TERMS OF REFERENCE (TOR)

For conducting Baseline and Endline evaluations of the Africa Regional HIV Grant – Removing Legal Barriers (QPA-H-UNDP)

GENERAL INFORMATION

Services/Work Description:	Consultancy Services for Evaluation of Global Fund Project
Project/Program Title:	Africa Regional HIV Grant – Removing Legal Barriers (QPA-H-UNDP)
Duty Station:	Home-based with travels to selected Countries in Africa
Type of the Contract:	National Consultancy Firm or International Consultancy Firm or Consortium
Duration:	Consultancy to be completed in two phases each of 70 days - 1) March to 31st May 2016 and 2) 1st July and 31st October, 2018.
Expected Start Date:	Immediately after signing of Contract

1. BACKGROUND / RATIONALE

***Please note*: for this proposal, 'evaluation' is defined as follows**: *"Development evaluation is a tool for analysing and assessing development results. It has a central role in results based management (RBM) and for learning. It provides information on results, deepened understanding of how and why certain results were – or weren't – achieved, and determines whether they were satisfactory or not. Evaluation provides us with knowledge of what works, for whom, under what circumstances and how."*

1.1 Programme Overview

As part of an Africa Regional HIV Grant for Removing Legal Barriers to Access, a partnership of organizations has been formed to strengthen the legal and policy environment to reduce the impact of HIV and TB on key populations in 10 countries in Africa (Botswana, Cote D'Ivoire, Kenya, Malawi, Nigeria, Senegal, Seychelles, Tanzania, Uganda and Zambia). The project will work at country level in 7 of the project countries (Botswana, Cote D'Ivoire, Kenya, Malawi, Nigeria, Senegal, Seychelles) to assess, strengthen and monitor legal and policy environments for HIV. At regional level, the project will provide intensive capacity strengthening opportunities for key stakeholders and decision makers from all 10 countries. The project will also work at continental and regional levels with the African Union Commission and key Regional Economic Communities (SADC, ECOWAS, EAC) to promote alignment of national laws and policy with regional and international human rights commitments.

UNDP, with a Programme Management Team (PMT) based in the Africa Regional Centre in Addis Ababa is the Principal Recipient (PR) for this grant and there are four sub-recipients (SRs) – ARASA, ENDA Santé, KELIN and SALC. These organisations have been part of developing the project from its inception. Each partner has a strong technical base in human rights and HIV but each has different strengths and comparative advantages. ARASA and ENDA combined, support human rights and key population organisations to engage in law, policy and strategy reform with their governments across all programme countries. SALC is the most experienced organisation in Africa in strategic litigation, and KELIN on strengthening the judiciary and law enforcement. These strengths combined with UNDP's direct links and support on HIV/TB and human rights to the AUC, SADC, EAC, ECOWAS and to national governments in collaboration with other UN agencies in all programme countries makes for a very strong partnership.

The goal of this programme is to strengthen the legal and policy environment to reduce the impact of HIV and TB on key populations in Africa.

In this programme key populations include mainly men who have sex with men, male/female/transgender sex workers, transgender people, people who use drugs, prisoners and people with HIV. The programme will, however, also benefit other highly vulnerable populations such as migrants and women and girls – depending on the epidemiology and legal environment in each country. The project partners recognize that working with these key populations can be highly sensitive in countries in Africa and will take all necessary steps to mitigate political and other risks to key populations whilst ensuring timely and accurate monitoring of progress.

The programme has **four objectives**:

1. To strengthen regional and national evidence-based law, policy and strategy to support improved access to and delivery of HIV and TB services for key populations (men who have sex with men, male/female/transgender sex workers, transgender people, people who use drugs and, prisoners)
2. To strengthen access to justice and enforcement of supportive laws to support improved access to and delivery of HIV and TB services for these key populations

3. To strengthen regional and national mechanisms to prevent and address human rights violations that impede key population access to HIV/TB services

