



*UN Joint Programme on Gender Based Violence
Supported by Embassy of Norway*

Terms of Reference for Synthesis and Documentation of Lesson Learnt and Good Practices of the Bridging Phase of UN Joint Programme on Gender Based Violence

“A Multi sectoral approach to Gender Based Violence Prevention and Response”

April 2016

1.0 Background

UN Joint Programme on Gender Based Violence Bridging Phase (hereafter JPGBV) in Uganda, funded by the Embassy of Norway, is implemented in the sub-regions of Acholi, Lango, Teso and Karamoja. The bridging Phase is focusing on strengthening and consolidating gains from the previous two phases of the JPGBV. The programmes in addressing areas with critical gaps whilst ensuring sustainability on the activities after 2016. The bridging Programme is further strengthening capacities of the central and local governments together with the CBOs and the communities to mobilize and leverage local resources for a more sustainable approach.

The Programme is widely focusing on advocacy and lobbying initiatives on ownership and sustainable solutions to GBV prevention and response, at community, regional and national levels, through consolidating and streamlining the interventions from previous Phases of JPGBV. The joint bridging Programme is implemented by CSO partners with the support of UNFPA, UNICEF, FAO, UN Women and MGLSD, with active participation of DLGs and communities in the target districts. The DLGs continue to be leaders in coordination of implementation efforts at local level.

All participating UN agencies primarily work through national and international NGO partners, the MGLSD, MoH, MAAIF and the 11 DLGs (7 districts receive funding through MGLSD), 3 in Karamoja (Moroto, Kotido and Kaabong), Acholi (Amuru, Gulu, Pader, Kitgum), Lango (Lira and Dokolo) and two in Teso (Katakwi and Amuria); regions had NGO implementing Partners); participating districts were also implementing partners for specific activities on coordination and standard settings for GBV. The UNFPA decentralized offices in Moroto and Gulu, FAO decentralized Offices (Kaabong, Kotido and Gulu), UN Women Office in Moroto and UNICEF in Moroto, and Gulu provide support to the district gender focal point persons and NGO partners. **Acronyms attached as Annex I.**

Government leadership has been and is crucial for the effectiveness of the programme implementation. Through their collaboration and coordination role, the district authorities have engaged the UN agencies and IPs in quarterly coordination meetings, joint monitoring missions and annual review meetings.

1.3 Documentation and synthesis of lessons learnt and good practices

A consultant is being hired to provide a synthesis of lessons learnt and good practices implemented by the different UN Agencies and Implementing Partners as per programme outcomes and outputs. Stories and testimonies of change will be included. The consultant is expected to document and share initiatives that provide new approaches, good practices and experiences on programmatic, operational and management issues relevant to a wider scale or have a potential to become so. The aim of this is to capture and share practices and experiences in order to build a collective knowledge network and inform learning from the experiences.

A “**good practice**” can be defined as follows:

A good practice is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result. A commitment to using the good practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success. Some of the characteristics of a good criteria include relevancy in addressing the operational and programming areas; Innovative in demonstrating new and creative ideas to solving the problems; impact demonstrates a positive and tangible result that enhances program delivery and contributes to long term results and Replicability in that it serves as an effective model and has potential for application to other contexts/programs. Documentation of good practices criteria/template is attached in *Annex II*.

Based on the UN JP GBV commitment to improved knowledge management and the demand for evidence-based programming and policy advocacy; and in response to the challenges of documenting and sharing lessons learned and good practices, the JPGBV in 2011 documented good practices from Phase I. Practices documented and recommended were replicated during Phase II. When Phase II ended in 2014, the process to systematically collect, analyze and share lessons learned was not done. To ensure that UN agencies remain learning organizations with improved knowledge management, this process of continuously managing and documenting lessons learned and good practices will be documented for Phase II and the Bridging phase July 2014- Dec 2016.

During the course of implementation of Phase II, a mechanism for identification of lessons learnt and good practices was instituted as part of the reporting requirement. Each partner provided information on the lessons learned and good practices. These were discussed during the periodic JP review meetings and captured in the reports. Equally, the annual JP GBV reports and the JP GBV Evaluation reports had to some extent provided information on the lessons learnt and good practices. What was indicated as lessons learned and good practices from Phase II was, however, scattered in various reports, not well synthesized and documented with the evidence required to inform future programming and replication.

