

STATEMENT OF WORK
USAID/Malawi Evaluation of Save the Children's
Capacity Building for Quality HIV/AIDS Services Project

I. PURPOSE

The purpose of this evaluation is to provide USAID/Malawi with an independent mid-term evaluation of its Cooperative Agreement #690-A-00-03-00185-00: **Save the Children's (with its partners ADRA, AED and JHPIEGO) Capacity Building for Quality (CBQ) HIV/AIDS Services Project** (hereafter referred to as Umoyo Network). Umoyo Network, which is managed by the USAID/Malawi's Office of Population, Health, and Nutrition (PHN), is a performance based award. HPN will utilize the findings of the evaluation in its determination as to whether to continue funding this activity for years 3 and 4.

When this project was originally conceptualized, USAID/Malawi PHN **Strategic Objective (SO) 8** was to facilitate *Healthier Malawian Families*. The Umoyo Network was designed to support **SO8 KIR8.2 Reduced New HIV Infections** Illustrative Results (IR):

- IR 8.2.3: Increased availability of HIV-related support services**
- IR 8.2.4: Improved quality of HIV-related support services**
- IR 8.2.5: Increased use of quality voluntary counseling and testing services**

However, in 2004 USAID/Malawi's strategic framework was updated. USAID/Malawi HPN SO 8 *Healthier Malawian Families* is now a Mission Goal. In order to achieve this Goal, SO 8 was modified and is now *Increased Use of Improved Health Behaviors and Services*. Consequently, SO 8 IRs were also restructured and the Umoyo Network now supports newly designed:

- IR 8.2: Quality of Services Improved**
- IR 8.3: Access to Services Increased**
- IR 8.4: Health Sector Capacity Strengthened**

Umoyo Network is currently in its second year of implementation. In the Performance Based/Results Oriented agreement it was determined that additional one-year option periods (up to 2) could be awarded. The decision to exercise the options is contingent upon the successful completion of Year 2 targets, as agreed upon prior to the commencement of the award. This evaluation is a required action under the Performance Based/Results Oriented agreement and it will provide the information necessary to decide to exercise additional an one-year option.

Specifically, this evaluation will provide the basis for USAID/Malawi to:

- Assess the progress of Umoyo Network towards achieving the results outlined in their workplan;
- Decide whether or not to exercise the option to extend the project into a third year; and, if so,

- Determine whether it would be advantageous to modify approaches to implementing this project, given the resources, time and staff available, in order to better ensure that project results meet USAID/Malawi SO 8 targets.

As a monitoring tool, this mid-term evaluation should be used to evaluate project strengths, weakness and opportunities and to make specific recommendations for future programming/management options to ensure desired results are achieved by the project's end.

II. BACKGROUND

Malawi is rated among the world's ten countries most affected by the AIDS epidemic. It is estimated that 800,000 Malawians are now living with HIV and more than 80,000 of them are dying each year. According to NAC approximately 14% of adults aged 15-49 are infected, translating into a 50% lifetime risk of contracting the virus. Factors such as a lack of quality services and limited availability of voluntary counseling and testing services have prevented many Malawians from receiving the information and treatment necessary to respond to the disease and to protect their partners.

In order to stem this epidemic, the Government of Malawi developed a National Health Plan in conjunction with the National AIDS Commission's Agenda for Action. These strategies focus on improving HIV-related services and provider capacity. This strategy is supported by USAID/Malawi SO 8.

In 1999 Save the Children (SC/US) began developing the Umoyo Network through NGO Networks for Health. The Umoyo Network linked NGOs together to create a more effective service delivery system that facilitated reproductive health and family planning and HIV/AIDS services. By offering participating NGOs technical assistance, access to a grant management program and monitoring and evaluation activities, Umoyo Network also sought to build their capacity. In 2003, SC/US was awarded funding by USAID/Malawi to continue the Umoyo Network as the *Umoyo Network for Capacity Building for Quality (CBQ) HIV/AIDS Services Project*.

