

## TERMS OF REFERENCE

*External evaluation for “Empowerment of users for good-quality HIV Care” Solthis’ project in Sierra Leone*

Closing of the candidatures: 22<sup>TH</sup> of June 2018

Please send your candidature to the following address: [bertrand.vagnon@solthis.com](mailto:bertrand.vagnon@solthis.com)

## 1. General presentation

Solthis (Solidarité Thérapeutique & Initiatives pour la Santé – Therapeutic Solidarity & Initiatives for Health) is an international solidarity NGO dedicated to improving prevention and access to quality health care. Solthis strengthens health systems and services in the countries where it operates.

The fragility of health systems in resource limited, epidemics, and the lack of human and financial resources require long-term responses. This is why Solthis has developed an intervention strategy based on a global approach to health issues by strengthening all elements of health systems: men and women, institutions, networks, and technologies.

Solthis is comprised of committed health and development professionals who specialize in:

- › a scientific and empirical approach that seeks cost-effective solutions adapted to realities in the field
- › mobilizing multidisciplinary experts from Northern and Southern nations in order to address all dimensions of health issues: medical, social, economic, or political

Solthis is currently present in 4 West Africa countries (Guinea, Sierra Leone, Mali, and Niger), where our teams and partners implement capacity strengthening prevention and community mobilization projects in health sector.

## 2. Project presentation

### ○ Context

Since 2011, Solthis has been working in Sierra Leone providing technical assistance to the National AIDS Secretariat and to the National HIV/AIDS Control Programme (NACP) and supporting 7 health facilities in Freetown. In 2014, the already fragile health care system in Sierra Leone was greatly affected by the EVD outbreak and its consequences can still be felt when it comes to the continuity of care for PLHIV.

In 2016, Solthis started the implementation of the Empower project which was crucial in mitigating the devastating effects of the EVD outbreak on the organization of quality HIV treatment. It also plays an essential role in strengthening civil society, especially the national network of PLHIV, NETHIPS (Network of HIV Positive in Sierra Leone).

With the Empower project, Solthis built on its previous intervention with the following new features:

- › Involvement of the patients and communities in the quality care improvement process within the health facilities in order to take the quality of care up to the next level and ensure better sustainability of the project's results
- › Intervention expansion to new health facilities in 2 new areas: the periphery of Freetown (Western Rural district) and Port Loko district in order to broaden the implementation of the project in a decentralized area.

The project intervention zones were carefully selected in consultation with NACP and based on the HIV burden and ART uptake.

- › **Western Area Districts** (Freetown and its peripheries): it is the region most affected by the HIV epidemic with 2.5% prevalence in the urban district and 3.4% in the rural district, and

in which nearly 50% of the national cohort of patients are treated (11,178 patients on ARV out of the 24,372 according to NACP's data 2017).

- **Port Loko:** This district is among the two high burden districts in the country and yet with low number of patients on ART (1,011 patients receiving ARV in Port Loko District, according to the NACP data). That's why NAS and NACP advised that it becomes one of the intervention districts of the project. Expansion of the interventions inside the country also enables Solthis to demonstrate its feasibility in a different context from the one of the capital of the country.

In parallel, Solthis continues to build the capacities of institutional actors at the national level in order to guarantee the adequacy of national recommendations to WHO standards, improve the free care package and ensure the continuous availability of HIV commodities.

### • General framework

<b>Duration of the project:</b> 3 years (started in January 1 <sup>st</sup> of 2016) <b>Intervention sites:</b> Western urban district, western rural district and Port Loko in Sierra Leone
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#### General objective

To contribute to the reinforcement of the civil society in exercising the right to health in Sierra Leone

#### Specific objective

Empowerment of users for good-quality HIV care, that is patient-oriented in 3 districts (Western Area Urban, Western Area Rural and Port Loko) in Sierra Leone

#### Expected result

- **R1:** Capacities of PLHIV to exercise their right to health are reinforced

HIV patients have been empowered by revitalizing 12 support groups affiliated to NETHIPS, and by strengthening the national network. By doing so, actions to lead advocacy campaigns based on viable data could then take place.

- **R2:** Capacities of healthcare workers to provide good-quality care are reinforced.

Solthis conducted classroom trainings, on-site training and clinical monitoring in 13 health centres to ensure quality of care. Different services, including clinical, HIV, antenatal, childbirth, postnatal and paediatric services are involved to ensure a holistic and complete strengthening of the health system.

