

ANNEX 3
TOR 3
CMM GOVERNANCE STRENGTHENING

Terms of Reference:
CCM Governance including tailored
support for transitioning countries

Background

The Global Fund to Fight AIDS, Tuberculosis, and Malaria is looking for (entities or teams of) consultants (“Consultants”) specializing in governance processes to assist CCM members and their Secretariat staff to effectively fulfill their functions.

I. Objectives

- Ensure members of the CCM gain a better understanding of their roles and responsibilities with respect to the CCM Governance.
- Work in collaboration with the CCM members to assess the effectiveness of the CCM’s existing governance structures and processes.
- Identify the CCM’s challenges and obstacles with respect to governance in collaboration with the CCM members, the Secretariat, and the PR
- Develop a corrective action plan detailing roles, responsibilities and timelines to enhance the CCM and Secretariat members’ capacity to perform their functions.
- Support CCM to strengthen their leadership role to lead and plan the transition out of the GF funds

II. Scope of Work

- Engage in detailed discussions with FPM, Program Officer and a member of the CCM Hub throughout the consultancy (ongoing for the duration of the consultancy)
- Design appropriate agenda/work plan for the technical support consultancy.
- Case by case basis apply a tailored approach in transitioning countries in order to support CCM to strengthen their leadership role to lead and plan the transition out of the GF fund
- Conduct a consultancy focusing on the following:

Preparation

- Review of all relevant documentation on CCM Governance structures, processes and identify any gaps.
- Teleconference with Global Fund Secretariat staff (FPM and CCM Hub).

On-site

- Facilitate discussions with CCM members, PRs, CCM secretariat staff and relevant stakeholders to assess the effectiveness of the CCM’s existing governance structures and processes and, in collaboration with the CCM, identify areas for improvement.
- Presentation on the new CCM Funding Policy and Funding templates to make CCM members aware of the financial resources available to them to perform their function.

- Following on from the initial assessment of governance structures and problems identified through discussions with CCM members and Secretariat staff, explore solutions for CCM to overcome major challenges and enhance the CCM structures and processes. Ensure an action list, and associated timeline, is developed to guide the CCM in its future steps.
- Report back to the Fund Portfolio Manager and the CCM Hub on the strengths and weaknesses of the CCM and processes to be put in place.

III. Expected Output

The following are specific deliverables expected from this consultancy, all to be submitted in **English**:

1. Presentations on:
 - Roles and responsibilities of CCM members with respect to governance.
 - New CCM Funding Policy and Funding templates to make CCM members aware of the financial resources available to them to perform their oversight function.
 - Tailored approach applied in transitioning countries, detailing results and recommendations
2. A summary report to the CCM and the Global Fund containing,
 - Assessment of the effectiveness of CCM governance structures.
 - Assessments of gaps to be addressed in order to successfully support CCM.
 - A CCM action plan that identifies recommended actions with roles, responsibilities and timelines, specific processes, meetings, documentation deadlines, operational guidelines.
 - The consultant's recommendations.

IV. Time frame

The length of this consultancy will be depending on the country context. *The dates for the in-country visit should be defined and agreed to by the CCM Chair and clearly stated in the customized version of this TOR.*

V. Required qualifications, expertise and competencies of Consultant(s):

- Degree in public health, social sciences, international relations, management or other relevant discipline.
- Concrete experience and expertise in consulting to multistakeholder bodies in the areas of governance and oversight.
- Demonstrated knowledge/ understanding /experience of the Global Fund Grant Architecture and management process:
 - NFM (The New Funding Model)
 - Roles of the Global Fund Board/Global Fund Secretariat/Technical Review Panel (TRP)/Office of the Inspector General (OIG), Local Fund Agent (LFA), Country Coordinating Mechanism (CCM), Principal Recipients (PRs), Sub-Recipients (SRs)

- Demonstrated knowledge/ understanding/experience of CCM Governance related issues:
 - CCM Eligibility requirements,
 - CCM Functions
 - CCM responsibilities
 - CCM structure,
 - CCM oversight function (process, activities, responsibilities, tools)
 - Conflict of interest in CCM
 - CCM Governance documents.

- Demonstrated experience in successful TA provision in the short and medium term.

Skills and competencies:

- Leadership;
 - Integrated approach to consultancy;
 - Strategic approach to consultancy;
 - Qualitative data collection;
 - Conduct of negotiations;
 - Relationship management;
 - Facilitation;
 - Diplomacy;
 - Cultural sensitivity;
 - Ability to synthesise and summarize results;
 - Ability to independently develop work-plans aimed at achieving specified impact and execute them with limited guidance and oversight;
 - Teamwork and team building skills.
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- The consultant(s) must be fluent in English and the official language of the country (if the official language of the country where services are offered is French, Spanish or Russian). The consultant must be able to travel and work in the country requiring technical support.

VI. Mission Contacts

At the Global Fund: Fund Portfolio Manager, Program Officer, and a member of the CCM Hub (telephone conference)

In-country: The CCM Chair and Secretariat. Consultant to liaise with the CCM Chair and CCM Secretariat to agree on start date for the in-country visit.

VII. Reference Documents

Generic Documents

- [CCM Guidelines and Requirements](#)
- [CCM Funding Policy](#)
- [New funding model](#)

CCM-specific Documents

- CCM governance documents
- CCM's Conflict of Interest Policy
- CCM's Governance manuals /TOR/ by-laws/internal procedures/sub-working group/procedures/CCM minutes