

## **TERMS OF REFERENCE FOR A CONSULTANCY TO CONDUCT AN END OF PROJECT EVALUATION FOR THE PROJECT TITLED “REDUCTION OF CASES OF HUMAN RIGHTS VIOLATIONS AND ABUSES IN SELECTED DISTRICTS OF NORTHERN UGANDA” (PROJECT NUMBER 2755-00/2022)**

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**Project Location:** Kampala, Karamoja (Moroto), Lango (Lira) and Acholi (Pader)

**Commissioning Agency:** Human Rights Centre Uganda (HRCU)

**Duration:** 90 Contractual days

**Expected Start Date:** 1<sup>st</sup> December 2025

### **1.0. CONTEXT AND BACKGROUND**

While the Uganda Human Rights Commission has published more recent reports including the 27th Annual Report (2024), the 24th Annual Human Rights Report (2021) provides a detailed account of a marked rise in violations in Northern Uganda. This report remains particularly relevant for understanding the roots and patterns of ongoing human rights concerns in the region.

These include violation to the right to a fair hearing, right to freedom from torture or cruel, inhuman or degrading treatment or punishment among others. The same report established that due to the influx of guns in Moroto district, among other districts in the Karamoja region, there were several reports of human rights violations against the right to personal liberty, security of persons, freedom from torture, inhuman and degrading treatment<sup>1</sup> committed by duty bearers like Police and Uganda People’s Defence Forces (UPDF). On 19<sup>th</sup> March, 2021 in Kaloi village, Nakadeli Parish, Rupa sub county, Moroto district, 4 victims were allegedly detained for over a week at the UPDF facility in Moroto because they were suspected of knowing the whereabouts of ammunitions. In addition to the other violations committed, there was clear violation of the 48hour rule in the districts of focus by duty bearers. The right to freedom from arbitrary arrest, enshrined in Articles 3 and 9 of the *Universal Declaration of Human Rights*, is one of the most fundamental human rights, affecting as it does vital aspects of an individual’s physical freedom. The grounds for deprivation of a person’s liberty are circumscribed in law, as stipulated in Article 9(1) of the *International Covenant on Civil and Political Rights (ICCPR)*.

As a signatory to the ICCPR, Uganda domesticated the right to personal liberty under Article 23 of the *1995 Constitution*. The circumstances under which this right might be curtailed are also well spelt out, and include reasonable suspicion

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1 24th Annual Report on the State of human rights and freedoms in Uganda by the Human Rights Commission, 2021, page 147

that a person has committed or is about to commit a criminal offence under the laws of Uganda; execution of a sentence or order of the Court; and prevention of the spread of infectious or contagious disease.

One thing that stands out across the board in the three districts most suspects (approximately 80%) are detained beyond the required 48 hours, despite the fact that the police have the mandate to release a suspect on police bond earlier than 48 hours, with or without a surety. These three districts form the subject of increasing human rights violations and critical reportage, at times exacerbating civil and political strife in Northern Uganda

The Northern districts of Lira, Pader and Moroto have been selected in this third phase of the project focus as focus districts because of the prevalence of various human rights violations committed by both rights holders and duty bearers. These districts have been earmarked by implementing partners of this project because of the high prevalence of human rights violations in those districts. According to ACTV's 2020 Annual Report titled, "Hope Amidst of Uncertainty" the ACTV Northern region reception centre in Gulu which serves the among districts Lira and Pader received and recorded 253 survivors of torture seeking assistance/services from ACTV<sup>2</sup>. These torture cases were perpetrated by both rights holders and duty bearers. The major reasons reported for torture are punishments (suspected criminals). The disarmament process that is currently underway in Karamoja sub-region (focus on Moroto district) was also reported to yield torture by duty bearers like the Police, the army and the Resident District Commissioners. There have been allegations of human rights violations by the Residents District Commissioners in various parts of country and according to the report of the Committee on Human Rights on the state of human rights and human rights violations in the country, by the Parliament of Uganda from January 2020 to-date, the Kole (neighbouring district to Lira) district RDC Omara Olweny and his guards allegedly assaulted and robbed Okot Janan, the Youth Councillor for Ojwina Division in Lira City who later died<sup>3</sup>. Other incidents like rebel atrocities, conflicts among families, land wrangles, Gender Based Violence and violation of the 48-hour rule are some of the common and rampant human rights violations in the three districts selected in Northern Uganda for this intervention<sup>4</sup>.