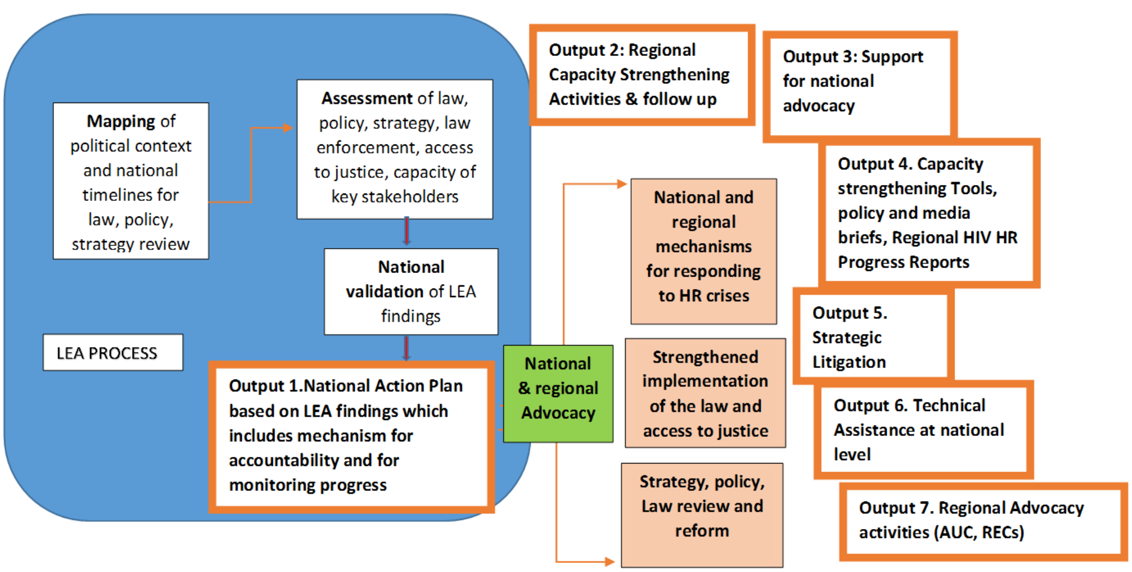
4. To strengthen the capacity of Regional Non-Government Organisations to take on Global Fund Principal Recipient roles and functions

Project Activities include conducting or updating Legal Environment Assessments (LEAs) which will be considered as the baseline for the project in each country. The programme will also support governments to develop and validate action plans for strengthening legal environments which include accountability mechanisms and ways to track progress. All 10 countries will benefit from regional capacity strengthening, guidance and tools on the programme's short/longer term human rights and HIV/TB priorities. Capacity strengthening will mainly target key stakeholders amongst policy makers, judiciary, parliamentarians, lawyers, law enforcement, cultural leaders, CSOs, media, key population experts etc.

Technical assistance will then be provided to government officials, as required, to play their particular role in implementing the recommendations of the LEA and resulting national action plan. Civil society and key population groups will receive both technical and financial support for national policy and advocacy to follow up the recommendations of the LEAs and for using existing structures to develop national mechanisms to prevent and address human rights crises that impede access to HIV and TB services.

Strategic litigation will be supported over the programme period to highlight and advocate on specific legal issues. The programme will provide technical assistance and financial support for regional/sub-regional meetings to enable key stakeholders to engage in relevant AUC and REC processes. Technical assistance will be provided to the AUC and 3 RECs (SADC, EAC, and ECOWAS) to support Member States to monitor and report on progress relating to human rights and HIV/TB and addressing HIV/TB related needs of key populations. Project partners will engage in regional level coordination of support to countries in the event of human rights crises. *Figure 1.* Below shows the project components and how they interact with one another.

Figure 1: Project Components



1.2 Overview of M&E System

The Programme Monitoring and Evaluation (M&E) Plan provides a framework for measuring performance of this project and for ensuring funding is contributing to achievement of results. The M&E Plan supports the **performance framework**, to which the Global Fund will hold all partners accountable under the grant agreement. Through the M&E system, project results at outcome and output level will be monitored and evaluated to provide the basis for accountability and for generating strategic information for informed decision-making at both programme and policy levels-- nationally, regionally, and globally.

As this is a multi-country initiative, this M&E plan is specific to the program. National HIV M&E plans have been reviewed to try and find identify common indicators and areas for strategic improvement - however, very little has been found in relation to human rights and HIV/TB. For interventions under the Module 'Removing Legal Barriers to Access' (which apart from the Programme Management Module is the main module for this project), there is also not yet a consistent, agreed set of indicators within the Global Fund available to measure progress. These interventions therefore require additional qualitative measures to assess their effectiveness. Alongside supporting the initiatives for developing common indicators and approaches to measuring progress of interventions that require both quantitative and qualitative measures, the Global Fund has developed a simplified M&E framework for this module. The M&E framework for Global Fund grants with insufficient coverage indicators (31 December, 2014) provides guidance on linking achieved results to grant funds and grant supported activities and includes two components: ***1) Monitoring grant implementation using work-plan tracking measures and 2) Baseline and Endline Evaluation.***

The work-plan tracking measures are included in the Performance Framework for grant making and track implementation of some key activities included in the grant work-plan using milestones and/or input/process indicators.