It is important that the program during the Bridging Phase is able to improve the collection and dissemination of knowledge on good practice and lessons learnt, so that the JPGBV is able to share its experience for future reference. This will involve documentation of success stories related to coordination activities (national and district funds allocated, SOPS, other protocol and guidelines), social mobilization and provision of GBV services

It is against this background that a consultancy firm is proposed to synthesize and adequately document the lessons learned and good practices from Phase II and the Bridging Phase of the JP GBV. This evidence is important to the Joint Programme work, influencing programme planning and organizational learning, but also its ability to influence others with its extensive experience in the best approaches to programming for GBV. The Good Practices Publication will advance the UN in Uganda programme efforts on building this evidence base and sharing its good practices.

2.0 Purpose and objectives

The overall purpose of the consultancy is to synthesize and document the lesson learnt and good practices from the implementation of the Phase II and the Bridging Phase of JPGBV initiatives as part of the programmatic learning and improvement of the GBV related interventions.

The specific objectives include:

1. To identify from the existing reports, implementing partners, and field exercise the good practices and lessons learnt from both Phase II and the Bridging Phase.
2. To undertake further in-depth analysis and documentation of the lessons learnt and good practices for both Phase II and the Bridging Phase

3.0 Scope Of Work

The consultants are expected to compile from program reports and through consultation with implementing agencies the potential or promising good practices, document and capture lessons experienced during implementation of Phase II and the Bridging Phase initiatives. The documentation will cover all the elements as enshrined in the guidelines for documentation of good practices attached in **Annex II**.

The potential initiatives for review will include GBV prevention using the Male Action Groups (MAGs); Role Model (RMM) Men; SASA! Methodology; Peer Educators model for In school and Out of School ; Farmer Field and Life School (FFLS); NGBVD; Child Help Line, Community structures (Cultural & Religious leaders); NGOs and GBV Shelters. GBV Response using Health facilities, Police, Shelters, Psychosocial support and Legal support. The consultant is also expected to document good practices relating to JPGBV Management, coordination & partnership issues.

Specifically, the consultant is have the following deliverables.

1. A report on promising/potential good practices. The consultant will identify and generate a list of all the promising good practices and lessons learn from program reports.
2. Synthesized list of promising practices for documentation. A consultant is expected to conduct preliminary synthesis to sieve out or prioritize from the long list the promising good practices. These will be validated in a consultative process with the implementing agencies to identify those that meet eligibility criteria for documentation.
3. Evidence generation. The consultant will conduct the field work to programme areas and beneficiaries to collect evidence on the selected promising good practices for documentation.
4. Good Practices Documentation report and audial documentaries. The consultant is expected to produce a final report and documentaries on the selected good practices.

Sources of documentation

The lessons learnt and good practices to be documented will be derived from the already existing reports and enhanced with required field visits for better documentation. The reports include:

- JPGBV programme document
- JPGBV Phase 1 Lessons Learned document
- All UN JP GBV IP quarterly and annual reports
- JPGBV Periodic review reports
- Annual JP GBV reports – 2011, 2012, 2013, 2014, 2015
- JP GBV Phase II Evaluation Report, 2014,
- JPGBV IP good practice reports
- Bridging phase baseline report
- Reference from Gender Focal persons in districts of implementation.

Segments Of Concern The lessons learnt and good practices documentation will be conducted at the programme implementation level (National, district or communities) depending on where the practice occurred.

The lessons learnt and good practices should as much as possible be concerned with:

a) Project Design

- Planning a multi-sectoral approach in diverse geographic areas
- Joint Programme leadership and technical coherence
- Joint Programme visibility and harmonized messaging

b) Implementation - Multi-sectoral approach for Prevention and Response to GBV looking especially on the following areas:

- Working through CBOs and local district governments
- Prevention methodologies that have yielded change
- Lessons in provision of response services in the following sectors: Health, Psychosocial, livelihoods, legal and security.

c) Monitoring and Evaluation

- Joint monitoring, measurement standards, and data sharing
- Capacity Building for Results Based Management

d) Coordination

- Planning and Coordination (nationally and at the district level)
- Visibility, Communication and information management
- Management structures and partnerships
- Adherence to standards and accountability
- Relevancy and sustainability

4.0 Methodology: Steps for documenting the lessons learnt and good practices

Documentation of promising and good practices will follow a process outlined below:

