

TERMS OF REFERENCE FOR A CONSULTING FIRM

TERMS OF REFERENCE FOR PERFORMANCE ASSESSMENT OF UNFPA IMPLEMENTING PARTNERS	
Hiring Office:	Uganda Country Office
Purpose of consultancy:	Performance Assessment of Implementing Partners, UNFPA Uganda
Scope of work: <i>(Description of services, activities, or outputs)</i>	<p>Background</p> <p>UNFPA-Uganda is in its first year of implementation of the 9th Government of Uganda/UNFPA Country Programme that was approved by the UN Executive Board on 4th February 2021. This was followed by the development of the Country Programme Business Plan that was signed by the Government (Ministry of Finance, Planning and Economic Development) in April 2021. The Country Programme is being implemented under the three outcomes namely: Sexual and Reproductive Health and Rights (SRHR); Gender Equality and Women Empowerment (GEWE) and Population Dynamics. Under the SRHR Outcome, there two Outputs including: (i) increasing access to integrated SRHR/GBV/HIV services; and (ii) empowerment of the women and young people to demand for and utilize SRHR information and services. Each of the GEWE and Population Dynamics outcomes has one Output, namely: strengthening capacity to prevent and respond to SGBV and other harmful practices; and strengthening population data systems respectively.</p> <p>Among the exercises that were conducted during the operationalization of the 9th Country Programme was the selection of the Implementing Partners (IPs). Currently there are 11 Strategic Partners that include 10 Government entities and one faith-based organisation. These are: National Population Council; National Planning Authority; Ministry of Health (MoH); Ministry of Gender, Labour and Social Development (MGLSD); Ministry of Education and Sports (MoES); Ministry of Defence and Veteran Affairs (MoDVA); Uganda Bureau of Statistics (UBOS); Ministry of Justice and Constitutional Affairs (MoJCA); Uganda Human Rights Commission (UHRC); Makerere University School of Public Health (MUSPH); and Inter-Religious of Council of Uganda (IRCU). Of these 2 IPs namely: UHRC and MUSPH were not engaged in 2021.</p> <p>Thirteen Civil Society Organisations (CSOs) were also selected for the 9th Country Programme. These are: Agency for Cooperation in Research and Development (ACORD); CARE International; Bangladesh Rural Advancement Committee (BRAC); International Rescue Committee (IRC); Save the Children International (SCI); Lutheran World Federation (LWF); Action Aid; Marie Stopes Uganda (MSU); Plan International; JHPIEGO Corporation, Restless Development (RD); Reproductive Health Uganda (RHU); and Naguru Teenage Centre (NTC). Of these, RD, JHPIEGO and NTC did not implement any activity in 2021. In sum, 19 IPs out of the 24 IPs selected for the 9th Country Programme, were engaged in 2021.</p> <p>UNFPA Uganda CO has 7 Field Offices (FOs) in Moroto, Gulu, Arua, Yumbe, Moyo, Adjumani and Kyegegwa. Currently, UNFPA is operating in 54 districts (out of current total of 147 districts in the Country), although the target for the 9th Country Programme is to support 40 districts.</p> <p>To ensure effectiveness and efficiency for the 9th Country Programme, the IPs need to be appropriate and managerially and technically equipped to implement the programme activities that are stipulated in the Country Programme Document. Therefore, it is imperative to review the performance of the current IPs to identify the most appropriate IPs in line with Country Programme priorities and aspirations.</p> <p>The purpose and scope of the study</p> <p>The purpose of the IP review exercise is to learn from the 2021 performance, especially on the areas of strengths for consolidation and issues of weakness for improvement; and assess the appropriateness (Fit for Purpose) of the 2021 IPs in effectively and efficiently advancing 2022 Country Office aspirations. The information generated is to be used to assist the IPs to improve on their performance during the 2022 and to identify appropriate ways of working with them according to their respective comparative strengths.</p> <p>Objectives</p> <p>The IP Assessment exercise is aimed to:</p> <ol style="list-style-type: none"> 1. Determine the performance of individual IPs during 2021 including programme implementation, financial absorption, reporting and relational management with key stakeholders. 2. Establish the IPs' capacity in meeting Country Office's and Stakeholders' expectations in delivering the 9th Country Programme. 3. Identify the factors that influence IP's performance including the good practices for consolidation replication and areas of weakness for remedial action. 4. Determine the appropriate modality for engaging the IPs.

