

**DRAFT REVISED MEMBERSHIP
(5 DEC 2013)**

**SUB-TECHNICAL WORKING GROUP FOR NATIONAL CENTER FOR MALARIA CONTROL,
PARASITOLOGY AND ENTOMOLOGY (SUB-TWG-CNM)**

Reference is made to the decision made by the Technical Working Group for Health (TWGH) suggesting the Ministry of Health (MoH) to reorganize and revise membership of the Sub-TWGH, the following nominees are membership of the Sub-TWG for National Center for Parasitology, Entomology and Malaria Control:

1. Dr.	Director, CNM	Chairman
2. Dr.	Deputy-Director, CNM	Vice-Chairman
3. Dr.	Deputy-Director, CNM	Vice-Chairman
4. Dr.	Deputy-Director, CNM	Member
5. Dr.	Chief Technical Bureau, CNM	Member
6.	Permanent Member
7. Dr.	Deputy-Director, CNM	Member
8. Dr.	CNM	Member
9.	Department of Drug & Food, MOH	Member
10.	Central Medical Store, MOH	Member
11.	Department of Planning, MOH	Member
12.	Department of CDC, MOH	Member
13.	Secretary
14. Representative of Ministry of Education, Youth and Sports		Member
15. Representative of Ministry of Defense		Member
16. Representative of Ministry of Interior		Member
17. Representative of Ministry of Women's and Veteran's Affairs		Member
18. Representative of CamControl		Member
19. Representative of Ministry of Economy and Finance		Member
20. Representative of DPs		Member

This Sub-TWG-CNM will perform its role and responsibility as outlined in the attached Annex 1 to this letter and will meet regularly every two months (on the date and place identified by the Chairman) and will report directly to the TWGH Secretariat on the progress of works including the submission of minute of each meeting and other reports as required by the TWGH. From time to time, a presentation of its progress will be made to the TWGH meeting (as per request from TWGH). This membership revision becomes effective on the date of its signature by the Ministry of Health.

PROF. ENG HUOT
SECRETARY OF STATE

ANNEX 1

Sub-TWG for National Center for Parasitology, Entomology and Malaria Control (Sub-TWG-CNM) TERMS OF REFERENCE

The National Center for Malaria Control, Parasitology and Entomology (CNM) is one of the health institutions of various institutions under the Ministry of Health, which is responsible for the control of vector-borne diseases. It co-ordinates three main programs: malaria, dengue haemorrhagic fever (DHF), Neglected Tropical Diseases (NTDs), except trachoma. Its role as the apex center of reference and operational research is envisaged to be developed in the years to come.

The overall aim of the CNM is to contribute to the improvement of the health status of the population of Cambodia through reduction in morbidity and mortality due to vector borne and parasitic diseases.

CNM operates under the administrative authority of the MoH and in collaboration with other key partners such as Ministry of the Interior (in particular the departments of Health and Economy and Anti-Crime), Ministry of National Defense, Ministry of Women Affairs and Veteran, Ministry of Education Youth and Sports, Ministry of Health (in particular the Department of Food and Drugs, Central Medical Stores, PHDs and ODs), development partners, international and national NGOs, local governments and community structures, and private entities. Major projects currently implemented include partnership with AFRIMS, ADB, AusAid, BMGF, GFATM/UNOPS, KOICA, NIH of USA, AFRIMS, ITM, NAMRU, PMI/USAID, WHO, World Bank and a host of national and international NGOs.

The main aim of the **Sub-TWG-CNM** is to assist the CNM to successfully implement its 3 national programs, by identifying potential donors, providing technical assistance, mobilizing and coordinating available resources, resolving issues, supporting advocacy and monitoring the progress made.

Specifically, the objective of the Sub-TWG-CNM is to strengthen the management of the control programs to enhance integration, partner coordination and decentralization, in line with government plans including the Health Sector Strategic Plan 2008-2015 (HSP), National Strategic Plan for Elimination of Malaria 2011-2025 (NSPEM), Annual Operational Plan (AOP), Joint Annual Performance Review (JAPR) and 3-year Rolling Plans (3YRP) linked to Medium Term Plans.

It should be noted that responsibility for program implementation lies with the CNM and their implementing partners, while the role of the Sub-TWGH is to advice on strategic interventions/coordination, and to share information, monitor progress and guide policy related to the relevant programs.

