

DISCUSSION PAPER

PIRMCCM Operating Procedures

Technical Working Groups

Outline: This paper provides the PIRMCCM with a proposed revised structure for technical working groups under the PIRMCCM. The paper identifies a proposal for the PIRMCCM to have three separate disease-focused technical working groups (TWGs), and outlines proposed revised TORs for the TWGs.

If endorsed at the 9th PIRMCCM meeting, the PIRMCCM Operating Procedures will be amended with immediate effect, with the material in Annex 1 to this paper being added as a new Annex.

Introduction

1. A Technical Working Group (TWG) of the PIRMCCM was established at the second meeting of the PIRMCCM in March 2003. The overall purpose of the TWG was to provide support to the Principal Recipient and sub-recipients under the then existing Round 2 HIV, tuberculosis and malaria program grant agreements made between the Secretariat of the Pacific Community (SPC, as Principal Recipient), and the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund).
2. The stated role of the TWG was to support grant implementers on all matters of a technical nature relating to grants funded in the Pacific region by the Global Fund. In particular, to provide a mechanism that would support the grant implementers in addressing specific technical matters in a co-ordinated manner.
3. The PIRMCCM Operating Procedures, as last amended at the November 2007 PIRMCCM meeting (PIRMCCM Operating Procedures - 2007), set out that such support included but was not limited to:
 - a. helping compile regional responses to queries of technical nature received from Global Fund / LFA;
 - b. assisting in the development of detailed two-year work plan and budget for the regional project for consideration by the Executive Committee; and
 - c. assisting in the compilation of the six monthly reports, etc.
4. The PIRMCCM Operating Procedures – 2007 also provided for there to be three separate sub-working groups (SWGs), to facilitate a focus on disease specific issues from time to time. The TWG and SWG framework contained in the 2007 edition of the PIRMCCM Operating Procedures is set out at Annex 1 to this paper.
5. In SPC's capacity as the current PIRMCCM Secretariat and in preparation for the 9th Annual PIRMCCM meeting, SPC has reviewed the operating procedures of the TWG and the three intended SWGs. The primary purpose of this review was to support the PIRMCCM in its transparent, robust preparations for the 'Phase 2' request for continued funding that is required to be submitted for the Round 7 HIV and Tuberculosis grants in March 2010 by the PIRMCCM.
6. In the review undertaken by SPC, it was identified that a number of gaps exist between practice and the principles set out in the PIRMCCM Operating Procedures – 2007, including:
 - a. There is some uncertainty about the overall membership of the TWG and the underlying SWGs;
 - b. There would be benefit in clarifying the role of the secretariat function of the TWGs, and ensuring that the role maintains a register of active members from time to time; and

- c. There would be benefit in more clearly identifying the leading role that the TWGs are anticipated by PIRMCCM members to undertake in regard to the Phase 2 funding request (or rolling continuation channel requests) from time to time.
7. In addition, based upon decisions taken at the 8th PIRMCCM, it is recognised that particularly in regard to HIV issues, there is broad recognition that gender issues (including addressing prevention for people with differing sexual orientation and gender identities) should be more clearly highlighted in the membership requirements for and work of the HIV TWG.
8. Attached to this paper at Annex 2 are the proposed, revised terms of reference for three technical working groups of the PIRMCCM. If endorsed by the PIRMCCM at its 9th meeting, the terms of reference will form a new Annex 8 to the existing PIRMCCM Operating Procedures.
9. As foreshadowed in the 9th PIRMCCM Agenda (CCM09-02, Rev 2, 8 October 2009), it is proposed that partners meet during an evening session on Tuesday 20 October 2009 to discuss, in particular, the organizations who will be selected in the Co-Chair roles of each TWG, effective from 1 November 2009.
10. Subject to any revisions proposed in that session, the PIRMCCM Secretariat is recommending that the PIRMCCM adopt the framework set out in Annex 2 to this paper as the revised TWG framework effective from 1 November 2009.
11. A proposed decision point for the PIRMCCM's consideration at its 9th meeting is set out in Part A below.
12. Part B below sets out a number of key strengths of the proposed new TWG framework.

