TERMS OF REFERENCE

Assignment n°25SANIC816

I. General Information

Assignment title	Support The Gambia's MoH in becoming PR for GC8 Global Fund HIV/TB grants (capacity-building)			
Component(s)	HIV/AIDS, Tuberculosis, Malaria, HSS			
Thematic area(s)	Governance			
Type of recipient(s)	Ministry of Health (MoH)			
Country	The Gambia			
Relevant GF grants	Grant amount	Grant period	Performance rating	Date of performance rating
HIV/TB/RSSH (GC7)	US$23,415,791	January 2024-December 2026	N/A	N/A
Estimated starting date of assignment	November 2026			
Estimated maximum number of days of expertise	Maximum 120 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 maintained a vision for the MoH to assume the role of Principal Recipient (PR) for all grants awarded 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.

External or alternative PR manages the Global Fund GC7 grants: the National AIDS Secretariat (NAS) and ActionAID 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 Project Coordination Unit (PCU). This has helped facilitate program implementation. However, it poses limitations in achieving full national ownership and institutional capacity building. Transitioning the MoH into the PR role for all GC8 grants represents a strategic move

to empower the country in its response capacity to public health challenges and improve grant functionality through direct oversight and management.

To realize this vision, the Ministry of Health has required L'Initiative support to support the assessment of the capacities of the MoH (phase 1) and support the Senior Management Team (SMT) of the MoH in becoming PR for GC8 Global Fund HIV/TB grants (phase 2).

- **Phase 1** (*achieved – November 2025 to April 2026*).

- **Phase 2**: this phase will focus on strengthening the SMT of the MoH's capacities in view of its transition toward a PR role for all GC8 grants. During the phase 1 assessment, four priority areas were identified for the strengthening capacities plan :
    - Governance and coordination (high risk);
    - Fiduciary and financial management (high risk);
    - Programme Monitoring & Evaluation (specific gaps identified);
    - Procurement and crosscutting risks (systemic).

This support is expected to run concurrently with the GC8 signature process and beginning of the grant (January 2027).

III. Objective(s) and expected outcomes

1) Overall objective

Supporting the MoH in becoming the Principal Recipient (PR) for GC8 Global Fund multiple HIV, tuberculosis and malaria grant, as well as RSSH investments.

2) Expected outcomes

- The SMT of the MoH's capacities in governance and coordination are strengthened;
- The SMT of the MoH's capacities in fiduciary and financial management are strengthened;
- The SMT of the MoH's capacities in Programme Monitoring & Evaluation are strengthened;
- The SMT of the MoH's capacities in Procurement and crosscutting risks are strengthened.

Gender mainstreaming

In line with France's International Strategy for a Feminist Diplomacy 2025-2030, 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://linitiative.expertisefrance.fr/en/our-cross-cutting-themes/gender/).

Gender issues must be reflected in the methodology proposed to achieve the objectives of the assignment (e.g. analysis of disaggregated data) and in the various facilitation techniques used during workshops or meetings, where appropriate, in order to ensure equitable participation by men and women.

IV. Assignment description

1) Key milestones and activities of assignment

As part of the assignment, the consultants will carry out the following activities:

1. Preparatory phase

- **Briefing and scoping meeting**: this remote meeting will primarily bring together the MoH, the CCM and relevant staff, the Expertise France team, the Global Fund Country Team, and other stakeholders involved in this exercise. The objective of the meeting is to facilitate the start-up of the technical assistance provided by the experts.
- **Development and adaptation of a scoping note**: this note will provide the framework for monitoring the assignment and will include a methodological note, as well as a work plan and timeline.

Expected deliverable No.1: Framework note (methodology, timetable and precise scope of support)

2. Development of the detailed capacity strengthening plan

Based on the findings of the phase 1 assessment and the priorities confirmed by the MoH and the CCM, the experts will develop a detailed capacity strengthening plan covering the four priority areas identified: governance and coordination, fiduciary and financial management, programme Monitoring & Evaluation, and procurement and crosscutting risks.

The plan will translate the identified capacity gaps into concrete capacity strengthening priorities, expected results and proposed activities and modalities of support. It will also define the sequencing of the support, with priority initially given to the two high-risk areas (governance and coordination, and fiduciary and financial management), followed by support in programme M&E and procurement and crosscutting risks.

The plan will include an implementation timeline and, where relevant, indicators or milestones to monitor progress.