Variables and Assessment Questions

To answer the objectives above, the review/assessment questions will cover, but will not be limited, to the domain areas (variables/components/attributes) listed below; namely: **Leadership & Governance, Human Resources, Financial Management, Sub-Grants Management, Technical competence, M&E, Partnerships, External Relations and Networking**. These domain areas and the suggested assessment questions and indicators are indicative. The consultant will work with the CO staff to develop and refine the domain areas (variables), indicators (sub-components) and the appropriate questions further during the inception phase.

Variables (Components) & Indicative Questions	Indicators (Sub-components)
1. Leadership & Governance To what extent to which the governance structure adequate to effectively implement the AWP. Are the roles and responsibilities, oversight and processes clearly outlined?	1.1 Legal status
	1.2 Alignment of Strategic plan to UNFPA Strategic Priorities, Principles and Values
	1.3 Policies and procedures on PSEA
	1.4 Mechanism for support supervision
2. Human Resources To what extent is the expertise of the staff consistent with UNFPA WP that the IP is implementing?	2.1 Number of staff (FTE) and deployment
	2.2 Qualification and experience relative to mandate area
	2.3. Salaries
	2.4 Stability/turn-over
	2.5 Staff development (familiarity to new guidelines, policies, systems)
	2.6 Staff performance
3. Financial Management To what extent is the Financial Management (FM) System of the IP adequate, as per the FM quality requirements outlined:	3.1 Financial accounts/ accounting system
	3.2 Bank account
	3.3 Bank and cash management
	3.4 Bank reconciliation
	3.5 Financial record keeping
	3.6 Budgets and cash flow planning
	3.7 Finance staff levels and competency
	3.8 Financial reporting
	3.9 Annual financial statements
	3.10 Financial compliance to statutory regulations
	3.11 Financial Policies
	3.12 Expertise
4. Sub-Grants Management To what extent is the IP capable in managing sub-grantees?	4.1 Sub-Grants Management System
	4.2 Grant Management Staff
	4.3 Grants Monitoring and Reporting
5. Technical competence (Programme performance) Rate the quality of programme management relative to the thematic area in which the IP is considered to have expertise	5.1 Programme designs (models, innovation, lessons in the design of the WP)
	5.2 Alignment of WPs to UNFPA CPD and SP
	5.3 Timeliness of completion of AWP
	5.4 Program implementation
	5.5 Achievement of results/milestones assigned
	5.6 Adjustments based on lessons learned
6. M&E What monitoring processes are in place to ensure that the IP is delivering on its programme activities and UNFPA commitments to the SP?	5.7 Completeness and timeliness of reporting
	5.8 Financial absorption capacity
	6.1 Annual work plan
	6.2 M&E plans and framework
	6.3 M&E tools and data collection system
7. Partnerships, External Relations and Networking To what extent does the IP collaborate with other partners, both upstream and down-stream?	6.4 M&E data analysis, dissemination and use
	6.5 Reporting procedures in place to ensure that quality reports are submitted
	7.1 District and community presence and involvement (including infrastructure)
	7.2 Existence of MoU with districts
	7.3 Compliance with guidance from UNFPA CO
	7.4 Compliance with requirements in MoU
	7.5 Engagements in planning, reviews, monitoring, advocacy

Scope of work

For new IPs, the assessment will cover 2021 implementation period. Otherwise the assessment will cover performance (technical competence) during the Eighth Country Programme to date; and current capacity attributes. It will cover all IPs (with whom UNFPA have MoUs), including strategic partners. The domain areas for assessment and related questions will be finalized by the consultant, in consultation with the CO staff. The consultant will structure the data collection tools and carry out an analysis to provide a **weighted score card** about the suitability of each IP.

