- Governance Manual -

Country Coordinating Mechanism for the Global Fund To Fight AIDS, TB and Malaria in Suriname (GF/CCM)

January 2009
# Contents

<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contents</td>
<td>2</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Good Governance</td>
<td>5</td>
</tr>
<tr>
<td>Suriname GF/CCM Principles</td>
<td>6</td>
</tr>
<tr>
<td>Linkages</td>
<td>6</td>
</tr>
<tr>
<td>Relationships</td>
<td>6</td>
</tr>
<tr>
<td>Suriname GF/CCM Mandate</td>
<td>7</td>
</tr>
<tr>
<td>Rights and Responsibilities</td>
<td>8</td>
</tr>
<tr>
<td>Suriname GF/CCM Composition</td>
<td>10</td>
</tr>
<tr>
<td>Selection Procedure</td>
<td>12</td>
</tr>
<tr>
<td>Suriname GF/CCM Meetings</td>
<td>14</td>
</tr>
<tr>
<td>Suriname GF/CCM Chairperson</td>
<td>15</td>
</tr>
<tr>
<td>Suriname GF/CCM Vice-Chairperson</td>
<td>17</td>
</tr>
<tr>
<td>Suriname GF/CCM Secretariat</td>
<td>18</td>
</tr>
<tr>
<td>Information Exchange and Transparency</td>
<td>20</td>
</tr>
<tr>
<td>Development of Global Fund Proposals</td>
<td>22</td>
</tr>
<tr>
<td>Selection of the PR(s)</td>
<td>22</td>
</tr>
<tr>
<td>Oversight</td>
<td>23</td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td>25</td>
</tr>
</tbody>
</table>
Executive Summary

Suriname's Country Coordinating Mechanism for the Global Fund (Suriname GF/CCM) was established in response to the requirements and recommendations of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).

The Suriname GF/CCM recognized the need for rules of governance to guide its business and processes, in order for it to function effectively. To this end, this governance manual for the Suriname GF/CCM was prepared. Governance manuals developed for GF/CCMs in other countries were consulted to identify best practices. Based on this review and consultations it was ensured that the Governance Manual was made relevant and appropriate for the Surinamese context. The rationale for recommended approaches is documented in footnotes throughout the manual.

In addition to the areas addressed in detail in the Governance Manual, the following recommendations are made:

- Recommendations on the composition of the Suriname GF/CCM are detailed on pages 10 and 11 of this Manual.
- The Suriname GF/CCM should assist in mobilising resources for communication, meetings, etc. that may be required for the democratic and transparent selection of constituency representatives of both the public and private sectors.
- The Global Fund seeks to build effective public-private partnerships at the international and national levels. To uphold this objective in Suriname also, if the Suriname GF/CCM elects its Chairperson from the public sector, the Vice Chairperson will be elected from a non-public sector constituency, and vice versa, as identified on pages 10 and 11 of this Manual.
- The Global Fund indicates that “CCMs should build on and be linked to existing mechanisms for planning at the national level and be consistent with national strategic plans” and that CCMs must “build on national programmes for the specific diseases.” The process to develop proposals for submission to the Global Fund should therefore ensure that Global Fund-supported projects contribute to national goals and are integrated into existing national programmes for HIV, Tuberculosis and Malaria.
- The role of the existing national coordinating and oversight bodies for HIV, TB and Malaria is to identify financial and implementation gaps in the national response along with emerging priority issues and communicate these to the Suriname GF/CCM, as the basis for developing Global Fund proposals.
- The role of the Suriname GF/CCM is to facilitate inputs from such gap analyses and from the multiple organisations that are represented in the Suriname GF/CCM, to develop coherent GF proposals, relevant to agreed upon overarching national needs and priorities and broad strategies, reflected in the national HIV, TB and Malaria plans.

1 Revised Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms and Requirements for Grant Eligibility, pg. 2
The Suriname GF/CCM must be responsible for selecting Principle Recipients and Sub-Recipients; and should utilise the option to have more than one Principal Recipient.

The roles of the various national institutions and coordinating bodies, especially those working in the area of HIV, are defined through the mechanism of national HIV coordination in Suriname.

The Suriname GF/CCM may request information from one of the relevant National Programme Authorities on technical issues which impact the effective implementation of Global Fund supported projects.

A reporting format must be developed to facilitate regular reporting by the Principle Recipient(s) and review of progress in the implementation of grants.

It is recommended that the Suriname GF/CCM receives a copy of the reports from the Principle Recipient(s) before these are submitted to the Local Fund Agent.

The four quarterly general meetings of the Suriname GF/CCM should be scheduled at the beginning of the year.

Relevant documentation should be distributed at least two weeks ahead of scheduled Suriname GF/CCM meetings, by email and by letter.

Where reports are too lengthy for easy consideration by CCM members, the Suriname GF/CCM Secretariat should provide summaries of these to members in addition to the entire report.

All decisions taken during Suriname GF/CCM meetings should be made by voting.

The Suriname GF/CCM could seek resources from donor partners or from the Global Fund, to establish and increase the staff capacity of a GF/CCM Secretariat, independent from the Principle Recipient(s).

Fully guided by the "National HIV Plan;" the "National TB Plan" and the "National Plan for Malaria Control," the key functions of the Suriname GF/CCM are:

- **To coordinate the development and submission of national proposals** to the Global Fund. The proposals must be in line with priorities in the national HIV, Tb and malaria programmes and address gaps in achieving priority needs;

- **To provide answers** to questions of the Global Fund and the LFA with regard to these proposals

- **To lay down and implement criteria** for the nomination of Principle Recipients (PR) and Sub-Recipients (SR). Select the Principle Recipients and Sub-Recipients on the basis of these criteria.

- **To develop and implement an overall working plan for the CCM** in coordination with the PR, that should contain the following elements:
  - a meeting schedule of the CCM
  - a schedule for periodical visits by CCM members
  - a schedule for regular submission and review of PR reports. This should be done at least once every six months
  - a review of the strategic plan to ensure the coordinated implementation, monitoring and evaluation of Global Fund activities with other national and donor-financed programmes.

2 See page 22 for details
3 The CCM could also consider developing a reporting format or matrix to facilitate the reporting as well as the progress of the goals set
Suriname's Country Coordinating Mechanism for the Global Fund (Suriname GF/CCM) was established in response to requirements and recommendations of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).

The purpose of the Global Fund is to attract, manage and disburse resources through a new public-private partnership that will make a sustainable and significant contribution to mitigating the impact of AIDS, tuberculosis and malaria in countries in need.4

The purpose of the Suriname GF/CCM is to ensure that Global Fund resources are used to support an approach that is:
- country-driven
- coordinated and
- multi-sector, involving all relevant partners.

Specifically, the Suriname GF/CCM is meant to facilitate the involvement of “a variety of actors, each with unique skills, background and experience [sic] in the development of proposals and decisions on the allocation and utilization of Global Fund financial resources.” The Suriname GF/CCM is also responsible for monitoring the implementation of proposals approved by the Global Fund.5

There needs to be an open and transparent process for the solicitation and review of proposals. The solicitation of ideas for proposal submission is based upon the national plans and strategies for HIV/AIDS, TB and Malaria, and the process must reach out to more than just government. The proposal development process must include a wide range of stakeholders, including non-Suriname GF/CCM members.