Expected deliverable No.2: Detailed capacity strengthening plan covering the four priority areas and the proposed sequencing of support

3. Implementation of the capacity strengthening plan: high-risk areas

The experts will implement the capacity-strengthening activities identified in the plan for the two high-risk areas: governance and coordination, and fiduciary and financial management. The support will focus on addressing the priority capacity gaps identified during the phase 1 assessment and strengthening the MoH's capacity to assume PR responsibilities for GC8 grants.

The experts will adapt the modalities and sequencing of support as necessary based on progress made and emerging needs identified during implementation.

Expected deliverable No.3: Implementation report, documenting the support provided in the two high-risk areas, progress achieved, key outputs, remaining gaps and any adjustments recommended for the continuation of the support.

4. Implementation of the capacity strengthening plan: M&E and procurement and crosscutting risks

Building on the progress and lessons learned from the first phase of support, the experts will implement the capacity strengthening activities identified in the plan for programme M&E, and procurement and crosscutting risks.

Expected deliverable No.4: Implementation report, documenting the support provided in programme M&E and procurement and crosscutting risks, progress achieved, key outputs and remaining gaps.

5. Final assessment

At the end of the assignment, the experts will assess the progress achieved in strengthening the SMT of the MoH's capacities across the four priority areas, identify residual risks, and recommend follow-up support in view of the MoH's transition to PR for GC8 grants.

Expected deliverable No.5: Synthesis note on capacity strengthening progress across the four priority areas, identifying residual risks and providing recommendations for continued support as the MoH transitions to the PR role for GC8 grants.

Capacity building of assignment recipient(s): with a view to sustaining the assignment's results and recipients' ownership of the deliverables, the consultants should pay particular attention to capacity building throughout the assignment. Joint training and deliverables development with gradual recipient empowerment are encouraged. The consultants 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
Framework note: methodology, timetable and precise scope of support	5 days from the framing meeting
Detailed capacity strengthening plan covering the four priority areas and the proposed sequencing of support	1 month from the framing meeting
Implementation report, documenting the support provided in the two high-risk areas, progress achieved, key outputs, remaining gaps and any adjustments recommended for the continuation of the support.	3 months from the framing meeting
Implementation report, documenting the support provided in programme M&E and	4 months from the framing meeting

procurement and crosscutting risks, progress achieved, key outputs and remaining gaps	
Synthesis note on capacity strengthening progress across the four priority areas, identifying residual risks and providing recommendations for continued support as the MoH transitions to the PR role for GC8 grants	5 months from the framing meeting
A final report (maximum of 15-20 pages using the template provided) must be emailed to Expertise France after each field visit or key milestone within 10 days. This report, written in English, will be distributed to all partners involved in the assignment, following approval by Expertise France.	10 days after the approval of the finalized documents and tools.

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: Expertise France assures coordination between the various partners involved in designing, implementing and/or monitoring the assignment, organizes regular monitoring sessions with the consultants as a minimum and validates the achievement of key assignment milestones.

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

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 final version of the deliverables is submitted to Expertise France for final validation with the assignment recipient.

V. Location, duration and implementation methods

1) Estimated start date: 01/11/2026

2) Assignment duration: Maximum of 120 days for the whole team of experts.

- *Assignment with estimated number of days in the ToR:* The actual duration of the assignment (working days) is estimated at 120 days. **Given the capacity-building focus of the assignment, most of the support is expected to be delivered on-site in Banjul, The Gambia**.

The assignment will end with an assignment debriefing session with the recipient following the validation of the deliverables by the latter.

3) Estimated deliverables due date: *See deliverables timeline table above for detailed submission dates.*

4) Organizing logistics and security guidance from Expertise France

The assignment recipient, the Ministry of Health (MoH), will provide the consultants with an office space/meeting room with an Internet connection, photocopying and printing equipment, a vehicle with driver to facilitate travel as part of assignment activities.
The consultants will be responsible for other logistical aspects of their assignment (hotel reservation, plane tickets, etc.) unless otherwise specified by Expertise France.

Consultants are required to adhere to Expertise France's security guidance. In particular, for each field visit, the following is requested:

- To register each trip on Ariane - France Diplomatie website: https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html ;
- To regularly consult the Internet page 'Conseils aux voyageurs du Ministère de L'Europe et des Affaires Etrangères' (Travel advice from the Ministry of Europe and Foreign Affairs) for the relevant country;
- To download the Expertise France app (sent after recruitment has been confirmed) for monitoring consultant safety in the field, to register an account and use it during each field visit;
- Any travel outside the city where the assignment is to be carried out is subject to a request being sent at least one week ahead of planned travel to the assignment contact person at Expertise France for formal validation.