The Umoyo Network's focus is now solely on HIV/AIDS. In order to address the shortage of HIV-related support services, the Project's objective is to develop the organizational and service delivery capacity of Malawian NGOs to meet the demands of this epidemic on HIV/AIDS health systems and service delivery. By providing networking and partnership opportunities which support organizational and service delivery capacity building, Umoyo Network links NGOs to each other. In doing so, the Project's goal is to facilitate a more comprehensive system of HIV prevention, care and treatment services and maximize access to resources and technical expertise. The Umoyo Network also works in collaboration with the MoH and NAC. This ensures that all NGOs are compliant with national policies and working within GoM HIV/AIDS National Strategic Framework. Ultimately, Umoyo Network hopes to reduce new HIV infections through these capacity building activities.

The Umoyo Network, with partners operating in 18 districts, has offices in Blantyre (responsible for NGO mentoring in the southern region and for Project finance, grants management and administration) and Lilongwe (responsible for NGO mentoring in the central and northern region and for Project policy, advocacy at the national level and ministerial relationships). SC/US Chief of Party manages both offices and makes all management decisions regarding the fulfillment of the cooperative agreement. Policy and programmatic decisions are made in cooperation with the other three partners (ADRA, AED, JHPIEGO).

III. CONSULTANCY OBJECTIVES

The evaluation team will assess and document the progress made to-date in achieving the specific objectives in the agreement and review the programmatic, technical and managerial strengths and weaknesses of all major Umoyo Network components by addressing the following evaluation objectives¹. Based on the findings, the team will present results achieved to-date, document lessons learned and present justified recommendations for improved performance.

OBJECTIVE 1: Assess progress made in implementing the project and achieving yearly targets and estimate if project implementation is likely to achieve the end of project objectives. Review the suitability of the project design and effectiveness of Umoyo Network program in helping NGOs improve access, coverage, and quality of HIV/AIDS services.

Overall Aim: To establish whether the program activities of the Umoyo Network are appropriate and effective in meeting the stated objectives.

1. Review the original assumptions in the project design and assess their validity.
 - a. Are the original assumptions valid?
 - b. Will the original assumptions provide sufficient guidance for appropriate programmatic and technical assistance decisions?
2. Assess whether the Umoyo Network is meeting anticipated Year 2 results, as negotiated in the original agreement.
 - a. Has the project established reasonable methods for gathering data necessary to monitor and evaluate progress and indicator data? Is gathered data useful and applicable? Does the M&E Plan facilitate the utilization of data for improved performance?
 - b. How effectively and efficiently does project performance contribute to USAID/Malawi SO 8 desired results?
3. Assess and analyze the effectiveness of Umoyo Network potential to build NGO technical capacity.
 - a. Do participant NGOs show measurable signs of increasing access to and improving quality of HIV-related support services (including VCT services)? Are services being strengthened (in quality, availability and scope)?
 - b. How is Umoyo Network technical assistance (TA) guiding positive changes in the services provided by participant NGOs?

¹ The questions presented below are illustrative, reflecting areas of particular concern to the Mission. However, they should not be seen as limiting areas of exploration by the evaluation team.