The SUB-TWG-CNM will comprise of all the program heads and other relevant staff as appointed by the director of the center. The SUB-TWG-CNM will also include representatives of other multi/bi-lateral agencies and other government agencies and NGO's. The group will meet regularly on a quarterly basis at the National Center. Ad hoc meetings may be called by the director as deemed necessary.

The specific terms of references of the **SUB-TWG-CNM** are to assist CNM in the:

1. Formulation, monitoring and evaluation of the national policies, strategies, guidelines, protocol and plans for the programs
2. Exploring strategies for CNM programs advocacy to guarantee political commitment and influence the decision makers.
3. Development, Updating, Monitoring of the AOP
4. Peer Review of new proposals (optional depending on DPs policies)
5. Discussion on the major constraints and offer recommendations to resolve issues of program implementation at various levels.
6. Coordination in activities, resource including knowledge management for malaria, dengue and other parasitic diseases control including those conducted by other government agencies, international organizations, the community and private entities.
7. Advocacy on international and Regional Cooperation
8. Preparing reports for the MOH's TWGH on the functioning of the Sub-working group on a regular basis and on an ad hoc as necessary.

9. DRAFT GUIDELINE ON THE ROLE AND FUNCTIONING OF SUB-TECHNICAL WORKING GROUP FOR NATIONAL CENTER FOR MALARIA CONTROL, PARASITOLOGY AND ENTOMOLOGY (SUB-TWG-CNM)

OVERVIEW

The Guideline

This Guideline is developed by the **Sub-Technical Working Group for National Center for Malaria Control, Parasitology and Entomology (Sub-TWG-CNM)** a tool in prioritising and managing their work and to strengthen their linkages to the Technical Working Group for Health (TWGH) at the Ministry of Health (MOH).

The Sub-TWG-CNM is intended to serve primarily as coordinating and supporting bodies; it *is not intended to substitute for or to duplicate the functions of any agencies or partners*. The Sub-TWG-CNM is accountable to their host CNM and its partner agencies. The Sub-TWG-CNM Chair, who is the Government's lead representative in the Sub-TWG-CNM, is therefore the sole decision-making authority in the group. As part of the mechanism to promote aid effectiveness and development partnership, the Sub-TWG-CNM also have reporting responsibility to the Technical Working Group Health (TWGH) at the MOH.

It is important to emphasize that this Guideline is not intended to be overly prescriptive. The list of tasks and organizational principles *are not to be considered as mandatory* and it will be necessary for the group to identify, prioritize and sequence its activities based on perceived need, available resources and existing capacity.

Basic operational Structure of the Sub-TWG-CNM

The basic operational structure for Sub-TWG-CNM mirrors that of the MOH's TWGH. The CNM Director is the chair of the Sub-TWG-CNM and guides the operational process. The Chair invites and consults partners in implementation, guided by the TORs, on a regular basis to address the subjects within the timeframe as indicated in the group annual work-plan.

Tasks of the Sub-TWG-CNM Chair include: organizing and chairing meetings; nominating an alternate to chair the meetings in his/her absence; ensuring minutes are taken and disseminated to all members and attendees; and coordinating preparation of annual work plans which should be linked to the work-plan of Sub-TWG-CNM. The Chair of the Sub-TWG-CNM will ensure effective communication links between the Sub-TWG-CNM and TWGH. Health Partners are invited to **nominate a lead coordinator** and alternate who will support the Chair in pursuing the objectives of the Sub-TWG-CNM.

The Secretariat of the Sub-TWG-CNM, chaired by a **CNM Deputy Director**, is the supportive teams with adequate resources to co-ordinate the stakeholders in the Sub-TWG-CNM should be established by the Sub-TWG-CNM. The Secretariat needs limited number of dedicated members from CNM and relevant partners who express strong and continued commitments to support the functioning of Sub-TWG-CNM.

The Sub-TWG-CNM performance should be subject to review every two years or so, and the continuation of a Sub-TWG-CNM should be contingent on its effective performance during the previous two years. Performance criteria could include the level of contribution of the Sub-TWG-CNM to current and future MOH policy issues, as expressed in the annual work-plan of the Sub-TWG-CNM.

The establishment of some membership for a Sub-TWG-CNM could include co-opting of representatives from various existing working groups or partnerships that merit continuation such the committee on Artemisinin-Resistance.