'Good Governance'

This document is the Suriname GF/CCM Governance Manual ("Governance Manual"). It provides a set of rules and procedures that will govern the Suriname GF/CCM's mandate, structure, membership and operations.

The Suriname GF/CCM has the power to amend any clause of this Governance Manual. Any amendment(s) must be passed by a majority vote. The proposed amendment(s) must be circulated to all members, together with the meeting agenda, at least three weeks prior to the meeting at which the amendment(s) shall be discussed. The Governance Manual, as amended, shall be sent to all Suriname GF/CCM members, alternates, Principle Recipients (PRs), Sub-Recipients (SRs), the Local Fund Agent (LFA) and the Global Fund, and shall be made publicly accessible.

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4 Revised Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms and Requirements for Grant Eligibility, pg 1
5 At present, the Suriname GF/CCM is country-driven and includes organisations from multiple sectors.
Suriname GF/CCM principles

In pursuing its mandate, the Suriname GF/CCM adheres to the principles of effective, broad and inclusive participation, democratic decision-making, respect, openness and transparency, and efficient operation.

Linkages

The Suriname GF/CCM shall promote linkages and consistency between Global Fund-funded activities in Suriname and:

- National HIV Results-Based Framework and Annual National HIV Plans;
- National development strategies, including the Multi Annual Development Plan (MOP);
- A national policy, including sector programmes, particularly those for health, HIV, TB and Malaria;
- National efforts to increase the harmonization, coordination and effectiveness of external assistance;
- National systems for monitoring and evaluation, financial management and procurement.

Relationships

The relationships which should exist between the various Global Fund-related players are described below:

Decision-making and oversight:

- The Suriname GF/CCM is responsible for overseeing how Global Fund supported activities are conducted in Suriname, by monitoring and evaluating the performance of the PR(s). There may be more than one Principal Recipient.
- The PR(s) oversees and monitors Global Fund-related activities at the Sub-Recipient (SR) level.
- The National Programme Authorities on TB and Malaria and the National HIV Secretariat are part of the Ministry of Health. The National HIV Secretariat also reports to the National HIV Consultation, comprised of Permanent Secretaries and Deputy Permanent Secretaries of selected line ministries of Government. These authorities provide support to the Suriname GF/CCM and ensure an integrated national approach to the management of TB, Malaria and HIV.
- The LFA reports to the Global Fund.
- The Suriname GF/CCM has control over the Suriname GF/CCM Secretariat.

Contractual:

- The Global Fund has a contract with the PR(s) that clearly outlines and reinforces the monitoring and evaluation role of the CCM.
- The PR(s) has(are) responsible for selecting and managing the SR(s). The Suriname GF/CCM must define the selection protocol for the PR(s) to follow (i.e. establish eligibility criteria, etc.).
Reporting and information-sharing:

- The National Programme Authorities submit national needs and priorities to the Suriname GF/CCM through the Suriname GF/CCM Secretariat.
- The Suriname GF/CCM ensures that the Suriname national proposal is in keeping with the Global Fund Guidelines.
- GFATM guidelines.
- The Suriname GF/CCM submits the Suriname national proposal to the Global Fund (through the Suriname GF/CCM Secretariat).
- The PR(s) provides implementation and financial reports to the Suriname GF/CCM for review, and to the LFA.
- The Suriname GF/CCM sends information to the Global Fund, when required.

Suriname GF/CCM Mandate

The mandate of the Suriname GF/CCM is to coordinate the preparation of proposals to the Global Fund, and to review and approve them prior to submission. It exists to monitor and guide the implementation of projects financed by the Global Fund. The Suriname GF/CCM focuses on performance by linking Global Fund resources to the achievement of clear, measurable and sustainable results as per agreed monitoring indicators.

Guidelines from the Global Fund encourage Suriname GF/CCMs to hold regular meetings and engage in substantive discussions. In addition, these guidelines should ensure that information is disseminated to all stakeholders and that these stakeholders be involved in the implementation of projects after proposals are developed and submitted to the Global Fund.

The Suriname GF/CCM must ensure that constituencies participate, in particular the ones that are infected and directly affected by one of the three illnesses, as this is of the utmost importance for both the development of proposals as well as the implementation of grant financing allocated.

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9 The Global Fund to Fight AIDS, Tuberculosis and Malaria. Revised Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms and Requirements for Grant Eligibility can be found at www.globalfund.org/search.
Member rights:
Each Suriname GF/CCM member is nominated through a transparent and democratic process, to represent a Ministry/organisation from the public or private sector.

Each Suriname GF/CCM member has the following rights:

- The right to be treated as an equal partner in the Suriname GF/CCM, with full rights of expression.
- The right to propose agenda items to the Chairperson.
- The right to participate in all discussions and activities of the Suriname GF/CCM. The Chairperson will facilitate the participation of all members in a fair and unbiased way.
- The right to access and review implementation and financial reports, and to request clarification on these.
- The right to sign, or to decline to sign, proposals submitted by the Suriname GF/CCM to the Global Fund (so long as the member declining to sign a proposal provides clearly articulated reasons which are recorded within the minutes). The right to vote on any matter put to a vote, and to request a vote on any issue.
- The right to propose people, and to be nominated, for the position of Chairperson or Vice-Chairperson.

Member responsibilities:
Each constituency representative, from either the public or private sector, agrees, upon becoming a member of the Suriname GF/CCM, to accept the following responsibilities:

- Respect and adhere to this Governance Manual, and to other Suriname GF/CCM-endorsed policy documents referenced in this Governance Manual.
- Attend and participate fully in Suriname GF/CCM meetings. This includes reviewing technical documents, submitting requests for clarifications where necessary and providing thoughtful feedback. Members should participate in discussions in a way that is respectful of the opinions and contributions of other members.
- Members are required to be familiar with the national policy on HIV, TB and Malaria.
- Share, freely, within the Suriname GF/CCM, relevant experiences and information.
- Share information about Suriname GF/CCM activities, decisions, and programme implementation, with organisations and individuals within the constituency that the member represents. The representative is also responsible for seeking the views of these organizations and individuals on the information shared.
Suriname GF/CCM:
The Suriname GF/CCM has the following responsibilities:

