

SHORT-TERM CONSULTANCY ENDLINE STUDY AND FEASIBILITY STUDY UGANDA

Terms of Reference

1. Introduction:

German Doctors e. V. (GD) is a charitable, non-profit organization with legal capacity registered in Bonn/Germany focusing on the provision of medical services for the poor and underprivileged people in regions with only limited access to medical treatment. Since 2019 GD has been working in Uganda and cooperating with various partners to implement projects in medical care, rights-based approaches, nutrition, Sexual and Reproductive Health and Rights (SRHR) and humanitarian aid. Salem Brotherhood Uganda Lt. (Salem) and Uganda Youth and Adolescents Health Forum (UYAHF) are two of GD's partners in Uganda. Salem aims at promoting access to general health care, especially for vulnerable and at-risk groups such as women, children, and people with disability in rural areas of Mbale District. It operates Salem Kolonyi Hospital (SKH) in Mbale City, a level 4 health facility. Salem has vast experience in implementing projects in the areas of (primary) health care in rural settings, environmental protection, training of nursing staff, pediatrics and malnutrition. Currently, Salem is implementing a project to combat malnutrition among children under five and (young) mothers in three districts in and around Mbale City. The project is co-funded by the German Ministry for Economic Cooperation and Development (BMZ) and GD and shall be subject to be evaluated under this assignment. UYAHF is a legally registered Ugandan organisation focusing on the sexual and reproductive health and rights (SRHR) of adolescents and young people aged 10–30 years. Its work promotes gender-sensitive, inclusive and non-discriminatory access to information and services, with particular attention to marginalised young people and survivors of HIV/AIDS, TB, malaria and gender-based violence. UYAHF also advocates for gender equality, women's and girls' rights and the prevention of sexual and gender-based violence and harmful practices such as child marriage and FGM. Currently, UYAHF is implementing two projects with GD to strengthen access to and quality of health care.

GD, Salem and UYAHF applied for co-funding from the BMZ to implement the project "Reducing malnutrition among 30,000 people in Eastern Uganda through increasing food security, strengthening health systems and combatting SGBV in Eastern Uganda" between 2027 and 2030. This follow-up project to the malnutrition project mentioned above further develops the prior approach and complements it with a substantial SGBV component. Salem will be responsible for implementing food security and health components while UYAHF will implement the SGBV component. The three-year project aims at reducing malnutrition among young mothers and children under five years and fighting SGBV in Mbale City, Bukedea, Butebo and Budaka districts.

The following outcomes are associated with the planned activities:

- To increase knowledge and awareness on malnutrition, food safety, and healthy nutrition among community member, especially (young) mothers and men with care responsibilities, through sensitization and peer-to-peer learning,
- To increase access to healthy foods by promoting community gardens, kitchen gardens and school gardens
- To improve access to quality health services, especially in the areas of malnutrition and SGBV,

- To combat SGBV through peer-to-peer learning, sensitization, strengthening referral pathways and case management.

GD is seeking to engage a consultant/consultant team to carry out a comprehensive study integrating an endline study for the currently running project and a feasibility study for the planned project.

2. Purpose of the Study and Objectives

The purpose of this study is twofold: first, GD and Salem are currently implementing a project in the field of malnutrition and food security which is co-funded by the BMZ and running out in May 2027. In the course of this project, an end evaluation needs to be conducted that gathers data on the endline indicators, assesses how far the project was able to reach its goals, and formulates recommendations for further interventions. Secondly, GD, Salem and UYAHF seek to implement a project in the field of malnutrition, food security and SGBV to be co-funded by the German Ministry for Economic Cooperation and Development (BMZ) after a feasibility study has been conducted to assess the viability of the project and to systematically examine the extent to which the project approach can achieve the set goals.