A. Proposed decision point:

PIRMCCM-09-DP14

The PIRMCCM:

1. Approves the revised structure of and terms of reference for technical working groups of the PIRMCCM, as set out in Annex 2 to the paper entitled “PIRMCCM Operating Procedures – Technical Working Groups” (CCM09-10) as presented at the 9th PIRMCCM meeting;
2. Requests the PIRMCCM Secretariat to provide a copy of the revised TWG terms of reference to all grant implementers, relevant in-country ministries and technical partners to ensure clarity on policies applying to the membership and operations of the PIRMCCM TWGs; and
3. Requests the PIRMCCM Secretariat to work with the TWG Co-Chairs to plan for the PIRMCCM Chair and/or a PIRMCCM Executive to include TWG participation and/or information sharing as part of the PIRMCCM Grant oversight plan for 2010, annually thereafter.

B. Analysis of key strengths of the proposed new TWG framework for the PIRMCCM

1. Set out in table 1 below is a non-exhaustive list of strengths identified in the proposed new TWG terms of reference.
2. The amendments proposed in table 1 are proposed by the PIRMCCM Secretariat independent of its role as Principal Recipient. The changes are recommended in their entirety for approval at the 9th PIRMCCM to facilitate clarity in the role, function and membership of TWGs.

Table 1: Analysis of key strengths of the proposed new TWG framework for the PIRMCCM

Paragraph Number	Key Strengths
1	Having three clear TWGs, rather than three sub-groups under an overall TWG helps to remove duplication of work.
2.1	The new approach takes out the old member numbers, which was not up to date with country membership. There is flexibility of membership, but there is clarity that the groups must have diverse membership, and not only multiple people from a small group of organizations.
2.2	There is a clear line of responsibility for the Co-Chairs to take an active role in the membership, and this will be supported by the Secretary that they appoint.

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Paragraph Number	Key Strengths
2.3	There is clarity in the role of a Secretary, and this is seen as separate for each TWG to enhance functioning.
3.1 3.2	There is formalisation of a role of Co-Chairs, and this enables a broadening of leadership, but also strengthens a partnership approach.
3.3	This section enhances the PIRMCCM oversight function. It creates a separation of role between the TWGs and the PIRMCCM and PIRMCCM Executive.
3.4 3.5	There is a formal process to change the Co-Chairs or the role and mandate of the TWGs.
4.1 4.2	There is increased clarity in the role of the TWGs, and the leadership role of the TWGs in terms of the Phase 2 funding request process is clarified.
5.1 5.2	There is clarity about the need for people to nominate to join TWGs on the basis of proactive contributions to help achieve performance outcomes under the relevant grants.
6.1 6.2 6.3	These paragraphs are maintained from the 2007 TWG framework, and seek to ensure that cost efficiencies are found whenever possible. For example, if there are other disease focused meetings, the TWG may be able to have a side meeting, or an evening session at the same time.
6.4 to 6.7	There is recognition that quorums are routinely a more efficient means of dealing with urgent issues. Recognising the special issues that arise under HIV programming (including STI prevention and treatment), there is special provision for additional representatives to be essential members of the quorum.
7.1 to 7.4	The TORs bring clarity that conflicts of interest may also arise in the work of TWGs. For example, if a Principal Recipient was a Co-Chair, then it is important that appropriate conflict of interest issues be addressed. It is also important to ensure that voting (should it be necessary) is on the basis of one vote per organisation. This latter point strengthens the operation of the minimum quorum requirements in paragraphs 6.5 to 6.7 also.

Annex 1 – Existing TWG PIRMCCM Operating Procedures, 2007

(Complete Extract from PIRMCCM Operating Procedures, paragraph 4.5.2)

4.5.2 Technical Working Group (TWG) of the PIRMCCM

A Technical Working Group (TWG) of the PIRMCCM was established at the 2nd meeting of the PIRMCCM to provide support to the PR and SRs on all matters of a technical nature relating to the Global Fund-funded Project.