Composition of Sub-TWG-CNM

Sub-TWG-CNM Chairs are responsible in the last instance for determining Sub-TWG-CNM membership but, in order to achieve purposeful and informed dialogue, it is necessary that Sub-TWG-CNM consist of:

- Well informed, technically or substantively competent, and adequately high level CNM representatives who are mandated to represent the views of CNM and who are able to provide required information and to facilitate follow-up action within their own institution.
- Development Partners should also be represented at an appropriate and competent level. Development Partners might agree and coordinate between themselves so that not every Development Partner supporting a sub-sector needs to attend the Sub-TWG-CNM;
- The MOH-appointed Chair needs to be fully committed, with authority within the host ministry, and to be able to deal with matters arising on the spot as well as to guide discussions smoothly; in addition the Chair must be associated or familiar with some or all of the Development Partner assisted programs in the sector;
- The Development Partner-chosen lead facilitator(s) must be at a senior level within their organization, competent in the field and be willing to relate information to all other Development Partners. Development Partners should manage their own arrangements for nominating or replacing the lead facilitator but, in the interest of continuity, a lead facilitator is normally expected to support the Sub-TWG-CNM for at least two years;
- Focal points for generic issues, including gender mainstreaming, in each agency;
- Technical Advisors working within the CNM structure (embedded TAs) should participate and contribute along with CNM representatives but should not function as Development Partner lead facilitator(s);
- The Sub-TWG-CNM may invite NGOs, civil society representatives, and Private Sector, where they have a clear operational role and are providers of specific assistance and/or services related to the sub-sector or where they make a specific contribution to the work of the Sub-TWG-CNM.

Size of the SUB-TWG-CNM

Too many members in the Sub-TWG-CNM is not conducive to meaningful dialogue. It is suggested that:

- An optimum size to facilitate dialogue is be about 15 – 20 persons;
- Where it is necessary to have a larger number of members, it would be useful to constitute a "**core group**" of not more than **10-15 persons** which could meet more regularly and report to the plenary; Development Partner facilitators in such core groups can keep other Development Partners informed of progress and developments;
- It would also be useful to constitute small "sub-groups" within the Sub-TWG-CNM to address more detailed issues.

Subjects or task-forces to be covered

Sub-TWG-CNM's mainly theme or sub-sector based and related to priorities indicated in the CNM plans addressing the three national programs (Malaria, Dengue, NTDs) as well as the the higher level government plans such as the NSPEM 2011-2025, the HSP 2008-2015 and the NSDP2014-2018. Where cross-sectoral themes are to be addressed the composition of sub-group should be considered, including meetings among core members of relevant interconnected SuB-TWGH. The TWGH also provides an opportunity to consider cross-sectoral linkages and challenges.

Suggested Criteria for creation of the Sub-TWG-CNM

The criteria for Sub-TWG-CNM is established as follows:

- Sub-TWG-CNM should cover clearly identifiable sub-sectors or themes, with sub-groups where necessary to deal with individual components;
- There must be clearly identifiable substantive targets that the Sub-TWG-CNM would help achieve through its own work;
- The subject or theme to be covered should not be too diffused , making it difficult to assign clear responsibilities or to monitor progress across several RGC ministries or agencies;

- Where adequate coordination and RGC-Development Partner information sharing mechanisms already exist, there is no need to create parallel or additional mechanisms.

Roles and Functions of the SUB-TWG-CNM

Sub-TWG-CNM functions should be included in the Terms of Reference and Action Plan. They may include some or all of the following:

Government strategic plans Linkages

- Identify government strategies, priorities and indicators that fall within the remit of the Sub-TWG-CNM
- Identify cross-cutting issues that the work of the SUB-TWG-CNM is expected to support, either through activities within the sector or through collaboration with other RGC Ministries, SUB-TWGHs or the Provincial Task-force for Malaria Elimination
- Identify relevant available data sources for government strategic plans monitoring and agree on any additional analytical work that the SUB-TWG-CNM might support to enhance plans reporting and monitoring;
- Based on an RGC appraisal of development assistance, promote alignment with national priorities and strategies;
- Where necessary, align planning cycles with those of the Government Strategic Plans, MOH's AOP processes, MOEF budget processes.

Sub-Sector/Thematic Strategies

- Support the development of a sub-sector strategy or program that promotes the attainment of government strategic plans targets (including issues of a cross-cutting nature), supports routine work functions, and which addresses capacity development needs ;
- Identify relevant support, and appropriate modalities, directed to the development, implementation, financing, monitoring and review of the sub-sector strategy.
- Establish and monitor the Joint Annual Performance Review (JAPR) indicators that are linked to Government Strategic Plans targets.

