall comprise four (4) LCM members chosen by formal vote. No member of the Election Committee shall be eligible to stand for election as Chair of the LCM.

74. The LCM Chair shall be elected through a two-round voting process as described below. Any other voting process to be used must be clearly and fully articulated and approved by the LCM at the regular quarterly meeting immediately preceding the date of voting. Any candidate for LCM Chair must be proposed and seconded by LCM members.

75. The **First Round** shall consist of the following steps:

- a. Each member is entitled to vote for one candidate only. Voting shall be by means of secret ballot.
- b. Ballot papers shall be placed in a ballot box and the Election Committee shall open, read, and count the results of the first round, and announce the three candidates with the highest votes. The Chair shall be named based on a simple majority
- c. If fewer than three candidates are nominated, the Election Committee shall announce the number of votes received by each candidate.
- d. If only one candidate were nominated, the Election Committee shall declare the candidate elected, subject to satisfaction of the requirements of the LCM Conflict of Interest Policy and the candidate's commitment to avoid, prevent, and address any conflict of interest in the discharge of his or her duties as LCM Chair.

76. The **Second Round** of voting shall consist of the following steps:

- a. All LCM members shall vote for one of the three candidates from Round 2 by secret ballot, which shall be placed in the ballot box.
- b. The Election Committee shall open, read aloud, record, and count the number of votes for each candidate from the second round of voting.
- c. The Election Committee shall announce the results of the election.
- d. The candidate receiving the highest number of votes from the second round of elections shall be declared by the Election Committee to be the new LCM Chair.

- e. The handover of office from the outgoing LCM Chair to the newly elected LCM Chair shall take place after the entire process for the election of the Chair and the Vice-Chairs (see below) has been completed.

Election of Vice-Chairs

77. The LCM shall elect two Vice-Chairs from constituencies that are different from each other and different from that of the Chair. Each candidate must be proposed and seconded by LCM members. For the purposes of these elections, the three different constituencies are: government sector, private/for-profit sector, and all other civil society.

78. The LCM Secretariat shall communicate the names of all candidates proposed and seconded for election as Vice-Chairs to all LCM members at least two weeks before the date on which the election is to take place.

79. The procedure and rules for election of Vice-Chairs shall be the same as the procedures for the election of the LCM Chair.

Voting

80. All decisions of the LCM shall be made by voting and shall be determined by simple majority. "Simple majority" means that the decision is agreed upon by more than one-half of the members present at the time of the vote.

81. Except in the specific instances of the election of the LCM Chair and Vice-Chairs (Sections 75-79), voting shall be by show of hands. However, voting by secret ballot shall be invoked on any matter if requested by more than one member.

82. In the event of a tied vote, the LCM Chair shall exercise a casting vote which shall be done in his/her own deliberate judgment.

LCM Meetings

83. The LCM shall hold a minimum of four (4) regular meetings per calendar year at approximately quarterly intervals. A calendar of regular meetings shall be prepared by the Executive Committee and endorsed by the LCM.

84. The announcement for regular meetings shall be made at least two (2) weeks prior to the date of the meeting. Extraordinary meetings may be called by the LCM Chair at shorter intervals and labeled accordingly.

85. The LCM Secretariat shall circulate the agenda and meeting documents by e-mail, letter, or facsimile at least five (5) working days before each meeting.

86. The quorum for decision-making at all meetings of the LCM and its various standing and ad hoc committees shall be as follows:

- a. The quorum for all regular and extraordinary meetings of the LCM shall be at least 50 percent, plus one, of the general membership.
- b. Similarly, the quorum for all standing and ad hoc committees of the LCM shall be at least 50 percent of the approved membership.
- c. In the special circumstances involving the election of the Chair and the Vice-Chairs and for amending any provision within the Governance Manual, the quorum for such meetings shall be at least two-thirds of the general membership.
- d. No decision by any organ of the LCM taken without the requisite quorum shall be binding.

87. Each LCM member shall have a designated alternate member who shall represent and vote on behalf of the constituency in the absence of the appointed member where the appointed member provides written communication at least thirty-six (36) hours beforehand to the Secretariat of his or her absence.