	<p>Specific tasks</p> <ol style="list-style-type: none"> i. Undertake desk review and analysis of key background documents, including the Ninth Country Programme Documents, Business Plan (2021 – 2025); existing IPs and selection criteria, ii. Map out IPs by programme coverage (mandate areas) and districts iii. Identify and agree with CO staff on the criteria for assessment (variables, indicators and questions) iv. Prepare an inception report detailing how the Consultants' understanding of the TOR, methodological approaches, Team composition and budget for the evaluation v. As part of (iv) above, include a matrix showing how the different objectives are going to be measured, including data sources and method of data collection and tools; and (as part of (iv) above) vi. Develop data collection tools for relevant data collection methods and sources identified in the inception report data collection tools for quantitative data should allow for rank-scoring of the indicators being assessed on a Likert Scale vii. Develop separate tools for qualitative assessment, e.g. factors underlying status of performance of indicators viii. Present an inception report to the UNFPA IP Assessment Advisory Team, chaired by the Assistant Representative ix. Design a data entry interface in a Spread Sheet, preferably MS Excel, which allows for automatic aggregation of scores, and ranking of IP performance, by the domains assessed x. Train Research Assistants in data collection and entry tools. Research assistants will be hired in their individual rights, but the consultant will determine the qualifications of the required Research Assistants xi. Carry out data collection as per the agreed upon methodology in the Inception Report, and assure quality of data at all sites, including arranging for interviews xii. Conduct the data analysis to answer to the objectives of the research. xiii. Present draft reports to the UNFPA IP Assessment Advisory Team for approval. xiv. Draft final report answering all the objectives of the IP Assessment; including the use of data visualization approaches to optimize presentation of findings. <p>Methodology and tasks The consultants will detail their methodological approach in their Inception report, as per the TOR, including the tool they will use.</p>
<p>Duration and working schedule:</p>	<p>Indicative timelines and milestones</p> <p>The assignment will be carried out between 1st and 30th September 2022; in any case not later than October 30th, 2022. The timing of any field visits, surveys and interviews will be settled by the evaluator in dialogue with the main stakeholders during the inception phase.</p> <p>The consultancy will be undertaken in three phases.</p> <p>Phase 1: Inception phase</p> <ol style="list-style-type: none"> 1. Desk review related to the IPs and their mandate areas in relation with the CO, including the CPD9, SP New (2022-2025) Strategic Plan, UNFP-Uganda 9th Country Programme Document, Country Programme Business Plan and CO Results and Intervention Matrix (RIM); IP annual work plans, IP Work plan reports. 2. Inception meeting with UNFPA Assessment Advisory Team (led by Deputy Representative) to get clear understanding of the objective and scope of the Assessment exercise. 3. Development of inception report (detailing understanding and proposed methodology of the Assessment exercise) – maximum of 5 pages. 4. Presentation and discussion of inception report with UNFPA Assessment Advisory Team; and refining the report based on the feedback/recommendations.

5. Development, presentation, and refining of the data collection tools (questionnaires, key informant interview guides, FGD guides and observation checklists – as applicable) based on feedback/recommendations from UNFPA Assessment Advisory Team.

Phase 2: Implementation phase

1. Comprehensive desk review of relevant documents to analyse current situation and identify challenges, gaps and needs. These include: IP programmatic and financial documents such as 2021 and 2022 Annual Work Plans (AWPs) and Annual and Quarterly Reports; IP micro-assessment reports; IP audit and spot check reports; monitoring reports; and donor visit reports, among others.
2. Data collection (key informant interviews, questionnaires, FGDs and observations as applicable) at Country Office level and in the field (including field offices, districts, community ‘gate keepers’ and beneficiaries).
3. Data management and analysis.