- **R3:** National environment and institutional capacity are reinforced to ensure the sustainability of the project results

Throughout the project, Solthis provides technical support to NAS and NACP by actively participating in technical working groups focussed on care for adults and children, as well as PMTCT (Prevention of Mother to Child Transmission).

### • Actors and beneficiaries involved

	<b>Partners</b>	<b>Beneficiaries</b>
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France	AFD (financial backer)	
Sierra Leone	<p>NETHIPS(Network of HIV Positives in Sierra Leone)</p> <p>NACP (National HIV/AIDS Control Programme of Sierra Leone)</p> <p>NAS (National AIDS Secretariat)</p>	<ul style="list-style-type: none"> <li>- Health Care workers in 13 health facilities in Freetown, Tombo and Port Loko</li> <li>- Leaders and members of support group affiliated to NETHIPS</li> <li>- Members of Nethips coordination team</li> <li>- DHMT (District Health Management Teams)</li> <li>- Coordination body members of NAS and NACP</li> <li>- HIV positive patients</li> <li>- General population</li> </ul>

### 3. Object and challenges of the evaluation

#### Evaluation justification

First of all, this external evaluation meets the contractual commitment towards the financial primary donor AFD (*Agence Française de Développement*).

Moreover, this evaluation targets the monitoring-evaluation / capitalisation approach of Solthis. It should take into account the following elements:

- The multi-level dimension of the project: the project aims strengthening and developing capacities at individual level (Health Care Workers and PLHIV), at structural level (health facilities and Support group), at national level (NACP and NETHIPS).
- The project includes a large dimension of **empowerment of users, PLHIV and Health Care Workers**.
- The external evaluation will measure the results achieved and draw some lessons, in order to explore potential for a second phase of the project, based on the reinforcement of civil society in exercising the right to health in Sierra Leone, or a plan for complete handover.

This evaluation will set out the results produced by the project monitoring and evaluation system and will emphasise the most significant changes noticed by the project's target groups (including NETHIPS' capacity to influence, the functioning of patient support groups and the improvement in the quality of HIV treatment in the targeted facilities). The evaluation will be conducted in a participatory manner with all the partners and target groups, with a view to self-evaluation and capitalisation on the lessons to be drawn from the project. This participatory methodology must identify the different steps of the evaluation process, which stakeholders will take part to the process and how, which survey technique will be used for each stakeholder and/or toward which data collection target.

#### Main evaluative questions

On the basis of evaluation criteria commonly used (CAD/OECD/F3E), the external evaluation of Empower project must answer to the following questions:

Evaluation criteria	Evaluative questions
<p style="text-align: center;"><b>PARTICIPATION...</b></p> <p><b>Main objectives:</b></p> <ul style="list-style-type: none"> <li>- Identify how PLHIV are involved in the different activities of the project, then at the local and national level</li> <li>- Describe and measure the participation of different stakeholders (health workers, national actors)</li> <li>- Describe and measure the different levels of partners' participation (NAS, NACP, NETHIPS)</li> </ul>	<p><b>...Of PLHIV:</b></p> <ul style="list-style-type: none"> <li>○ Did the project implement involvement mechanism towards PLHIV? Which ones?</li> <li>○ Have PLHIV been consulted at each step of the project? How and to which degree?</li> <li>○ What kind of community mobilization actions have been set up to improve PLHIV participation?</li> </ul> <p><b>...Of HCWs:</b></p> <ul style="list-style-type: none"> <li>○ Have health workers been consulted at each step of the project?</li> <li>○ How and to which degree?</li> </ul> <p><b>...Of national partners:</b></p> <ul style="list-style-type: none"> <li>○ Has the division of tasks and activity coordination between partners been well-balanced?</li> <li>○ The partnership between the stakeholders is correctly defined, formalized and implemented in order to benefit every partners of the project</li> </ul>
<p style="text-align: center;"><b>IMPACT/CHANGES</b></p> <p><b>Main objectives:</b></p> <ul style="list-style-type: none"> <li>- Identify the main impacts on HIV care generated by the project</li> <li>- Idem on national partners (NETHIPS and NACP)</li> </ul>	<p><b>...On HIV Care:</b></p> <ul style="list-style-type: none"> <li>○ Has the project made milestones that will contribute to the empowerment of users for good-quality of HIV care?</li> <li>○ Has the quality of HIV care been improved in the targeted sites?</li> <li>○ Does the project contribute to the long-term reduction of HIV positive patient discrimination and stigmatisation? How?</li> </ul> <p><b>...On national partners:</b></p> <ul style="list-style-type: none"> <li>○ Determine the impact the project had made on reinforcement of civil society and institutional actors regarding PLHIV rights and good quality of HIV care</li> <li>○ Assess the improvement of NETHIPS capacity to influence/advocate for the rights of PLHIV</li> <li>○ Assess the level of ownership of NACP, NAS and NETHIPS in order to define the support required after the exit of the current phase.</li> </ul>
<p style="text-align: center;"><b>SUSTAINABILITY/CAPACITIES</b></p> <p><b>Main objectives:</b></p> <ul style="list-style-type: none"> <li>- To identify which and how different users and stakeholders capacities have been strengthened</li> <li>- To determine the sustainability of the different sections of the project</li> </ul>	<p><b>Capacities Of project users and the stakeholders:</b></p> <ul style="list-style-type: none"> <li>○ Did the project empower PLHIV as individuals and as collectives (toward a care improvement and their capacity to influence local and national institutions)?</li> <li>○ Did the project strengthen local partners and how?</li> <li>○ Did the project contribute to reinforcement of national institutions and increase their ability to improve HIV care and PLHIV involvement in public policies design?</li> </ul> <p><b>Appropriation by project users and national Partners</b></p>