Purpose, function and tasks of the TWG.

The primary purpose of the Technical Working Group is to provide a mechanism that would support the PR and SRs in addressing specific technical matters in a co-ordinated manner. Such matters would include but are not limited to: helping compile regional responses to queries of technical nature received from Global Fund / LFA; assisting in the development of detailed two-year work plan & budget for the PIRCCP for consideration by the Executive Committee; and assisting in the compilation of the six monthly reports, etc.

Specifically, the main functions of the TWG would be to assist the PR where required with the following tasks:

- compilation of regional responses to queries of technical nature received from Global Fund / LFA;
- Assist PR and SRs in developing detailed two-year work plan & budget for the PIRCCP for consideration by the Executive Committee;
- Assist PR and SRs in the development of some of the process indicators such as the procurement work plan for commodities and equipment, etc.;
- Provide technical support to PR and SRs during implementation;
- Assist PR and SRs in the compilation of six monthly reports;
- Provide a technical bouncing board for the PR and SRs on technical matters and;
- Explore areas of potential new partnership with other development partners.

Principles of Membership to TWG:

Membership of the TWG will include country representatives (government and NGOs) for all three component diseases, WHO, UNAIDS Theme Groups and SPC. The full membership would therefore include all country focal points of the three component diseases collectively, but working by diseases components. The TWG will undertake much of its work electronically and would only rarely need to have face-to-face meetings.

Within the TWG, there would be three Sub-Working Groups (SWGs). The number of members in these Sub-Working Groups would be different. For malaria it would be six (Solomon Islands, Vanuatu, two civil society members, WHO and SPC). For the TB component it would be fourteen (10 country representatives, 2 civil society members, WHO and SPC); and for HIV/AIDS it would be eighteen (11 country representatives, 2 civil society members, 1 PLWHA, WHO, UNAIDS Theme Groups (2), SPC). Additional experts in the three disease areas could be co-opted as required.

Mode of Work.

The TWG would try to perform all or most of its functions through electronic means of communication. The TWG would rarely meet except on areas requiring full regional participation where the issues cannot be addressed electronically. More often than not, the TWG membership provides a technical support network and bouncing board for the PR to link up with the country focal points on disease specific enquiries and or interventions at national level.

The Sub-Working Groups of the TWG will perform a technical advisory and support role on all matters of a technical nature related to the Global Fund Project.

To perform the task of providing technical support for the implementation of the three components of the Project at regional and country level, the Sub-Working Groups shall work on an ongoing, year-round basis, through all or some of their members, as required. Most of the work would be done without the need for regular scheduled formal face-to-face meetings of all members.

Face-to-face meetings of the TWG or any of its SWGs will be convened only if required. In the event that a meeting of the TWG or SWG is required, it may be called by the PR on the advice of the Convenor of any of the Sub-Working Groups. The respective Convenor that initiated the request for the meeting will chair such meetings. The Global Fund Project Coordinator will provide the secretariat for such TWG /SWG meetings.

Annex 2 – Proposed New PIRMCCM Operating Procedures

ANNEX 8 – PIRMCCM OPERATING PROCEDURES

Technical Working Groups – Terms of Reference

1. PIRMCCM Technical Working Groups

There shall be three technical working groups constituted for the three program components overseen by the PIRMCCM as follows:

- 1.1 HIV (including STI) TWG;
- 1.2 Tuberculosis TWG; and
- 1.3 Malaria TWG.