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2 ACTV Annual Report 2020, Hope in the Midst of Uncertainty, Page 8

3 Report of The Committee on Human Rights on the state of human rights and human rights violations in the country Parliament of Uganda from January 2020 to-date, Page 79

4 Ibid, page 14

## Project Background

The Human Rights Centre Uganda (HRCU) is a non-profit organization that has operated in Uganda since 2008. HRCU's mandate is to contribute to the protection and promotion of the rights of Human Rights Defenders (HRDs) in Uganda.

The Human Rights Centre Uganda (HRCU), Uganda Human Rights Commission (UHRC), and African Centre for Treatment and Rehabilitation of Torture Victims (ACTV), with support from the Austrian Development Cooperation, are together implementing a two-year project titled "Reduction of cases of human rights violations and abuses in selected districts in Northern Uganda", in selected districts of Lira, Pader, Moroto and Kampala from 1<sup>st</sup> October 2023 to 31<sup>st</sup> December 2025 at a project budget of 49,889 Euros.

The overall goal of the project is reduction in cases of human rights violations and abuses in selected districts in Northern Uganda. The overall project objective is to enhance human rights awareness for improved access to justice in Northern Uganda.

The expected results for the project are to enhance capacity of access to justice actors, duty bearers and human rights defenders (HRDs) to apply human rights standards in the implementation of Prevention and Prohibition of Torture Act, the Human Rights Enforcement Act and Public order management, enforcement and implementation; Increased awareness among community members including women and men of the human rights standards to be respected and protected under the Prevention and Prohibition of Torture Act, the Human Rights (Enforcement) Act, and public order management generally and Knowledge creation, dissemination and networking amongst human rights actors.

This is the third phase the tripartite is collaborating to implement and scale up the proposed project interventions. The current intervention builds on the two previous similar interventions earlier executed by the three implementing partners. Phase one 2014-2017 and Phase two June 2018-June 2021 of the projects aimed at promoting human rights awareness and understanding in order to improve the access to and delivery of justice in the Eastern region of the country in the districts of Soroti, Tororo, Mbale and Jinja and later in the Central districts of Kampala, Wakiso, Mukono and Gulu in Northern Uganda achieving a marked positive effect on the relationship between district law enforcement agencies, civil society and the public.

A total of 5,482 (2,349F/3,133M) direct beneficiaries will be targeted in the course of the project. From the above overall total of direct beneficiaries, 1,322 (661F/661M) will be duty bearers and 4,160 will be rights holders. A total of

394,450 (179,725 F/179,725M) are the anticipated indirect beneficiaries of the project.

The project targets members of the public, law enforcement officers, Access to justice implementing agencies, human rights defenders at local level and local government officials in the project districts of Lira, Pader, Moroto and Kampala.

The direct beneficiaries include: Police officers (high ranking, middle ranking and lower ranking police officers including the Director of operations, Director counter terrorism, Director criminal investigation department, District Police Commanders (DPCs), Regional Police Commanders (RPCs), Regional Community Liaison Officers, Regional Public Relations Officers, Criminal Investigation Department officers, the officers from the police Professional Standards Unit and lower ranking officers within the Police Force) Prisons Officers, Magistrates, Judges, Registrars, Officers from the Office of the Director of Public Prosecutions (State Attorneys), Advocates, Local Government Officers (Chief Administrative Officers, Resident District Commissioners, District Community Development Officers), Youth, Human Rights Defenders, journalists, women, indigenous groups, community members including the elderly, children, persons with disabilities, breastfeeding mothers and their assistants, interpreters whose services are utilized during community dialogues and radio talk shows and radio talk show hosts and moderators. The indirect beneficiaries include all the listeners outside the project district with radios who will be tuned in and listening to the project's radio talk shows and radio programmes and those who have subscribed and follow the Human Rights Centre Uganda's social media Pages like Twitter, Face Book and You Tube.