<p>measuring the project's appropriation and the tools developed</p>	<ul style="list-style-type: none"> <li>○ Have structures and groups been strengthened enough to be able to appropriate, sustain and replicate the project (or part of it)? (Leaders and members of support group, members of NETHIPS network, health workers, PLHIV...)</li> <li>○ Did partners develop required skills to implement the project?</li> <li>○ Has the question of trained-personal turnover been taken into account since the beginning of the project?</li> </ul> <p><b>Sustainability through a tools package developed:</b></p> <ul style="list-style-type: none"> <li>○ How is the continuity of the project designed when it comes to the set of tools aimed at reinforcing capacities?</li> <li>○ Are activities of capacity strengthening based on skills guide and training?</li> <li>○ What means to measure capacity reinforcement efficacy within structures and beneficiaries are implemented? (NAC, NASP, Healthcare workers, NETHPS, PLHIV ...)</li> <li>○ Have impact indicators been identified and are they measurable?</li> <li>○ Is a tool to capitalise the capacity reinforcement planned and if yes, is it operational?</li> </ul>
<p style="text-align: center;"><b>RELEVANCE</b></p> <p><i>Main objectives:</i></p> <ul style="list-style-type: none"> <li>- To identify the relevance toward national health strategies</li> <li>- To identify the relevance toward the specific strategy of the project designed on the priorities identified when the project started</li> </ul>	<p><b>Regarding national strategies</b></p> <ul style="list-style-type: none"> <li>○ How does the project follow national strategies?</li> <li>○ How is the project coordinated with other existing intervention?</li> </ul> <p><b>Regarding the specific strategy of the Empower Project</b></p> <ul style="list-style-type: none"> <li>○ How did the project contribute to address the priorities which were identified during the diagnostic phase?</li> </ul>
<p style="text-align: center;"><b>EFFICACY</b></p> <p><i>Main objectives:</i></p> <ul style="list-style-type: none"> <li>- To analyse the processes set up to answer the different objectives (in terms of activities and results)</li> </ul>	<ul style="list-style-type: none"> <li>○ Assess how well the project activities met the three expected results</li> <li>○ Measure the extent to which the project achieved its outcomes and purpose using the OVIs column of the Logical Framework</li> </ul>
<p style="text-align: center;"><b>EFFICIENCY</b></p> <p><i>Main objectives:</i></p> <ul style="list-style-type: none"> <li>- To describe the efficiency of how the grant was used and shared out among the different activities</li> </ul>	<ul style="list-style-type: none"> <li>○ Are project costs satisfactory in comparison with obtained results?</li> <li>○ Assess how the project strategy has been converted into activities and the results achieved.</li> </ul>

#### 4. Evaluation organization

- General information

**Evaluated period:** from January 2016 to August 2018

**Evaluation budget:** 25 000€

 Indicative schedule and methodology

The final report has to be finalised before the end of October/beginning November 2018. The in country mission has to be realised between September and October 2018.