Phase 3: Reporting and dissemination phase

1. Development of the IP assessment report.
2. Presentation of draft report to UNFPA IP Assessment Team and refining the draft report based on the feedback/recommendations.
3. Preparation of PP presentation, and organizing the de-briefing session with UNFPA Management and all relevant staff.
4. Presentation of the report to UNFPA Senior Management and Staff, and finalise the report based on the feedback/recommendations.
5. Submitting the final report

The table below displays the indicative timelines for key milestones. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables		
1. Consultant are on-board		
2. Start-up meeting		
3. Inception report (presentation)		
4. Data collection		
5. Data analysis and Report writing		
6. Submission of Draft Assessment report		
7. Debriefing/validation workshop		
8. Internal feedback to Consultant		
9. Final Assessment report		

Place where services are to be delivered: At national level and district levels

Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):

Deliverables

- Inception Report - detailing the assessment methodology including sampling procedures (where applicable), data collection tools, data analysis plan and detailed work plan and schedule.
- Draft report for comment and feedback
- Hard and soft copies of the final report approved by the Advisory Team. The report should be a maximum of 50 pages in length, excluding annexes.
- Cleaned-up database of indicators, scores and outputs in MS Excel

Monitoring and progress control, including reporting requirements, periodicity format and deadline:

The consultant will provide periodic updates (in writing) on progress of the assignment, at a frequency to be agreed upon by the Advisory Team. The consultant will present all key milestone products to the Deputy Representative, copying the Assistant Representative and M&E Specialist. The Advisory technical team will review them to ascertain rigor. The consultant will work in accordance to the procedures and activities agreed upon, and expected to deliver outputs as per agreed schedule

Supervisory arrangements:

Management of the study:
The consultant will work under the direct supervision of the Deputy Representative, supported by the M&E Specialist, on behalf of the Advisory Team. The IP Assessment Advisory Team will guide the consultancy and vet all the consultant’s deliverables. The final drafts of the Inception report and the evaluation report will be reviewed and vetted by the IP Assessment Advisory

	<p>Team. Approval by the expanded IP Assessment Advisory Team (including the SMT) is a pre-condition for the assignment to be considered finalized and that it has met the expected quality standards.</p> <p>The roles and responsibilities of the IP Assessment Advisory Team are:</p> <ul style="list-style-type: none"> • Review and provide comments to the ToR for the evaluation; • Assist the CO in identifying potential candidates and review the summary assessment table for consultants prior to it being sent to UNFPA Hiring Officer; • Provide the Consultant with relevant information and documentation on the programme; • Facilitate access of Consultant to key informants during the field phase; • Discuss the reports produced by the evaluation team; • Advise on the quality of the work done by the evaluation team; • Provide feedback on the findings, conclusion and recommendations from the evaluation into future programme design and implementation.
Expected travel:	The consultants will be expected to travel widely, but to a sample of the 54 districts where UNFPA is currently operating
Required expertise, qualifications and competencies, including language requirements:	<p>Qualifications and expertise</p> <p>That the assignment will be conducted by a firm consisting of a multi-disciplinary team of at least 2 members with the evidence (concrete examples) of the expertise in carrying out Organisational Capacity Assessment. The assignment will be led by a Team Leader grounded in quantitative research design. The Consulting team should have expertise covering reproductive health, population and development, and gender. Solid background in organisational change management is essential</p> <p>The Team Leader must possess</p> <ul style="list-style-type: none"> • At least a Master's degree or equivalent in one of the following fields: An advanced degree in Public Health, Population and Development, Public Administration, Economics or Health Economics; Statistics, Demography, or Gender • At least 7 years' experience in conducting studies in the field of development aid for UN agencies and/or other international organizations • Proven experience in leading a multi-disciplinary team of experts <p>In addition, the team must demonstrate</p> <ul style="list-style-type: none"> • Experience in organizational design and reform processes. • Excellent data analysis skills in quantitative methods, data analysis • Excellent skills in generating and presenting information from multiple indicators in simple terms, including the use of graphics; Working knowledge in qualitative methods • At least 5 years' experience in conducting organisational capacity assessment and analysis, using mainly quantitative methods, complemented with qualitative methods • Experience in developing Capacity Assessment Tools in MS Excel is essential • Experience of operations and response to humanitarian/crisis • Ability to provide deliverables on time • Excellent written and spoken English Language skills • Evidence of having carried out similar work before, especially within the East African Region, particularly in the health, gender and human rights sectors • Examples of capacity assessment studies conducted using mixed methods approach (quantitative and qualitative) • Excellent analytical, writing and communication skills • Excellent written and spoken English • Familiarity with UN operations is an added advantage • Familiarity with UN operations is an added advantage
Payment schedule	Per the working schedule above, the consultants will receive 20% upon submitting an acceptable inception report, and 30% upon submission of a draft report of the survey. The balance of 50% will be paid upon submission and acceptance of the final report.
Inputs / services to be provided by UNFPA or implementing partner (e.g support services, office	UNFPA will provide relevant documents required to support the survey