A total of 359,450 (179,725 F/179,725M) are the anticipated indirect beneficiaries of the project. Moroto has a total population of 118,500<sup>5</sup> people, Pader has 197,300<sup>6</sup> people and Lira has 403,100<sup>7</sup> people.

## **Project objective**

The project contributed to enhancing human rights awareness for improved access to justice in Northern Uganda.

In order address these issues, the project has three outputs which include:

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5 Moroto (District, Uganda) Population Statistics, Charts, Map. Also available at [https://www.citypopulation.de/en/uganda/admin/northern/028\\_\\_moroto/](https://www.citypopulation.de/en/uganda/admin/northern/028__moroto/) Accessed on 27th September 2022

6 Pader (District, Uganda) Population Statistics, Charts, Map. Also available at [https://www.citypopulation.de/en/uganda/admin/northern/050\\_\\_pader/](https://www.citypopulation.de/en/uganda/admin/northern/050__pader/) Accessed on 27<sup>th</sup> September, 2022

7 Lira Population \_NPHC2014\_Projection\_2020, Also available at <https://www.lira.go.ug/lira-population-nphc2014projection2020>. Accessed on 27<sup>th</sup> September, 2022

**Output 1:** *Enhanced capacity of Justice actors, other duty bearers and HRDs to apply human rights standards in the implementation of Prevention and Prohibition of Torture Act, the Human Rights Enforcement Act and Public order management enforcement and implementation.* Under this output, the project will build the capacity of Police, Prisons (high, middle and lower rankings police officers), State Attorneys, Magistrates, Judges, journalists, HRDs. The trainings will enhance their knowledge and skills on implementation of public order management, human rights standards and principles and application of the laws like the Human Rights Based Approach to implementation of the PPTA and HREA for them to effectively implement these laws hence reducing human rights violations committed by access to justice actors.

**Output 2:** *Increased awareness among community members including women and men of the human rights standards to be respected and protected under the Prevention and Prohibition of Torture Act, the Human Rights Enforcement Act, and public order management generally.* Under this output, the project will create awareness among rights holders through: community dialogues, radio talk-shows and a radio programme. These programmes will create public awareness and increase knowledge on human right violations and abuses, mechanisms/ where to report, perpetrators, the laws.

**Output 3:** *Knowledge creation, dissemination and networking amongst human rights actors.* Under this output, the project will produce different research studies like: Thematic reports, Bi-Annual issues papers on human rights context in the country, Posters, Compendiums, disseminate the Mobile App, training manuals, guide booklets, newspaper supplements, issues papers and thematic reports. These will inform the discussions during the district public dialogues. These issues/outcomes will be discussed at the national level during the round table discussions which will discuss challenges and take up recommendations emerging from the grassroots for positive action and contribution to a reduction of human rights violations and improved access to justice

This project therefore directly contributes to the Austrian Development Cooperation (ADC) Country strategy 2019-2025 Indicator 1.2.1 which measures the percentage of decisions against Access to justice institutions to total cases concluded by UHRC and Indicator 1.1.3 which measures the proportion of JLOS institutions with functional JLOS desks under Thematic focus 1 on Access to Justice.

The project's focus on improved access to justice as well as a strengthened observance of human rights will benefit the selected districts in Northern Uganda, Access to justice actors and members of the public). Given the still existing regional disparities and needs within this region, focus on the three districts in

Northern Uganda within this project will ensure reduction of human rights violations and improved access to justice in Northern Uganda through enhancing JLOS actors capacity responsible for administering justice, maintaining law and order and promoting the observance of human rights.

It's against this backdrop, HRCU is set to undertake an end of project evaluation exercise with the aim to evaluate how the project contributed to the set goal, reached set objectives and impact.

This end of project evaluation is aimed at evaluating how the project contributed to the set goal, objectives and impact. Examine its relevance, effectiveness, efficiency, coherence, impact and sustainability. Also, Key lessons learnt will be recorded, and recommendations for future projects.

## **2.0. PURPOSE AND OBJECTIVES**

The purpose of the evaluation are accountability and learning.