88. Only approved LCM members, their alternates, and any special invitees approved by LCM office holders may attend LCM meetings.

89. Observers and invitees may attend LCM meetings according to the following criteria:

- a. PR(s) and representatives of the Local Fund Agent are accorded permanent observer status and do not require specific invitation. Unless otherwise requested, no more than two individuals from these organizations may attend the LCM meeting.
- b. At least one representative of the three disease program offices from the Ministry of Health and Social Welfare is accorded permanent observer status.
- c. The LCM office holders may invite other relevant resource persons to attend the LCM meeting as observers.
- d. Observers and invitees may not speak at meetings unless invited by the LCM Chair to do so.

90. Meetings shall be held in English. Members who are not fluent in English may bring support for translation as necessary.

91. The Chair, Vice-Chairs and LCM members shall monitor the implementation of meeting decisions.

92. In each meeting, the LCM Secretariat shall provide information regarding follow-up actions to decisions taken at the previous meeting.

93. The LCM Secretariat shall write the meeting minutes in English and distribute them to LCM members within two (2) weeks after the meeting.

94. LCM members shall be given two (2) weeks after the draft minutes are distributed to express any objection. If members provide no response within the stipulated time frame, that shall be considered as endorsement of the minutes.

Membership Renewal

95. The LCM shall publicly announce the date of election of new members three (3) months prior to the expiration of term of office of sitting members. Information regarding the means by which members of each constituency may participate in the election process will also be disseminated.

96. Elections shall follow the procedures as specified in this Governance Manual. (Section 4: 69-79)

LCM Self-Assessment of Performance

97. The LCM shall conduct self-assessments according to a schedule determined by the membership as recommended by the Global Fund.

- a. Information on these eligibility and Performance Assessments may be found at: <http://theglobalfund.org/en/ccm/guidelines/eligibilityperformance/>
- b. The CCM Eligibility and Performance Matrix is available at: http://theglobalfund.org/documents/ccm/CCM_PerformanceAssessment_Tool_en/
- c. Guidance for CCMs on the Eligibility and Performance Assessment is available here: http://theglobalfund.org/documents/ccm/CCM_EPACCMs_GuidanceNote_en/

98. The LCM Secretariat has the following responsibilities in the CCM self-assessment process:

- a. Preparing and distributing self-assessment documents to all LCM members

- b. Assisting LCM members to obtain and review documents needed to perform the assessment
- c. Analyzing the outcome of the self-assessment and providing the analysis to the LCM Chair, Vice-Chairs, and members
- d. Documenting corrective actions and recommendations offered by LCM members to address shortcomings in the self-assessment
- e. **Circulating reports of the self-assessment and producing a performance report for review by the Chair, Vice-Chairs and LCM members.**

Communication with Partners and Stakeholders

99. The LCM shall develop a comprehensive communication strategy and plan that define specific actions that will be undertaken to maintain timely and effective communication with LCM members, PRs, SRs, LFA, Global Fund Secretariat, other stakeholders and the general public. The communication strategy and plan shall address issues related to advocacy, information-sharing at all levels, and promoting the programs and activities of the LCM.

100. **All formal communication emanating from the LCM shall be signed by the LCM Chair or his designate. Such documentation includes formal communication with the Global Fund Secretariat, LFAs, PRs and other stakeholders.**

101. **The LCM Secretariat shall collaborate with relevant partners to ensure that all mandatory documentation and reports are dispatched to the Global Fund Secretariat according to stipulated time schedules. Such documentation and reports shall include, but are not limited to, the following:**

- Concept Notes and supporting documentation.
- Technical, financial and other reports specified in Grant Agreements.
- Responses to queries from the requests for information.

102. **The LCM Secretariat shall make available to the General Assembly of the LCM all documentation required for timely and informed decision-making. Such documentation shall include, but not limited to, the following:**

- Draft and final Concept Notes prepared for submission to Global Fund.
- Technical and financial reports prepared by PRs on grant performance.
- Reports prepared by standing and ad hoc committees of the LCM.