- c. How is Umoyo Network TA affecting participant NGOs ability to link preventative and support services? Is technical competence sustainable?
- d. Does the TA reflect quality international and local standards and utilize state-of-the-art technologies?
4. Assess and analyze the effectiveness of Umoyo Network’s to build NGO organizational capacity.
 - a. Do participant NGOs show signs of improving their ability to manage services and operations (managerial, financial, etc.)?
 - b. How is Umoyo Network technical assistance (TA) guiding changes in the services provided by participant NGOs?
 - c. Are participant NGOs moving towards sustainability? Are they diversifying their funding?
 - d. Is coverage increasing as a result of Umoyo Network TA?
 - e. Are networking and partnerships between NGOs being built? What are the results of these relationships? Are they sustainable relationships?
5. Assess and analyze the effectiveness of Umoyo Network’s ability to operate a grants management program.
 - a. Are NGOs accessing the grants mechanism? If so, how?
 - b. Has the grants mechanism facilitated NGO’s ability to provide increased access to quality HIV-related support services? How has this been measured? Are measurement tools applicable and appropriate?
6. Assess and analyze Umoyo Network TA from the viewpoint of participant NGOs.
 - a. Is Umoyo Network TA useful and well-timed? Are partner NGOs satisfied with their relationship with Umoyo CBQ? Explain why or why not.
 - b. Is the grants mechanism useful? Accessible?
 - c. Which has more impact on the capacity of NGOs: the grants mechanism or capacity building TA? How? Why? Does funding reflect this?

OBJECTIVE 2: Assess the management and coordination of Umoyo Network.

Overall Aim: To establish the strengths and weaknesses of the Umoyo Network’s management, coordination and communication.

1. Assess and analyze the effectiveness of the Umoyo Network system of managing the NGO network (i.e. administering grants, providing TA, building capacity).
 - a. Has the contractor’s staff composition (in the field and at the headquarters), duties and level of effort been sufficient to meet project requirements?
 - b. Are Umoyo Network staff equipped to provide state-of-the art, timely TA?
 - c. Are Umoyo Network systems and procedures adequate for responding to NGO needs?
 - d. How have Umoyo Network coordination and systems affected the NGO network’s ability to operate as a system to provide linked HIV-related support services?
 - e. Assess the effectiveness of Umoyo Network to coordinate with sub-partners (ADRA, AED, JHPIEGO).
 - f. Are sub-partners engaged? Do they provide value-added contributions in building NGO capacity? If so or not, explain.
2. Assess whether Umoyo Network is facilitating synergy among:
 - USAID/Malawi Health Team

- NGOs
 - Sub-partners
 - Other USAID/Malawi SO8 partners
 - Other donors/Government of Malawi
- a. Is Umoyo Network linking with these groups? Is there coherence and/or integration between services?
 - b. Has coordination and communication between these groups been effective?
 - c. Are there opportunities for these groups to obtain information from SC/US and to provide feedback on activity implementation?
3. Assess and document NGO compliance with MoH and NAC regulations.
 - a. Are NGOs coordinating with MoH at a district level when implementing services? Are they effective?
 - b. Is Umoyo Network contributing to MoH and NAC HIV/AIDS prevention and care strategies?

OBJECTIVE 3: Provide recommendations for improved performance

Overall Aim: To document challenges, weaknesses, and progress made to date. Provide management/administrative and technical recommendations based on evaluation findings.

1. Identify inadequacies, gaps or areas that need strengthening, if any, in Umoyo Network methodology and programming.
2. Identify performance delays against indicators and articulate causes for these delays, and recommend remedial action.
3. What changes, if any, should be considered by USAID/Malawi and/or Umoyo Network to make the project more responsive in reducing new HIV infections and improving quality and access to HIV-related support services in Year 3?

IV. METHODOLOGY

IV.I Evaluation Methodology

The evaluation team is expected, in its proposal, to describe in detail a methodology for collecting the necessary information and data. The proposal should include a description of how the methodology responds to the above tasks and questions; from whom (and what) and how data will be collected; and how the data will be analyzed. The methodology should be collaborative and participatory, including partners and key stakeholders (including USAID staff) as much as possible in planning and conducting the evaluation.

IV.II Arrangement of Meetings:

The Evaluation Team will work under the supervision and guidance of the USAID Cognizant Technical Officer (CTO) for the Umoyo Network. The CTO will organize all internal USAID meetings.