The evaluation will assess what has worked, what did not work and why, key lessons learned and what should be emphasized or adjusted for possible future interventions.

The primary intended users of this evaluation are the Human Rights Centre in Uganda, local partners and ADA as donor.

The objectives of this final evaluation are the following:

1. To assess the relevance of the approaches employed by the project to achieve the project objectives and to assess how well the project addressed the key issues or problems identified at the inception of the project.
2. To assess the effectiveness to which the project objectives as spelt out in the project proposal were achieved;
3. To assess prospects for sustainability, the extent to which the projects results in relation to the targeted Justice actors, other duty bearers, HRDs and community members are likely to continue after the project end
4. To document key challenges, best practices and lessons learned and make recommendations

## **3.0. SCOPE**

The scope of this final evaluation covers the entire project duration from 1st of October 2023 to the end of data collection during the conduct of this evaluation.

The evaluation will be undertaken in Uganda (in selected districts of Lira, Pader, Moroto and Kampala) for the HRDs, Justice actors, duty bearers and journalists.

This will include field visits in at least one target communities in each of the three districts of Lira, Pader and Moroto. The selection of the exact communities and locations for data collection will be discussed and decided upon during the inception phase including the criteria for selection of samples (communities, infrastructure, sites and beneficiaries) to be visited for purpose of the evaluation. Despite this, interested consultants must present in their technical proposal the rationale of the potential criterion to be used for the selection of the sample.

In terms of the thematic scope, the evaluation will cover all project components. It will assess the project's relevance and effectiveness as well as the prospects for sustainability of results achieved. This includes an assessment of how cross-cutting issues such as gender equality, inclusion of persons with disabilities, environment, and climate change have been integrated in project design and implementation and how this is reflected in results achievement.

#### **4.0. EVALUATION QUESTIONS**

##### **Relevance**

1. To what extent were the project objectives aligned with the needs of the target group including particularly vulnerable target groups (possible differentiation according to age, gender, PWDs, minority groups)?
2. To what extent did the project adapt to changing conditions during implementation?
3. How effectively did the project identify and respond to the needs of marginalized and vulnerable groups (example, women, persons with disabilities, minority communities)?
4. To what extent was the project consistent with international and national norms and standards (such as HRBA)?

##### **Effectiveness**

5. To what extent have the project objectives and intended outcomes been achieved?
6. Which factors were decisive for the achievement or non-achievement of the project objectives and why?
7. How did the project address gender and inclusion concerns in its implementation and with what results?

##### **Sustainability**

8. To what extent has the project contributed to the target groups' ability and willingness to sustain the positive effects of the project over time and how?



9. To what extent has the project contributed to strengthening the resilience of the target groups and how?
10. To what extent are the mechanisms or institutional capacities in place to continue promoting access to justice and human rights and which ones?
11. What risks and what potentials are emerging for the sustainability of project results and what can be learned from these?

## **5.0. DESIGN AND APPROACH**

The final evaluation will follow a highly participatory and consultative process. It will adopt a mixed-methods approach involving quantitative and qualitative techniques of research. Key documents including the Project proposal, project reports, Project log frame and Project work plans will be reviewed to understand the context.

The evaluator(s) will evaluate the results achieved by comparing them with the expected results, including their relevance and the design of the evaluated project.

It is also expected that significant factors that facilitate or prevent the achievement of results will be identified. The evaluation must be conducted in a gender-sensitive and inclusive manner. The proposed approach should sufficiently address the issues and questions outlined within this ToR, specifying the specific evaluation issues, data collection and analysis methods that will be undertaken to achieve a comprehensive evaluation. It should encompass a combination of both qualitative and quantitative methods, strengthens internal validity by using data and method triangulation, improving the reliability of the evaluation outcomes.

A broad range of data sources and collection methods will be employed to ensure reliability, minimize bias and promote impartiality, ensuring that findings are rooted in relevant and robust information. These methods should include:

- Document review of relevant project materials such as Monitoring reports, Donor reports, publications
- Key stakeholder interviews (KII); focus group discussions (FGD);
- Photographic evidence documenting tangible results and community level changes.

