



THE UGANDA COUNTRY
COORDINATING MECHANISM
FOR THE GLOBAL FUND
To Fight AIDS, Tuberculosis & Malaria

UGANDA COUNTRY COORDINATING MECHANISM FOR THE GLOBAL FUND

**TERMS OF REFERENCE FOR THE REVIEW OF THE CCM STRATEGIC PLAN
2021/25 AND THE DEVELOPMENT OF THE NEW STRATEGIC PLAN 2026/30**

October 2025

1. Introduction and Background

The Uganda Country Coordinating Mechanism (CCM) is the multi-stakeholder governance platform mandated to coordinate, oversee, and ensure accountability for Global Fund resources in Uganda. Established in 2003, the CCM brings together government, civil society, the private sector, academia, faith-based organizations, multilateral and bilateral agencies, and communities affected by HIV, TB, and Malaria. Since inception, the CCM has coordinated over USD 1.5 Billion in Global Fund investments, which have contributed significantly to Uganda's national responses to HIV, TB, Malaria, and Resilient and Sustainable Systems for Health (RSSH).

The CCM has operated under successive strategic and operational plans that guided its governance and oversight role. However, the national and global health landscape is evolving rapidly, necessitating a more robust, forward-looking strategic framework. The following dynamics underscore the importance of developing a new strategic plan:

- Changing funding environment: Global health financing is under increasing pressure, with several traditional donors reducing or reprioritizing contributions. The Global Fund emphasizes sustainability, co-financing, efficiency, and domestic resource mobilization.
- National strategic shifts: Uganda is currently developing new disease-specific strategic plans for HIV, TB, and Malaria, as well as the HIV Sustainability Roadmap and sectoral reforms. These strategies will define the country's health priorities and investment cases for the next five years, within which Global Fund support must align.

In this context, the Uganda CCM Strategic Plan (2026–2030) will serve as a guiding framework to strengthen CCM governance, ensure alignment with national priorities, and position the CCM as a credible, effective, and trusted body for the coordination and oversight of Global Fund resources in Uganda.

2. Purpose of the Strategic Plan

The purpose of the Uganda CCM Strategic Plan is to provide a structured and results-oriented framework that defines the CCM's direction over the next five years. The plan will not only articulate the CCM's governance and oversight role but also serve as a tool for enhancing its effectiveness, accountability, and sustainability. Specifically, the Strategic Plan aims to:

1. Provide a clear strategic direction for the CCM's governance and oversight role.
2. Strengthen the CCM's institutional effectiveness, transparency, and accountability.
3. Ensure alignment of Global Fund investments with Uganda's national health priorities and global strategies.
4. Enhance stakeholder engagement, partnerships, and inclusivity in decision-making.
5. Integrate cross-cutting priorities such as gender equality, human rights, sustainability, and community systems strengthening.
6. Position the CCM as a platform that maximizes the impact of Global Fund and other health resources in Uganda.

3. Objectives of the Consultancy

To achieve the above purpose, the consultancy for developing the Uganda CCM Strategic Plan will pursue the following specific objectives. These objectives are designed to ensure that the process is participatory, evidence-based, and aligned with both national and global health priorities:

1. Facilitate a participatory process for reviewing the current Strategic Plan 2021-2025 and developing the CCM Strategic Plan (2026–2030).
2. Undertake a comprehensive analysis of the CCM's operating environment, strengths, and challenges.
3. Define the CCM's Vision, Mission, Core Values, Strategic Objectives, and Key Result Areas and activities for the period 2026–2030.
4. Develop an Implementation Framework including a Monitoring, Evaluation, Accountability, and Learning (MEAL) framework.
5. Provide recommendations on institutional strengthening and resource mobilization to enhance sustainability.
6. Deliver a validated and approved Strategic Plan document ready for adoption by the CCM Board.

