



AND



## **GHANA AIDS COMMISSION**

### **REQUEST FOR PROPOSALS**

**FOR THE:  
SELECTION OF CONSULTANTS FOR A SPECIAL STUDY: -  
ASSESSING THE SCOPE AND EFFECTIVENESS OF INTERVENTION  
ACTIVITIES BEING IMPLEMENTED FOR KEY POPULATIONS IN  
GHANA.**

**RFP/GAC/GF/KP/03/2017**

**April, 2017.**

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# REQUEST FOR PROPOSALS

*RFP No:* **RFP/GAC/GF/KP/03/2017**

*Procurement Entity:* **Global Fund  
&  
Ghana AIDS Commission**

*Title of Services:* Selection of Consultants for A Special Study: -  
Assessing the Scope and Effectiveness of Intervention  
Activities Being Implemented for Key Populations in Ghana.

*Date:* **April, 2017**

## **Publication Advert: REQUEST FOR PROPOSALS**

The Global Fund to Fight AIDS, Tuberculosis, and Malaria (“the Global Fund”) and Ghana AIDS Commission (GAC) are requesting proposals from qualified firms or consultants for the Special Study *Assessing the Scope and Effectiveness of intervention activities being implemented for Key Populations in Ghana*.

**Title of Services:** Selection of Consultants for A Special Study: - Assessing the Scope and Effectiveness of Intervention Activities Being Implemented for Key Populations in Ghana.

**Request for Proposals (RFP) No.:** RFP/GAC/GF/KP/03/2017

**Issue Date:** 11<sup>th</sup> April 2017

**Proposal Submission Date:** Monday 24<sup>th</sup> April, 2017 at 12 hours GMT

A complete set of Request for Proposals (RFP) in English may be inspected and collected by interested firms or consultants from the address: Ghana AIDS Commission, *4th Floor, Ghana Olympic Building*, Castle Road, Ridge-Accra from 9:00am to 5:00pm GMT local time on Tuesday 11<sup>th</sup> April, 2017 to Monday 24<sup>th</sup> April, 2017. **Or download** from GAC’s website: <http://www.ghanaims.gov.gh/gac1/>

Interested firms or consultants should submit a total of **four (4) (one original and three copies)** sealed set of proposals each for Technical and Financial proposals in separate envelopes to the address below. One of the copies **must be embossed ORIGINAL** with the application letter signed accordingly.

**Address to:**

**The Director General, Ghana AIDS Commission, *4th Floor, Ghana Olympic Building, Castle Road, Ridge Accra.***

Technical and financial proposal must be submitted to the GAC Secretariat Conference Room address above not later than Tuesday, 24<sup>th</sup> April, 2017 at 10:30am GMT, sealed proposals must be clearly marked: **“Selection of Consultants for the Special Study: - Assessing the Scope and Effectiveness of Intervention Activities Being Implemented for Key Populations in Ghana”**.

A firm or consultants would be selected in accordance with the procedures set out in the *Public Procurement Act, 2003 and the Public Procurement (Amendment) Act, 2016 (ACT 914)* under Quality Cost Based Selection (QCBS) Method and Procedures described in the RFP.

**Note: Detailed attention and adherence must be put on the RFP and its related contents for compliance.**

Enquires can be made by E-mail to:

1. Ghana AIDS Commission, [info@ghanaims.gov.gh](mailto:info@ghanaims.gov.gh)
2. Kyeremeh Atuahene, ([katuahene@ghanaims.gov.gh](mailto:katuahene@ghanaims.gov.gh))
3. Jinkou Zhao ([jinkou.zhao@theglobalfund.org](mailto:jinkou.zhao@theglobalfund.org))
4. Pryscilla Bolander ([Pryscilla.bolander@theglobalfund.org](mailto:Pryscilla.bolander@theglobalfund.org))

**Proposals shall be valid for 90 days after the deadline of submission. Late proposals would be rejected.**



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## Section 2(A). General Information to Consultants<sup>1</sup>