- Copies of communication between the PR to the Global Fund Secretariat, including responses to specific queries raised by Global Fund Secretariat and LFA.
- Communication with national program authorities, the public, and other stakeholders on any aspect of grant implementation and performance.

103. The LCM Secretariat shall provide LCM members with copies of framework documents and other reports pertaining to all aspects of grant management and performance. In turn, members shall be obligated to share such documentation with their constituencies. These documents shall include but are not limited to:

- LCM Governance Manual, Conflict of Interest Policy, Oversight Plan, Communication Strategy and Plan, and other guidelines, procedures or checklists that may be developed from time to time.
- Notices of meetings, meeting agendas, and copies of relevant documents.
- Draft and confirmed minutes of each LCM general and extraordinary meeting and confirmed minutes of meetings of LCM committees.
- Log of LCM decisions.
- LCM work plans, including the oversight work plan.

104. The LCM Secretariat shall ensure that information is accessible to all interested parties within Liberia. Specifically, the Secretariat shall disseminate the following documents using the most appropriate channels of communication:

- List of all LCM members and alternates, with contact details.
- Framework documents.
- Grant performance reports.
- Announcements related to concept note development, grant making, grant implementation, and grant closure arrangements.

SECTION 5: Managing Conflict of Interest

105. The LCM acknowledges the importance of adhering to good governance principles and maintaining the highest standard of ethical conduct in decision-making and all of its operations to engender public confidence as well as to protect the reputation and integrity of the Global Fund and its interests.

106. The LCM also recognizes the inherent potential for conflict of interest in the implementation of Global Fund grants in Liberia due to the diversity of interests and perspectives among stakeholders.

107. The LCM shall institute all necessary measures to manage actual, potential and potential conflicts of interest at all levels.

108. The LCM shall empower the Executive Committee to investigate all issues of conflict of interest at any level, including the PR and SRs, and to report on its findings.

- a. During LCM meetings, the Chair will manage Conflict of Interest.
- b. Outside of meetings, the Executive Committee will receive and assess reports of Conflict of Interest and will report to the LCM with recommendations for LCM action. The Executive Committee shall call an extraordinary meeting for urgent cases.

109. The LCM shall apply the requisite remedial action whenever a decision has been made that a conflict of interest had occurred based on the preponderance of available evidence.

110. The LCM shall elaborate a comprehensive Conflict of Interest Policy and the LCM Secretariat shall distribute copies to all LCM members, PRs, and SRs.

111. All LCM members and alternates and staff of the LCM Secretariat shall be required to sign a Conflict of Interest Declaration pledging commitment to comply fully with all the terms, conditions and requirements of the Conflict of Interest Policy.

112. The LCM Conflict of Interest Policy shall be publicized, including being posted on available websites.

Annex 1: Approved LCM Representation by Constituency and Number of Representatives

July 2015

Constituency	Number of Members	Description
Government	8	<ul style="list-style-type: none"> • Ministry of Health & Social Welfare • Ministry of Education • Ministry of Youth & Sport • Ministry of Gender & Development • Ministry of Finance & Development Planning • Ministry of Labor • National AIDS Commission • Ministry of Justice
Academic/Education Constituency	2	Representatives of public or private academic institutions
Local and International Non-governmental Organizations	3	Representatives of the local NGO network and 1 representative of the international NGO community
Persons Living with the Diseases and Key Affected Populations, including Youth	4	Individuals who represent those living with the diseases, key affected populations, and youth
Private Constituency and Professional Associations	3	Representatives of the private constituency and professional associations
Faith-based Organizations	3	Representatives of faith-based organizations
Multilateral and Bilateral Development Partners in Liberia	5	Representatives of multilateral (United Nations) and bilateral development agencies (e.g., USAID, GTZ, EU)
Total Number of LCM Members	28	

Annex 2: Technical Coordination Committee Terms of Reference

1. Mandate

The Technical Coordination Committee (TCC) is a standing committee of the Liberia Coordinating Mechanism (LCM), established in conformity with Paragraphs 41-44 of the LCM Governance and Operations Manual (“Governance Manual”). The TCC’s mandate is to advise the LCM on technical matters associated with Global Fund grant applications, implementation, renewals, and closures.