- Coordinate the preparation and submission of national proposals to the Global Fund. Proposals must be in line with national HIV, Tuberculosis, and Malaria priorities and programmes, and address financing gaps in achieving priority needs.
- Respond to inquiries from the Global Fund and the LFA concerning these proposals.
- Establish and implement criteria for the nomination of Principal Recipient(s) and Sub-Recipient(s). Based on these criteria, select the Principal Recipient(s) and Sub-Recipient(s).
- Develop and implement a Suriname GF/CCM work plan which should be coordinated with the PR, and include:
  - a meeting schedule for the Suriname GF/CCM
  - a schedule of periodic site visits by Suriname GF/CCM members
  - a schedule for the regular submission and review of reports from the PR(s). This should occur at least on a six months basis
  - a strategic planning review to ensure the coordinated implementation, monitoring and evaluation of Global Fund-funded activities with other national and donor-funded programmes.
- Monitor and evaluate the performance of the PR(s). This includes reviewing and providing feedback on periodic progress reports, reviewing financial reports, conducting monitoring visits, sharing the information generated from these with all Suriname GF/CCM members and generating feedback.
- Approve major proposed changes in project implementation plans.
- Discuss PR progress and financial reports.
- In keeping with Global Fund guidelines, “assess implementation progress and submit a request for continued funding,” prior to the end of approved financing.
- Promote collaboration between sectors and ensure linkages and consistency between the Global Fund-funded activities and other programmes. This includes ensuring the involvement of communities of people directly affected by HIV, TB or Malaria.
- The Suriname GF/CCM must ensure that the following information is sent to the Global Fund and shall be disseminated widely to all interested parties within Suriname, primarily via a ‘Communication Strategy:’
  - a. The identity of Suriname GF/CCM and its members, and means whereby they can be contacted.
  - b. Suriname GF/CCM Terms of Reference.
  - c. Information on key Suriname GF/CCM oversight actions and decisions to relevant stakeholders.
  - d. Regular information on grant implementation status with all Suriname GF/CCM members, and providing appropriate information to the public in order to ensure transparency.

10 The Suriname GF/CCM may choose to involve all members in the activities outlined below, or it may create permanent or ad hoc subcommittees charged with the responsibility for an activity.
11 See page 22 for details.
12 The Suriname GF/CCM may also want to consider developing a reporting format or matrix to facilitate ease in both reporting and in reviewing progress towards targets.
13 Revised Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms and Requirements for Grant Eligibility, pg 6.

e. In addition, the Suriname GF/CCM can make use of pamphlets/brochures clearly outlining the various roles and functions of the PR the Suriname GF/CCM, the LFA and other relevant institutions, to better inform the various players.
Sectors:
The sectors represented on the Suriname GF/CCM shall be the Government of Suriname (GoS), representing the 'public' sector and the non-government ('private') sector represented by civil society including NGOs; CBOs; a representative of people living with HIV; business; academia, youth. International donors and multilateral institutions will be represented as non-voting observers.

Composition:
The Suriname GF/CCM conforms to the Global Fund recommendation for a minimum of 40% non-government representation ('private sector'), however, it shall decide itself on its composition.
Preferably there should be a gender balance in the Suriname GF/CCM.

(a) There will be not more than 12 Suriname GF/CCM members, representing:

- Public Sector (max. 5 members): Senior government representatives of several ministries.
  a. 1 member of the ministries of Public Health;
  b. 1 member of the Ministry of Education (as ministry responsible for target groups that require health information);
  c. 2 members selected from the ministries of Social Affairs & Housing, Regional development and the Defence (as ministries that are responsible for risk target groups for as far as the contracting of Malaria, HIV/AIDS or TB are concerned, such as the indigent and the armed forces)
  d. 1 member representing government commissions having technical expertise in the field of Malaria, HIV/AIDS or TB.

- 'Private' Sector Constituencies (max. 7 members) with one representative each of respectively:
  a. the private sector
  b. persons that live with HIV and AIDS
  c. religious organisations
  d. youth organisations
  e. Public Health Academia
  f. “Community-based”organisations for vulnerable groups
  g. “Community-based”organisations for women

From these 12 Suriname GF/CCM members, one Chairperson will be chosen. The Chairperson presides the meetings. In the absence of the Chairperson chosen the chosen Vice-Chairperson will preside the meeting. In case of tie in voting the Chairperson shall have the decisive vote.
(b) Observers may include:

- Representatives of the HIV, TB and Malaria Programme
- Representative(s) of the PR(s)
- International development partners

Reviewing membership:
Membership shall be reviewed during Suriname GF/CCM regular meetings on an biannual basis. The review will facilitate removal or replacement of representatives where due cause such as lack of attendance at Suriname GF/CCM meetings, conflict of interest or counterproductive support exists.

At the annual review of Suriname GF/CCM composition can also take into consideration changes in Global Fund requirements or other emerging issues.

Invitees:
When agreed by the Suriname GF/CCM or between the Chairperson and Vice-Chairperson, additional people may be invited to Suriname GF/CCM meetings. Invitees must be introduced at the beginning of the meeting and the reasons for their presence explained. They may only speak when invited to do so by the Chairperson.
Selection Procedure

**Selection of public sector Suriname GF/CCM members:**
The selection process shall be developed within government and shall be based on clear criteria. The criteria, the selection process and the results of the selection process shall be documented. That document shall be sent to the Suriname GF/CCM Secretariat within a week of the selection process. The Secretariat shall pass it to Suriname GF/CCM members and make it publicly accessible. The Suriname GF/CCM cannot dictate the process to be used, other than that it must be transparent, inclusive and based on clear criteria.

**Representatives:**
Government shall select nominees to represent the public sector at Suriname GF/CCM meetings and for each nominee, select an alternate nominee from the same government agency.

The representatives must be sufficiently senior that they are able to authoritatively speak and make substantive decisions for the public sector or the government agency that they represent at Suriname GF/CCM Meetings.

**Selection of non-public sector Suriname GF/CCM members:**
Within the non-government (‘private’) sector, individuals that are interested in and working on issues related to HIV, TB and/or Malaria are eligible for nomination and selection by their constituency to serve as a Suriname GF/CCM member.

They should represent an organisation that:

a) is a legal person and is registered with the Chamber of Commerce and Industry; or

b) is registered in the register of Foundations / Associations of the Ministry of Justice and Police;

c) can submit Articles of Association, bye-laws; minutes of a meeting from which appears that the representative was chosen in a transparent manner according to the Articles of Association.

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14 These criteria should include competency in certain core areas, including project design, implementation, expenditure tracking, monitoring and evaluation, etc.
The necessary documents will be submitted to the Suriname GF/CCM at its request. The Secretariat will make the documents available for perusal by the Suriname GF/CCM members and on request make it available to the public. The Suriname GF/CCM cannot dictate the process to be used, other than that it must be transparent, inclusive and based on clear criteria.

**Representatives:**
Each constituency shall select a member and alternate to represent it at Suriname GF/CCM meetings.

The representatives must be sufficiently senior that they are able to authoritatively speak and make substantive decisions for the NGOs at Suriname GF/CCM meetings.

The names and contact details of the representatives and alternates must be provided to, and published by, the Suriname GF/CCM Secretariat.

New Suriname GF/CCM representatives will be provided with a compendium of key documents, including this governance manual, approved GF proposals, work programmes, LFA reports, reports submitted by the PR, etc. New representatives are expected to familiarise themselves with these.

**Attending the Suriname GF/CCM meetings:**
Each Suriname GF/CCM meeting can be attended by the member representative and the alternate representative. When both are present, only the member representative may vote. If the member representative or the alternate representative is unavailable, the constituency may send a substitute, if this is announced in writing.