- 1. Introduction**
- 1.1 The Employer named in the Data Sheet will select a Consultant among those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet and detailed in the edition of the Guidelines indicated in the Data Sheet.
- 1.2 The Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the Data Sheet for consulting services required for the assignment named in the Data Sheet. The proposal will be the basis for contract negotiations and ultimately for a signed contract with the Selected Consultant.
- 1.3 The assignment shall be implemented in accordance with the phasing indicated in the Data Sheet. When the assignment includes several phases, the performance of the Consultant under each phase must be to the Employer's satisfaction before work begins on the next phase.
- 1.4 The Consultants must familiarize themselves with local conditions and take them into account in preparing their proposals. To obtain firsthand information on the assignment and on the local conditions, Consultants are encouraged to visit the Employer before submitting a proposal and to attend a pre-proposal conference if one is specified in the Data Sheet. Attending the pre-proposal conference is optional. The Consultants' representative should contact the officials named in the Data Sheet to arrange for their visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 1.5 The Employer will provide the inputs specified in the Data Sheet, assist the Consultant in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.

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<sup>1</sup> This Information to Consultants section shall not be modified. Any necessary changes, acceptable to the Public Procurement Board, to address specific project issues, shall be introduced only through the Data Sheet (e.g., by adding new clauses). Likewise, modifications to the Form of Contract should be made only by including clauses outlining the special conditions and not by introducing changes in the wording of the general conditions.

- 1.6 Please note that (i) the costs of preparing the proposal and of negotiating the contract, including a visit to the Employer, are not reimbursable as a direct cost of the assignment; and (ii) the Employer is not bound to accept any of the proposals submitted.
- 1.7 Consultants are required to provide professional, objective, and impartial advice and at all times hold the Employer's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or their own corporate interests. Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other Employers, or that may place them in a position of not being able to carry out the assignment in the best interest of the Employer.
  - 1.7.1 Without limitation on the generality of this rule, Consultants shall not be hired under the circumstances set forth below:
    - (a) A Consultant who has been engaged by the Employer to provide goods or works for a project, and any of their affiliates, shall be disqualified from providing consulting services for the same project. Conversely, a person hired to provide consulting services for the preparation or implementation of a project, and any of their affiliates, shall be disqualified from subsequently providing goods or works or services related to the initial assignment (other than a continuation of the Consultant's earlier consulting services) for the same project.
    - (b) Consultants or any of their affiliates shall not be hired for any assignment which, by its nature, may be in conflict with another assignment of the Consultants.
  - 1.7.2 As pointed out in para. 1.7.1 (a) above, Consultants may be hired for downstream work, when continuity is essential, in which case this possibility shall be indicated in the Data Sheet and the factors used for the selection of the Consultant should take the

likelihood of continuation into account. It will be the exclusive decision of the Employer whether or not to have the downstream assignment carried out, and if it is carried out, which Consultant will be hired for the purpose.

1.7.3 Any previous or ongoing participation in relation to the assignment by the Consultants, its professional staff, or its affiliates or associates under a contract with any Procurement Entity of the Republic of Ghana may result in rejection of the proposal. Consultants should clarify their situation in that respect with the Employer before preparing the proposal.

1.8 It is the policy of the Government of the Republic of Ghana to require that Procurement Entities as well as Consultants under contracts, financed partially or wholly from the public funds of the Republic of Ghana observe the highest standard of ethics during the selection and execution of such contracts. In pursuance of this policy, the Public Procurement Board:

- (a) defines, for the purposes of this provision, the terms set forth below as follows:
  - (i) “corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the selection process or in contract execution; and
  - (ii) “fraudulent practice” means a misrepresentation of facts in order to influence a selection process or the execution of a contract to the detriment of the Employer, and includes collusive practices among Consultants (prior to or after submission of proposals) designed to establish prices at artificial, noncompetitive levels and to deprive the Employer of the benefits of free and open competition.
- (b) acting by the appropriate Tender Review Board or Tender Committee will reject a proposal for award if it determines that the Consultant recommended for



award has engaged in corrupt or fraudulent activities in competing for the contract in question;

- (c) will declare a Consultant ineligible, either indefinitely or for a stated period of time, to be awarded a contract financed from the public funds of the Republic of Ghana if it at any time determines that the Consultant has engaged in corrupt or fraudulent practices in competing for, or in executing, a contract financed from the public funds of the Republic of Ghana; and
- (d) will have the right to require that, in contracts financed from the public funds of Ghana, a provision be included requiring Consultants to permit the Public Procurement Board to inspect their accounts and records relating to the performance of the contract and to have them audited by auditors appointed by the Public Procurement Board.