2. Purpose

The TCC is responsible for advising the LCM on technical activities associated with the implementation of Global Fund projects. The TCC will review and provide feedback to the LCM on appropriate national policies and guidelines of the three disease programs.⁷ It will advise the LCM and the Ministry of Health when new policies or modified policies are needed, based upon changes in international best practices, treatment guidelines, and national standards. It will provide technical analysis to the LCM on epidemiological trends and review the technical performance of the Global Fund grants. It is responsible for providing technical input including recommendations to the Oversight Committee’s work each quarter.

3. Composition

The Governance Manual (Paragraph 42) stipulates that the TCC shall have a maximum of ten (10) permanent members, including Committee Chair and Co-Chair. The TCC Chair and Vice-Chair must be LCM members. The Committee members shall be drawn from among experts in the fields of medicine, public health, biomedical research, procurement and supply management, and monitoring and evaluation. Other experts may be co-opted from national and international NGOs and technical support partners. Managers of the three disease programs in the Ministry of Health and Social Welfare and the PRs may be invited to attend meetings in an ex-officio capacity.

Appointment to the TCC shall be made by the LCM General Assembly

⁷ The three national disease control programs include the National AIDS Control Program (NACP), the National Malaria Control Program (NMCP), and the National Leprosy and Tuberculosis Control Program (NLTCP).

All TCC members shall sign the LCM Conflict of Interest Declaration and submit it to the LCM Secretariat. The LCM will determine whether a non-LCM candidate meets the standard for conflict of interest required for members of the TCC.

The managers of the three disease programs in the Ministry of Health and Social Welfare and the PR organizations may be invited to attend the meetings in an ex-officio capacity. [Governance Manual 32]

4. Meeting Frequency and Minutes

The TCC 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 LCM meeting so that committee deliberations may be reported to the LCM.

Meetings shall be supported administratively by the LCM Secretariat. The LCM Secretariat Coordinator shall take the minutes and transmit them to the TCC members for approval. The approved minutes will be sent by the Secretariat to the LCM Executive Committee within two weeks of the meeting.

The TCC shall ensure that the deliberations and decisions of each meeting are documented. In a case where the Secretariat could not take minutes, this written record could be as informal as a summary email to all committee members for their input and approval before it is sent to the Executive Committee.

5. Roles and Responsibilities of the Technical Coordination Committee

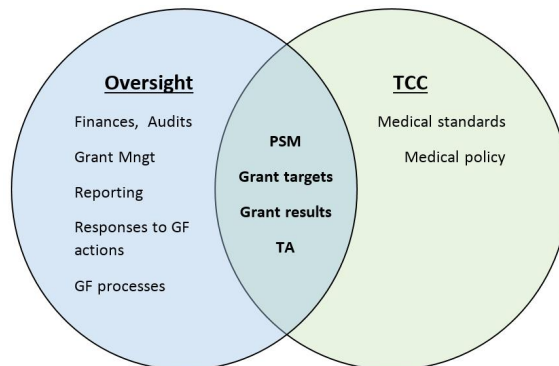
- g. Advise the LCM on the need for new or modified policies in the implementation of Global Fund Grants in Liberia based on national requirements and international best practices.
 - The TCC is empowered to deliberate and make recommendations to the LCM on all disease management and epidemiological issues related to the three diseases in accordance with these terms of reference or the committee's work plan, and on any matter referred to it by the LCM.
 - The TCC shall study and understand internationally accepted norms and standards associated with disease control and epidemiology as they relate to the objectives of Liberia's grants awarded by the Global Fund and to national goals that aim to mitigate the effects of HIV/AIDS, malaria, and tuberculosis.

