

TERMS OF REFERENCE

Assignment n°25SANIC816

I. General Information

Assignment title	Support the assessment of the capacities of the MoH and support it in becoming PR for GC8 Global Fund HIV/TB grants			
Component(s)	VIH/Sida, Tuberculose			
Thematic area(s)	Gouvernance			
Recipient(s)	Ministry of Health (MoH)			
Country of intervention	Gambia			
Relevant GF grants	Grant amount	Grant period	Performance rating	Date of the performance rating
HIV/TB/RSSH	US\$23,415,791	January 2024-December 2026	N/A	N/A
Estimated starting date of assignment	June 2025			
Estimated maximum number of days of expertise	Maximum 50 days			
Expertise France contact	Full name		Contact details	
	Cécile Rivière		cecile.riviere@expertisefrance.fr	

II. Assignment rationale

The Global Fund has been supporting The Gambia in the fight against HIV, TB and Malaria since 2004. The Ministry of Health (MoH) of The Gambia has long been a critical partner in the implementation of Global-Fund supported programs aimed at combating HIV/AIDS, tuberculosis and malaria, as well as strengthening health systems. Over the years, the Global Fund has maintained a vision for the MoH to assume the role of Principal Recipient (PR) for all grants award to The Gambia. This aspiration aligns with the Global Fund's broader objective to ensure sustainable, country-led health programs that are both effective and efficient.

Currently, the Global Fund grants are managed by external or alternative PR: The National AIDS Secretariat (NAS) and Action AID are PRs for HIV/TB grants while the National Malaria Control Program (NMCP) of the MoH is already PR of the Malaria grant. The program oversees the country's planning, implementation and monitoring of malaria prevention and control activities and the grant's financial and programmatic management is the MoH's PCU (Project Coordination Unit). This has helped

facilitate program implementation but poses limitations in achieving full national ownership and institutional capacity building. Transitioning the MoH into the PR role represents a strategic move to empower the country in its response to public health challenges and improve grant functionality through direct oversight and management.

To realize this vision, a comprehensive assessment is required to evaluate the readiness of the MoH to take on the PR responsibilities for the HIV/TB grant. This would bring all three diseases under the MoH as PR; as the MOH already manages malaria, together with some RSSH investments. This assessment must encompass financial management systems, procurement and supply chain processes, programmatic oversight, and overall institutional capacity. Consultants with expertise in Global Fund operations and health systems strengthening are essential to conduct this evaluation. The consultant's findings and recommendations will serve as the foundation for addressing any gaps and ensuring a smooth transition that safeguards the effectiveness and sustainability of Global Fund-supported programs.

The transition of the MoH in The Gambia to serve as the PR for Global Fund grants is a critical step toward achieving national ownership and sustainable health program management. This shift aligns with the Global Fund's vision of empowering countries to take greater responsibility for managing and implementing donor-funded programs, ultimately fostering self-reliance and strengthening local systems.

Currently, the MoH is already PR for the malaria grant. The assessment would therefore document the strengths and weaknesses of its current role as PR, and document its potential to also manage the HIV/TB and RSSH investment currently managed by NAS (HIV/TB/RSSH) and ActionAid (HIV/TB among key and vulnerable populations). As the MoH relies on external entities to serve as PRs for HIV and TB, it can lead to challenges in aligning program implementation with national priorities and the unique health context of The Gambia. By assuming the PR role for all three diseases, including RSSH, the MoH would have direct control over grant management, enabling better integration of Global Fund initiatives, with national health strategies, policies, and systems. This transition would also streamline decision-making processes, enhance accountability, and provide opportunities for building institutional capacity with the MoH.

However, the move to the PR role requires addressing several critical areas to ensure readiness and functionality. Key aspects include strengthening financial management systems to meet the rigorous accountability standards of the Global Fund, enhancing governance frameworks to delineate clear roles and responsibilities, and developing robust supply chain systems to improve the procurement, distribution, and management of health commodities. Furthermore, programmatic oversight capacity must be bolstered to ensure effective monitoring and evaluation of grant activities.