4. Methodology

The Strategic Plan will be developed using a phased, participatory, and evidence-based approach. The CCM will procure a consultant in line with its approved procurement policies and applicable national laws to ensure a transparent and competitive process. The consultant will employ both desk-based research and stakeholder engagement methods to deliver a high-quality plan. The methodology will include the following key activities:

1. Desk Review – Review CCM governance documents, bylaws, Global Fund guidelines, previous CCM evaluations, national disease strategic plans, and relevant global/regional policies.
2. Situational Analysis – Conduct a SWOT and stakeholder analysis, assessing internal performance and external opportunities and threats.
3. Stakeholder Consultations – Engage CCM members, constituencies, government ministries, civil society, private sector, affected communities, and development partners through interviews, focus groups, and surveys.
4. Workshops/Retreats – Facilitate participatory workshops to develop consensus on strategic direction, validate findings, and co-create the Strategic Plan framework.
5. Drafting – Prepare the draft Strategic Plan, including Vision, Mission, Values, Strategic Objectives, Key Results, Theory of Change, MEAL framework, and Resource Mobilization strategy.
6. Validation – Present the draft plan to the CCM Board and stakeholders for review and validation.
7. Finalization – Incorporate feedback and produce the final Strategic Plan and completion report.

5. Expected Deliverables

The consultancy will generate several key outputs that will serve as building blocks for the final Strategic Plan. Each output will represent a critical milestone in the planning process, ensuring that the plan is evidence-based, comprehensive, and reflective of stakeholder priorities. The expected outputs are:

- a. Inception Report (methodology, tools, and work plan).
- b. Report on the performance of the current strategic plan 2021-2025
- c. Draft Strategic Framework including the Situational/Context Analysis Report, Vision, Mission, Objectives, Values, Key Result Areas.
- d. Draft Strategic Plan (2026–2030) including interventions, activities, Implementation framework and MEAL plan.
- e. Final validated Strategic Plan.
- f. Consultancy completion report.

6. Timeframe

The consultancy will be undertaken within 60 days, spread out between November to December 2025. The process will be structured around specific milestones to ensure timely delivery and accountability. The proposed timeline is as follows:

- a) Inception Report: within 2 weeks of contract signing (November 2025).
- b) Report on the Performance of the Current Strategic Plan 2021-2025 (Mid November 2025)
- c) Draft Strategic Framework including the Situational/Context Analysis Report, Vision, Mission, Objectives, Values, Key Result Areas (November – December 2025)
- d) Draft Strategic Plan: by early December 2025.
- e) Validation Workshop: mid December 2025.
- f) Final Strategic Plan including MEAL Plan together with the Completion Report: by end of December 2025.

7. Management and Oversight

The successful implementation of this consultancy will require effective coordination and oversight. The consultant will report directly to the CCM Secretariat Coordinator/Executive Secretary and work under the supervision of the Executive Committee. Strategic oversight will be provided by the CCM Board, while the CCM Secretariat will offer logistical support, including organizing meetings, facilitating access to documents, and ensuring timely communication with stakeholders.

Profile of the Consultant(s)

The following will be expected of the Facilitator

- a) Extensive experience and proven good record in evaluations of strategic plans
- b) Experience with NGO related assignments and ability/commitment to meet agreed deadlines.
- c) Broad knowledge and experience in Governance and Leadership, Public Health, Monitoring and Evaluation, Health Financing, Program management as well as organizational development.
- d) The ideal facilitator will have a minimum of 10 years of relevant experience
- e) Have clear understanding of Partnerships with Government, Development Partners and Civil Society Organisations including Communities.
- f) CVs must be included in the applications.

Application Process and Inquiries;

Interested candidates should submit their technical and financial proposals together with all documents requested to the UCCM Offices in Ntinda - c/o Uganda AIDS Commission, Salim Bay Road Ntinda.

For any clarifications or inquiries please contact the CCM Technical Advisor Finance and Procurement at salomyn@globalfundccm.org.ug, copy nakazzisalomy@gmail.com, or through Phone contact on +256 752 407 378

The proposal should outline:

- A description of how you would approach this task with anticipated deadlines for completion of tasks above;
- An indication of your availability to undertake the task
- Financial proposal should be in UGX
- Any special requirements or considerations you would be needed

The deadline for submission is 3.00pm on Friday 7th November 2025