Terms of Reference: Technical Assistance for Country Coordinating Mechanism (CCM) Lao PDR July – September 2016

Main objectives of the consultancy:

* Facilitate renewal of CCM membership and election process;
* Orientation of new members focusing on improving the understanding of national programs supported by the Global Fund grants;
* Improve Oversight including presentation of CCM Dashboard; and
* Capacity building for CCM Secretariat for both the “Light” Eligibility and Performance Assessment (EPA), and CCM budget and expenditure reporting.

**Background**

The Lao PDR CCM is renewing its membership and requires technical assistance (TA) to organize and facilitate a fair and transparent election process. The facilitation should pay particular attention to potential conflict of interest issues within the membership. The CCM will then take the opportunity of this change in composition to reinforce the understanding of all members of their roles and responsibilities in relation to the overseeing of Global Fund grants, and how they link to their national programs. The TA should lay the foundations to ensure meaningful participation by all constituents. Finally, the CCM Secretariat should benefit from this TA in order to prepare for their 2016 EPA strategy which is classified as “Light” that is, covering Self-Assessment: desk review (Pillar 1) and the Improvement Plan Development (Pillar 3).

**Preparation phase:**

* Review of all relevant documentation on Lao PDR CCM Structure and processes, including EPA, and other important documents to support oversight and pre-identify any gaps. In particular, review of the governance manual to check election process procedure.
* Design and agree appropriate agenda/work plan for each stage of technical support consultancy.
* Pre-mission Teleconference with Global Fund Secretariat staff (Country Team and CCM Hub)

**Phase 1 - first in-country visit last week in July:**

1. **Facilitation of Renewal of CCM Membership and Election Process**
2. **Identify** challenges related to suitable CCM membership.
3. **Resolve** the potential conflict of interest issues in relation to members being elected.
4. **Support a fair, transparent, inclusive and documented process** of the elections.
5. **Conduct diagnosis** on where CSOs (Civil Society Organization) and KP/PLWD (Key Populations / People Living With Diseases) stand in terms of representation and engagement. **(Note: this is already noted as a challenge in Lao due to the very limited CSO existence/capacity in country)**
6. **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 KPs are indirectly represented as a last resort if direct representation is not possible.

**Phase 2 – second in-country visit end of September:**

1. **Orientation of New Members and Improving Oversight**
2. **Elaborate a work plan, with key milestones and budget proposal** with/for support of the newly formed constituencies.
3. **Inform, train and mentor** CCM members on the Global Fund’s policies, roles and opportunities through Orientation workshop.
4. **Improve communications** betweenrespective CCM representatives and constituencies by supporting establishment of open, accessible and sustainable information and feedback sharing channels (e.g. web, print, radio) relevant to the country context.
5. **Ensure members of the CCM gain a better understanding** of the national programs supported by the Global Fund grants and subsequently of their roles and responsibilities with respect to oversight of these grants.
6. **Assess the effectiveness** of the CCM’s existing governance structures, oversight procedures and processes, working in collaboration with the CCM members.
7. **Draw out** the CCM’s challenges and obstacles with respect to oversight, and develop a corrective action plan which shall detail the roles, responsibilities, and timelines to enhance the CCM and Secretariat members’ capacity to perform their oversight function, working in collaboration with the CCM members, the Secretariat, and the PR.
8. **Present** the CCM Dashboard as an effective oversight tool to the CCM giving an overview of how it can be used to strengthen the oversight function and familiarize them with the tool and steps involved to implement it.
9. **Capacity building for CCM Secretariat for Light EPA and CCM Funding**

**Background**

The CCM Eligibility and Performance Assessment (EPA) is a management instrument that helps CCMs to identify their strengths and weaknesses and subsequently to plan specific actions to improve their performance. The EPA is conducted on an annual basis and evaluates the CCM compliance with CCM Eligibility Requirements (ERs) 3 to 6 and Minimum Standards (MS). The objective of the EPA is to determine the level of functionality of a CCM[[1]](#footnote-1) and ultimately improve overall CCM performance. The EPA is designed to result in a milestone-driven improvement plan (in cases of non-compliance with ERs 3 to 6) and incorporates existing evidence of CCM functionality as well as feedback from key in-country stakeholders. All CCMs are required to complete an EPA prior to the submission of a Concept Note (CN).

1. **Explain light performance assessment process** that is, Pillar 1: Self-Assessment and Pillar 3: Developing an Improvement Plan, and draft timeline for the steps needed.
2. **Ensure information** about the performance assessment process has been received and understood by the CCM.
3. **Hold refresher training** in the use of the online tool and reinforce importance of updating their Improvement Plan status periodically.
4. **Define** Standard Operating Procedures for CCM budget and expenditure reporting
5. **Team composition and level of effort for the assignment (indicative)**

Ideal team composition is two consultants for this assignment for a total of 28 LoE days, in total (14 days for each consultant). Plus 5 days for one Technical Manager [TM], working remotely, in order to guarantee that all of the consultant deliverables are met.

**Deliverables for TA provider**

* Post-mission conference call with the Global Fund Secretariat (FPM and CCM Hub);
* Documentation of election process and outcome;
* Presentation on the roles and responsibilities of CCM members particularly with respect to oversight;
* Communications and feedback exchange improvement plan for/between CCM members and respective constituencies;
* Standard Operating Procedure for CCM budget and expenditure reporting;
* A summary report to the CCM and the Global Fund containing:
* Assessment of the effectiveness of CCM governance structures.
* The CCM action plan that identifies recommended actions with roles, responsibilities and timelines, specific processes, meetings, documentation deadlines, operational guidelines.
* Assessments of gaps to be addressed in order to successfully carry out the light EPA
* Consultant’s recommendations.

1. **Required qualifications, expertise and competencies of Consultant(s)**

* All types of university degrees in public health, social sciences, international relations, management **OR** in other fields if combined with relevant experience.
* 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/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 and associated Global Fund policies
  + 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.
* 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.

1. **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.

1. **Reference Documents**

Generic Documents

* [CCM Guidelines and Requirements](http://www.theglobalfund.org/en/ccm/guidelines/)
* CCM [Funding](http://www.theglobalfund.org/en/ccm/funding/) Policy
* [New funding model](http://www.theglobalfund.org/en/about/grantmanagement/fundingmodel/)

CCM-specific Documents

* CCM governance documents
* CCM funding guidelines and templates
* CCM’s Conflict of Interest Policy
* CCM’s Governance manuals /TOR/ by-laws/internal procedures/sub-working group/procedures/CCM minutes

1. More information about the CCM EPA, including a matrix of the indicators, is available here: <http://www.theglobalfund.org/documents/ccm/CCM_Requirements_Guidelines_en/> [↑](#footnote-ref-1)