- h. Submit adequate and timely technical information to the LCM and its other committees during proposal development, grant making, grant implementation, and grant closure; and identify potential medical, pharmaceutical or epidemiological problems that require the attention of the LCM, its other committees, and the PRs.
- i. Participate in reviews, such as the Periodic Performance Reviews and the annual progress reviews of Liberia's Global Fund grants.
- j. Provide technical input into decisions regarding technical assistance, consolidation, reprogramming, and other modifications of existing grants.
- k. Liaise closely with the PRs to ensure that pharmaceuticals, supplies, durable medical equipment, and related commodities meet generally accepted international standards and comply with the national formulary.
- l. Review the Progress Update of the Principal Recipients along with other technical studies and reports relevant to the context and performance of the grants; provide feedback to the Oversight Committee and the LCM on technical progress on technical issues.
- m. Report to the LCM at regularly scheduled meetings, and offer recommendations for endorsement as needed.
- n. Collaborate closely with the Oversight Committee each quarter in the areas of technical assistance to PRs, recommendations to the LCM, and reporting to the LCM in order to reduce unnecessary redundancy, maximize efficiency, and present the clearest picture of grant progress to the LCM. See Section 6 below for more detail on collaboration between the two committees.
- o. Ensure that the LCM receives copies of TCC minutes, technical reports and recommendations.

6. Collaboration on Oversight

There is some overlap between the Technical Coordination and the Oversight Committees in subjects for oversight, particularly the review and analysis of programmatic and procurement information and recommendations regarding technical assistance (TA) for the PR or SRs. However, the Oversight Committee gathers, analyzes and reports information on a set of the same, specific summary indicators in the same format every quarter for comparison across time, while the TCC focuses on the more

detailed technical aspects, presented by the PR in differing formats according to TCC’s needs.



Generally, the TCC’s analysis and feedback to the LCM will focus on more detailed technical aspects of the grant and thus will complement the “big picture” in the Oversight Committee dashboard report.

Before their presentations to the LCM, the two committees, while maintaining the independence of their reviews, share their findings and recommendations in order to coordinate their presentations to the LCM. The purpose of this coordination is to (1) enrich each other’s findings and conclusions and (2) not confuse their LCM audience with unnecessary differences. However, differences in findings, conclusions, or recommendations on the same issue are to be shared with the LCM for discussion. Key TCC recommendations that apply to oversight should be included in the Oversight Committee’s quarterly dashboard report (marked “TCC” if desired), and any LCM decisions for action should also be recorded there.

The attendance of TCC members at the Oversight Committee meetings will facilitate this collaboration, and TCC members have a standing invitation to attend Oversight Committee meetings. At least one TCC member should attend each Oversight Committee meeting. In addition, the Secretariat’s Technical Officer will attend meetings of both committees and will share relevant information as needed.

Because of the importance of unbiased oversight, there is heightened importance of managing conflict of interest in discussions and decisions regarding oversight matters. No one affiliated with a Principal Recipient (PR) is allowed to participate in oversight activities other than to provide information on findings and feedback on recommendations. If a TCC member with any current or potential affiliation to an SR is participating in oversight, that person will recuse himself/herself for all discussion and decisions about his/her PR.

Annex 3: Summary Terms of Reference Proposal Development Committee

Liberia Coordination Mechanism

Background

The Proposal Development Committee is a permanent advisory committee of the Liberia Coordinating Mechanism (LCM). Its role is to coordinate the preparation of applications for funding by the Global Fund and to ensure harmonization of Global Fund programs with other related initiatives.

Composition

The Proposal Development Committee shall consist of at least seven (7) members appointed by the LCM, one of whom shall serve as Chair.

Term of Office

Members may be appointed on an annual basis and reappointed for further terms.

Meeting Frequency

The Proposal Development Committee shall meet as frequently as deemed necessary.

Roles and Responsibilities of the Proposal Development Committee

The Proposal Development Committee shall be responsible for:

- a. Coordinating the preparation of applications for funding by the Global Fund and to ensure harmonization of Global Fund programs with other related initiatives.
- b. Facilitating selection of Principal Recipients based on criteria established by the Global Fund.
- c. Collaborating with PRs in selection of Sub-Recipients.

Secretariat Support

The Secretariat will provide administrative and technical support to the Proposal Development Committee in all activities related to the transparent and inclusive development of Concept Notes and Proposals for the submission to the Global Fund.

Source: Gov Man draft May 2014, 22 July 2015