 Response to the call

28/05/2018 – 22/06/2018	Submission of application and pre-selection of candidates (closing for submission of application on the 22th of June 2018)
02/07/2018	Approval by the Solthis selection committee and the financial backer AFD on the consultant selected for the external evaluation of the project Empower
09/07/2018 – 27/07/2018	Methodology, schedule, contract and evaluation organisation finalised between Solthis and the evaluator. The start of the evaluation is planned by the 10 <sup>th</sup> of September 2018.

 Process of the assessment

Term	Activities
10/09/2018 – 21/09/2018	Key Informant Interviews, desk reviews and take-off meetings at Solthis HQ Office in Paris
24/09/2018 – 05/10/2018	Field Evaluation in Sierra Leone
15/10/2018	Consultant submits first evaluation draft report and synthesis to Solthis
15/10/2018-29/10/2018	Solthis and AFD feedback
29/10/2018	Validation of the definitive report and of the synthesis
30/10/2018	Presentation of results to Solthis HQ and AFD
5/11/2018	Definitive report and synthesis' transmission to AFD

The evaluation has to be seen as a learning process, including a meaningful participation of the partners, beneficiaries and other stakeholders of the project.

**As an illustration**, the evaluation could rely on:

1. Interviews (by telephone or skype) or in situ visits based on questionnaire to be developed
  - Meeting or interview with the Country Coordinator/ project lead at the head office –Solthis
  - Meeting or interview with Health Promotion Manager HQ
  - Meeting or interview with Health Services Project Manager HQ

- Meeting with AFD – mission head DPO AFD
  - Meeting with the Empower Project team in Sierra Leone
2. On-site mission to the intervention sites of the project
- Preliminary skype interview to organize the mission with the Empower project manager
  - Interviews on-site, focus group discussions, meetings, and questionnaires with identified actors, in particular users of HIV care and HCWs.
  - Feedback meeting in country with partners, beneficiaries and project team

### Deliverables

For operational purposes, on-site country mission must be realised between September and October 2018.

It will be asked at the launching of the evaluation, before the take-off meeting at HQ Solthis, that a **10 pages maximum report** will be proposed, in English, specifying the methodology (matrix, evaluative questions, tools and precise schedule).

At the end of country- mission, the consultant will provide an **exit debrief** of 2 pages maximum to Solthis and partners and share it during an on field meeting.

At the end of the evaluation, the consultant will provide a final report. Exchanges and discussion with Solthis will take place before submitting the provisional report. The final report must not exceed 30 pages and its synthesis 5 pages.

The synthesis, written in English, will include:

- Presentation of the evaluated project in few lines (1/2 page max)
- Presentation of the objectives and stakes surrounding the evaluation in a few lines
- Results of the evaluation summarized
- Guidelines organized hierarchically and linked to the results.

**Results** of the evaluation and **guidelines** are the core of the synthesis. Their presentation must be concise, simple and clear.

### **5. Submission of application modalities**

#### Document to be sent

To be considered, the application must include a complete technical and financial proposal (in euros) before the 22<sup>th</sup> of June, including the following elements

- An updated curriculum vitae of the evaluator(s)
- Listing of work linked to the requested consultancy
- Analysis/note presenting the understanding of the terms of reference and an offer of the methodology for the implementation of the evaluation
- A financial offer in accordance with the terms mentioned, linked with budgetary lines commonly admitted in NGOs.

#### Expected expertise



The evaluation consultancy will be led by one or a team of external consultants providing the following skills and experiences, duly referenced:

- Experience in evaluation of Civil Society organizations
- Experience in public health system evaluation (particularly HIV care)
- Perfect mastery of evaluation methodology
- Strong knowledge on community mobilisation challenges
- Good knowledge of the region and healthcare challenges
- Mastering English, Krio an asset
- Good knowledge of the project management cycle

#### Budget

The total budget of 25 000 euros is available for the evaluative process.

The financial offer expected from the evaluator must include:

- on-sites country fees (including living costs)
- At distance work fees
- partners feedback in country meeting
- International air ticket and airport transfer
- Visa fees
- Assurance fees
- Costs linked to the meeting, focus groups and surveys on the field
- Cost for take-off meeting attendance
- Cost for feedback meeting to AFD and Solthis in Solthis HQ
- Recruitment and payment of local HR (a translator or a facilitator) in Sierra Leone
- Communication fees

Proposal must be sent before **June 22<sup>th</sup> of 2018** to

Bertrand VAGNON, Solthis Head office Country Coordinator, [bertrand.vagnon@solthis.org](mailto:bertrand.vagnon@solthis.org)