

CONSULTANCY FOR DEVELOPMENT OF THE IMPLEMENTER GROUP ROADMAP

TERMS OF REFERENCE

1. BACKGROUND

The Global Fund to Fight HIV, Tuberculosis and Malaria is governed by a Board that consists of twenty voting members representing constituencies from the donor and implementer blocs. Between September and December 2012 the Global Fund contracted Management Science for Health to undertake a consultancy to devise pragmatic, appropriate strategies that will substantively increase implementer engagement across Global Fund governance structures. The consultancy revealed that everyone interviewed stated a common goal, that is, **to have better implementer engagement and influence in Global Fund governance**. The report noted that it is widely understood that a strong implementer voice will result in better discussions, decisions and results at the Global Fund Board. The voice and intelligence of experienced implementers – when integrated effectively into Global Fund processes - will ultimately drive stronger policies, programme modalities and solutions, fund performance, disease mitigation and prevention, and even capital raising. The report emphasised that strong implementer engagement is an essential ingredient to the performance success of Global Fund.

An output of the consultancy was a **Strategic Road Map** to enhance “Implementer Engagement” within the governance work of the Board of the Global Fund for AIDS, Tuberculosis and Malaria. The Strategic Road Map outlines enhanced engagement, participation, communication principles and strategies and provides guidance to ensure high quality and effective representation by the Implementer constituencies in Board level Global Fund processes and decision making. The Road Map also articulates five “Strategic Imperatives”:

1. Ensure Implementer Role Clarity
2. Encourage Competency Based Selection of Governance Participants
3. Enhance Implementer Capacity for Effective Representational Governance
4. Provide Superior Support for Governance Participants
5. Leverage New Technologies for Engagement and Communication

Strengthening Implementers participation, engagement and accountability

Following the submission of the report to the Global Fund, the then Governance Team convened an Implementer Retreat on 13 - 15 October 2013 in Bangkok, Thailand. An outcome of the retreat was an Implementer Group Action Plan. This action plan was used to inform the drafting of a detailed 2014-2017 workplan which was reviewed by

constituencies and finalised in May 2014. Two subsequent retreats were held in 2014 and 2015.

Recognizing that the implementer constituencies are not homogeneous, the previous Leadership of the Implementer Group directed significant time to harnessing the competencies, energy and passion of these diverse constituencies from varied geographical locations and from governments and civil society. These efforts are geared towards fostering greater collaboration and trust among the implementer constituencies which the leadership considers are critical enablers for enhancing implementer engagement within Global Fund governance processes. These efforts have achieved the following results:

- Greater consultation among constituencies
- Increased caucusing among constituencies ahead of the Board Meetings
- Implementers pre-Board meeting agendas that respond to the issues and concerns of implementers
- Increased consensus and support for constituencies' positions and interests
- Increased consensus on Board decision points that result in approval of Board decision points
- Greater involvement and engagement in Board committees and their leadership
- Improved governance and accountability within the Implementer Group
- Annual evaluation of Implementer Group leadership
- Annual retreat to review, evaluate and devise plans and strategies
- Increased team building
- Annual Implementers Group workplans

The advocacy of the Implementer Group has resulted in the Global Fund Secretariat dedicating resources to facilitate the work of its leadership and the group. The Implementers have unanimously agreed to develop a Roadmap which will articulate the vision, strategic direction, priority areas and activities to guide the work of the Implementers. In this regard the Implementer Leadership would like to contract a consultant to develop an Implementer Roadmap for the period 2017-2019.

Overall Objective:

The overall objective of this consultancy is to utilize the results of the desk review and interviews with implementers and partners to develop a three-year costed Roadmap for the period 2017-2019 that defines the vision, strategic direction, priority areas and activities to guide the work of the Implementers.

Specific Objectives:

The specific objectives of the consultancy are:

1. To develop a results-based Roadmap that defines the vision, strategic direction, priority areas and activities to guide the work of the Implementers and their engagement in the governance of the Global Fund Board.
2. To utilize the Fourth Annual Retreat of the Implementer to receive feedback on the draft Roadmap.
3. Prepare the report on the Fourth Annual Retreat of the Implementer Group.

2. SCOPE OF WORK

This consultancy will be executed in two discrete phases.