**Termination of Suriname GF/CCM membership:**
If a Suriname GF/CCM member fails to adhere to the governance manual, the Chairperson will write a letter to the member's organisation requesting that the representative be replaced.

In extreme cases, where a member is obstructing the work of the Suriname GF/CCM during a meeting and is unresponsive to the Chairperson, the Chairperson may ask that member to leave the meeting and request that the alternate sit at the table (this rule also applied to a visitor).

Any Suriname GF/CCM member may make a written request to the Secretariat to withdraw from the Suriname GF/CCM at any time. This request will take effect immediately. The Suriname GF/CCM will request the organisation involved to initiate a process to select a new representative.

An organisation may choose to replace its member or alternate in mid-term, so long as this is done in writing using a process that is transparent, inclusive and based on clear criteria.
The Suriname GF/CCM shall hold at least four general meetings per year. However, additional special meetings may be called by the Chair, or may be called pursuant to a written request submitted to the Suriname GF/CCM Secretariat by at least five Suriname GF/CCM members.

If a Suriname GF/CCM member is unable to attend a meeting, he/she will inform the Suriname GF/CCM Secretariat in advance of the meeting, and nominate a representative to attend in his/her place. When this happens, the alternate member will be the voting representative for the organisation.

**Voting:**
All decisions of the Suriname GF/CCM shall be made by voting and all votes shall be by simple majority. "Simple majority" means that the decision is agreed to by more than half of the members present at the time of the vote. Voting shall normally be by show of hands. Where any member requests a formal recorded vote, the vote shall (if necessary) be repeated, and each member's vote shall be recorded in the minutes.

In the event of a tied vote, the Chairperson of the meeting may cast a vote.

If a Suriname GF/CCM member, alternate or substitute is not present at the Suriname GF/CCM meeting, the member may not have anyone else vote on his or her behalf.

**Quorum:**
The definition of a quorum is the presence of at least half of the Suriname GF/CCM members or their alternates.
If, a quorum is not present, the Chairperson shall have the right to cancel the meeting.
No decision made at a Suriname GF/CCM meeting is valid unless a quorum is present at the time of the decision.

**Notice and agenda:**
All members and alternates must receive, by e-mail, fax, phone, or by letter, at least two (2) weeks' prior notice of each general meeting of the Suriname GF/CCM. The notice must specify the proposed agenda.
The draft agenda for the Suriname GF/CCM meeting shall be compiled by the Chairperson and Vice-Chairperson in consultation with the Suriname GF/CCM Secretariat. Suriname GF/CCM members may, through the Suriname GF/CCM Secretariat, submit items for inclusion in the agenda. The Chair has the right to decline such requests with explanation to the requesting member.

At the start of each meeting, the agenda may be modified and must be approved by the Suriname GF/CCM.

The background papers sent by letter and email at least three weeks prior to each general meeting shall include report(s) from the PR(s) on Global Fund-funded activities since the previous general meeting. These reports shall always include progress against objectives and targets, progress against budget, explanations of variances, and challenges encountered.

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15 Most governance manuals do not specify the location of Suriname GF/CCM meetings, but it is recommended that the meetings be held in a location independent of the PR.
16 Suriname GF/CCM members may request, via the Secretariat, clarifications on the technical content of the progress reports prior to the general meeting at which they will be discussed. This is recommended so as to promote the full participation of all members. The agenda of each general meeting shall include opportunities to discuss such reports. Representatives of the National Programme Authorities may be asked to present key issues for the attention of the Suriname GF/CCM.
Minutes of each meeting need to be taken, that will be adopted in the following meeting. There should also be a list of decisions.
The Chairperson of the Suriname GF/CCM shall be elected. Representatives of all members are eligible for election to the position of Chairperson. The chairperson may not be elected more than 3 times in the same function.

According to the GF Guidelines, it is preferable that the Chairperson not be affiliated with the PR. However, when a person who is elected as the Chairperson comes from the PR, the Suriname GF/CCM Conflict of Interest Policy shall explain how he or she will act to mitigate any resulting conflict of interest.

When the Suriname GF/CCM Chairperson is not available at a Suriname GF/CCM meeting, or at a time between meetings when key Suriname GF/CCM decisions have to be made, the elected Vice-Chairperson shall serve as the Chairperson.

The mandate of the Chairperson is to serve the Suriname GF/CCM as a whole, to help the Suriname GF/CCM make decisions in a timely and participatory manner, to fulfill its mandate, and to ensure that the Suriname GF/CCM functions in accordance with its principles.

To preserve the general impartiality, the Chairperson only votes when the vote makes a difference in the outcome, which is in the event of a tied vote.

**Decisions between Suriname GF/CCM meetings:**

When an important matter arises between Suriname GF/CCM meetings, requiring an urgent decision prior to the next scheduled Suriname GF/CCM meeting, the Chairperson will act as follows:

The Chairperson will consult with the Vice-Chairperson as to whether it is necessary and possible to call a Suriname GF/CCM special meeting to deal with the matter.

If it is either not necessary or not possible to call a Suriname GF/CCM special meeting, the Chairperson and Vice-Chairperson will jointly make the necessary decision. This instance needs to be duly reported in writing and shared with the members of the Suriname GF/CCM prior to the next meeting. The Suriname GF/CCM has the right to over-rule such decisions by a vote.
Responsibilities of the Chairperson:

- Act as specified in the Governance Manual.
- Work closely with the Vice-Chairperson.
- Convene and chair Suriname GF/CCM meetings. This includes ensuring that meetings begin punctually and that the agenda is adhered to.
- Propose and seek approval of the agenda of each Suriname GF/CCM meeting.
- When necessary, delegate certain responsibilities and decisions to the Vice-Chairperson. Serve as spokesperson for the Suriname GF/CCM.
- Provide oversight of the Suriname GF/CCM Secretariat on behalf of the Suriname GF/CCM. Co-sign reports sent to the Global Fund.
- Strive for transparency in decision-making, and to promote trust and collaboration between GF/CCM members.

Election procedure:

The Chairperson shall be elected by a [secret ballot] vote of the Suriname GF/CCM.

Any candidate for Chairperson must be proposed and seconded by Suriname GF/CCM members. Names of candidates who have been proposed and seconded shall be circulated by the Suriname GF/CCM Secretariat to all Suriname GF/CCM members at least two weeks before the meeting during which the election is to be held.

Voting for the Chairperson shall be conducted at a Suriname GF/CCM meeting. If there are two or more proposed and seconded candidates for the position, each Suriname GF/CCM member shall vote for one, or none, of the candidates. If there is only one candidate for the position, each Suriname GF/CCM member shall vote yes, no, or abstain. The minutes shall record the voting totals for each candidate.

Term of the Chairperson:

The term of office for the Chairperson is two years.

Removal:

The CCM may vote to remove a Chairperson in mid-term. Such removal shall be by a two-thirds majority vote of all Suriname GF/CCM members. The meeting must be advertised to all Suriname GF/CCM members with adequate notice and the Chairperson must be given an opportunity to respond to the documented allegations against him/her.