VI. Expertise and profile requirements

1) Number of consultants: 3

Expertise France will be sensitive to the gender balance within the team of consultants and encourages applications from women.

2) Consultant profile

EXPERTISE N°1: GOVERNANCE AND COORDINATION

A. Qualifications and skills:

- University degree (graduate level) in the following fields: Public Health, Public Administration, or related field.

- Specialization/experience in the field(s) of HIV/TB/Malaria/Health Systems Strengthening (HSS).
- Specialization/experience in health systems strengthening or institutional development.

- High level qualities/skills in:
  - Communications
  - Teamwork and interpersonal skills
  - Knowledge transfer
  - Supervision
  - Analysis and problem solving
  - Decision-making and initiative
- Excellent command of English (written/oral)
- Desired gender skills: gender training

B. General professional experience

- At least 10 years professional experience in HIV/AIDS/Malaria/TB
- At least 10 years professional experience in health systems strengthening, institutional capacity development and/or public sector reform
- Proven experience working with Ministries of Health and national public institutions in developing countries
- Experience of gender mainstreaming interventions in previous assignments and/or projects

C. Specific professional experience

- Demonstrated experience supporting governance and coordination mechanisms within the health sector
- Proven experience in institutional capacity assessments and the design and implementation of capacity strengthening plans
- Previous experience supporting countries in the implementation or transition of Global Fund grants, including Principal Recipient institutional arrangement, would be a strong asset
- Professional experience in the country is desirable.

EXPERTISE N°2: FIDUCIARY AND FINANCIAL MANAGEMENT

A. Qualifications and skills:

- University degree (graduate level) in the following fields: Finance, Public Health, or related field
- Specialization/experience in the field(s) of HIV TB/Malaria/Health Systems Strengthening (HSS)

- High level qualities/skills in:
  - Communications
  - Teamwork and interpersonal skills
  - Knowledge transfer
  - Supervision
  - Analysis and problem solving
  - Decision-making and initiative
- Excellent command of English (written/oral)
- Desired gender skills: gender training

B. General professional experience

- At least 10 years professional experience in financial management, fiduciary oversight, grant management and internal control systems.
- At least 5 years professional experience in supporting public institutions and Ministries of Health in strengthening financial management systems.
- Strong knowledge of risk management and fiduciary compliance.

C. Specific professional experience

- Proven experience in the financial management of donor-funded programmes, preferably Global Fund grants.
- Demonstrated experience in assessing fiduciary risks and designing capacity-strengthening measures.
- Experience with Global Fund financial management policies and assurance requirements is required.
- Experience supporting public institutions in preparing for direct management of donor-funds would be a strong asset.
- Professional experience in the country is desirable.

EXPERTISE N°3: GRANT MANAGEMENT SYSTEMS *(M&E, PROCUREMENT AND CROSSCUTTING RISKS)*

A. Qualifications and skills:

- University degree (graduate level) in the following fields: public health, health economy, or a related field.
- Specialization/experience in the fields of HIV/TB/Malaria/Health Systems Strengthening (HSS).

- High level qualities/skills in:
  - Communications
  - Teamwork and interpersonal skills
  - Knowledge transfer
  - Supervision
  - Analysis and problem solving
  - Decision-making and initiative
- Excellent command of English (written/oral)
- Desired gender skills: gender training

B. General professional experience

- At least 10 years professional experience in health programme management, monitoring and evaluation, procurement and supply management and/or health systems strengthening;
- Experience providing support to Ministries of Health and/or national disease programmes.

C. Specific professional experience

- Demonstrated experience in strengthening M&E systems for donor-funded health programs, preferably Global Fund grants.
- Proven experience in procurement and supply management systems, including risk identification and mitigation.

- Experience supporting the implementation and management of Global Fund grants, particularly across multiple functional areas (programme management, M&E, procurement and risk management).
- Experience developing operational procedures, tools and capacity-building activities for national institutions.
- Professional experience in the country is desirable.

VII. Technical and financial proposals

The interested team of consultants is invited to send a full proposal comprising:

1. **Technical proposal (maximum 10-15 pages) including:**
    - A CV for the consultants;
    - A description of the consultant's background and experience in relation to this terms of reference;
    - Their understanding of the Gambia's current situation in relation to the issues outlined in the assignment;
    - A detailed presentation of the proposed methodology based on the objectives and activities described in this terms of reference. Particular attention must be given to recipient capacity building;
    - A detailed work schedule (activities, dates, location, number of days) based on key milestones specified in these terms of reference.
2. **A financial proposal in Euros.**