A comprehensive evaluation matrix shall be designed based on the evaluation questions with specific indicators developed for assessing each evaluation questions during the inception phase. It must be designed in consideration with the ADA Evaluation Guidelines.

The evaluation consists of three phases: inception phase, inquiry phase and synthesis, each with specific milestones and deliverables:



- Inception phase: Detailed evaluation planning, including method refinement and selection of data sources
- Inquiry Phase: Data collection and analysis
- Synthesis Phase: Final analysis, reporting and validation of findings.

The evaluation team, led by a team leader, must conduct the following tasks:

1. Preparation and Presentation of an inception report
2. Managing and implementing the work plan and all related study team activities
3. Leading the development of tools and collection of data
4. Data collection of both qualitative and quantitative data.
5. Analyze and synthesize data; and prepare a report
6. Preparation of a draft report
7. Discussion of the draft report with HRCU staff and ADA Team to address all comments
8. Organize a validation meeting with JLOS stakeholders.
9. Make info graphics PowerPoint Presentation at Validation Workshop and the validation feedback incorporated in the Final report
10. Presenting findings during briefings, and final presentations and dissemination of the evaluation results
11. Report preparation
12. Submission of the Completed Results Assessment Form (RAF)
13. Submission of the final report (two hardcopies alongside the soft copy)

## **6.0. WORKPLAN**

The following deliverables are expected from the consultants:

1. Inception report (for structure and content requirement see Annex 5, ADA PP Evaluation Guidelines, ppp. 46-47)8: A draft and a final inception report (25 – 20 pages without annexes);
2. Evaluation report (for structure and content requirement see Annex 6, ADA PP Evaluation Guidelines pp. 48-49)9: A comprehensive evaluation report, including both a draft and a final version, with the main body of about 40-45 pages without annexes and the ADA Results Assessment Form(RAF) 10.
3. Infographic Summary: A one-page infographic summarizing the evaluation facts and results in English, to be submitted alongside the final report.
4. A Microsoft Power Point Presentation – summarize the findings of the assessment to be used for validation consultations.
5. Submission of all raw data collected and used for preparation of the evaluation report.

All deliverables shall be presented in English. The quality of the reports will be judged according to the criteria listed in Annex 5 and Annex 6 of ADA's Guideline for Programme and Project Evaluations (July 2020)

## WORK PLAN AND TIMEFRAME

The estimated period of the assignment is from 1<sup>st</sup> December 2025 to 15<sup>th</sup> March 2026:

<b>Evaluation phase / tasks</b>	<b>Working Days</b>	<b>Timeframe</b>	<b>Deliverables</b>
<b>1. Kick-Off and Inception</b>	<b>30</b>	<b>13<sup>th</sup> January 2026</b>	
Kick-off Meeting (virtual)	2	December 2025	Power Point Presentation
Document Review and Desk Research	10	December 2025	Analysis
Exploratory interviews with ADA, Key stakeholders, Implementing Partners and HRCU team members	5	December 2025	
Inception Report	13	January 2026	<ul style="list-style-type: none"> <li>• Draft IR</li> <li>• Approved Data collection tools</li> <li>• Feedback matrix</li> <li>• Final Inception report</li> </ul>
<b>2. Data collection</b>	<b>35</b>	<b>20<sup>th</sup> February 2026</b>	
Data collection in the 3 project Districts (including preparation and debriefing, interviews with stakeholders, such as, Police, Prison, UPDF, Judicial Officers, DPP, District	30	Mid-February- Mid March 2026	

leaders, HRDs, Journalists, CSOs, Legal Aid Service Providers, Community members, IPs, Project staff and Other)			
Data processing	5	Mid-February- Mid March 2026	
<b>3. Analysis and Reporting</b>	25	15 <sup>th</sup> March 2026	
Data analysis and triangulation, presentation and validation of preliminary findings to  ADA/HRCU and implementing Partners.	10	March 2026	
Evaluation report writing, incl. feedback loops (in writing)	15	March 2026	<ul style="list-style-type: none"> <li>• Draft Report</li> <li>• Feedback Matrices</li> <li>• Final Report</li> </ul>
<b>Total</b>	<b>90</b>		