More specifically, the following deliverables are associated with the endline study and feasibility study:

Endline:

- The study collects data on the endline indicators and measure progress against project's baseline indicators, targets, outputs and outcomes.
- The study assesses to what extent the current project was able to achieve its intended objectives based on the Development Assistance Committee (OECD-DAC) criteria and identifies areas where expected results were not achieved.
- The study identifies potential weaknesses in the project design and implementation and formulates actionable recommendations for addressing them.
- The study assesses the sustainability of the project's results by examining the likelihood that achieved results will continue after project completion.
- The study documents key lessons learned, good practices and unintended outcomes to inform future project design.

Feasibility:

- The study serves as a basis for the further development of the project concept, describes the context of the planned project at all relevant levels, and includes essential data on the initial situation for the follow-up project.
- The study analyzes existing inequalities, discrimination and power imbalances in the target population with a focus on vulnerable population groups such as women, girls and people with disabilities from an intersectional perspective.
- The study identifies to what extent the planned project approach is appropriate to achieve the project objectives, considering the evaluation criteria by the OECD-DAC
- The study gives concrete recommendations for adjustments to the specific project concept, including the impact matrix and measures.

- The study identifies risks that could affect project objectives and lays out possible risk mitigation strategies.
- The study assesses the existing capacities of the partner organizations to implement said project, thereby identifying strengths and weaknesses as well as possibly formulating recommendations, also considering efficient consortium management.

3. Scope of work and key areas of assessment

The consultant (team) will conduct the following exercises and provide recommendations based on the findings of these exercises to achieve these objectives:

a) Endline Study for Current Project

The consultant will conduct an endline study to assess the project's implementation, performance, and results. The study will collect data on the indicators in the impact matrix, including community knowledge and practices relating to nutrition, malnutrition, agriculture and food security; patients' nutritional status and referrals; and healthcare workers' knowledge and practices. Where possible, results will be compared with baseline values and project targets. Using the OECD-DAC criteria, the study will assess the project's relevance, coherence, effectiveness, efficiency, emerging impact and prospects for sustainability. It measures whether real needs were met, the project goals have been achieved, if and how (existing) resources were used in an efficient manner, as well as if the changes are made in a meaningful and sustainable way.

b) Context and problem analysis

A central purpose of the second part, the feasibility study, is to further understand the specific context of the new project and to analyze underlying problems on the basis of available data/sources providing background information on the problem. The consultant(s) will examine the situation of community members, especially girls and young women in the childbearing age (15-49 years) and children under 5 years in the four project districts of Mbale City, Bukedea, Butebo and Budaka regarding malnutrition, food security and SGBV. The study will analyze in detail how secure access to food, health system capacities and SGBV practices are interlinked and can be addressed in a holistic approach. The situation should also be analyzed in regard to unequal gender relations and gender-specific discrimination as well as other marginalized groups such as people with disability (PWD). The interaction of several mechanisms of oppression (intersectionality) should be considered. Therefore, the application of a Gender Transformative Approach (GTA) to the study is expected. The resulting recommendations for project development and implementation will be provided, especially to avoid risk of duplication.

c) Stakeholder analysis

The consultant(s) will carry out a stakeholder analysis to identify the people / institutions that are or should be affected by or involved in the project. This also includes an analysis of the interests and influence of the identified stakeholders, acting as catalysators or barriers to achieving the project objectives. The study should also identify which actors, including governmental actors, are already implementing projects in the field of malnutrition and SGBV and how this project can usefully fill existing gaps, also regarding national strategies.

d) Detailed analysis of the target group

The consultant(s) will evaluate the selection process and composition of the target groups and describe in detail the target-group composition. Whenever possible, the consultant(s) should disaggregate data by sex; age; disability; social, economic, and cultural background, including an analysis of the most vulnerable persons, e.g., widows, single parents, orphans, etc. This should also include an analysis of their specific needs, interests and potential capacities and an outline how the project activities can contribute to strengthening the latter.

e) Assessment of the planned project approach

The consultant(s) will examine to what extent the project approach addresses the underlying, identified problem(s) and to what extent the project focus matches the identified target group(s) and takes into account their needs. Specifically, potential synergies as well as possible pitfalls of addressing malnutrition and health issues, food security and SGBV within a single holistic project shall be explored. For this, global standards, gender relations, inclusion and the feasibility of the implementation shall be taken into account. The underlying Impact Matrix and project activities will be critically analyzed. The analysis should also evaluate the project timeframe and any circumstances that might cause delays. The project approach is to be assessed of its feasibility based on DAC criteria.