To support this transition, a comprehensive assessment is necessary to identify existing gaps and recommend actionable solutions. Engaging experienced consultants is essential for evaluating the MoH's readiness and providing strategic guidance on capacity-building initiatives, policy reforms, and system enhancements. This proactive approach will enable the MoH to meet the Global Fund's requirements and ensure a seamless transition to the PR role, ultimately strengthening The Gambia's health sector and advancing its public health goals.

III. Objective(s) and expected outcomes

1) Overall assignment objective

Assessing the capacities of the MoH and supporting it in becoming the PR for GC8 Global Fund multiple HIV, TB and malaria grant, as well as RSSH investments.

2) Expected outcomes

- An appropriate and efficient organisational model for the MoH to become PR for Global Fund multiple HIV, TB and malaria grant, as well as RSSH, is designed and described;
- The MoH's tools and processes for monitoring and programme management of Global Fund grants (update of existing tools related to the Malaria grants or design a new adequate tools and processes if needed) are strengthened;
- The MoH's tools, procedures and processes for the financial management of Global Fund grants (update of existing tools related to the Malaria grants or design of new adequate tools, if needed) are strengthened;
- A plan to strengthen/accompany the MoH in becoming PR is developed and implemented.

Gender mainstreaming

In line with France's International Strategy for Gender Equality 2018-2022, L'Initiative asks consultants to integrate a gender approach into their assignment. A webinar (in French) is available to help identify assignment-specific challenges and develop gender-mainstreaming objectives (<https://www.initiative5pour100.fr/encourager-prise-en-compte-du-genre>).

These issues cover mainly:

- **Assignment type:** governance support, assessment and organizational support, administrative and financial support, program support, data collection and analysis, access to quality drugs.
- **Selected methodology:** desk review, interviews, participatory workshop, conference and seminar, training, report or guide.

During the assignment scoping and methodology development phase, the consultants and recipient will define at **least two gender-related objectives** for the assignment and will undertake to implement what is required to meet them and to self-assess when writing the final assignment report.

IV. Assignment description

1) Key milestones and activities of assignment

As part of the assignment, the consultant(s) will carry out the following activities:

1. Organisational diagnosis of the MoH and a capacity-building plan

This phase will be led by a public health expert specialised in governance and organisational strengthening.

- The initial capacity assessment of the MoH will be conducted by the Global Fund's Local Fund Agent (LFA) team. The lead expert will join the process at mid-point or towards the end of the LFA-led assessment, in order to review preliminary findings, provide complementary analysis where needed. Close coordination with the LFA team is essential throughout this phase to ensure alignment of technical inputs and facilitate the transition to the implementation phase of the strengthening plan.

The objective is to conduct an in-depth institutional and functional assessment of the MoH to evaluate readiness to act as PR for multiple HIV, TB and malaria grants, building on its existing experience as PR for malaria grant.

- Based on this diagnosis and the assessment, the expert will:
 - Design an appropriate and effective organisational model enabling the MoH to fulfil PR responsibilities for HIV and TB grants, including RSSH investments;
 - Develop a comprehensive capacity-building plan, outlining key priorities, activities, and timelines for institutional strengthening.

2. Capacity strengthening of the MoH

This phase will focus on the implementation of targeted support measures identified in phase 1.

Depending on the results of the diagnosis, this support may include:

- Strengthening and/or updating the Ministry's tools and procedures for programmatic management and monitoring of Global Fund grants (building on malaria grant systems and developing new ones if required);
- Strengthening and/or updating the financial management systems, tools, and procedures to ensure compliance with Global Fund standards;
- Supporting other institutional strengthening measures, including coaching recruited personnel as defined in the capacity-building plan.

The specific expertise required for this phase will be determined based on the outcomes of the diagnostic phase.

Capacity building of assignment recipient(s): with a view to sustaining the assignment's outcomes and recipients' ownership of the deliverables, the consultant(s) should pay particular attention to capacity building throughout the assignment. Joint training and deliverables development with gradual recipient empowerment are encouraged. The consultant(s) must propose a methodology in their technical proposal to be discussed with and approved by Expertise France and the assignment recipient.