The CTO will arrange for an initial introductory meeting with Umoyo Network Directors and MoH and NAC officials. Where necessary the CTO may participate in meetings

with the Umoyo Network Directors and MoH and NAC officials. A general list of stakeholders and key partners will be provided to the Evaluation Team by the CTO at the time of arrival. The Evaluation Team, however, will be responsible for expanding this list as appropriate and arranging the meetings and appointments so as to develop a comprehensive understanding of the program and services offered through the Umoyo Network.

The CTO will arrange, at a minimum, the following internal meetings:

1. Pre-evaluation meeting. The evaluation team will hold a pre-evaluation meeting with USAID/Malawi SO 8 team in Lilongwe, Malawi upon arrival. The purpose of this meeting is to review the scope of the mid-term evaluation and finalize evaluation methodology, key research questions and the schedule.

The evaluation team will then meet periodically (as necessary) with USAID/Malawi, SO8 to provide updates on their progress.

2. Mid-evaluation meeting. The evaluation team will hold a mid-evaluation meeting with USAID/Malawi SO 8 team to review progress and to troubleshoot possible obstacles in completing the evaluation as planned. A proposed outline of the report, including draft evaluation findings and recommendations as developed to date, will be presented.
3. Debrief meeting. A debrief meeting will be held at the conclusion of the evaluation. In this meeting the evaluation team will present preliminary findings and recommendations in the format of a draft report that includes all the components of the final assessment report. At this meeting, USAID/Malawi SO 8 team will offer initial feedback. (See “Deliverables” section for further details.)

An additional meeting may be requested by USAID/Malawi to debrief stakeholders and solicit feedback.

The Evaluation Team is responsible for identifying and organizing any other appointments and meetings that may be required. Where necessary, especially with regards to meetings with government officials, the CTO may assist in arranging some of these meetings. The HPN Team Leader may participate in meetings with the government.

IV.III Background Documents:

Annex 1 provides a detailed list of reports, studies and other documents that the team should review and take into consideration when preparing for the evaluation and while conducting the evaluation. These reports will be collected by the CTO. The evaluation team is expected to collect and annotate additional documents and materials.

IV.IV Field Visits and Stakeholder Interviews:

The program is being implemented in 18 Malawian districts. The team will arrange to visit selected sites in consultation with the CTO. Wherever possible, the Evaluation Team will be accompanied by a member of the staff from USAID or Umoyo Network.

A list of key stakeholders and partners that the evaluation team should interview is included in **Annex 2**. These interviews should be conducted in-person whenever possible.

V. TEAM COMPOSITION AND DESIRED QUALIFICATIONS

The evaluation team will consist of a team leader and 2 technical experts. A representative from the MoH and/or NAC may be asked to participate as well.

1. **Team Leader/ Senior Evaluation Specialist** should have a post graduate degree in health or an applicable social sciences field. S/he should have at least 5 years senior level experience working in HIV/AIDS prevention and care and health/population programs in a developing country (preferably in countries with high HIV prevalence). S/he should have extensive experience in conducting qualitative evaluations/assessments and strong familiarity with the NGO sector. Excellent oral and written skills are required. The Team Leader should also have experience in leading evaluation teams and preparing high quality documents.

The Team Leader will take specific responsibility for assessing and analyzing the organization's progress towards targets, factors for such performance, benefits/impact of the strategies, and compare with other possible options. S/he will also suggest ways of improving the present performance, if any.

S/he will provide leadership for the team, finalize the evaluation design, coordinate activities, arrange periodic meetings, consolidate individual input from team members, and coordinate the process of assembling the final findings and recommendations into a high quality document. S/he will write the final report. S/he will also lead the preparation and presentation of the key evaluation findings and recommendations to the USAID/Malawi team and other major partners.