1.9 Consultants shall not be under a declaration of ineligibility for corrupt and fraudulent practices issued by the Public Procurement Board in accordance with the above sub para. 1.8 (c).

1.10 Consultants shall furnish information as described in the Financial Proposal Submission Form (Section 4A) on commissions and gratuities, if any, paid or to be paid to agents relating to this proposal, and to execute the work if the Consultant is awarded the contract.

1.11 Consultants shall be aware of the provisions on fraud and corruption stated in the Contract under the clauses indicated in the Data Sheet.

## **2. Clarification and Amendment of RFP Documents**

2.1 Consultants may request a clarification of any of the RFP documents up to the number of days indicated in the Data Sheet before the proposal submission date. Any request for clarification must be sent in writing by mail, cable, telex, facsimile, or electronic mail to the Employer's address indicated in the Data Sheet. The Employer will respond by cable, telex, facsimile, or electronic mail to such requests and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all invited Consultants who intend to submit

proposals.

- 2.2 At any time before the submission of proposals, the Employer may, for any reason, whether at its own initiative or in response to a clarification requested by an invited Consultant, amend the RFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, cable, telex, facsimile, or electronic mail to all invited Consultants and will be binding on them. The Employer may at its discretion extend the deadline for the submission of proposals.

**3. Preparation of Proposal**

- 3.1 Consultants are requested to submit a proposal (para. 1.2) written in the language(s) specified in the Data Sheet.

**Technical Proposal**

- 3.2 In preparing the Technical Proposal, Consultants are expected to examine the documents constituting the RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.

- 3.3 While preparing the Technical Proposal, Consultants must give particular attention to the following:

- (i) If a Consultant considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual Consultant(s) and/or other Consultants or entities in a joint venture or sub-consultancy, as appropriate. Consultants may associate with the other Consultants invited for this assignment only with approval of the Employer as indicated in the Data Sheet. Consultants must obtain the approval of the Employer to enter into a joint venture with Consultants not invited for this assignment. Foreign Consultants are encouraged to seek the participation of local Consultants by entering into a joint venture with, or subcontracting part of the assignment to, national Consultants.
- (ii) For assignments on a staff-time basis, the estimated number of professional staff-months is given in the Data Sheet. The proposal shall, however, be based on the number of professional staff-months estimated by the Consultant. For fixed-budget-based assignments, the available budget is given in the Data Sheet, and the Financial Proposal shall not exceed

this budget.

- (iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the Consultant or have an extended and stable working relationship with it.
- (iv) Proposed professional staff must, at a minimum, have the experience indicated in the Data Sheet, preferably working under conditions similar to those prevailing in the country of the assignment.
- (v) Alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position.
- (vi) Reports to be issued by the Consultants as part of this assignment must be in the language(s) specified in the Data Sheet. It is desirable that the Consultant's personnel have a working knowledge of the Employer's national language.

3.4 The Technical Proposal shall provide the following information using the attached Standard Forms (Section 3):

- (i) A brief description of the Consultant's organization and an outline of recent experience on assignments (Section 3B) of a similar nature. For each assignment, the outline should indicate, *inter alia*, the profiles of the staff proposed, duration of the assignment, contract amount, and Consultant's involvement.
- (ii) Any comments or suggestions on the Terms of Reference and on the data, a list of services, and facilities to be provided by the Employer (Section 3C).
- (iii) A description of the methodology and work plan for performing the assignment (Section 3D).
- (iv) The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member, and their timing (Section 3E).

- (v) CVs recently signed by the proposed professional staff and the authorized representative submitting the proposal (Section 3F). Key information should include number of years spent working for the Consultant and degree of responsibility held in various assignments during the last ten (10) years.
- (vi) Estimates of the total staff input (professional and support staff; staff time) needed to carry out the assignment, supported by bar chart diagrams showing the time proposed for each professional staff team member (Sections 3E and 3G).
- (vii) A detailed description of the proposed methodology, staffing, and monitoring of training, if the Data Sheet specifies training as a major component of the assignment.
- (viii) Any additional information requested in the Data Sheet.