For the evaluation of this programme, a baseline assessment (within six months of start-up), and an end of grant evaluation (towards the end of the grant period) will be carried out by an independent body, in lieu of measuring outcome indicators, to assess how the interventions have contributed to progress in the response to the disease in the country. Baseline and endline evaluations will include country case studies and will systematically verify changes to legal and policy environments that impact positively on key population access to services. These evaluations will also record lessons learned for future HIV/TB-related projects that focus on removing legal and policy barriers to access.

2. OBJECTIVES OF THE SERVICE / WORK

The objectives of the evaluation will be to:

1. Evaluate progress achieved against programme objectives
2. Evaluate the effects of the modules/interventions
3. Evaluate programme implementation, processes and interim milestones towards programme objectives
4. Better link achieved results to grant funds and grant supported activities
5. Promote learning and best practices

The first evaluation objective is to evaluate project progress against the three listed programme objectives, which focus on addressing legal and policy barriers to access and delivery of HIV and TB services, particularly for key populations. There are currently no national surveys or standardised data on key populations that capture the impact of strengthening legal and policy environments to address barriers to access. National Stigma Index studies and other similar research on human rights violations in the context of HIV have been carried out in a number of project countries, but these provide a snapshot of the situation and are not a vehicle for understanding how particular interventions, or combination of interventions, make a difference. This project will be very important, therefore, in helping the Global Fund and other organisations learn lessons in how best to evaluate projects that aim to remove legal barriers to access to HIV and TB services.

The second evaluation objective is to evaluate the effects of the modules and interventions. As per the Global Fund Guidance for projects aimed at Removing Legal Barriers to Access, a baseline assessment and an end of grant evaluation will be carried out in selected countries to assess relevant changes that occur over the programme period and how programme interventions, individually and collectively, have contributed to these changes in each country. Further, they will assess the extent to which results achieved point towards the potential for sustained changes in addressing legal barriers to access, drawing on lessons learned through assessment of different combinations of interventions and in different legal, political and cultural contexts.

In line with the third evaluation objective, the evaluation will assess processes, in addition to outcomes, vis-à-vis the objectives of the grant with particular emphasis on modules and related interventions that contribute to achievements but which cannot be measured using standard coverage indicators. This includes consideration of who has led processes at each level of the project and, in relation to different modules and interventions, which partners were engaged in different phases of the programme and through what processes, and the extent to which risks to the programme were consequently foreseen and mitigated. Capturing process-oriented gains and challenges in progress towards programme objectives provides additional information to explain achievement of intended results, factors associated with the success or lack thereof of a specific module or intervention, and credible information for improving programs, identifying best practices, and highlighting lessons learned. Attention to processes is especially critical for projects of a relatively short duration aiming to effect legal change; understanding how to measure progress along the pathway to legal change will be an important methodological advance for the assessment of legal and policy-related interventions.

Findings from the first three evaluation objectives will all contribute to the fourth objective to better link achieved results to grant funds and grant supported activities. Since the project does not have existing baseline information, a baseline evaluation will be carried out within the first six months of grant implementation. The final evaluation will be conducted close to the end of the grant implementation period. Each phase of the evaluation will be directly linked to the stated programme objectives. As it is often not possible to show a direct link between project activities and high level legal and policy change, the evaluation will be designed to show where there is a strong case for attribution and plausible association. Furthermore, the evaluation will assess the extent to which the objectives of the project are consistent with country needs and add value to existing Global Fund projects and priorities at national and regional level.

Taken together, the evaluation will capture information relevant to promoting learning and best practices, which is the fifth evaluation objective. All of the data collected will be analysed with a view to synthesising lessons learned across different legal, epidemiological and country contexts and disseminating these in formats and venues to maximise their utility.

3. SCOPE OF THE SERVICE / WORK

As a cornerstone of this evaluation, a human rights-based approach will be employed to bring into focus not only the relevance, effectiveness and sustainability of activities carried out but also the processes of project implementation. ***Particular attention should be given to the principles of inclusion, participation, equality and non-discrimination, and accountability as addressed in project activities***. The evaluation should integrate human rights standards in the approach taken to monitor progress of grant implementation, enable performance based funding decisions, evaluate the effects of the modules and interventions, identify bottlenecks in implementation, promote learning and best practices, and link achieved results to the supported activities.

