

TERMES DE REFERENCE

Mission n°21SANIN870

I. Informations générales

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|--|--|--------------------------|--|--------------------------------|
| Intitulé de la mission | « Support CS4ME to prepare for the successful implementation of its Operational Plan 2021-2025». | | | |
| Composante(s) | Paludisme | | | |
| Thématique(s) | Capacités de gestion | | | |
| Identité du / des Bénéficiaire(s) | CS4ME hosted by Impact sante Afrique association | | | |
| Pays d'intervention | Cameroun | | | |
| Subventions FM concernées | Montant de la subvention | Période de la subvention | Note de performance | Date de la note de performance |
| | | | NA NA | NA NA |
| Nombre total estimé de jours d'expertise | 45 | | | |
| Date estimée de remise des livrables | May 2022 | | | |
| Contact Expertise France | Prénom NOM | | Coordonnées | |
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II. Justification de la mission

CIVIL SOCIETY FOR MALARIA ELIMINATION (CS4ME) is the first global platform of civil society organizations engaged in malaria elimination with over 450 members now from 43 countries.

CS4ME's vision is a world free of malaria and aims to:

- Connect civil society organizations and communities affected by or at risk of malaria on a single platform, build their capacity and enable south-south collaboration and coordination
- Promote the participation of civil society organizations and local communities beyond service delivery as stakeholders in decision-making processes, strategy development, programming, monitoring, evaluation, and research to complement and strengthen malaria control and elimination while contributing to the Sustainable Development Goals (SDGs)
- Advocate for sufficient and sustained resource mobilization for malaria control and elimination by prioritizing appropriate allocations to both civil society and communities;
- Promote universal access and effective use of existing tools, requiring innovative responses that respond to community needs and local conditions;
- Call for an effective multisectoral response to malaria elimination with civil society and communities as key stakeholders.

The Global Fund is the primary financier of the fight against malaria worldwide. It is important to strengthen malaria civil society participation in Global Fund-supported mechanisms and programs to make them more effective, human rights-based, gender-sensitive, adequately funded, and focused on community needs. It is important to maintain the gains made by Global Fund-supported programs and to accelerate the response and sustainability. Better structured civil society organizations will be able to play a more visible role in advocacy, mobilization of domestic resources for the scaling up and sustainability of high-impact interventions and also ensure that the most vulnerable populations have access to quality services and care, and take greater ownership of effective prevention and management tools in the fight against malaria. A more structured, trained, and active civil society can help improve malaria control programs and increase impact.

In 2020, with support from *the Bill & Melinda Gates Foundation* via its secretariat impact sante Afrique, CS4ME developed its first **Strategic Plan 2021-2025**, which established the platform’s vision whereby **“national civil society and communities are recognized as bold and creative catalysts of change, and are supported to drive people-centered national, regional and global malaria elimination efforts”**. CS4ME mission is **“to strengthen, organize and unite civil society, and engage and empower affected communities to be creative, bold, catalysts for change, to accelerate malaria elimination.”**

In 2021, under the request its secretariat, to prepare for the implementation of the strategic plan, CS4ME undertook a capacity assessment exercise supported by the *Community Rights and Gender Strategic Initiative of the Global Fund*. It was key to have a clear focus on the interventions. This was immediately followed by support from *Expertise France* to develop the **CS4ME 2021-2025 Operational plan**.

A first TA mission financed by Expertise France-L' Initiative aimed to provide expertise to develop **an operational plan and a plan to mobilize resources to implement the CS4ME 2021 - 2025 strategic plan**.

Specifically:

- Support the development of a detailed annual action plan for the strategic plan (for the years 2022, 2023, 2024 and 2025) including priority activities, budget estimates, timelines, human resource requirements and stakeholders
- Support the development of tools that will facilitate the implementation of the operational plan
- Support the development of a resource mobilization plan