3.5 The Technical Proposal shall not include any financial information.

**Financial  
Proposal**

3.6 In preparing the Financial Proposal, Consultants are expected to take into account the requirements and conditions outlined in the RFP documents. The Financial Proposal should follow Standard Forms (Section 4). It lists all costs associated with the assignment, including (a) remuneration for staff (foreign and local, in the field and at headquarters), and (b) reimbursable expenses such as subsistence (per diem, housing), transportation (international and local, for mobilization and demobilization), services and equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys, and training, if it is a major component of the assignment. If appropriate, these costs should be broken down by activity and, if appropriate, into foreign and local expenditures.

3.7 The Financial Proposal should clearly estimate, as a separate amount, the Ghanaian taxes (including social security), duties, fees, levies, and other charges imposed under the applicable law, on the Consultants, the sub Consultants, and their personnel unless the Data Sheet specifies otherwise.

- 3.8 The Consultants may not use more than three foreign currencies. The Employer may require Consultants to state the portion of their price representing local cost in the national currency if so indicated in the Data Sheet.
- 3.9 Commissions and gratuities, if any, paid or to be paid by Consultants and related to the assignment will be listed in the Financial Proposal submission form (Section 4A).
- 3.10 The Data Sheet indicates how long the proposals must remain valid after the submission date. During this period, the Consultant is expected to keep available the professional staff proposed for the assignment or a replacement of such staff subject to clause 6.4. The Employer will make its best effort to complete negotiations within this period. If the Employer wishes to extend the validity period of the proposals, the Consultants who do not agree have the right not to extend the validity of their proposals.

#### **4. Submission, Receipt, and Opening of Proposals**

- 4.1 The original proposal (Technical Proposal and, if required, Financial Proposal; see para. 1.2) shall be prepared in indelible ink. It shall contain no interlineation or overwriting, except as necessary to correct errors made by the Consultant itself. Any such corrections must be initialed by the persons or person who sign(s) the proposals.
- 4.2 An authorized representative of the Consultant initials all pages of the proposal. The representative's authorization is confirmed by a written power of attorney accompanying the proposal.
- 4.3 For each proposal, the Consultants shall prepare the number of copies indicated in the Data Sheet. Each Technical Proposal and Financial Proposal shall be marked "**ORIGINAL**" or "**COPY**" as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original governs.
- 4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "Technical Proposal," and the original and all copies of the Financial Proposal in a sealed envelope clearly marked "**FINANCIAL PROPOSAL**" and warning: "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**" Both envelopes shall be placed

into an outer envelope and sealed. This outer envelope shall bear the submission address and other information indicated in the Data Sheet and be clearly marked, “**DO NOT OPEN, EXCEPT IN PRESENCE OF THE EVALUATION COMMITTEE.**”

- 4.5 The completed Technical and Financial Proposals must be delivered at the submission address on or before the time and date stated in the Data Sheet. Any proposal received after the closing time for submission of proposals shall be returned unopened.
- 4.6 After the deadline for submission of proposals, the Technical Proposal shall be opened immediately by the Evaluation Committee. The Financial Proposal shall remain sealed until all submitted proposals are opened publicly.

## 5. Proposal Evaluation

### General

- 5.1 From the time the bids are opened to the time the contract is awarded, if any Consultant wishes to contact the Employer on any matter related to its proposal, it should do so in writing at the address indicated in the Data Sheet. Any effort by the Consultant to influence the Employer in the proposal evaluation, proposal comparison or contract award decisions may result in the rejection of the Consultant’s proposal.
- 5.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation, including reviews by the appropriate Tender Review Board is concluded.

### Evaluation of Technical Proposals

- 5.3 The evaluation committee, appointed by the Employer as a whole, and each of its members individually, evaluates the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, relevant sub-criteria, and point system specified in the Data Sheet. Each responsive proposal will be given a technical score (St). A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Data Sheet.
- 5.4 In the case of Quality-Based Selection, Selection Based on

Consultant's Qualifications, and Single-Source Selection, the highest ranked Consultant or Consultant selected on a Single-Source basis is invited to negotiate its proposal and the contract on the basis of the Technical Proposal and the Financial Proposal submitted in accordance with the instructions given in para. 1.2 and the Data Sheet.