2. Membership

- 2.1 Each TWG shall include:
 - a. The national program managers (or their delegate) from each of the Pacific countries participating as a grant implementer under the relevant disease program;
 - b. Representatives of the Principal Recipient(s) (PRs), as relevant to their program areas responsibilities;
 - c. For the HIV TWG, at least one regional organisation which has the mandate for representing the interests of people living with or affected by HIV, and at least one regional organisation which has the mandate for representing the interests of marginalised groups;
 - d. As relevant to the scope of the work of the TWGs, representatives from regional technical partners, such as:
 - CDC
 - SPC
 - UNAIDS
 - UNFPA
 - UNICEF
 - WHO; and

- e. Representatives from such other institution with the requisite technical capacity as determined as appropriate by the Co-Chairs of each disease TWG from time to time.
- 2.2 The Co-Chairs of each TWG will ensure that there is an up to date membership list kept at all times by the TWG secretary, to ensure broad consultation and collaboration amongst all TWG members.
- 2.3 Each TWG shall select a secretary from among themselves. The secretary's role includes:
- a. Holding and maintaining a current membership list for the relevant TWG, and providing the list to the PIRMCCM members at each annual PIRMCCM meeting. The format for the membership list is available from the PIRMCCM Secretariat;
 - b. Keeping a register of decisions taken by the TWG electronically or in person and keep a track of the budget and progress under the work plan;
 - c. Supporting the Co-Chairs to prepare their six monthly reports to the PIRMCCM;
 - d. Ensuring that there is an email list that maintains current contacts to facilitate appropriate decision making and discussions.
- 3. TWG Co-Chairs**
- 3.1 Each TWG will have two co-chairs who are selected by the membership of the TWG on an annual basis not later than January of each year.
- 3.2 If one of the Co-Chairs is not available to participate in a meeting, they will nominate another member of the TWG to be his/her delegate, and ensure that the delegate is well briefed on the work of the TWG before the meeting.
- 3.3 The role of the Co-Chairs is to facilitate robust discussion and analysis of material under consideration by the respective TWGs, to ensure that planned actions are well articulated, evidenced-based and well considered in terms of overall impact on the diseases. To facilitate cross-sharing of ideas between the three diseases, the Co-Chairs of all three TWGs will:
- a. Prepare a brief six monthly report for PIRMCCM members on key decisions taken over the prior six months, or new strategies proposed to support improvement performance and reporting in the next six months; and
 - b. Meet in person at each annual PIRMCCM meeting in a specific TWG session.
- 3.4 Recommendations to the PIRMCCM to change the function, role, membership base or other aspect of the work of the TWGs should be determined by the Co-Chairs of the three TWGs at such sessions, on the basis of prior consultation across the membership bases, and then presented to the annual PIRMCCM meeting for discussion and decision.

4. Purpose, function and tasks of the TWG

The primary purpose of each TWG is to provide a mechanism to support:

- 4.1 The PIRMCCM to prepare technically sound, robust proposals to the Global Fund from time to time, including requests for continued funding such as the Phase 2 renewal process;
- 4.2 To support the PIRMCCM to assess needs and gaps and recommend strategies to address these gaps in several stages of the grant cycle (e.g., grant proposal development, grant negotiation, grant implementation, and monitoring and evaluation);
- 4.3 PR(s) and SRs where required to address specific technical matters experienced in grant implementation in a co-ordinated manner. Such matters include but are not limited to:
 - a. Helping compile regional responses to queries of technical nature received from Global Fund (including the independently appointed “Local Fund Agent”);
 - b. Providing technical advice in developing two-year work plans and budgets;
 - c. Providing recommendations on the technical contents of the report and analysis requested by the Global Fund;
 - d. To provide technical support to strengthen M & E, including developing technical sound indicators and targets;
 - e. Provide technical support to implementation of national work plans supported by Global Fund grants or develop regional mechanisms to facilitate implementation of national plans supported by Global Fund grants; and
 - f. To assist the PIRMCCM in the preparation of funding (including the Phase 2 process), with a focus on supporting countries to undertake gap analysis exercises to take into account other funding sources, and ensure that there is no duplication of funding, including supporting the PIRMCCM to complete any clarifications process.