Evaluation of this programme will require assessment at multiple levels — project, region, national and sub-national – and across diverse political, legal, epidemiological and cultural settings. In order to assess effectiveness and show progress in the legal and policy environment, baseline and endline evaluations should employ a purposeful mix of quantitative, qualitative and policy measures. The assessment methodology should include comprehensive document reviews, qualitative interviews, selected country case studies, and in-depth data analysis. Standardized Data Extraction Tools will need to be developed, tested, adapted, and put into place.

It is critical that the wide range of interventions included in this project are independently evaluated, and that their complementarities and synergies are fully understood, not only to maximize the individual effectiveness of project activities, but also to learn how synergies between different interventions may ultimately work in tandem to contribute to the same desired outcome. This is true within countries, as well as across countries. The evaluation should therefore seek to draw lessons relating to the effectiveness and sustainability of the interventions themselves, as well as any patterns that are discernable across different types of HIV and TB epidemics, legal systems, political systems, mix of interventions etc. Selected country case studies will contribute significantly in illuminating these patterns. In the short term, the evaluation should provide information on how these modules and interventions link to the progress of the grant. In the longer term, this work will help to maximize contributions to the longer-term desired outcomes and sustainable change.

3.1 Evaluation questions

An evaluation framework, including the development of specific evaluation questions aimed at elucidating project contributions to legal and policy environments must be developed as a first stage. Evaluation questions should be tailored to each evaluation objective, and thus necessarily include attention to each specific programme objective; due attention to program implementation processes and interim milestones towards programme objectives; situating project activities within the grant process; and attention to sustainability, including recording of challenges and best practices. Central to this evaluation should be, using the human rights norms and standards identified above, to develop a sufficiently robust set of programme indicators to address the specificities of all programme objectives, and in turn link these to evaluation objectives. The evaluation framework should also expand the analysis to bring attention to the synergies between interventions.

It is envisaged that the evaluation process will cover a number of areas, including whether and how key interventions have been implemented, what challenges were encountered and what lessons were learned. At baseline, using the process described above to identify pathways to strengthening legal and policy environments, key milestones will be agreed for the evaluation which will show movement towards removing legal barriers to access.

In addition to elaborating pathways of change for each individual intervention so as to identify milestones along the way to achieving the desired impact, the evaluation should also seek to understand the synergies between different interventions as they ultimately contribute to the same outcomes. It is critical that the wide range of interventions included in this project be independently implemented and evaluated and that their complementarities and synergies be fully understood so as to maximise the effectiveness and sustainability of the project as a whole.

A focus of the evaluation questions will be the processes followed by the project, for example, identifying where the project has created spaces for unprecedented discussion and collaboration on HIV, TB, human rights and law; the extent to which the project has succeeded in expanding the range of key stakeholders in a country and the level of engagement in the project by government and key populations. At endline, along with an evaluation of chosen milestones and of agreed quantitative targets, factors that facilitated achievements against the objectives will be identified along with good practice for future interventions.

Throughout the evaluation, attention should be given both to the underlying factors that affect legal and policy change and to what is needed once law or policy are on the books to implement it and make it work for people on the ground.

3.2 Evaluation Team Composition

This evaluation team should ideally consist of a team selected by a consortium of qualified consultancy organisations. The evaluation team requires at least a team leader and one or two more team members with the following responsibilities:

- The **evaluation team leader** will lead the entire evaluation process, working closely with all team members. He/she will manage the evaluation process in a timely manner and communicate with the Evaluation Task Manager on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing the inception report and the draft and final evaluation reports.
- The **team members** will contribute to the evaluation process substantively through data collection and analysis. They will share responsibilities for conducting desk review and interviews and conduct field visits to the project sites identified and collect data. They will provide substantive inputs to the inception report as well as to the draft and final reports.

4. EXPECTED OUTPUTS / DELIVERABLES

Specific deliverables/outputs from this consultancy will include:

1. A baseline evaluation report for each of the project countries. [Each country's baseline evaluation will be purposely designed to be sufficiently broad to provide a snapshot of issues that the project might choose to address following the LEA and national action planning processes]
2. A baseline evaluation report synthesizing lessons learned within and across countries.
3. An endline evaluation report for each of the project countries. [Among other things, the endline evaluations will seek to assess changes in: the legal environment, discriminatory practices and behaviors, stigma drivers and manifestations, protection of the rights of key populations, political commitment, financing, and capacity.]
4. An endline evaluation report synthesizing lessons learned within and across countries.
5. M&E Framework and Tools needed to do the work noted above.