Any time a Chairperson is removed by the Suriname GF/CCM, he/she would also be considered to be removed as a member of the Suriname GF/CCM.

The organisation/ Ministry represented by the Chairperson, however, remains part of the Suriname GF/CCM and should for that reason nominate a new representative.

Mid-term departure:

If the Chairperson resigns or is removed in mid-term, an election shall take place to complete that Chairperson’s term of office.
The Suriname GF/CCM Vice-Chairperson shall be elected by the Suriname GF/CCM. The Chairperson and Vice-Chairperson cannot both be from public sector or from the non-public sector. If one is from the public sector, the other must be from the non-public sector or vice-versa. The Vice-Chairperson may not be elected more than 3 times in the same function.

**Responsibilities of the Vice-Chairperson:**
- Act as specified in the Governance Manual.
- Work closely with the Chairperson.
- Serve as Chairperson when required to do so and in that capacity serves the Suriname GF/CCM.
- Perform tasks delegated by the Chairperson.
- Co-sign certain reports sent to the Global Fund.

**Election procedure:**
The Vice-Chairperson shall be elected by the same voting process as outlined for the election of the Chairperson. Rules governing the removal, term and mid-term departure of the Vice-Chairperson are the same as those outlined for the Chairperson.

**Term of the Vice-Chairperson:**
The term of office for the Vice-Chairperson is two years.

**Removal:**
The CCM may vote to remove a Vice-Chairperson in mid-term. Such removal shall be by a two-thirds majority vote of all Suriname GF/CCM members. The meeting must be advertised to all Suriname GF/CCM members with adequate notice and the Vice-Chairperson must be given an opportunity to respond to the documented allegations against him/her. Any time a Vice-Chairperson is removed by the Suriname GF/CCM, he/she would also be considered to be removed as a member of the Suriname GF/CCM.

**Mid-term departure:**
If the Vice-Chairperson resigns or is removed in mid-term, an election shall take place to complete that Vice-Chairperson's term of office. The Vice-Chairperson to be elected must be from the same sector as the one who resigns or is removed. The organisation/Ministry represented by the Vice-Chairperson, however, remains part of the Suriname GF/CCM and should for that reason nominate a new representative.
The Suriname GF/CCM shall establish a Secretariat independent of the PR(s) and SR(s), and shall determine its location, staffing requirements, administrative rules, work plan and budget.

The Secretariat budget will preferably be provided by the Government of Suriname, a donor partner, or any other supportive entity. If that is not possible, the budget will be drawn from Global Fund grant revenue in ways agreed to by the Suriname GF/CCM, the relevant PR(s), and the Global Fund.

Staff recruitment shall be conducted on a performance basis.

The Suriname GF/CCM Secretariat shall be a self-contained unit. It will not play any role in grant implementation, nor be controlled by a unit that plays such a role. Its role shall be entirely to serve the Suriname GF/CCM and to help it to function effectively.\(^1\)

**The responsibilities of the Suriname GF/CCM Secretariat, to be implemented under the guidance of the Suriname GF/CCM and the Suriname GF/CCM Chairperson, are:**\(^2\)

- Coordinate the meetings of the Suriname GF/CCM, including preparing draft agendas, issuing meeting reminders, and ensuring that meetings are only attended by people eligible to do so according to the governance manual.

- Attend all meetings of the Suriname GF/CCM in a non-voting capacity, and serve as Secretary for these meetings. Prepare draft minutes, and finalize and disseminate approved minutes to all Suriname GF/CCM members as specified in the Governance Manual. Maintain a log of Suriname GF/CCM decisions that reflects the confirmed minutes.

- Distribute documentation to all Suriname GF/CCM members and alternates, within the timeframe described in the Governance Manual. This includes documents from the Global Fund (including guidelines, etc.), all formal correspondence from the Global Fund and LFA to the PR(s) and the Suriname GF/CCM, and vice versa, including programmatic and financial reports prepared by the PR(s) and SR(s).

- Also to be provided are documents related to the preparation and implementation of Global Fund proposals, including calls for proposals within the country, drafts and the final version of the Suriname National Proposal to the Global Fund.

- Facilitate communication between the LFA, the PR(s), Global Fund stakeholders, and members of the public, including forwarding to the Global Fund specified documentation from the PR(s); and ensure that the PR(s) and SR(s) provide all reports and other documentation that the grant agreement requires it to pass to the Global Fund.

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\(^1\)The Suriname GF/CCM Secretariat in Suriname is not situated within the PR.

\(^2\)The support of the Secretariat is critical for the smooth functioning of the Suriname GF/CCM, and particularly for the development of national proposals which accurately reflect national needs. It is therefore important to ensure that Secretariat staff is able to undertake the activities detailed in this section. These responsibilities require at least two full-time staff members: one of whom must be a competent project manager and one of whom must be able to efficiently undertake administrative duties, including the drafting of the minutes.
Under the guidance of the Suriname GF/CCM Chairperson, prepare and submit reports, relevant materials and responses to enquiries from the Global Fund and Suriname GF/CCM members, ministries or organizations; respond to routine public inquiries regarding Global Fund matters; and consult with the Suriname GF/CCM Chairperson on how to respond to non-routine enquiries.

Make available to the public documents approved by the Suriname GF/CCM. Maintain the website of the Global Fund Suriname projects, and publish a list of Suriname GF/CCM members and contact details; maintain and update distribution and mailing lists; organize and store all Suriname GF/CCM minutes, documents, correspondence and other records.

The Secretariat is responsible for coordinating the process for developing the Suriname National Proposal to the Global Fund. This includes:

- Liaise with the National Programme Authorities to identify national needs and priorities as a basis for developing the National Proposal to the Global Fund;
- Disseminate the submissions of the National Programme Authorities to members of the Suriname GF/CCM, and provide support to members to solicit and record feedback from the sectors;
- Under the guidance of the Chairperson ensure that the above inputs are developed into a coherent national proposal.

Carry out other functions specified in the Governance Manual or requested by the Suriname GF/CCM or the Suriname GF/CCM Chairperson. The Suriname GF/CCM has the right to specify additional details regarding:

(a) the Suriname GF/CCM Secretariat budget;
(b) how Suriname GF/CCM Secretariat staff are hired, compensated, terminated and managed;
(c) Suriname GF/CCM Secretariat job descriptions;
(d) how the effectiveness of Suriname GF/CCM Secretariat staff is to be assessed.

These details cannot be overruled by the entity hosting the Suriname GF/CCM Secretariat.

**Secretariat Staff:**

The Suriname GF/CCM Secretariat will be headed by a Coordinator, who shall be engaged through a competitive process agreed to by the Suriname GF/CCM. The Coordinator must be proficient in core competencies relevant to project management, all this at the discretion of the Chairperson.