2) Expected deliverables

Expected deliverable	Estimated timeline to achieve the deliverable
Framework note : methodology, timetable and precise scope of support	5 days from the framing meeting
1. A description of the organisational model/scheme to be put in place to optimise the capacities of the Ministry of Health for efficient management of the grant as PR	6 weeks from the start of the assignment
2. Global Fund grant monitoring and programme management tools (synergies and needs between the already-existing MoH monitoring and management tools, and those needed to implement and report back to the GF)	8 months from the start of the assignment
3. Tools and procedures for the financial management of Global Fund grants including a financial procedure manual	

4. A plan to strengthen/accompany the Ministry of Health in its role as PR	
<p>A final report on the assignment according to the template provided.</p> <p>This report, written in English, will be distributed to all partners involved in the assignment, following approval by Expertise France.</p>	10 days after the approval of the finalised documents and tools

The mission will end with a debriefing of the mission with the assignment recipient following validation of the deliverables by Expertise France.

3) Coordination and accountability

3.1. Coordination provided by Expertise France and the team of consultants

In the context of this assignment, Expertise France will coordinate and monitor the assignment as follows:

1. Expertise France assures coordination between the various partners involved in designing, implementing and/or monitoring the assignment and organizes regular follow-up sessions with the consultant(s) throughout the assignment as a minimum;

In order to facilitate the follow-up by Expertise France, the contact person will be copied into all important discussions between the consultant(s), the recipient and partners involved in the assignment.

The point of contact at MoH will be the Permanent Secretary of the Ministry of Health.

3.2. Coordination with technical and financial partners and the France team

Experts will report to the Cooperation and Cultural Action Service (*Service de Coopération et d'Action Culturelle* - SCAC) at the French Embassy at the start and end of the assignment for a meeting with the SCAC (the Regional Cooperation Advisor for Health).

3.3. Consultant accountability

The consultant(s) will report on assignment progress and challenges directly and regularly to the Expertise France contact person.

Assignment deliverables are produced for the benefit of the assignment recipient. The validation steps by the recipient will be clarified in the framework note. The final version of the deliverables is submitted to Expertise France for final validation with the assignment recipient and shared with the Global Fund.

V. Logistical organization and execution

The recipient, the Ministry of Health (MoH), will be available to the consultants to facilitate remote work and the organization of on-site missions. The MoH will provide the consultant(s) with an office

space/meeting room with an Internet connection, photocopying and printing equipment, and a vehicle with a driver to facilitate travel as part of assignment activities.

The consultant(s) will be responsible for other logistical aspects of their assignment (hotel reservation, plane tickets, etc.) unless otherwise specified by Expertise France.

VI. Expertise and profile requirements

The composition of the team (number and profiles of experts) is to be determined by the contractor according to the technical nature of the services detailed above.

Expertise France will be sensitive to the fact that the team proposed by the candidate in its bid mobilises expertise that is close to a balance:

- women/men
- national/international
- junior/senior.

The skills required for the team are as follows:

- Confirmed skills in:
 - Communications
 - Teamwork and interpersonal skills
 - Knowledge transfer
 - Supervision
 - Analysis and problem solving
 - Decision-making and initiative
- Excellent command of English (written/spoken)
- Knowledge pertaining to gender is desirable

The experience required are as follows:

Expertise required n°1: Management/diagnosis and organisational strengthening

A. Training/Education

- Master's degree (or equivalent) in Public Health or a related field;
- Specialization and/or proven skills in governance, project management and organisational strengthening.

B. General professional experience

- At least 10 years of experience in institutional strengthening and change management within the public health or development sectors and private sector;
- Demonstrated experience supporting public institutions in the design and implementation of structural or organisational strengthening measures.
- Proven experience in successfully completing similar assignments in the region or other locations.

C. Specific professional experience

- Participated in or supported institutional assessment of Ministries of Health or public health agencies;
- Proven ability to design and translate assessment findings into a practical and context-adapted organisational model;
- Experience developing detailed capacity-building plans, including implementation roadmaps, priority actions, and resources needs;
- Experience working with existing PRs to adapt and expand systems to new disease components;
- In-depth knowledge of Global Fund institutional requirements, particularly regarding PR roles and performance expectations.