- i) Convene a meeting of IP Managers, M&E focal points from UN agencies, Knowledge Management Committee (KMC) and consultant to discuss the content of Good Practice Guidance Note and generate common understanding on how to document good practices.
- ii) Consultant reviews the existing report-documents to identify the potential lessons learnt and good practices. This will include the review of the draft on good practices that the IPs documented and presented during the course of implementation.
- iii) Review of the compiled long list of lessons learnt and good practices: The IP Managers, M&E UN agencies and the KMC will review the list and guide the consultant on which ones to carry forward for further analysis and documentation.
- iv) Field visits/documentation: Upon identification of potential areas for lessons learnt and good practice documentation, the consultant will develop a consultancy methodology and will then undertake field visits as necessary for on-site documentation. The purpose for this is to ensure that life stories and video clips are documented; but more importantly to subject the good practice area to a rigorous evidence check and to explore the viability of strategies used in implementation for possible replication.
- v)

- vi) Review of good practices finally documented: Good practices submitted will then be presented by the Good Practice team for discussion and validation. Comments will be consolidated and incorporated.
- vii) The consultant will then finalize the Lessons Learnt and Good Practice report.
- viii) Publication and sharing: The JPGBV team (all agencies) will ensure that, all good practices agreed-upon will be published and shared. A publishing firm will be procured to publish the good practice booklet. The publication specification will be developed by the team in collaboration with the Communications team, including simple stories and an appendix of the finalized submitted good practices and supporting documentation. Sharing will be done through; good practice competitions on MyUNFPA, Annual reports, COAR, and other Joint Programme publications and handbooks on good practices.

5.0 Expected Results:

- Synthesis report of lessons learnt and good practices from the review of documents/reports
- A Lessons Learnt and Good Practice booklet produced and published
- A Film documentary produced for the selected success stories/good practices for the identified areas

6.0 Roles and Responsibilities:

This specifies the roles and responsibilities of the persons who will be involved in the process of documenting good practices:

UN Agencies working with IPs: will support the initial identification of the potential lessons learnt and good practice by providing areas and topics, the relevant documents/reports to the consultant and discussion of what constitutes a good practice based on the Guidance Note on good practice documentation.

Consultant: The consultant/firm will identify (from the existing reports and through discussions with staff and IPs) the good practices and lessons learnt; conduct further in-depth analysis and documentation and the lessons learnt and good practices and produce the lessons learnt/good practice report.

UNFPA Knowledge Management Committee + UN Agencies nominated staff: Ensure that promising and good quality practices documented, meet the criteria and quality standards of good practice documentation as per the good practice guidelines. This team, upon the initial submission of good practice areas, will support the process of reviewing, on-site documentation (life stories, still pictures and video documentary), validation of key strategies used; ensuring accuracy and consistency in the use of evidence; as well as packaging, publication and sharing of agreed upon good practices by the CO.

7.0 Work Flow Table

The exercise synthesizing and documenting lessons learnt and good practices is expected to last 30 working days after signing of the contract.

No	Item	Work days	Responsibility center
1	Convene a meeting of UN agencies M&E FPs , UNFPA KMC and consultant/firm to have a common understanding of what constitutes a lesson learnt and good practice	1	UNFPA KMC
2	Review of documents and submission of the initial list of potential lessons learnt and good practices	4	Consultant

3	Review of the long list of potential lessons learnt and good practices; and identification of the ones for further analysis and documentation	2	UN agencies M&E FPs, UNFPA KMC
4	Field visits/documentation	22	Consultant
5	Review of draft lessons learned and good practices documented by the consultant	3	UN agencies M&E FPs, UNFPA KMC
6	Finalization by the documentation of lessons learnt and Good Practice (incorporating comments)	4	Consultant
7	Publication and Sharing		Communications Team

8.0 Qualifications of the Consultant

An individual consultant will be hired to document the good practices and lesson learnt. The Consultant is expected to have the following qualifications:

- Post graduate in Gender, Development and Development studies, Law, or Public health
- Proven experience in Documentation, Knowledge, Learning, Monitoring and Evaluation skills
- Extensive experience of having conducted similar assignments.

9.0 Payment Modalities

Payments to the consultant will cover expenses including field travel of the Consultant and costs associated with data collection and reporting. Payment will be in installments as follows;

- 1st installment -40% upon signing of the contract and submission of the inception report
- 2nd installment-40% after the validation of the draft final report
- 3rd installment- 20% on submission of the Final Report

a) Timing

- The duration of the contract is 30 days and expected to start from April to June 2016. All timings for outputs will be coordinated with the UN JP GBV Team.

The following is the preliminary, anticipated breakdown of the evaluation tasks.