The Suriname GF/CCM shall provide Terms of Reference (TOR) specifying the responsibilities of the Coordinator, which will include:

- Engage and supervise such Suriname GF/CCM Secretariat staff as are specified in a GF/CCM-approved Secretariat plan and budget;
- Attend all Suriname GF/CCM meetings in a non-voting capacity;

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19 The approved Global Fund proposal, Suriname GF/CCM confirmed minutes and decisions, Suriname GF/CCM-approved progress reports are all public documents.
20 Formal correspondence from the Global Fund and the LFA to the PR(s) and the Suriname GF/CCM and vice versa, including programme and financial reports drafted by the PR(s) and SR(s).
21 Either the Secretariat Coordinator or another staff member will serve as the secretary for Suriname GF/CCM meetings, and will be responsible for taking minutes and recording Suriname GF/CCM decisions as specified by this...
• Ensure that the Suriname GF/CCM Secretariat carries out the responsibilities outlined in the Governance Manual;

• Under the guidance of the Chairperson, and based on information provided by the National Programme Authorities, coordinate the development of national proposals to the Global Fund. This will include ensuring the input of the ministries represented on the Suriname GF/CCM and other relevant stakeholders, and reviewing and consolidating the information provided to write a proposal which reflects national priorities and meets the requirements of the Global Fund.

All or selected functions of the Chairperson as these relate to the Suriname GF/CCM Secretariat may be delegated by the Chairperson, in writing, to the Vice Chairperson - copied to the Suriname GF/CCM Secretariat and the Suriname GF/CCM members.

Information Exchange and Transparency

Provision of information to Suriname GF/CCM members:

• Suriname GF/CCM members shall be provided by the Suriname GF/CCM Secretariat with the following, and shall in turn make these documents available, as appropriate, to their organisations:

• the Suriname GF/CCM Governance Manual;

• notice of each Suriname GF/CCM meeting, the meeting agenda, and copies of relevant documents

• confirmed minutes of Suriname GF/CCM committee meetings

• the log of Suriname GF/CCM decisions

• all relevant important documents from the Global Fund, including Suriname GF/CCM Guidelines; Guidelines or Proposals, Calls for Proposals, and Grant Score Cards

• all formal correspondence from the Global Fund to the Suriname GF/CCM, and vice versa, including the comments of the Technical Review Panel on proposals submitted by the Suriname GF/CCM, letters communicating decisions and conditions regarding original grant approvals and [Phase 2] renewals, and responses to progress reports and disbursement requests that have been submitted to the Global Fund;

• all important documents related to the preparation of proposals to the Global Fund, including calls for proposals within the country, outlines and drafts of the Global Fund proposal and the final Global Fund proposal

22 Written reports must be disseminated at least two weeks ahead of scheduled Suriname GF/CCM meetings. All documents should be sent to members by email and as hard copies.
• all important documents relating to the implementation of programmes funded through Global Fund
• grants, including quarterly or other periodic reports prepared by the PR, LFA and Fund Portfolio
• Manager for the Global Fund copies of any materials prepared by the Suriname GF/CCM Secretariat for external distribution (including advertisements, media releases, newsletters and public relations profiles and reports)
• a list of all Suriname GF/CCM member and alternate organizations, with names and contact details of their representatives.

**Provision of information to members of the public:**
The Secretariat is responsible for ensuring that information is accessible to all interested parties within Suriname and if relevant, beyond. Specifically, the Secretariat will disseminate the following, when possible via a website:
• a list of all Suriname GF/CCM member and alternates, with full names and contact details;
• the Suriname GF/CCM Governance Manual;
• confirmed minutes of all Suriname GF/CCM meetings
• a press release issued no more than three days after each Suriname GF/CCM meeting
• calls for proposals received from the Global Fund
• calls for proposals issued by the Suriname GF/CCM within Suriname
• the full text of any proposal submitted by the Suriname GF/CCM to the Global Fund
• information on proposals and [Phase 2] Renewal Requests that have been approved, and those which have not, together with the comments by the Global Fund’s Technical Review Panel and/or Secretariat explaining such decisions
• the full text of any grant agreements signed between the PR and the Global Fund
• the full text of any "Disbursement Request and Progress Update" submitted to the Global Fund
• other information as requested by the Chairperson.

**Provision of information to the Global Fund:**
Unless otherwise agreed by the Suriname GF/CCM, all documents sent to the Global Fund that report on grant performance, use of funding or decisions by the Suriname GF/CCM must be co-signed by the Suriname GF/CCM Chairperson.

The Suriname GF/CCM Secretariat shall ensure that the following documentation is prepared by the appropriate parties and then sent to the Global Fund at the stipulated time:
• all reports that the grant agreement requires that the PR provide
• Suriname GF/CCM proposals
• responses to queries from the Global Fund’s Technical Review Panel
• responses to queries from the Global Fund Secretariat.
Development of Global Fund Proposals

The Suriname GF/CCM shall establish a formal, transparent, accountable and documented process for the development of proposals for submission to the Global Fund. The following process is recommended:

- The National Programme Authorities that oversee the national response to HIV, TB and Malaria, respectively, submit requests for proposals for financing through the Global Fund, based on gaps and emerging issues. The analyses of such financial and implementation gaps will form the basis of the Global Fund funding proposals.

- The Suriname GF/CCM Secretariat ensures that members of the public are informed of the focus of the planned proposal and are given an opportunity to make suggestions and to submit proposals. Organizations and constituencies, which are represented on the Suriname GF/CCM, may also submit recommendations to the Suriname GF/CCM Secretariat.

- The Suriname GF/CCM Secretariat expands on the submissions of the National Programme Authorities and incorporates appropriate recommendations from Suriname GF/CCM members and other relevant stakeholders, to develop a coherent and comprehensive national proposal. This includes a sound M&E and implementation tracking plan, and a detailed budget, and while ensuring that the proposal meets all the pre-requisites of the Global Fund.

- The Suriname GF/CCM Secretariat shall ensure that all Suriname GF/CCM members, and other interested stakeholders, are given an opportunity to read and comment on drafts of the proposal before it is submitted to the Global Fund.

- The Suriname GF/CCM Secretariat shall provide public access to the full text of proposals that are finally submitted to the Global Fund.

Selection of the PR and/or PR(s)

Each proposal that is submitted to the Global Fund requires that the Suriname GF/CCM specify which organization(s) it wants to serve as PR if the grant in question is approved. The Suriname GF/CCM is responsible for determining whether there will be more than one PR, and for establishing a formal, transparent and documented process for the selection of the PR(s), based on the following:

- The Suriname GF/CCM shall agree on standard selection criteria and minimum requirements for serving as PR. These shall be specified in a publicly-issued call for nominations.

- The Suriname GF/CCM shall then establish a PR Nominations Committee made up of Suriname GF/CCM members, and shall co-opt technical experts as necessary. No person who currently represents a PR shall serve on this committee.

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23 The Global Fund recommends a transparent and documented process to develop proposals promotes the involvement and input of a broad range of stakeholders, with the aim of capturing a range of ideas for possible integration into the national proposal. At the same time, it is critical that proposals to the Global Fund are based on national needs and contribute to a coherent and comprehensive national response. Projects supported by the Global Fund should complement other activities taking place in the country and contribute to the achievement of national goals.