f) Identification of risks

The consultant(s) will conduct a comprehensive analysis of risks that could affect the project and identify mitigation strategies to address those risks. It should also be examined to what extent the "Do-No-Harm-Principles" are taken into account. A detailed Do-No-Harm analysis should be conducted to minimize the risk of harm to the vulnerable target group. A Gender Equality and Social Inclusion (GESI) approach will be used to determine the extent to which a gender-sensitive and inclusive project approach is chosen, thereby reducing the risk that gender discrimination or other forms of inequality will affect the project's ability to achieve its objectives.

g) Analysis of the local partners' internal capacities and opportunities

The consultant(s) will also analyze how the project partners are equipped to effectively and efficiently fulfill project policies, systems and technical requirements, to implement the project including the establishment of financial management and a monitoring system and to establish networks with partners and good relationships with the communities and government. The implementation in the form of a consortium shall furthermore be analyzed, and efficient modes of collaboration identified.

h) Data on the initial situation

The feasibility study will provide data on the initial situation of project-relevant aspects, which can be used to improve/finalize the project-impact matrix. Additionally, it shall gather data to be used as baseline values for the new project.

4. Methodology

The comprehensive study will be conducted using mixed methodology, including a review of secondary data, qualitative data collection (e.g. focus-group discussion, interviews) and quantitative data collection (e.g. survey). Relevant stakeholders (e.g. community members, government stakeholders, NGO representatives) will be engaged during the primary data collection. The data collection should cover all four project districts.

As far as practicable, the methodological approach for the endline study should be consistent with that of the baseline study to ensure comparability. The study will assess changes in the project indicators by comparing endline findings with baseline values and established targets. Quantitative data should be disaggregated by relevant characteristics, including sex, age, disability status, location and other contextually relevant vulnerability criteria. Qualitative evidence should be used to explain the observed changes, assess stakeholder experiences and perceptions, and identify intended and unintended project outcomes.

The feasibility study should employ a participatory, sequential mixed-methods approach. It will combine a review of relevant secondary data with qualitative data collection, a quantitative cross-sectional survey, institutional and technical capacity assessments, financial analysis, and systematic options and risk analysis. Qualitative findings will inform the design and interpretation of the quantitative component. Evidence from different methods, stakeholder groups and project districts will be triangulated to assess the relevance, acceptability, technical and operational viability, affordability, scalability and sustainability of the proposed intervention.

The sampling approach and size, data collection, analysis and reporting will be discussed and determined together with the consultant team at the start of the assignment

5. Timeline and deliverables

The timeline below is proposed to conduct the endline and feasibility study, although the consultant(s) may complete the work earlier, if possible.

Activity	Expected Timeline
Recruitment of consultant(s)	September 2026
Kick-off meeting	September 2026
Inception phase (including development and agreement on tools and feedback loops)	End of September 2026
Regular up-date meetings with the core team	Ongoing
Field work	October – November 2026
Validation workshop(s)	Mid-November 2026
Submission of draft report	27th November 2026
Commenting and revision phase	Ongoing
Submission of final report	4th December 2026

The consultant(s) will deliver the following:

1. An inception report that demonstrates adequate understanding of the scope and content of the assignment and explains the methodology,
2. An endline and feasibility study report of not more than 50 pages, including:
 - Introduction (background and context) – up to 2 pages

- Methodology (approach, tools used, sampling, limitations) – up to 4 pages
 - Findings – up to 34 pages
 - Findings should be presented by study: that is endline and feasibility study separately.
 - Findings should be presented per topic, in order of priority, and include graphs and tables.
 - Findings should be disaggregated by respondent category.
 - Conclusion – up to 5 pages
 - Recommendations for implementation and for future investment– up to 5 pages
 - Annexes, including the tools for data collection, endline indicators / impact matrix of current project as well as revised impact matrix of the new project
 - The entire set of raw data for primary data will be provided to the German Doctors in an excel format.
3. A four-page summary with the most important core findings on the subjects listed above.