Phase 1: Desk Review, Key Partners' Interviews/Consultation

1. Review key documents, including but not limited to the Management Sciences for Health Evaluation Report, Implementer Action Plan, workplans, previous retreat meeting reports and workplans.
2. Review governance structure of the Implementer Group;
3. Develop interview instrument and identify interviewees in consultation with Implementer Group leadership.
4. Conduct interviews with current and past Implementer Leadership and approximately five key stakeholders who interact with the Implementer Group (such as donors, members of the GF secretariat and other constituencies to the board on the donor side), to get their perspectives and views of the Group's performance and stakeholder expectations for the next three years.

Phase II: Preparation and Finalisation of Roadmap 2017-2019

5. In consultation with the leadership of the Implementer Group, develop a first draft of the three year implementer group roadmap.
6. In consultation with the leadership team of the Implementer Group, develop a draft programme for the retreat in September that will give preference to:
 - a) Giving feedback on the almost-final draft of the Implementer Group road map
 - b) Ensuring effective governance by the Implementer constituencies to ensure the Global Fund represents the interests of implementers as part of an effective response to HIV, TB and malaria: e.g. when reviewing country concept notes, giving feedback to Board-related documents, advocating during pre and side meetings during run-up to the Board meeting and at the Board table.
7. Participate in the Implementer Group three- day retreat in September 2016 and facilitate select sessions related to the roadmap to obtain implementer feedback. (A rapporteur will be provided by the Implementer group)

8. Prepare the retreat workshop report and feedback to the leadership of the Implementer Group on observations made during the retreat
9. Utilize the input from the Implementer Retreat to finalize the Implementer Group Roadmap and share with Implementer Group leadership for circulation and submission to the secretariat for onward transmission to the Audit and Finance Committee.

3. DELIVERABLES

1. A draft Implementer Roadmap for the period 2017-2019 that defines the vision, strategic direction, priority areas and activities to guide the work of the Implementers and their engagement in the governance of the Global Fund Board by **31 August 2016**.
2. A final costed Implementer Roadmap for the period 2017-2019 that defines the vision, strategic direction, priority areas and activities to guide the work of the Implementers and their engagement in the governance of the Global Fund Board by **1st October 2016**
3. A report on the Fourth Annual Implementer Retreat that captures the discussion on the Roadmap by **20 October 2016**.

4. ACADEMIC QUALIFICATION, KNOWLEDGE AND SKILLS REQUIREMENTS

The Consultant(s) must possess the following academic qualification, knowledge and skills:

- Minimum of a Post Graduate degree in Public Health, Social Sciences, Health Management or related fields.
- At least five or more years of experience in results-oriented strategy planning and / or strategy development experience.
- At least five or more years of experience in analysing information from a broad range of policy, research and operational records/documents.
- At least five years of experience working in health and development.
- Good working knowledge of the Global Fund, its governance mechanisms and good channels of communication with Secretariat.
- Demonstrated leadership qualities/experience as lead consultant and facilitator on similar project/s.
- Proficient in the use of Microsoft Word.
- Excellent oral and written communication skills.
- Ability to speak French will be an added advantage

5. DURATION

In order to carry out the above activities the Consultant will be contracted for a period of 15 consultancy days during the period 1 July – 20 October, 2016.

6. TRAVEL:

The Consultant will be provided with economy airfares and per diem to facilitate travel to Implementer Group Retreat to receive final inputs on the draft Roadmap. Three nights per diem will be provided for the Retreat.

7. COMMUNICATION

The Consultant will be expected to utilise Skype and other free electronic modes of communication.

8. HOW TO APPLY

Candidates will be considered on a rolling basing until the position is filled. Qualified candidates are encouraged to submit their application without delay but preferably before 26 June, 2016. If interested please email Allan Maleche (Chair Implementer Group) and Dr. Natalya Nizova (Vice Chair Implementer Group) on amaleche@gmail.com and natalya.nizova@gmail.com respectively. With the subject line CONSULTANCY FOR DEVELOPMENT OF IMPLEMENTER GROUP ROADMAP.

Kindly include the following in your email:

- a) Resume of your relevant professional experience
- b) One sample of previous work from the past three years. This may include meeting reports, strategic plans developed or workplans developed for broad constituencies.
- c) Two professional references
- d) A cover letter that states, availability, daily rate why your interest and the best candidate for the position

We unfortunately will not be able to respond to all person who express interest and any incomplete applications will not be considered.