24 PRs may be selected from both the public and non-public sectors.
The Suriname GF/CCM Secretariat shall ensure that all Suriname GF/CCM members and alternates, and other interested stakeholders throughout Suriname, are aware that nominations are being invited for consideration as PR.

The PR Nominations Committee shall evaluate nominations received based on the agreed-upon criteria and shall also seek to identify other organizations that should be considered.

The Nominations Committee shall then make a shortlist of organizations that meet the selection criteria.

The Nominations Committee shall inform the Suriname GF/CCM of its choices and the reasons for its ranking.

The final decision shall be made by the Suriname GF/CCM through a process of voting by secret ballot. The decision shall be made public.

There must be an instrument of appointment for the PR(s) which includes a clear timeline for implementation of activities, measurable indicators, reporting requirements and penalty clauses in case of non-compliance with the Terms of Reference.

Oversight

The Suriname GF/CCM and the PR(s) shall agree on their respective roles in the supervision, monitoring and evaluation of Global Fund-financed projects. These should be documented in their Terms of Reference and reflected in their work plans.

The Global Fund requires a transparent and democratic process for overseeing programme implementation. The Suriname GF/CCM work plan should include activities specifically with regard to its implementation functions. These include, but are not limited, to site visits and interviews with personnel in the field and project beneficiaries.

Because all projects funded by the Global Fund are part of the national response to the three diseases, the broad oversight of project activities is performed by the relevant National Programme Authorities.

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25 At a minimum, an organization must show competency in financial and technical functions in order to qualify.

26 The Principal Recipient has the following responsibilities with regard to the Suriname GF/CCM:

- to report progress against programme objectives and indicators on every Global Fund project to the Suriname GF/CCM on a quarterly basis;
- to report key issues to the Suriname GF/CCM for guidance as soon as they arise, this should include under spending
- to provide the Suriname GF/CCM with all progress and financial reports before these are sent to the Local Fund Agent and the Global Fund Secretariat;
- to submit a six-monthly report to the technical committees for advice and comment;
- to assist and support an annual independent assessment by Suriname GF/CCM members, including site visits;
- to carry out other responsibilities as requested by the Suriname GF/CCM.
This includes evaluating how Global Fund-funded projects contribute to meeting national priorities. The oversight function of the Suriname GF/CCM is therefore limited to those aspects of project implementation which are relevant to meeting Global Fund requirements.  

Global Fund guidelines note that "[t]hrough the Grant Agreement with the Global Fund, Principle Recipients are obliged to keep the Suriname GF/CCM continuously informed about proposal implementation progress. The PR(s) must provide periodic reports to the Global Fund and to the Suriname GF/CCM with programmatic and financial progress updates and an estimate of the usage of the grant proceeds by different Suriname GF/CCM constituencies."  

To improve the monitoring of the PR(s), the Suriname GF/CCM should monitor the timely submission of periodic reports to the LFA, according to the Global Fund schedule for reporting.

The Suriname GF/CCM shall receive and review progress reports from the PR(s) at least on a quarterly basis.

**Suriname GF/CCM Review Group**

In order to facilitate the review process and avoid delays, a 'Suriname GF/CCM Review Group,' comprising 3 to 5 independent members of the Suriname GF/CCM, who represent both the public and private sector, exclusive of the PR(s), will be established at the beginning of each calendar year to review these reports and inform the Chairperson, Vice-Chairperson and entire Suriname GF/CCM of its comments, if any.

Suriname GF/CCM Members shall also share these reports with their constituencies and provide feedback or request clarifications. This may be done in writing to the PR(s), via the Suriname GF/CCM Secretariat. The Suriname GF/CCM Secretariat will facilitate the response from the PR(s) to requests for clarification.

The 'Suriname GF/CCM Review Group' shall also receive and review copies of disbursement requests and progress updates written by the PR(s) prior to the submission of these reports to the Global Fund. The purpose of this is to make sure that the Suriname GF/CCM is kept up-to-date on the status of implementation and is able to respond to inquiries from the Global Fund or otherwise.

The Suriname GF/CCM shall periodically and at random evaluate selected grant activities. The Suriname GF/CCM should avoid micro-managing and should agree on the limits of its involvement in the activities of the PR. The Suriname GF/CCM and the PR may agree to deeper involvement of the Suriname GF/CCM when the need arises.

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27 That is, ensuring that funds are efficiently for the purposes stipulated by the Global Fund, and in a manner that adheres to Global Fund rules and regulations.

28 Revised Guidelines on the Purpose, Structure and Composition of Country Coordinating Mechanisms and Requirements for Grant Eligibility, pg 6

29 Where reports are too lengthy for easy consideration by member constituencies, the Suriname GF/CCM Secretariat may be requested to facilitate summaries. These summaries would be provided to members in addition to the entire report.

30 As an illustration, the Suriname GF/CCM does not have to approve all decisions regarding implementation but must be appraised of them in good time. Rather, the Suriname GF/CCM should be responsible for approving major changes in the implementation plan. This does not mean being involved in decisions, for example, about hiring or procurement, but making sure that these adhere to accepted procedures.

31 This may include, for example, when the PR(s) is/are underperforming. This includes the assessment of how Global Fund funded projects contribute to national priorities. The oversight function of the Suriname GF/CCM is therefore limited to those aspects of project implementation that should meet Global Fund requirements.
Conflict of Interest

Definition:
The concept of “conflict of interest” refers to possible unethical outcomes that may occur when Suriname GF/CCM members are involved in making decisions that can directly or indirectly affect their own financial interests or those of close associates, including closely connected organizations.

A conflict of interest can also arise when a member is responsible for reviewing the performance of an individual or organization for whose performance the member is at least partially responsible.

Also see the Global Fund policy on conflict of interest at: www.theglobalfund.org/pdf/Clarifications_CCM_Requirements.pdf

Categories of conflicts of interest:

Pecuniary (financial) interests
A pecuniary interest refers to a direct, indirect or deemed financial interest that a member holds in relation to decisions or actions taken by the Suriname GF/CCM. A pecuniary interest does not have to be a cash interest but can refer to monetary benefits received as an increase in asset value. In the present case, pecuniary interest extends to the disbursement of, access to, or use of any funds, either directly or indirectly, related to Suriname GF/CCM action on national and international sources of funding.

Programmatic interests
This refers to direct benefits accruing to a special programme or department in a public sector, civil society or private sector organization by virtue of promoting a proposal or a level of funding for a proposal, or recommendations regarding the utilization of awards, or the monitoring of project performance that disregards the goals of the Global Fund or the national interest.

Administrative interests
This refers to specific policy positions originating in the Suriname GF/CCM members' organization that might influence decisions regarding the approval of proposals, levels of funding, utilization of awards, or monitoring of performance.

Possible conflicts of interest include:

- The Chairperson and Vice-Chairperson of the Suriname GF/CCM are affiliated with the PR(s).
- Representatives of organisations who may feel obligated to support the position of a funding agency, or who may be hesitant to express disagreement with a funding agency because of existing or potential financial support.
- Individuals who are nominated to the Suriname GF/CCM in their capacity as a member of an NGO, service or faith-based organization, and who are also employees of the PR.
- Representatives of organizations who have not and/or do not benefit from funding through the Global Fund grant, and who for that reason, may not fully engage with the Suriname GF/CCM.

