

ANNEX 5
TOR 5
CCM CSO/KP/PLWD Engagement

Terms of Reference:
Engagement of CSO/KP/PLWD in CCMs

Background

Recognizing that in many parts of the world HIV, Tuberculosis and Malaria travel along the vectors of social exclusion and among the less empowered (women and girls, men having sex with men, transgender people, people who use drugs, sex workers, ethnic and indigenous minorities, migrants and youth, etc), and that without the direct engagement of these communities fully effective responses to these three diseases will be impossible to achieve, The Global Fund to Fight AIDS, Tuberculosis, and Malaria is looking for (entities or teams of) consultants (“Consultants”) specializing in facilitating engagement, organization, capacity development and rights advocacy of the CSOs (Civil Society Organization) and KP/PLWD (Key Populations / People Living With Diseases) networks to support their meaningful participation in the CCMs (Country Coordination Mechanism).

I. Objectives:

- A. **Identify** challenges related to Civil Society (CS), KP/PLWDs representation and engagement with the CCM and other Global Fund related decision-making processes. In case of gaps and considering the country context (legal, institutional, socio-economic CS/KP/PLWD landscape) propose means of their formal inclusion in the CCM and its processes.
- B. **Support a fair, transparent, inclusive and documented process** of CSO/KP/PLWD elections to represent CSO/KP/PLWD interests as CCM members.
- C. **Facilitate CCM evolution towards a ‘constituency model’** where the CCM Members channel the voices of diverse and active constituencies (supported by respective Communication Focal Points) and ensure that extremely marginalized or criminalized KP groups (i.e. prisoners) are indirectly represented as a last resort if direct representation is not possible.
- D. **Elaborate a work plan, with key milestones and budget proposal** with/for support of the newly formed KP/PLWD constituencies.
- E. **Inform, train and mentor** the CSOs and KP/PLWD representatives (and/or the incoming CCM members as the case may be) on the Global Fund’s policies, roles and opportunities with particular emphasis on (1) CCM’s good governance models (2) CSOs and KP/PLWD representatives’ critical participatory functions within the NFM (e.g. CCM Eligibility and minimum standards Assessment, Country Dialogue processes).
- F. **Improve communications** between respective CCM representatives and the KP/PLWD constituencies by supporting establishment of open, accessible and sustainable information and feedback sharing channels (e.g. web, print, radio) relevant to the country context.

II. Scope of Work

- Engage in detailed discussions with Global Fund Secretariat -- FPM, Program Officer, CCM Hub and CRG Department -- throughout the consultancy (ongoing for the duration of the consultancy).
- Design and agree appropriate agenda/work plan for each stage of technical support consultancy.
- Conduct a consultancy focusing on the following:

Preparation

- Review of all relevant documentation on CCM Governance structures, processes and identify any gaps with global good governance practices of effective CCMs (as advised by the GF Secretariat).
- Review country-specific data (sourced by the GF Secretariat, CCM) on the existing CSO/KP/PLWD landscape, legal and institutional framework relevant to KP/PLWDs.
- Teleconference with Global Fund Secretariat staff (FPM, CCM Hub and CRG Department).
- Teleconference with regional or global network of KP/PLWD if needed for identifying in-country stakeholders.

On-site (to be applied selectively per country context):

- A. Conduct of CSO/KP/PLWD mapping survey (if not yet available, alternatively review the existing one) which shall cover:
 - Capacity assessment of identified CSOs or their networks to engage the CCMs;
 - Types of resources needed to address capacity restraints for individual CSOs / networks to engage the CCMs and to participate in CCM processes;
 - Identification of the KP/PLWD group(s) which remain unrepresented (directly or indirectly) by any CSO or informal network.
- B. Conduct workshops and share information/materials on best practices from other countries on planning, organizing and monitoring CCM members' elections by the KP/PLWD constituencies and CSOs. Provide safe space for KP/PLWD representatives for their direct engagement, in order to mitigate risks to their personal safety or being arrested.
- C. Caucusing with CSO/KP/PLWD groups to develop a prioritized list of necessary interventions to support transitioning of KP/PLWD groups into an organized, active and more equitable constituency (emphasizing inclusion of TB/Malaria affected population, women and girls). Estimate the budget and timing of proposed interventions.
- D. Presentation to the CSO/KP/PLWD (and/or the CCM members as the case may be) on the Global Fund's structure and policies, the New Funding Model requirements and opportunities for KP/PLWD CSO representatives on CCMs. Training and mentoring of the CSO representatives with particular emphasis on (1) CCM's good governance models (2) CSOs and KP/PLWD representatives' critical participatory functions within the NFM (e.g. CCM Eligibility and minimum standards Assessment, Country Dialogue processes).
- E. In consultation with CCM, CSO/KP/PLWD representatives and, if applicable the local media/communications experts (from public/private sector) develop the list of interventions and available technical options to improve communication and exchange of feedback between CCM representatives and their KP/PLWD constituencies. Examine the ways to deploy other countries good practice in establishing open,

accessible and sustainable communication platforms (e.g. web, print, radio) relevant to the country context.

III. Expected Output

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

1. CSO/KP/PLWD mapping survey results including the CSO/KP/PLWD full (or updated) profile data-sheet (or database at Consultants preference) with qualitative analysis section (representation, affiliation, capacity and resource gap identification).
2. A work plan with milestones (based on the list of interventions prioritized with CSO/KP/PLWD participation), which may also include a proposal on earmarking a top-up of the CCM budget to fund interventions aimed at transitioning of CSO/KP/PLWD groups into more inclusive, better organized and active constituency.
3. Communications and feedback exchange improvement plan for/between CCM members and respective constituencies, which shall contain technical options (e.g. web, print, radio) and respective budgets.
4. Presentations on:
 - The best practices from selected countries on planning, organizing and monitoring CCM members' elections by the KP/PLWD constituencies and CSOs (sample of topical materials, workshop agendas).
 - The Global Fund's structure and policies, emphasizing the New Funding Model (NFM) required role of CSO and KP/PLWD representatives at the CCM led processes.
5. A summary report to the CCM and the Global Fund containing,
 - Aggregated assessment (based on 1, 2, 3 above) of current gaps and suggested steps aimed at broadening, strengthening and systematizing KP/PLWD CSO participation in the CCM and its processes (detailing concrete actions, responsible entities/individuals, timelines and list of verifiable outcomes).
 - 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 Global Fund CCM Hub, FPM and the CCM Chair and clearly stated in the customized version of this TOR.*

NOTE: Based on specific areas of consultant(s) expertise, the Global Fund may choose to assign some, but not all of the specific activities under this ToR to any single consultant(s) or team(s).

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

- Degree in public health, social sciences, international relations, management or other relevant discipline.
- Demonstrated expertise and experience of consulting multi-stakeholder bodies in the areas of CSOs engagement, management, capacity development and/or rights advocacy of KP/PLWD groups.
- Demonstrated knowledge/ understanding /experience of the Global Fund Grant Architecture and management process:
 - NFM (The New Funding Model)
 - Roles of the Global Fund Board/Secretariat/TRP/OIG, LFA, CCM Principal Recipients, Sub-Recipients.
- 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 CRG Department (telephone conference)

In-country: Respective offices of the UNAIDS/WHO or other partner organization as advised by the Global Fund, the CCM Chair and the CCM Secretariat. Consultant to liaise with the CCM Chair and the 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](#)
- [Community, Rights and Gender-related Information Notes](#)

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