The estimated total number of working days needed for the evaluation is 90 days

### Quality Assurance

Appropriate data quality control measures have to be taken into account to ensure that the collected data are of the highest quality. This will include:

- Provision of quality orientation to the final evaluation core team members,
- Pre-testing of final evaluation process and data tools,
- Daily reviews to iron out any difficulties encountered and plan for next day,
- Data triangulation and validation by cross-verifying data from multiple sources and methods to ensure consistency and accuracy. This includes regular data validation checks during collection and analysis to identify and address any inconsistencies

### 7.0. EVALUATION MANAGEMENT ARRANGEMENTS

The management of this evaluation will be the responsibility of the HRCU's Evaluation team led by the MEAL Officer (who will serve as the Evaluation

Manager) assisted by a team comprised of the Head of Programmes Department, Project coordinator and the Procurement Officer. This team will oversee all phases of the evaluation process, including the selection and contracting of the evaluator(s), coordination of evaluation activities, quality assurance, and facilitation of access to relevant data and stakeholders. The team will ensure oversight, technical support, and validation of key deliverables working with the implementing partners, donor representatives, and will fulfill the following roles and responsibilities:

- Provide strategic guidance and input at key stages of the evaluation;
- Review and comment on evaluation deliverables (inception report, draft and final report);
- Ensure that the evaluation remains relevant, useful, and aligned with stakeholder expectations;
- Help facilitate access to data and key informants, where appropriate.
- Maintain regular communication with the evaluator, offering feedback, guidance, and necessary support where required.

The evaluation will be conducted in accordance with internationally recognized ethical standards including the principles of impartiality, independence, credibility, transparency, and utility as well as ADA guidelines for Programme and Project Evaluation.

Evaluators are responsible for organizing field visits independently, including scheduling appointments with relevant stakeholders, the HRCU will support evaluators in identifying relevant contacts within these institutions and communities as necessary. The ADA Coordination Office in Kampala and ADA Headquarters in Vienna will also facilitate communication and information exchange.

All evaluation activities will adhere to ethical standards and guiding principles, ensuring impartiality and independence throughout the process.

The evaluation team and the donor representative will have full editorial independence in the formulation of findings and recommendations, and no party shall interfere with or unduly influence the evaluators' analysis or reporting. Conflicts of interest will be declared and mitigated, and data confidentiality will be maintained as per ethical guidelines.

For this evaluation, the primary contact will be: Doris Atwijukire, Senior MEAL Officer, HRCU [datwijukire@hrcug.org](mailto:datwijukire@hrcug.org)

## 8.0. REQUIREMENTS FOR THE EVALUATOR

1. The applicant should possess expertise and experience working in the project areas and on Human Rights, the human rights-based approach, gender responsive approaches and other areas of expertise as relevant to the project being evaluated.
2. The evaluation team should consist of a minimum of four (4) and a maximum of six (6) members, including a Team Leader, Lawyer/Human Rights Specialist, M&E Specialist, Data Analyst, Gender Expert, and, if needed, Field/Research Assistant(s).
3. A team leader should be with at least over five (5) years of experience in conducting in field-based evaluations and research and a good understanding of human rights and access to justice issues in Uganda. The team presented in the proposal should be the same team to deliver on the assignment.
4. Excellent written and oral communication skills in English
5. A gender balanced team is a requirement in case of offers involving more than one evaluator.
6. The evaluator(s) must not have been involved in the design or implementation of the project being evaluated.

## 4. SPECIFICATIONS FOR THE SUBMISSION OF OFFERS

The estimated net budget for this assignment is indicated with a maximum of UGX 70,210,300/= (including data collection in 4 districts of Lira, Pader, Moroto and Kampala).