Following a Technical assistance funded by Expertise France-L' Initiative and Global Fund CRG, the following results were obtained:

| Results AT Expertise France | Results AT Global Fund CRG |
|--|---|
| <p>CS4ME Operational Plan</p> <ol style="list-style-type: none"> 1. Operational Plan 2. Detailed Implementation plan 3. Monitoring, evaluation, reflection and learning framework 4. Supporting tools: <ol style="list-style-type: none"> 1. Steering Committee TOR 2. Capacity building working group TOR 3. CCM working group TOR 4. Advocacy and Communications working group TOR | <p>CS4ME Organization Capacity Assessment</p> <ol style="list-style-type: none"> 1. CS4ME Capacity Assessment Analysis Report Discussion Draft 2. CS4ME Assessment Results 3. CS4ME Assessment Summary 4. CS4ME Development Plan 5. CS4ME Organizational Development Plan 6. CS4ME Development Roadmap 7. CS4ME Operational Tools Final Report <ul style="list-style-type: none"> - Annex 1 CS4ME Tools Outline - Annex 2 CS4ME Organigram - Annex 3 CS4ME Steering Committee Charter |

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|--|---|
| <ul style="list-style-type: none"> 5. Friends of CS4ME TOR 6. Member self-assessment tool 7. Performance management policy 8. Sub-grant mechanism design 9. Capacity statement and value propositions 10. Tracking tools 5. CS4ME member survey 6. Friends of CS4ME meeting presentation 7. Resource mobilization plan 8. Self-funding assessment tool | <ul style="list-style-type: none"> - Annex 4 Steering Committee TOR_updated - Annex 5 Communication Protocol - Annex 6 Performance Management Tool - Annex 7 Member Engagement Tool - Annex 8 Member Engagement Summary - Annex 9 External TA Guidance - Annex 10 Case studies - Annex 11 Geographic Priorities Consultant TOR - Annex 12 CS4ME Tools for Steering Committee - Annex 13 CS4ME Tools for Members |
|--|---|

Therefore, the CS4ME Operational Plan has been developed by an active working group, representing CS4ME's steering committee, secretariat, and its members. The plan lays out clear steps for how CS4ME can implement its strategic plan, as well as continue to strengthen the capacity of the platform itself, as well as that of its members to effect change on the ground. However, in order to support the implementation of the Operational Plan, further assistance is needed, particularly to facilitate rollout of the plan among its members, strengthen capacity in key areas critical to success of the strategic plan, and to finalize internal mechanisms to support implementation.

CS4ME now has an operational plan, resource mobilisation plan and however it does not yet all the tools or structures in place necessary to implement it effectively. Continued support is necessary to follow up on the plan's development to support the secretariat to operationalise the plan, which also includes the capacity building plan.

III. Objectifs et résultats attendus

1) Objectif général de la mission

The overall objective of the TA is to support CS4ME to prepare for the successful implementation of its Operational Plan 2021-2025.

2) Objectifs spécifiques :

The specific objectives are:

- **Objective 1:** Elaborate the CS4ME Advocacy & Communication plan of the CS4ME strategic plan and Key tools to promote CS4ME
- **Objective 2:** To strengthen the capacity of CS4ME secretariat and members to in priority areas essential to the success of the operational plan;
- **Objective 3:** To finalise CS4ME's sub-grant mechanism

3) Résultats attendus:

Objective 1: Elaborate the CS4ME Advocacy & Communication Plan of the CS4ME strategic plan and develop key tools to promote CS4ME

Activities

- 1.1 Conduct a quick situation analysis of the communications and advocacy needs to meet the CS4ME strategic plan goal

- 1.2 Develop in an interactive manner the CS4ME advocacy and communication plan of the CS4ME strategic plan
- 1.3 Finalize the draft of the plan and tools with CS4ME working group and secretariat
- 1.4 Develop 4 tools that will support the communication and advocacy plan

Objective 2: To strengthen the capacity of CS4ME secretariat and members to in priority areas essential to the success of the operational plan

Many of CS4ME's members are extremely skilled in various areas necessary to achieve its strategic plan, however, some may be strong in some areas, but less so in others. Other members are more nascent organisations, and require support to be able to contribute to the plan effectively. Technical assistance is required to develop materials, deliver training, and create a mentoring network to support members to be able to :

- (a) Develop and manage projects;
- (b) Mobilise their own resources; and
- (c) Communicate and advocate.

These skill areas are critical to the implementation of the operational plan in that they are considered to fundamental skills that other work will build on. These areas are also highlighted as priority areas for capacity strengthening in a member survey.