Financing

- Maintain a record of all on-going Development Partner funded activities that are relevant to the Sub-TWG-CNM, whether implemented by RGC agencies or otherwise;
- Identify pipeline projects – and potential Development Partner funding – that will address priority activities included in the sub-sector plan or strategy;
- To the extent that it is feasible, cost priority activities and identify funding sources and gaps, working with the TWGH in its capacity as MOH aid coordination focal point;
- Support the preparation of the Public Investment Plan (PIP) and AOP, including by ensuring that all projects are up-dated.
- Discuss the CNM Expenditure Forecast as a basis for programming comprehensive CNM and Development Partner support;
- Ensure that activities related to the work and operations of the Sub-TWG-CNM, in particular the JAPR indicators, are fully-funded.

Capacity Development

Capacity development activities should be located in the context of on-going public service reforms and should be guided by the national agencies.

- Develop a coherent capacity development strategy, based on a needs assessment and functional review, that addresses capacity development at institutional, organizational and individual levels;
- Identify and agree on a rationale for providing technical assistance;
- Establish and monitor indicators that will inform progress toward capacity development.

Aid Effectiveness

Identify relevant activities that will promote aid effectiveness. This may include but need not be limited to:

- Encouragement of a program-based approach to guide project development/ programmatic support in the context of the sector strategy and to coordinate resource mobilization efforts;
- Lead a dialogue on aid modalities that are appropriate for the sub-sector/thematic work supported by the Sub-TWG-CNM, identifying opportunities for more efficient forms of channeling Development Partner assistance, including a “donor division of labor”; delegated partnerships; pool funding etc...;
- Coordinated and rational use of technical cooperation
- Monitoring the use of externally assisted project implementation units such as HSSP2, ADB/GMS/CDC, UNOPS, and in the context of broader capacity development work, agreeing a transition toward increased CNM management of external assistance with regard to resource programming, implementation and reporting;
- Monitor funds committed, projected and actually disbursed so that implementation of sector activities can proceed smoothly;
- Monitor missions and analytical work, promoting joint approaches informed by the Sub-TWG-CNM Action Plan to the fullest extent possible;
- Implementation of the National Operational Guidelines (for grants) and/or the Standard Operating Procedures (for loans).

Reporting and Review

- Consolidate and report to TWGH on JAPR Indicators; NSPEM 2011-2025, HSP 2008-2015; Sub-TWG-CNM Action Plan activities; and any other issues necessary for TWGH discussion;
- Identify and agree a modality for reviewing Sub-TWG-CNM and/or sub-sector progress, ideally on a joint basis;
- Identify and agree a mechanism for providing inputs to the progress report on the implementation of the government plans.
- Follow-up issues relevant to the Sub-TWG-CNM that are raised in either TWGH, and identify those issues within the Sub-TWG-CNM that may need to be taken forward for dialogue at these higher-level fora.

Conduct of Meetings

The following points may guide the work of the Sub-TWG-CNM:

- Meetings should have a clear agenda with documentation shared in advance to the fullest extent possible;
- All participants should be provided with an opportunity to inform the Sub-TWG-CNM of important developments;
- Sub-TWG-CNM should meet as often as is deemed appropriate, but at a minimum should meet to agree the report to be submitted to the TWGH;

- Preparatory meetings between the Chair and the lead facilitators – as well as between Development Partners – may ensure a more focused and productive Sub-TWG-CNM dialogue;
- The Chair, or his/her nominated representative, and the lead facilitators should maintain regular contact between meetings to ensure timely follow-up to agreed actions;
- A Secretariat should be appointed and facilitated. Their role will include keeping records of each meeting, document sharing and serving as the aid coordination focal point.
- TWGH may be employed for dialogue where the Sub-TWG-CNM feels that it is otherwise unable to make progress or that there is an issue that merits further cross-sectoral discussion.
- Selected Representative of some sub-groups such Provincial Task Force for Malaria Elimination or the Provincial Malaria Supervisor may be invited on rotation basis to update progresses made.