Main Activities	April/ Week		May				June			
	3	4	1	2	3	4	1	2	3	4
Delivery of Design (Inception) report										
Approval of Design Report by JP GBV Technical Team										
Completion of the agenda for in-country meetings and interviews										
Review of documents (AWPs, Annual reports, baseline assessment reports, etc.)										

Annex 1: Acronyms

AWP	Annual Work Plan
CBO	Community Based Organization
CDO	Community Development Officer
CSO	Civil Society Organization
DLG	District Local Government
FAO	Food and Agriculture Organization of the United Nations
FBO	Faith Based Organization
FFLS	Farmer Field and Life School
FP	Focal Person
GBV	Gender Based Violence
GBV IMS	Gender Based Violence Information Management System
GBV MIS	Gender Based Violence Management Information System
IP	Implementing Partner
JFFLS	Junior Farmer Field and Life School
JLOS	Justice Law and Order sector
JP	Joint Programme
KMC	Knowledge Management Committee
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MAG	Male Action Group
MGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
NGO	Non-Governmental Organization
RMM	Role Model Men
SASA	Start, Awareness, Support and Action
SOPs	Standard Operating Procedures
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund

Annex II: EVALUATION CRITERIA FOR DOCUMENTING A GOOD PRACTICE

Good Practice Criteria:

RELEVANCE	To UNDAF programming and operational/management areas
INNOVATION	New and creative approaches or ideas to solving problems
IMPACT	Demonstrate a positive and tangible result that enhances or enriches programme delivery and that contribute (or at least is expected to contribute) to long term results
REPLICABILITY	Serve as effective models; have potential for application to other contexts/programmes

Documentation/Reporting Checklist:

<ul style="list-style-type: none"> • Does the good practice sufficiently describe the strategy and implementation, key challenges and constraints faced? Is there a clear outline of key activities undertaken to address the problem/issue, and progress/results made?
<ul style="list-style-type: none"> • Does the good practice present a synopsis of lessons learned, as appropriate, in the respective context (both positive and/or negative)? • Has the good practice been evaluated using standard statistical procedures?
<ul style="list-style-type: none"> • Is the good practice described grounded on empirical evidence? <ul style="list-style-type: none"> ○ Are relevant documents and background information available? ○ Is specific quantitative and qualitative data provided regarding the intervention, to substantiate this good practices document? (examples: prevalence of the problem, cost of the intervention, cost avoided whenever possible)
<ul style="list-style-type: none"> • Was the documentation process for the good practice logical and appropriate (i.e. completed as intended, with a wide audience in mind)?
<ul style="list-style-type: none"> • Are key contributors and partners in this programme/intervention identified, as applicable?

Good Practices in Programming Template (Please briefly describe; preferably in 2-3 pages maximum)	
TITLE:	<ul style="list-style-type: none"> • <i>Add a title for your good practice that is appropriate and descriptive enough; this should also refer to the programme and related period (E.g.: Inclusion of Contraceptive Prevalence Rate into the panel survey and Joint Assessment Framework – Uganda country office 6th Country Programme 2006-2009)</i>
Contact Person: Region/Country: Division/Office/Branch:	<ul style="list-style-type: none"> • <i>Provide a name/email of a person who can be contacted regarding this document</i> • <i>Provide region/country office information that produced this document</i> • <i>Provide division/office/branch information that produced this document</i>
Thematic Area:	<ul style="list-style-type: none"> • <i>Enter in thematic/subject areas to facilitate and enable the accessibility of this document</i>
Primary Keywords:	<ul style="list-style-type: none"> • <i>Enter in keywords to facilitate and enable the accessibility of this document</i>
OBJECTIVES:	<ul style="list-style-type: none"> • <i>State the objectives of this programme. Please also provide information on targets, budget, duration and any other relevant data</i>
DESCRIPTION & CONTEXT:	<ul style="list-style-type: none"> • <i>Provide a synopsis/description of the context for this good practice, and identify the main issue or problem that was being addressed</i> • <i>Provide a description of baseline; the problems identified; stakeholders involved; and state the reason why this specific intervention was selected</i> • <i>Use quantitative information such as prevalence of the problem, cost of the intervention, cost avoided whenever possible. If there is a need to use qualitative data due to nature of the programme, provide clear descriptions of elements involved and analysis of the situation</i>
STRATEGY, KEY CHALLENGES AND IMPLEMENTATION:	<ul style="list-style-type: none"> • <i>Describe the strategy and identify any key challenges or constraints faced. Proceed with key activities undertaken to address the problem/issue</i> • <i>Provide a specific quantitative and qualitative description of the intervention, so that it can be replicated if desired. Besides and more importantly than the “what”, the “how” should be thoroughly described in this section</i>
PROGRESS AND RESULTS:	<ul style="list-style-type: none"> • <i>Describe the results obtained or progress made</i> • <i>Provide indicators (whenever possible) to demonstrate the results obtained or progress made</i> • <i>If a process indicator is used (i.e. enhancement of a programme), reflect on how this indicator is expected to contribute to long term results</i>