The training is expected CS4ME members who expressed needs and provide the fundamentals in each area. At minimum, by the end of each training, members will be expected to have a basic but solid understanding of key concepts and terminology, expectations of donors, and a chance to reflect on where they are and what they need to do in order to meet those expectations. The added value of coordinating and working together under the CS4ME umbrella will also be emphasised. Based on observations of members, the following learning objectives are proposed for each training:

a. Project design and management: Participants will be able to:

1. Design a logical framework for a project
2. Create a project work plan
3. Create a monitoring and evaluation plan
4. Develop a basic project report.

b. Resource mobilisation: Participants will be able to:

1. Understand different types of funding available, which is appropriate for them, and how they can adapt this information to their country context
2. Understand the minimum requirements to submit a proposal and assess their own organisation's readiness
3. Draft their organization's capacity statement
4. Deliver an "elevator pitch" of their project idea
5. Use a template to write a simple funding proposal.

c. Communication and advocacy: Participants will be able to:

1. Deliver an "elevator pitch" of CS4ME and their organisation's contribution to malaria elimination, based on communication plan
2. Develop a basic problem tree and stakeholder analysis
3. Use a template to develop a basic advocacy message and strategy
4. Use a template to write a success story.

Activities

- 3.1 Use the results of the member survey (July 2021) to understand current capacity in priority areas, and seek exemplars of high performance to use as case studies

- 3.2 Develop draft training materials in:
 - a. Project development and management
 - b. Resource mobilisation for their own organisation
 - c. Advocacy and communication Fundamentals
- 3.3 Facilitate the trainings virtually

Objective 3: To finalise CS4ME's sub-grant mechanism

CS4ME envisions being able to channel funding to its members to be able to carry out community-level advocacy or impact projects. This mechanism was designed during the operational planning process, but as it was not a planned activity under the current technical assistance, there was not enough time to finalize the tools, train the Secretariat, and introduce the mechanism to members. The mechanism is expected to consist of a manual, outlining policies and step-by-step processes, including the necessary forms and templates, as well as a simple but robust tracking tool and filing system to support management.

Activities

- a. Conduct a quick analysis on the best practices around sub grants mechanism and support for CSOs
- b. Develop the CS4ME sub-grant management manual and a tool ("sub-grant mechanism")

IV. Description de la mission

Main Stages and Activities of the mission

1) Timeline

- Launch of the Terms of Reference: March 2022
- Receipt of technical and financial offers: March 2022
- Selection of the consultant: March 2022
- Submission of the scoping note: March 2022
- Collection and analysis of information: March-May 2022
- Delivery of the interim report: May-June 2022
- Delivery of the final report: May-June 2022

2) Expected deliverables

1) Livrables attendus

Objective 1

1. CS4ME communication and Advocacy plan 2022-2025
2. Communication and Advocacy tools (3 key tools from the plan)
3. Organization of a workshop to validate the communication and Advocacy plan

Objective 2

1. A Training tool for CSOs for project development and management and training
2. A training tool of resource mobilization for CSOs for their organizations and training
3. A training tool on Advocacy and Communication Fundamentals for CSOs and training

Objective 3

1. Sub-Grants Manual tool
2. Sub-Grants tracking tool system

2) Coordination et redevabilité

2) Coordination and accountability

3.1 Coordination by Expertise France and the team of experts

Within the framework of this mission, Expertise France will ensure the coordination and monitoring of the mission as follows

1. Expertise France guarantees coordination between the various partners involved in the design, implementation and/or monitoring of the mission and organizes regular follow-up meetings with the experts throughout the mission. In order to facilitate the follow-up of the mission by Expertise France, the referent person will be copied on all important exchanges between the experts, the beneficiary and the partners involved in the mission. The international expert will be in charge of the team. The experts will go to the Service de Coopération et d'Action Culturelle (SCAC) of the French Embassy at the beginning and end of the mission for an exchange meeting with the SCAC (the COCAC).

3.3. Accountability of experts

The experts will report directly and regularly on the progress and difficulties encountered during the mission to the Expertise France contact person.