32 This section is taken from the Tanzania Conflict of Interest document.
33 This also describes organisations that hope or expect to benefit from Global Fund funding.
Representatives of civil society agencies who have been invited to participate on the Suriname GF/CCM rather than having been selected via a transparent process.

**Disclosure protocols:**
All members and alternates must declare any interest that may or will arise in the course of undertaking their duties on behalf of the Suriname GF/CCM. The magnitude or extent of the interest is irrelevant to the determination as to whether the interest exists.

As long as the member declares his/her interest in a particular issue or organization to the Suriname Suriname GF/CCM in advance of agenda discussions, there is no conflict of interest. All disclosures of interest must be explicitly noted in the minutes of meetings, and should be reiterated in the event that it directly relates to a Suriname GF/CCM action under discussion. Failure to disclose an interest constitutes a conflict and a breach of duty.

The following protocol applies to members declaring interests:
- Disclosure of the interest is made as soon as possible after the commencement of the meeting.
- The member withdraws from his/her place, leaving the room in which the meeting is held while the matter is being considered.
- The member refrains from taking part in the discussion of the matter and from voting on any question relating to the matter.
- The member refrains from attempting in any way, before, during or after the meeting, to influence the decision of the Suriname GF/CCM with respect to the matter.
- The constituency alternate member takes the place of the representative, the latter having been disqualified from taking part in any further deliberations of the matter in which he/she has a conflict of interest.

**Actions/resolutions:**

*Suspected conflict of interest*
If a suspected conflict of interest is reported, the Chairperson and Vice-Chairperson of the Suriname GF/CCM will review the matter to determine whether the Suriname GF/CCM member has failed to declare an interest, and is in breach of his/her responsibility. If the matter is deemed substantive, the organisation will be immediately requested to withdraw the member in question. In case chairmanship of the Suriname GF/CCM or an issue related to the Chairperson is the grounds for conflict of interest, the Vice-Chairperson will review the matter and take action as described above.

*Preventing conflicts of interest*
Members of the Suriname GF/CCM will seek to reduce the possibility of conflicts of interest occurring in the course of their work on the Suriname GF/CCM. The Chairperson may call for an ad hoc Ethics Committee to assist in identifying, investigating and resolving potential conflicts of interest. The mandate of this committee would include the structure, processes and activities of the Suriname GF/CCM, the PR(s) and SR(s).
This committee could have a representative from each of the constituencies on the Suriname GF/CCM, and could conduct a survey of potential conflicts of interest and advise on how to resolve such conflicts.
Mitigating Chairperson/PR conflict of interest
In general, the person chairing the meeting of the Suriname GF/CCM will not have a vote on the Suriname GF/CCM (with the exception of a tie-breaking vote), and will not participate in decisions related to PR performance. The Vice-Chairperson would be requested to act as Chairperson for these discussions.

A conflict of interest clause:
This can be incorporated in all contracts and agreements governing expenditure of Global Fund monies. The clause will allow reference of potential or suspected conflicts to the Ethics Committee. Any conflicts that cannot be satisfactorily resolved will lead to the suspension of the relevant contract or agreement.

Upon accepting the membership or alternate membership the Suriname GF/CCM Conflict of Interest Declaration must be signed.
If a Suriname GF/CCM member fails to disclose an interest and a financial benefit has occurred either directly or indirectly, the Suriname GF/CCM will take all reasonable measures to revoke any benefit. In addition, the Suriname GF/CCM member and his/her associates shall be reported to the relevant organisation they represent for further investigation and disciplinary action.

The Suriname GF/CCM shall make every effort to ensure that its Chairperson and Vice-Chairperson are not from a constituency or organisation that benefits from Global Fund financing. If this is not possible, the Suriname GF/CCM shall put in place and make public a written conflict of interest plan to reduce to a minimum this inherent conflict of interest. This plan should be signed by the person involved, whether that is the Chairperson or Vice-Chairperson.

As necessary, and in particular where the Suriname GF/CCM is determining which organizations shall benefit from GF financing, members and alternates shall declare where they have a potential conflict of interest, and shall as necessary sign a conflict of interest certification in this regard, in which the conflict of interest is indicated.

When the Suriname GF/CCM publishes its list of Suriname GF/CCM members and their organizations, it will indicate for each organization whether or not it benefits from Global Fund financing.
Concepts for Conflict of interest declarations:

1. Suriname GF/CCM Conflict of Interest Declaration:
I, (name), agree by my signature below, to comply with the conflict of interest guidelines for the Country Coordinating Mechanism of the Suriname Global Fund to fight AIDS, TB and Malaria Programme.

As a Suriname GF/CCM member (Chairperson or Vice-Chairperson), I shall not discuss, advocate, or vote on any matter in which I have an interest which reasonably might appear to be in conflict with the concept of fairness in dealing with Suriname Global Fund business.

A conflict of interest or a potential conflict occurs if I have a separate, private, or monetary interest, either direct or indirect, in any issue or transaction under consideration. If I violate this provision, I will be subject to removal from the Suriname GF/CCM and may face further disciplinary action.

If I believe I have a conflict or potential conflict of interest on a particular issue, then I will state this belief to the other members of the Suriname GF/CCM during a meeting. I will state the nature of the conflict, acknowledging that I have a separate, private, or monetary interest, either direct or indirect, in the issue or transaction under consideration. I will then excuse myself from considering and voting on the matter.

In cases where I declare a conflict or potential conflict of interest, I shall excuse myself from the Suriname GF/CCM meeting until all discussion, consideration, and voting is completed on the matter in question.

If I have any questions or need assistance regarding the interpretation of the governance manual or other conflict of interest matters, I will contact the Suriname GF/CCM Secretariat, Chairperson or Vice-Chairperson to assist me with questions and interpretations and will provide a recommendation on whether or not I should excuse myself from voting. I may request a response in writing.

Suriname GF/CCM Member Name - Member Signature - Date
Witness Name - Witness Signature - Date

2. SURINAME GF/CCM Conflict of Interest Declaration:
I, (name), agree by my signature below, to comply with the conflict of interest guidelines for the Country Coordinating Mechanism of the Suriname Global Fund to fight AIDS, TB and Malaria Programme.

As SURINAME GF/CCM member (Chairperson or Vice-Chairperson), I have an interest in .............. which will be discussed on.................... in accordance with the agenda of .........................

I will excuse myself from the meeting about which I acknowledge a conflict of interest or potential conflict of interest until all discussion, consideration, and voting is completed on the matter in question.

If I have any questions or need assistance regarding the interpretation of the governance manual or other conflict of interest matters, I will contact the Suriname GF/CCM Secretariat, Chairperson or Vice-Chairperson to assist me with questions and interpretations and will provide a recommendation on whether or not I should excuse myself from voting. I may request a response in writing.

Suriname GF/CCM Member Name - Member Signature - Date
Witness Name - Witness Signature - Date