2. **HIV/AIDS Technical Advisor** should have a post graduate degree in public health or related subject. S/he should have at least 10 years experience with HIV/AIDS prevention and care design and implementation in developing countries (preferably in countries with high HIV prevalence). S/he should be knowledgeable in program assessment and evaluation methodologies in HIV/AIDS prevention/care programming, organizational and institutional capacity building. S/he should have extensive experience in conducting qualitative evaluations/assessments around HIV/AIDS service development and delivery by the NGO sector. S/he should have experience developing services and demonstrated knowledge of state-of-the-art strategies for evidenced-based HIV/AIDS programming.

3. **Capacity Building Technical Advisor** should have a post graduate degree in organizational development or health systems. S/he should have at least 5 years experience with NGO capacity building and organizational development in developing countries (preferably in countries with high HIV prevalence). S/he should be knowledgeable in program assessment and evaluation methodologies in capacity building, HIV/AIDS, organizational and institutional development. S/he should have extensive experience, and demonstrate state-of-the-art knowledge, in conducting qualitative evaluations/assessments around improving capacity for service delivery.

VI. RELATIONSHIPS AND RESPONSIBILITIES

The Evaluation Team Leader will report to the USAID/Malawi Umoyo Network CTO. The other team members will report to the Team Leader.

The CTO will be responsible for:

1. Obtaining country clearances for travel.
2. Coordinating/arranging initial meetings with USAID, government and key stakeholders. Follow-up meetings will be coordinated by the Evaluation Team Leader.

The evaluation team will be responsible for conducting the evaluation and responding to all points included in the objective of this statement of work. The team must submit a report at the conclusion of the evaluation, which provides clear and concise findings, conclusions and recommendations. The evaluation report shall also provide a statement of lessons learned and future directions that may emerge from the exercise.

VII. TIMELINE

USAID/Malawi anticipates that the period of performance of this assessment will be 28 days. This would include preparation days, in-country work in Lilongwe and the regions, and report writing and finalization. The assessment will begin early 2005.

The following is a sample timeline.

Task/Deliverable	Duration
1. Review background documents & offshore preparation work.	3 days
2. Travel to Malawi	1 day
3. Meet with USAID/Malawi SO 8 team	1 day
4. Information and data collection	15 days
5. Draft assessment report in-country	3 days
6. Debrief meetings with SO 8 team and key stakeholders	1 day
7. Depart Malawi	1 day
7. Prepare final evaluation report	3 days
TOTAL # days	28 days

VIII. LOGISTICS

A six day work week is authorized. Local holidays are not authorized. The evaluation team will be responsible for all off-shore and in-country logistical support. This includes arranging and scheduling meetings (with exception to previously mentioned meetings with MoH and NAC and initial introductory meetings and field trips), international and in-country travel (including vehicle rentals), hotel bookings, working/office space, computers, printing and photocopying. A local administrative assistant/secretary may be hired to arrange field visits, local travel, hotel and appointments with stakeholders.

In addition, the Evaluation Team Leader is responsible for draft and final report development, as well as other eligible expenses associated with the completion of the assignment.

IX. EXPECTED DELIVERABLES

1. A proposed timetable for evaluation period.
2. A written methodology plan (evaluation design/operational workplan) during the pre-evaluation meeting (first/second day of arrival).
3. A proposed outline of the report on the findings and recommendations of evaluation with possible issues for discussion during the mid-evaluation meeting (within 2 weeks of arrival in-country).
4. A completed draft of evaluation report to USAID/Malawi for presentation during the debrief meeting that will be held 3 days before departure (using the report format provided in “X. Reporting Requirements” below).
5. List of all reviewed/cited sources in final report.
6. Any changes to the Scope of Work.
7. A completed and revised final document delivered to USAID/Malawi (after incorporating feedback from USAID/Malawi) a month after the debrief meeting (2 hard copies and a CD Rom).

X. REPORTING REQUIREMENTS

The findings from the evaluation will be presented in a draft report at a full briefing with USAID/Malawi and possibly at a follow-up meeting with key stakeholders.