5. METHODOLOGY / APPROACH OF THE SERVICE (WORK)

5.1 Methods/tools

Development of assessment framework and evaluation work plan

An evaluation framework that outlines how the evaluation will be operationalized will be drafted by the consultants. This will include an evaluation matrix that maps each evaluation question to the information required to answer it, sources for that information, the proposed methods of data collection and analysis, an activities timeline, and an outline of the evaluation reports.

Data collection

Two primary methodologies are envisaged for the evaluation: a desk review of relevant documents at project, regional and national levels, and qualitative data collection, including a combination of semi-structured key informant interviews and focus group discussions with project stakeholders in all project countries. Available project documents and data at or around the time of the start of the evaluation should be used to inform all data collection tools including the desk review data extraction tool and qualitative data collection instruments. Working from preliminary findings of the document review, guides for semi-structured interviews and focus group discussions should be developed to capture information that can usefully supplement data in existing publications, to help illuminate project processes and to understand some of the patterns of reported results. These tools should be adapted to each country as required to ensure that they are appropriate to the context and set of interventions in place. It is anticipated that all countries will be visited as part of the evaluation process and that phone interviews will supplement in-country data collection as necessary. Attention to ethical considerations will be paramount throughout qualitative data collection, especially in particularly sensitive settings such as meeting with representatives of key populations. The overall ethical principle that the evaluation must adhere to is the principle of “do no harm”.

Case studies

Selected country case studies will be performed to provide more depth to the evaluation. These should inform the evaluation in several ways: (1) validate findings, ensuring accuracy of process descriptions and informed evaluation of outcomes; (2) serve as a part of the iterative process of project evaluation, they can illuminate unforeseen, valuable information about the project; and (3) evaluate the effectiveness of the indicators and approach used, contributing to learning and best practices.

Data analysis

Standardized data collection instruments for the desk review and the qualitative data collection should be developed to facilitate thematic analyses across documents, interviews, and focus group discussions, and will help to ensure the reliability, completeness, and precision of data. The evaluation matrix produced by the consultants should highlight how the data extracted from the desk review can be supplemented with the qualitative data (and any additional quantitative/policy data collected) to address each of the evaluation objectives.

Outputs from the document review, data extraction, qualitative interviews, and quantitative data collection should be analysed jointly. Data collection tools and data analysis should be informed by evaluation objectives, programme objectives, evaluation questions, indicators, and human rights norms and standards. This will necessarily involve an iterative process of data immersion across different sources and ensuring systematic attention to the framework guiding the evaluation.

Beyond reviewing the project’s success in meeting its targets, the analysis should also seek to disentangle the different elements of the processes through which these targets were (or were not) achieved in different project settings. As previously noted, particular attention should be given to the principles of inclusion, participation, equality and non-discrimination, and accountability as addressed though project activities. A critical component of this work is a focus on processes, with these principles in mind, in a conscious attempt to better integrate rights into the evaluation. The evaluation should therefore seek to understand as much as possible the extent to which risks to the project could be foreseen and mitigated over time. This analysis can in turn help identify enabling factors and challenges with a view to informing specific and actionable recommendations.

Given the complexity of effecting change at the various levels at which this project operates and the range of actors required for change to happen, causal attribution will be difficult to establish at times. However, the focus on understanding the processes through which the project operates in different settings should support assessment of the project's contribution to change, and the evaluation will need to be designed to show where there is a strong case for plausible association.

5.2 Key informants

The key informants for these evaluations should include a broad range of stakeholders so as to create as complete a picture as possible of the programme, its processes and impacts. For the qualitative research component, participants should include: UNDP (within the Africa Regional Centre as well as Country Offices); all sub-recipient organisations; in-country implementers including governments, civil society organisations and other representatives of key populations; the African Union and the three Regional Economic Communities. A core set of key informants will be asked to participate in the evaluations in each country with a broader pool of informants also included to provide additional depth and breadth of information in countries where case studies will be carried out.