space, equipment), if applicable:															
Other relevant information or special conditions, if any:	<p>Evaluation Criteria Interested firms are required to submit both technical and financial proposals. Proposals will be subjected to a three-stage evaluation process, namely (a) compliance review; (b) technical review; (c) financial review.</p> <p>Compliance During the compliance review, firms will be assessed if they have submitted all the following requirements.</p> <ul style="list-style-type: none"> • Certificates of registration (evidence of legal status) • CVs for at least three key personnel including the Team Leader • Evidence of the firm's previous work • Complete and signed bid submission forms <p>Any bid that fails any one of these criteria will be eliminated at this stage: Technical and Financial Evaluation</p> <p>Technical Evaluation The technical bid is evaluated on the basis of its responsiveness to the Terms of Reference and the evaluation criteria. The Financial Bid will only be evaluated if the Technical Bid achieves a minimum score of 80% 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. Technical evaluation will be based on the following criteria</p> <table border="1" data-bbox="328 775 1540 1137"> <thead> <tr> <th>Criteria</th> <th>Maximum Points</th> </tr> </thead> <tbody> <tr> <td>Understanding of the objectives of the assignment</td> <td>20%</td> </tr> <tr> <td>Technical approach/methodology, including sample tools and analysis plan</td> <td>40%</td> </tr> <tr> <td>Work plan/time scales given in the proposal and its adequacy to meet the project objectives</td> <td>5%</td> </tr> <tr> <td>Team composition: qualification and experience of the staff that will be assigned to the project proving demonstrated expertise with demonstrated techniques required for the assignments (CVs, etc.)</td> <td>10%</td> </tr> <tr> <td>Profile of firm: Prior experience of handling projects of this nature (concrete examples of similar services provided, references, etc.)</td> <td>25%</td> </tr> <tr> <td>Grand Total All Criteria</td> <td>100%</td> </tr> </tbody> </table> <p>Financial evaluation The Financial evaluation of the bid will only be conducted if the Technical Bid achieves the minimum score of 80%. Otherwise bids failing to obtain this minimum technical threshold will not be eligible for further consideration.</p> <p>Overall score Technical evaluation will be weighted at 80% while financial proposal will be weighted at 20%</p> <p>Information on applications</p> <p>All interested firms should submit a concept paper of not more than 10 pages detailing their understanding of the assignment, methodology proposed, time frame, budget, qualifications of all team members. Annexed list of similar assignments conducted, up-to-date Curricula Vitae (CV) for each of the expert(s) proposed to work on this assignment, including past experience in similar projects and at least two references. All these documents must be submitted online to email address: procurement.ug@unfpa.org, not later than August 18th 2022, at 05:00 p.m. Kampala time.</p>	Criteria	Maximum Points	Understanding of the objectives of the assignment	20%	Technical approach/methodology, including sample tools and analysis plan	40%	Work plan/time scales given in the proposal and its adequacy to meet the project objectives	5%	Team composition: qualification and experience of the staff that will be assigned to the project proving demonstrated expertise with demonstrated techniques required for the assignments (CVs, etc.)	10%	Profile of firm: Prior experience of handling projects of this nature (concrete examples of similar services provided, references, etc.)	25%	Grand Total All Criteria	100%
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