The format for the evaluation report is as follows:

- **Executive Summary** – concisely state the most salient findings and recommendations (2 pp);
- **Table of Contents** (1 pp)
- **Introduction** – purpose, audience, and synopsis of task (1 pp);
- **Background** – brief overview of HIV/AIDS/ in Malawi, USAID program strategy and activities implemented in response to the problem (with particular emphasis on HIV/AIDS service delivery), brief description of the Umoyo Network, purpose of the evaluation (2-3 pp);
- **Methodology** – describe evaluation methods, including constraints and gaps (1 pp);
- **Findings/Conclusions/Recommendations** – for each objective area (17-20 pp);

- **Issues** – provide a list of key technical and/or administrative, if any (1-2 pp);
- **Future Directions** (2-3 pp);
- **References** (including bibliographical documentation, meetings, interviews and focus group discussions);
- **Annexes** – useful for covering evaluation methods, schedules, interview lists and tables – should be succinct, pertinent and readable.

The final version of the evaluation report will be submitted to USAID/Malawi in hard copy as well as electronically. The report format should be restricted to Microsoft products and 12-point type should be used throughout the body of the report, with page margins 1” top/bottom and left/right. The report shall not exceed 30 pages, excluding references and annexes.

After the debrief meeting, the evaluation team shall incorporate oral comments received from USAID and stakeholders. Within 2 weeks of receiving oral comments, the evaluation team leader will send 2nd draft to the Mission for final, written, comments. Within 2 weeks of receiving the final comments from the Mission, the Evaluation Team, through the Evaluation Team Leader, shall send the final report: 2 hard copies and a CD Rom.

XI. ESTIMATED LEVEL OF EFFORT (LOE)

The bidder will submit a proposed budget indicating salaries, international and regional travel, M&IE, in-country expenses and transportation, report printing and binding and other office supplies and logistical support services (i.e. laptop, battery pack, paper, communication costs) miscellaneous direct costs.

The budget will be based on the following estimated level of effort (LOE):

	Offshore prep work	International travel	In-country information and data collection	Report finalization
Team Leader/ Senior Evaluation Specialist	3 days	2 days	20 days	3 days
HIV/AIDS Technical Advisor	2 days	2 days	20 days	2 days
Capacity Building Technical Advisor	2 days	2 days	20 days	2 days
TOTAL LOE	9 days	8 days	60 days	7 days

XII. EVALUATION TEAM SELECTION PROCESS AND CRITERIA

Bidders should submit their proposals to the contracting office no later than 14 working days following release of the Task Proposal Request. These will be forwarded to the USAID/Malawi SO 8 team which will form a selection committee. The committee will review all submissions based on the following criteria:

Criteria	Points
Proposal's likelihood of achieving evaluation objectives	10
Proposal's responsiveness to all elements of the Scope of Work	10
Organizational experience in conducting similar activities (i.e. objective 3 rd party evaluations)	5
Strength of the proposed evaluation team as assessed against Section V. "Team Composition and Desired Qualifications"	75
Total Points Possible	100

ANNEX 1 – Selected list of background materials

1. Umoyo Network Cooperative Agreement proposal
2. Umoyo Network Workplan
3. Umoyo Network quarterly reports
4. Umoyo Network participant NGO organizational assessments
5. USAID/Malawi Country Strategic Plan 2000-2005
6. USAID/GoM Strategic Objective Agreement
7. USAID/Malawi Performance Monitoring Plan
8. USAID/Malawi HIV/AIDS Strategic Framework
9. Project Request for Applications
10. 2000 Malawi DHS
11. GoM National Health Plan
12. HIV/AIDS National Strategic Framework

ANNEX 2 – List of Key Stakeholders and Partners

1. National AIDS Commission
2. Ministry of Health
3. Umoyo Sub-Grantees
4. ADRA
5. JHPIEGO
6. AED
7. other USAID implementing partners as relevant
8. USAID
9. Members of District Health Management Teams