	<ul style="list-style-type: none"> • <i>If an evaluation of the intervention has been conducted, indicate how this evaluation has been made and the statistical methods used, if any</i>
LESSONS LEARNED:	<ul style="list-style-type: none"> • <i>Identify the lessons learned, in this particular context (positive and/or negative). What were some of the critical elements that contributed to scalability? Or what was the particular approach that led to policy impact/changes?</i> • <i>State the potential application and replicability to other settings</i>
CONCLUSIONS AND RECOMMENDATIONS:	<ul style="list-style-type: none"> • <i>Conclusions, and suggested follow-up that needs to be initiated</i>
PARTNERS:	<ul style="list-style-type: none"> • <i>Identify key partners in this programme/intervention, where applicable</i>
SOURCES AND LINKS:	<ul style="list-style-type: none"> • <i>Provide hyperlink, attach or reference reports, evaluations or other documents supporting this lesson</i>
REVIEWED BY:	<ul style="list-style-type: none"> • <i>Provide a name/email of person(s) who has reviewed this document</i>

DOCUMENTATION CHECKLIST

Does the write-up or document:

- Have a title that is appropriate and descriptive enough; have all the relevant sections of this document write-up been completed?
- Sufficiently describe the strategy and implementation, key challenges and constraints faced? Is there a clear outline of key activities undertaken to address the problem/issue, progress/results made, and lessons learnt?
- Grounded on empirical evidence? Is there specific quantitative and qualitative data provided regarding the intervention, to substantiate this good practices document?
- Have all supporting and relevant documentation/links been attached or included in the Fusion Asset for this good practice?
- Logical and appropriate (i.e. completed as intended, with a wide audience in mind)?
- Have key contributors and partners in this programme/intervention identified, as applicable?

1. Technical evaluation Criteria for the proposals

1.1. The Technical Bid is evaluated on the basis of its responsiveness to the Terms of Reference, the Technical Bids submitted by the Bidders and the evaluation criteria published below.

Criteria	[A] Maximum Points	[B] Points attained by the Bidder	[C] Weighting %	[B] x [C] = [D] Total Points
Qualifications of the Consultancy Team (attach CVs of atleast 3 key personnel, including Team Leader).	100		10%	
Specific experience of the Consultancy Team (attach CVs of atleast 3 key personnel, including Team Leader).	100		10%	
Team Leader should have specific experience in leading multi-disciplinary teams and managing similar projects	100		5%	
Specific relevant experience of the Company	100		10%	
Understanding of the assignment (the offeror clearly understands the requested tasks, the objective of the assignment and a description of how the offeror proposes to undertake the assignment	100		25%	
Study method proposed: Appropriateness of the study approach in line with the objectives of the assessment.	100		25%	
A clear and appropriate data analysis plan, including Quality Assurance Plan	100		15%	
GRAND TOTAL ALL CRITERIA	<u>700</u>		100%	

2. Financial evaluation

2.1. The Financial Bid will only be evaluated if the Technical Bid achieves a minimum score of 60% of the points and is considered qualified through the supplier qualification process. Proposals failing to obtain this minimum technical threshold or those which will not be considered qualified through the supplier qualification process will not be eligible for further consideration.

2.2. The Financial Bid is evaluated on the basis of its responsiveness in Price. The maximum number of points for the Financial Bid is 100. This maximum number of points will be allocated to the lowest price. All other Financial Bids will receive points in inverse proportion according to the following formula:

$$\text{Financial Score} = \frac{\text{Lowest Bid (\$)}}{\text{Bid being Scored (\$)}} \times 100 \text{ (Maximum Score)}$$

3. Total score

3.1. The total score for each Bidder will be the weighted sum of the technical score and financial score. The maximum total score is 100 points.

$$\text{Total Score} = 60\% \text{ Technical Score} + 40\% \text{ Financial Score}$$

AWARD OF CONTRACT AND FINAL CONSIDERATIONS

4. Award of Contract

4.1. UNFPA shall award the Contract for Professional Services to the Bidder(s) that obtains the highest combined score of the Technical and Financial evaluation