5.3 Evaluation Standards

The evaluation should also be conducted as per the following four broad sets of *quality standards*, namely *propriety standards*, *feasibility standards*, *accuracy standards* and *utility standards*:[i]

- The *propriety standards* are ethical standards meant to ensure that evaluations are conducted with due regard for the rights and welfare of affected people. The most basic of the propriety standards is that evaluations should never violate or endanger human rights. Evaluators should respect human dignity and worth in their interaction with all persons encountered during the evaluation, and do all in their power to ensure that they are not wronged.
- The *feasibility standards* are intended to ensure that evaluations are realistic and efficient. To satisfy these requirements, an evaluation must be based on practical procedures, not unduly disrupting normal activities, and be planned and conducted in such a way that the co-operation of key stakeholders can be obtained. They should also be efficient.
- The *accuracy standards* are meant to ensure that the information produced by evaluations is factually correct, free of bias, and appropriate to the evaluation issues at hand.
- The *utility standards*, finally, are meant to ensure that evaluations serve the information needs of their intended users: to be useful, evaluations must be responsive to the interests, perspectives and values of stakeholders.

These evaluations will use a variety of validation methods to ensure that the information used and conclusions made carry the necessary depth.

6. LOCATION, DURATION AND TIMEFRAME OF THE WORK

The Baseline evaluation should be conducted and **completed** over **four** calendar months (from 15th February to 15th May 2016). The Endline evaluation should be conducted and completed over **four** calendar months at the end of the project (from 1st July to 31st October, 2018). Both the Baseline and the Endline should separately be based on phases as defined below:

1. Briefing of the evaluation team by the PR. Briefing will include the project, the evaluation and its management process, communications and coordination etc.

2. Inception Report preparation: The evaluation team will prepare an **inception report** that will operationalize the design elements, and develop a workplan prior to undertaking the evaluation. The proposed structure of the final report will be included in the inception report.
3. Data collection – that will include desk review and country/regional level key informant interviews, focused group discussions, etc.
4. Zero-draft evaluation report
5. Final report based on the feedback received.
6. Presentation of final report to key stakeholders

The selected service provider/consortium of organisations team will meet the PR, SRs and Global Fund Team (GF) in Addis Ababa or Johannesburg for a briefing meeting. They are expected to report regularly to the **PR Grant Programme Manager and M&E Specialist** with updates on progress via email/phone and/or Skype® calls. The Evaluation Team will be expected to make present the final Baseline and Endline reports when completed at a meeting that will be held in Addis Ababa or Johannesburg to the PR, SRs, GF and other key stakeholders

6.1 EVALUATION CALENDAR with INDICATIVE Number of DAYS

Conducting the Baseline Evaluation	*INDICATIVE Number of Days*	*Person/Team Responsible*
1. Briefing the Evaluation Team in Addis Ababa or Johannesburg	*5 Days*	*PR, SRs, GF, Evaluation Team*
2. Development of evaluation work plan and Inception Report	*10 Days*	*Evaluation Team*
3. Data Collection: the Evaluation Team collects data deploying various data collection methods agreed upon in the Inception Report. Relevant stakeholders from UNDP Cos and the SRs will facilitate access to information and provide necessary logistic / organisational support at country level.	*35 Days*	*Evaluation Team (support from relevant UNDP Cos and SRs)*
4. Zero-Draft evaluation report drafted	*12 Days*	*Evaluation team*
5. Final report drafted based on feedback received	*5 Days*	*Evaluation Team*
6. Presentation of final Baseline Evaluation report to PR, SRs, GF and other key stakeholders in Addis Ababa or Johannesburg	*3 days*	*Evaluation Team, PR, SRs, GF*
TOTAL	***70 Days over the 4 Month Period***	

Conducting the Endline Evaluation	*INDICATIVE Number of Days*	*Person/Team Responsible*
1. Briefing the Evaluation Team in Addis Ababa or Johannesburg	*5 Days*	*PR, SRs, GF, Evaluation Team*
2. Development of evaluation work plan and Inception Report	*10 Days*	*Evaluation Team*
3. Data Collection: the Evaluation Team collects data deploying various data collection methods agreed upon in the Inception Report. Relevant stakeholders from UNDP Cos and the SRs will facilitate access to information and provide necessary logistic / organisational support at country level.	*35 Days*	*Evaluation Team (support from relevant UNDP Cos and SRs)*
4. Zero-Draft evaluation report drafted	*12 Days*	*Evaluation team*
5. Final report drafted based on feedback received	*5 Days*	*Evaluation Team*
6. Presentation of final Baseline Evaluation report to PR, SRs, GF and other key stakeholders in Addis Ababa or Johannesburg	*3 days*	*Evaluation Team, PR, SRs, GF*
TOTAL	***70 Days over the 4 Month Period***	

Travel (flight and DSA)	*INDICATIVE Number of Days*	*Person/Team Responsible*
4 country missions x 2 (baseline and endline)	*Minimum 7 days*	*2 people*
Briefing the Evaluation Team in Addis Ababa or Johannesburg x 4	*Minimum 3 days*	*Minimum 1 person*

7. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The Evaluation Management Structure: The Evaluation Team will work under the supervision of a multi-tiered evaluation management structure.

a. Direct management oversight of the evaluation process, but not its content, will be provided by the **Grant Programme Manager**, who is based in the PMT at the UNDP Regional Service Centre for Africa. The **Grant Programme Manager** is responsible for the day-to-day implementation of the evaluation and manages the evaluation budget.

b. The evaluation team will report regularly to the **Grant Programme Manager** with updates on progress via email/phone and/or Skype® calls. A reporting calendar will be set up during the initial Briefing Meeting.

c. The **Grant Programme Manager** will be the authority to issue the certificate of acceptance of output.

d. During the evaluation exercise, the PR and SRs will provide support to the Evaluation Team by providing access to relevant documents, reports, project documents and products developed by the Project. The PR will also provide contacts with relevant country offices, national agencies or regional entities who need to be approached for the fulfilment of the evaluation exercise.

e. Travel and expenses: The **evaluation team are expected to plan and procure their own travel and organise stay and etc. The financial proposal therefore should include estimated expenses incurred on account of travel and communications.**

8. PAYMENT MILESTONES AND AUTHORITY

The Prospective Service Provider will indicate the cost of services for each deliverable in US dollars when applying for this consultancy. The Proposer will be paid based on the effective UN exchange rate (where applicable), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder. In accordance with UNDP rules, the lump sum contract amount to be offered should consider the professional fee inclusive of travel, living allowances, communications, taxes, out of pocket expenses, and other ancillary costs.

A winning Proposer shall then be paid the lump sum contract amount upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Instalment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1st Instalment	Inception Report and Work Plan for Baseline Evaluation	Grant Programme Manager	**10%**
2nd Instalment	Delivery of the Final Baseline Evaluation Report	"	**40%**
3rd Instalment	Inception Report and Work Plan for Endline Evaluation	Grant Programme Manager	**10%**
4th Instalment	Delivery of the Final Endline Evaluation Report	"	**40%**

9. MINIMUM ORGANIZATION AND CONSULTANCY TEAM REQUIREMENTS

9.1 Minimum Organisational Requirements

A) Applications are solicited from highly-experienced **organizations or consortia of organisations** that have Africa-wide experience in the area of HIV, human rights, key populations, LGBTI groups, the law, health and development.

B) As the Evaluation is considered an independent evaluation, an organisation rather than individuals will be recruited as the external evaluation team.

C) The **organization / evaluation team** should be able to demonstrate:

a. Strong experience and knowledge in the area of HIV, human rights, the law as it pertains to HIV, treatment access, key populations, people living with HIV and LGBTI groups, labour and trade laws and laws pertaining to access to medicines.

b. Extensive knowledge of, and experience in applying qualitative evaluation methods, and demonstrable experience in conducting evaluations of projects that focus on issues of HIV, human rights, key populations and the law;

c. A strong record of working with key populations and/or on key population, PLHIV and LGBTI issues pertaining to law, human rights and access to justice in the context of HIV;

d. Qualitative data collection and analysis skills;

e. Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders;

f. Technical competence in undertaking project evaluations which predominantly involve the use of qualitative research/social science methods;

g. Prior experience in working with multilateral agencies;

h. Knowledge of UNDP's role, and UN programming at the country level and regional levels;

i. Additional qualifications desired: these include demonstrable language skills (in English and French); experience in working across African countries; and experience in working with NACs, MOH and other relevant regional and/or continental entities and international donors.

D) The **Team Leader** and **the Team Members** are expected to have at a minimum the following:

- **Team leader: expert in HIV, human rights and the law in the context of HIV**. S/he is expected to have a higher law or a public health degree with a minimum of 15 years' experience in the field of HIV and human rights. Demonstrable experience in working with key and marginalised populations in the context of HIV, of conducting qualitative evaluation exercises and producing evaluation and research reports are essential requirements. Desirable qualifications is ability to read/write and speak French.
- **Team members**: are expected to have university education in the field of HIV, the law, human rights and public policy with demonstrable experience in conducting qualitative research including but not limited to conducing focused group discussions, key informant interviews and analyses of qualitative data. Demonstrable experience in working with key and marginalised populations, skills in report-writing and communication are also essential.
- **The entire team** should be able to demonstrate skills / experience of working in the area of human rights and the law, key populations, most-at-risk populations and vulnerable populations. They have to be sensitive to and aware of working with a range of respondents: from government and other officials to key population representatives in the context of HIV.