5. Principles of Membership of the TWGs

- 5.1 It is intended that TWG members participate in the work of the TWGs on a proactive basis, and in accordance with international best practice.

6. Mode of Work

- 6.1 Each TWG will:
 - a. by 31 January of each year, prepare a work plan and budget of planned activities for that year;

- b. try to perform all or most of its functions through electronic means of communication; and
 - c. meet on rare occasions where the issues cannot be addressed electronically.
- 6.2 To perform the task of providing technical support for the implementation of the three disease programs overseen by the PIRMCCM, TWGs shall work on an ongoing, year-round basis, through all or some of their members, as required. Most of the work would be done without the need for regular scheduled formal face-to-face meetings of all members.
- 6.3 Face-to-face meetings of the TWGs will be convened only if required. In the event that a meeting of a TWG is required, it will be called by the Co-Chairs of the TWG, through support from that TWG's secretary. Funding for participating country members will be through the PIRMCCM annual budget, and Partners will self-fund their participation in line with the principles set out in paragraph 4.3.2 of the PIRMCCM Operating Procedures.
- 6.4 To the extent possible under the terms of the Global Fund principles of funding for CCMs to enhance oversight, PIRMCCM related activities of the TWG work plan will be supported by the PIRMCCM budget.
- 6.5 To facilitate timely decision making on urgent matters, the work and decisions of each TWG will be able to proceed if a quorum of members is present, as set out in paragraphs 6.5 to 6.7 below.
- 6.6 The quorum for the HIV TWG will be:
- a. at least one of the Co-Chairs; and
 - b. One person, representing on a constituency basis, each of the following sub-regional groupings of countries:
 - Melanesia (Solomon Islands, Vanuatu);
 - Polynesia (Tuvalu, Cook Islands, Samoa, Tonga, Niue);
 - Micronesia (Palau, Federated States of Micronesia, Nauru, Kiribati, Republic of Marshall Islands);
 - c. a representative of a network of people living with and/or affected by HIV;
 - d. a representative of the Pacific Sexual Diversity Network, or other nominated delegate representing the interests of marginalised groups; and
 - e. a representative of at least two Pacific regional technical partner.
- 6.6 The quorum for the Tuberculosis TWG will be:
- a. at least one of the Co-Chairs;
 - b. a representative of at least one Pacific regional technical partner; and

- c. one representative (government or non-government) from at least 50% of the participating countries listed in Annex 1 from time to time of the PIRMCCM Operating Procedures.

6.7 The quorum for the Malaria TWG will be:

- a. at least one of the Co-Chairs;
- b. one representative from the malaria programs of each of Vanuatu and Solomon Islands; and
- c. a representative of at least one Pacific regional technical partner.

7. Decisions and Conflicts of Interest.

7.1 Decision-making by the TWGs will be by consensus. In the unlikely event that consensus is not possible, a vote can occur. In order to pass, decisions require a simple majority of those TWG members present, provided the TWG has a quorum. Where there is a tie in the votes, the Co-Chairs will have one shared casting vote subject to the operation of paragraph 7.4 below.

7.2 For the purposes of paragraph 7.1:

- a. each organisation represented in the TWG is entitled to one vote only, irrespective of the number of persons from the same organisation who participate in the relevant TWG; and
- b. at a minimum, at least half of the Pacific country representatives that are present must be supportive of a decision, except in the case of the Malaria TWG, where both Pacific countries must be in agreement for joint actions that are proposed.

7.3 Voting may be by electronic means, facsimile and/or other process to facilitate the work of the TWGs when they are not meeting in person.

7.4 All decisions made by the TWGs will be made in accordance with the PIRMCCM Conflict of Interest policy set out at Annex 6 of the PIRMCCM Operating Procedures from time to time. For the avoidance of doubt, when the same organisation is both a TWG Co-Chair and Principal Recipient, that organisation must abstain from any decision which is required to be taken by a vote in regard to performance issues regarding the Principal Recipient.

Version: 1

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