The submitted proposals will be evaluated according to the following criteria and weightings:

### Technical proposal/offer (80 %)

1.	Evaluation Plan, Methodologies and Approaches - Suitable and clarity of methodologies and approaches, description and structure	30%
2.	Expertise and Capability of the Evaluation team - Suitable team composition and Evaluation team qualifications - Relevant CVs and past evaluations - Gender diverse team	20%

3.	Relevant experiences of the evaluation team members in conducting similar assignments in Northern Uganda context	10%
4.	Operational Work Plan and Time frame <ul style="list-style-type: none"> <li>- Clear and efficient team composition and work plan</li> <li>- Definition of roles and responsibilities</li> <li>- Comprehensive and feasible timeframe</li> </ul>	20%

### **Financial proposal/offer (20%)**

	Total financial offer <ul style="list-style-type: none"> <li>- Professional fees and position-based rates</li> <li>- Out-of-pocket costs, travel, per diems, e.t.c</li> </ul>	20%
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In the final scoring, a comprehensive approach will ensure that each proposal is evaluated based on the alignment of its technical and financial offers with ADA/HRCU's requirements and goals for this evaluation.

Upon completion of the evaluation, HRCU reserves the right to negotiate with the bidders with the most favourable offer (highest rating). HRCU may conduct negotiations with more bidders if the result of the evaluation process shows only minor differences between the offers or negotiations with the highest rated bidder do not lead to any contractual basis within a reasonable period. HRCU will notify all bidders of the award decision.

The financial proposal must include detailed description of costs by budgeting lines (unit costs, quantities, rates and totals. Please note that the selected evaluators will bear all costs associated with the preparation and submission of the proposal. In no event will HRCU be liable for these costs, regardless of the conduct or outcome of the request.

The Contractor will receive a fixed remuneration, along with reimbursement for documented expenses. Payments will be made in two instalments, contingent upon the completion, feedback, and acceptance of key deliverables by HRCU. Payments will be processed within 10 working days following the submission, HRCU 's and ADA satisfactory review, and formal approval of the services as outlined in the Terms of Reference.

The last instalment will be paid upon delivery and acceptance of the final Evaluation Report.

All invoiced expenses must be supported by a detailed financial statement and original vouchers submitted to HRCU.

Stage/Deliverable	Payment
Inception Report	30% of the contract sum
Final Evaluation Report, final executive summary and the result-assessment form (RAF)	70% of the contract sum

The submitted proposals will be evaluated according to the following criteria and weightings

Interested bidders are invited to submit a technical and financial proposals. Technical proposal of maximum of 15 pages, excluding annexes.

A cover letter with expression of interest and a brief description of understanding of the Assignment: Overview of the applicant's interpretation of the assignment's objectives and requirements (max. 2 pages).

- Evaluation Approach and Methods: Description of the suggested evaluation methodology, including measures for stakeholder and beneficiary engagement, as well as health and safety considerations (max. 10 pages).
- Evaluation Plan, covering: (max. 3 pages). Team Structure: Outline of team roles, division of tasks between the team members and responsibilities.

Operational Work Plan: Detailed plan with estimated working days per task and team member. Timeframe: Proposed timeline for the evaluation.

Annexes:

- Evaluation Report Samples: At least two examples of previous evaluation reports authored by the team.
- Copies of academic certificates.
- Curriculum vitae (CV) of all evaluation team members, including a minimum of two signed references from separate, independent sources.
- Capacity and Past Performance: Institutional and/or individual qualifications relevant to the assignment, demonstrating experience in similar projects.
- Statement of availability.



***The financial proposal should include:***

- Expert Fees and Expense Breakdown: Include a detailed breakdown of fees and itemized reimbursable expenses. Specify separate pricing for in-person versus remote working days.
- Travel Expenses: Provide a distinct breakdown for travel-related costs.
- Taxes applicable.

***Interested applicant (s) (only firms) should send their detailed applications by email to [snalukwago@hrcug.org](mailto:snalukwago@hrcug.org) and copied to [info@hrcug.org](mailto:info@hrcug.org) not later than 21<sup>st</sup> November 2025 by 5:00pm.***

**10. Annexes**

1. A reference to the Evaluation Policy and ADA Guidelines for Programme and project Evaluations



Guidelines\_for\_Progr  
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2. Project Brief (information)(Refer to pg 3-6)
3. Results Assessment Form (RAF) to be completed and submission together with the evaluation report



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