E) The Evaluation team should comply with the following UN Core Values to name a few:

- Professionalism
- Planning and Organizing ability
- Accountability: takes ownership of responsibilities and honours commitments.
- Communications: speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience. Keeps confidential information undisclosed.

- Innovator: learn, share and acquire new competencies and seek new challenges by exploring new approaches
- Performer: works against an agreed outcome and priorities and seeks performance feedback from supervisors and support staff in the performance review in a constructive and objective manner.

9.2 Team Leader

Qualifications & Experience:

- Higher degree in law and expertise in HIV and human rights. S/he is expected to have a higher law or a public health degree with a minimum of 15 years' experience in the field of HIV and human rights. **Competencies:**
- Ability to provide general leadership and direction to the evaluation exercise.
- Essential requirements: Demonstrable experience of conducting qualitative evaluation exercises and producing evaluation and research reports.
- Demonstrable experience in working with key and marginalised populations in the context of HIV.
- Strong organizational skills;
- Strong communication skills; and
- Desirable qualifications is ability to read/write and speak French.

9.3 Team Members

Academic Qualification:

- A university education (degree) in the field of HIV, the law, human rights and public policy. with

Experience:

- Demonstrable experience of minimum 5 years in conducting qualitative research including but not limited to conducing focused group discussions, key informant interviews and analyses of qualitative data.
- Demonstrable experience in working with key and marginalised populations, skills in report-writing and communication are also essential.
- A minimum of 5 years of proven experience of working in the area of HIV, human rights, law and public policy.

Competencies:

- Ability to undertake qualitative research related to human rights promotion and protection, inter-governmental relationships, public policy, and in rights based approaches HIV, health and development.
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards;
- Strong communication skills;
- Strong presentation and facilitation skills; and
- Excellent command on both written and spoken English is essential
- Proficiency in French will be an added advantage.

10. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Consultancy Firms are expected to submit both the Technical and Financial Proposals. Accordingly; the firms will be evaluated based on Cumulative Analysis as per the following conditions:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
    a. Technical Criteria weight is 70%
    b. Financial Criteria weight is 30%

11. LOGISTICAL SUPPORT

Support the Requesting Unit will offer include:

- Access to relevant proposal documents, one year annual report and documents and papers and guidances that emerged out of the project's work.
- Introductions, as necessary to relevant project stakeholders at the national, regional and continental level including to UNDP Country Office staff.

12. RECOMMENDED PRESENTATION OF PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider here below is given a proposed Table of Contents. Accordingly; respective Service Provider's Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing to be submitted.

Proposed Table of Contents	Page

2.2 Deliverables

2.3 Technical Quality Assurance Review Mechanism

2.4 Risks and Mitigation Measures

2.5 Implementation Timelines (i.e., Work plan)

2.6 Any other information pertinent information related to successful implementation

SECTION III. QUALIFICATIONS OF KEY PERSONNEL

3.1 Management Structure

3.2 Staff Time Allocation

3.3 Qualifications of Key Personnel with Written Confirmation of Availability

3.4 Summary of Key Personnel Qualifications

CV of Team Leader

CV of Team Members

BANK REFERENCE

ANNEXES

Renewed Company Registration Certificate and/or Business License including Articles of Incorporation or equivalent document if Bidder is not a corporation (Annex 1)

Tax Registration or TIN/VAT Certificate (Annex 2)

Tax Payment Certificate or Certificate of Tax Exemption by the Internal Revenue Authority (Annex 3)

Past Two Years Audited Financial Statements (Annex 4)

Statement of Satisfactory Performance from Top Three Firms in the Past Five Years (Annex 5)

Other Certificates and Accreditations – including Quality Certificates, Patent Registration, Environmental Sustainability (if any), etc. (Annex 6 . . .)

Documentation Checklist

LIST OF DOCUMENTS AND WEBSITES FOR REFERRAL

The following sources are recommended for use by the offerors in developing and implementing the evaluation:

- Evaluation norms, guidelines and standards
  - ✓ The M&E framework for Global Fund grants with insufficient coverage indicators (31 December, 2014)
  - ✓ Quality Checklist for Evaluation Reports
  - ✓ Standards for Evaluation in the UN System
  - ✓ Norms for Evaluation in the UN System
  - ✓ Good Practice Guidelines for Follow up to Evaluations

13. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

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[i] Molund S & Schill G. *Looking Back Moving Forward: Sida Evaluation Manual*. Sida (2004)