The deliverables of the mission are produced for the benefit of the beneficiary of the mission. The final version of the deliverables is given to Expertise France who will confirm with the beneficiary of the mission the final validation of the deliverables.

V. Lieu, Durée et Modalités d'exécution

1) **Date estimée de démarrage** : 01/15/2022

2) **Durée de réalisation de la mission** : 45 days (indicative)

- The number of 45 days (working days) is an estimation. CS4ME and Expertise France based on the technical proposal will validate the work plan.
- The mission will start and end with a meeting with CS4ME and Expertise France after validation of deliverables.

3) **Date estimée de remise des livrables** : 31/05/2022

4) **Organisation logistique et consignes de sécurité d'Expertise France**

Duration of the mission: 45 days (indicative) the actual duration of the mission (working days) is estimated at 45 days. The beneficiary and Expertise France, upon proposal of a technical offer from the experts, will validate the work schedule. The mission will end with a debriefing of the mission with the beneficiary after validation of the deliverables by the latter.

5) Estimated date of delivery of deliverables: 31/05/2022

6) Logistical organization and security instructions of Expertise France

7) The Beneficiary of the mission, CS4ME hosted by association impact santé Afrique, will provide the experts with a room to serve as an office/meeting room with an internet connection if they

go to the mission site. The experts will be responsible for the other logistical aspects of their mission (in-city and inter-island travel, hotel reservations, air tickets, etc.) unless otherwise specified by Expertise France. The international expert's travel will depend on the health situation, and remote work may be considered. Experts are required to scrupulously respect the security instructions given by Expertise France. In particular, for each field visit, they are asked to

- To register each trip on the Ariane - France Diplomatie website: <https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html> ;
- To regularly consult the web page " Conseils aux voyageurs de Ministère de L'Europe et des Affaires Etrangères " for the country of mission;
- To download the Expertise France application (sent after confirmed recruitment) dedicated to the security follow-up of experts in the field, to create an account and to use it during each field visit;
- Any travel outside the city where the mission is to be carried out must be requested at least one week before the planned date of travel from the mission contact person at Expertise France, who will proceed with its formal validation.

VI. Expertise et profil demandés

1) Nombre d'experts : 2

2) Profil d'expert

Expert 1: International expert Advocacy and communications

- Bachelor degree in communications, public relations, journalism, international relations, marketing, design or relevant field is mandatory;
- Specialized training/ certificate in the related area is an asset;
- At least 5 years of professional relevant work experience at national or international level in public relations, marketing, journalism, communications or advocacy, international relations;
- Good knowledge of how civil society organizations operate;
- Experience in capacity building of CSOs, updating of basic documents and procedures/strategic monitoring would be an asset;
- Experience in the production of multimedia materials for the social media;
- Experience working with international organizations is an asset.
- An excellent command of French & English is required as are proven writing and reporting skills,
- Strong knowledge and skills of design techniques, tools, and principles (such as InDesign, Illustrator, Dreamweaver, Photoshop),
- Communication management. Knowledge of theories and practices in communication research planning and strategy
- Fundamentals for working in various media formats - print, audio, video, web etc,
- Excellent communication and presentation skills,

Expert 2 Resource mobilization / Project development

- Degree in one or more of the following areas: Master's degree in finance, accounting, management, auditing, grant research or equivalent experience;
- At least 10 years of professional experience in resource mobilization or grant research;
- Ability to write administrative and financial procedures manuals;
- Good writing, analytical and synthesis skills;
- Good knowledge of how civil society organizations operate;

- Experience in CSO capacity building, updating basic documents and procedures/strategic monitoring would be an asset;
- Good planning, organization and work management skills;
- Good writing, analytical and synthesis skills;
- Good knowledge on good sub-grant systems
- Computer skills (MS Office) / Familiarity with remote meeting and conferencing applications

VII. Offre technique et financière

The team of experts interested in the mission is invited to submit a complete offer consisting of:

1. A simplified technical offer (3 pages maximum) including:
 - The CV of each expert;
 - A description of the background and experience of the experts in relation to the present terms of reference;
 - Their understanding of the health situation related to COVID-19 in relation to the issues of the mission;
 - A detailed work schedule (activities, dates, location) based on the major steps specified in these terms of reference.
2. A financial offer in Euros.