6. Responsibilities

Stakeholders	Roles and responsibilities
German Doctors e.V.	• Tendering / selection process and contracting of consultant(s) • Approve budget • Provide internal documents that will be useful for consultant(s) to conduct the feasibility study • Review reports (inception report, including tools and final study report) and share feedback • Facilitate contacts with partners / stakeholders in Uganda
Salem and UYAHF	• Provide background information/internal documents on the organizations, the planned project, and monitoring data on the ongoing predecessor projects • Review reports (inception report, including tools and final study report) and share feedback • Facilitate the field work, e.g. contacts with partners / stakeholders in the field
Research consultant(s)	• Desk review / review of secondary data • Draft inception report • Develop the tools for primary data collection • Conduct data collection and ensure quality / supervision • Data analysis and interpretation • Develop recommendations for the adaptation of the project • Draft and finalize the endline and feasibility study report

7. Requirements qualifications

It is preferable to hire a consultant team to implement the endline and feasibility study. The team can also be international. The consultants should complement each other well in their expertise (e.g. methodological focus and country-specific/ regional expertise). The team should submit a joint bid in response to this call for proposals. The following requirements should be met:

- Education: Master's degree in Social Sciences, Development Studies, Monitoring and Evaluation, Public Health or its equivalent
- Experience: at least 5 years of professional experience in consultancies for NGOs in data collection/analysis (e.g. evaluations, feasibility studies, research studies, etc.)
 - Proven expertise in the fields of malnutrition, food security, and SRHR.
 - Proven experience in dealing with sensitive issues like SGBV, demonstrating the ability to adhere to ethical standards such as safeguarding, child protection etc.
 - Proven knowledge of the Ugandan context, especially local health / nutrition in the project area.
 - Proven experience and knowledge of various methods of data collection.
 - Proven experience with BMZ-funded projects, conduction of feasibility studies for BMZ-funded projects.
 - Expertise in gender analysis and mainstreaming as well as intersectionality, preferably in the context of SRHR.
- Language Requirements: English, local languages from the area.

8. Budget

The maximum budget available for the entire research exercise (endline and feasibility study) is approx. 30,000 Euro gross amount (incl. VAT). The consultant(s) budget must include all related costs and show exactly how the costs are divided.

9. Application and Evaluation

The technical proposal should include (no longer than five pages):

- Description of how the work will be done and the proposed methodology (incl. methods, sample size etc.).
- Description of the different target groups and their specific characteristics, for endline and feasibility study respectively.
- Description of the different stakeholders involved.
- Proposed time frame.
- Description of the team members characteristics/expertise and functions within the study
- Names and contacts of 3 professional references for whom similar work has been conducted.
- 3 relevant sample studies that have been conducted by the consultant in the past.

The financial proposal should include:

- Detailed itemized fees
- All costs related to the work, including transport, translation (if required), printing, communication, and accommodation.

Annex:

- The applicants' CVs outlining relevant qualifications and experience,
- A working example of a similar consultancy recently conducted

10. Evaluation of proposals

For a combined evaluation, the technical proposal of a tenderer will be weighted 70% and the financial proposal 30%. A scoring system will be applied. The evaluation of the technical proposal will include the following criteria:

- Quality of proposal framework
- Technical capacity in relevant areas
- Capacity of the team / human resources

The tenderers who submitted the proposal with the highest total score will be invited for an interview. The interview will clarify the work and methods to be used and any necessary staffing schedule adjustments.

Interested candidates should email their expression of interest, including the technical and financial proposal as well as the annexes, to quotations@german-doctors.de no later than **19th September, 2026**, at 12 midnight (CEST). Any question, communication or requests for additional information concerning this call for tenders are permitted in writing (email). The subject for the application should be "Proposal for Endline/Feasibility Study Uganda".