Supporting Structures within CNM

Internal and external support mechanisms are required:

- *Internally*, the CNM Office of Administration host the Secretariat of the Sub-TWG-CNM, which should be a well-organized and properly led unit within CNM should organize meetings, keep records or minutes of meetings of the Sub-TWG-CNM and its sub-groups, and conduct follow-up with line agencies responsible for carrying out agreed upon actions. The unit will also produce Sub-TWG progress reports for dissemination, communicate issues to be resolved by the group and serve as the aid coordination focal point. The unit should also be the designated contact point for the lead facilitator or other Sub-TWG-CNM members on behalf of the Chair.
- *Externally*, the Sub-TWG-CNM may need the continued support of MOH/DIC in its role as the MOH focal point on aid coordination and TWGH secretariat.

Supporting and Resourcing the Sub-TWG-CNM

The CNM Office of Administration (OoA) is tasked with supporting the effective functioning of the Sub-TWG-CNM and its Secretariat. The functioning of the Secretariat needs adequate financial support from relevant stakeholders. Administrative support is provided by a part-time consultant and/or voluntary staff from development partners.

There is the need to build the capacity of OoA to fully manage the Secretariat functions. This may include recruiting additional qualified long-term staffs to OoA, with financial support from DPs, to assist OoA in fulfilling this role.

It is suggested that a consultant at the OoA is needed to develop a short operational manual, outlining the processes involved in managing the Sub-TWG-CNM and its Secretariat functions. This could include procedures for organizing Sub-TWG-CNM and its Secretariat meetings, taking and distributing minutes of meetings, preparing presentations, preparing reports for submission to Sub-TWG-CNM, identifying Sub-TWG work-plan items for review, identifying and monitoring, etc. The consultant can also mentor a focal staff person within to take lead responsibility for managing the Sub-TWG and its secretariat functions.

Consistent financial support from Health Partners is needed to ensure the effective functioning of the Sub-TWG and its Secretariat. It is recommended that OoA should have a budget, funded by Health Partners, to support the functioning of the Sub-TWG and its Secretariat, and to enable participation of Provincial Task-force representatives at Sub-TWG meetings. When developing the Sub-TWG Work-plan the Sub-TWG Secretariat should include a budget for OoA to support the effective functioning of the Sub-TWG and its Secretariat.

Linkages

At national level

Members representing MOH units or agencies in the Sub-TWG-CNM should bring information and knowledge from their offices and communicate information, required actions and decisions back to their agency. Similarly, Development Partners need to bring all information about ongoing and proposed

programs that they support; they should also disseminate deliberations and decisions of the Sub-TWG-CNM to other members of the Development Partner community.

At sub-national levels: Province, District, Communities, Private entities

All the activities described in the NSPEN 2011-2025 will be attained through collaborative inter-sectoral efforts to benefit from relevant entity's strengths to maximize malaria elimination outcomes as well as overall health system strengthening. The Provincial and District Governors will take the lead by chairing Provincial and District Task Forces for Elimination of Malaria.

Within the context of the Royal Government de-concentration/de-centralization policies, several functions are being progressively decentralized to provincial, district and community levels. For instance, CNM does not have direct authority for planning, budgeting and financing of its national programs at provincial, district and communities level. The Department of Planning and Health Information (DPHI) leads the sector planning process for local health authorities and guides these entities during the entire planning process including formulation of Annual Operational Plans (AOPs). The primary health care functions including treatment and prevention for all three programs (viz. malaria, dengue and helminthiasis involving a wide range of activities such as bed net distribution, abate distribution, antihelminthic drug distribution, diagnosis and treatment by Village Malaria Workers, etc.), are in the process of being decentralised to the district and community councils. Such decentralisation involves direct transfer of human, financial, logistic and other appropriate resources (except procurement of health products and pharmaceuticals which will be undertaken through the MOH national budget) to the district and commune councils with decision making and implementation resting with these entities. CNM inputs will be limited to setting the direction for priority interventions to be delivered at each level of the health system, but it will have no mandate in actual resource allocation to the implementing agencies. Bottom-up planning including formulation of AOPs at every level of implementation will be encouraged and nurtured over the next several years during which CNM will provide guidance for prioritisation and actual implementation.

Therefore, mechanism for linkages with the Provincial and District Task Forces for Elimination of Malaria needs to be explored. There is also potential for expanding the scope of these committees to cover other public health including at least Dengue and NTDs, rather address only malaria issues. It is expected that these task force will play critical functions in cross-borders and along borders interventions against malaria, dengue and NTDs.