**Public Opening and Evaluation of Financial Proposals: Ranking (QCBS, Fixed-Budget, and Least-Cost Selection Methods Only)**

- 5.5 After the evaluation of quality is completed, the Employer shall notify those Consultants whose proposals did not meet the minimum qualifying mark or were considered nonresponsive to the RFP and Terms of Reference, indicating that their Financial Proposals will be returned unopened after completing the selection process. The Employer shall simultaneously notify the Consultants that have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals. The opening date shall not be sooner than two weeks after the notification date. The notification may be sent by registered letter, cable, telex, facsimile, or electronic mail.
- 5.6 The Financial Proposals shall be opened publicly in the presence of the Consultants' representatives who choose to attend. The name of the Consultant, the quality scores, and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The Employer shall prepare minutes of the public opening.
- 5.7 The evaluation committee will determine whether the Financial Proposals are complete (i.e., whether they have costed all items of the corresponding Technical Proposals; if not, the Employer will cost them and add their cost to the initial price), correct any computational errors, and convert prices in various currencies to the single currency specified in the Data Sheet. The official selling rates used, provided by the source indicated in the Data Sheet, will be those in effect on the date indicated in the Data Sheet. The evaluation shall exclude those taxes, duties, fees, levies, and other charges imposed under the applicable law; and to be applied to foreign and non-permanent resident Consultants (and to be paid under the contract, unless the Consultant is exempted), and estimated as per para. 3.7.
- 5.8 In case of QCBS, the lowest Financial Proposal (Fm) will be given a financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed

as indicated in the Data Sheet. Proposals will be ranked according to their combined technical ( $St$ ) and financial ( $Sf$ ) scores using the weights ( $T$  = the weight given to the Technical Proposal;  $P$  = the weight given to the Financial Proposal;  $T + P = 1$ ) indicated in the Data Sheet:  $S = St \times T\% + Sf \times P\%$ . The Consultant achieving the highest combined technical and financial score will be invited for negotiations.

- 5.9. In the case of Fixed-Budget Selection, the Employer will select the Consultant that submitted the highest ranked Technical Proposal within the budget (“evaluated” price). Proposals that exceed the indicated budget will be rejected. In the case of the Least-Cost Selection, the Employer will select the lowest proposal (“evaluated” price) among those that passed the minimum technical score. In both cases the Selected Consultant is invited for negotiations.

## 6. Negotiations

- 6.1 Negotiations will be held at the address indicated in the Data Sheet. The aim is to reach agreement on all points and sign a contract.
- 6.2 Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work plan), staffing and any suggestions made by the Consultant to improve the Terms of Reference. The Employer and Consultant will then work out final Terms of Reference, staffing, and bar charts indicating activities, staff, periods in the field and in the home office, staff-months, logistics, and reporting. The agreed work plan and final Terms of Reference will then be incorporated in the “Description of Services” and form part of the contract. Special attention will be paid to getting the most the Consultant can offer within the available budget and to clearly defining the inputs required from the Employer to ensure satisfactory implementation of the assignment.
- 6.3 The financial negotiations will include a clarification (if any) of the Consultant’s tax liability in Ghana, and the manner in which it will be reflected in the contract; and will reflect the agreed technical modifications in the cost of the services. Unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff (no breakdown of fees) nor other proposed unit rates in the cases of QCBS, Fixed-Budget Selection, and the Least-Cost Selection methods. For other methods, the Employer



will provide Consultants with the information on remuneration rates described in the Appendix to this information.

6.4 Having selected the Consultant on the basis of, among other things, an evaluation of proposed key professional staff, the Employer expects to negotiate a contract on the basis of the experts named in the proposal. Before contract negotiations, the Employer will require assurances that the experts will be actually available. The Employer will not consider replacement during contract negotiations unless both parties agree that undue delay in the selection process makes such replacement unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the Consultant may be disqualified.

6.5 The negotiations will conclude with a review of the draft form of the contract. To complete negotiations the Employer and the Consultant will initial the agreed contract. If negotiations fail, the Employer will invite the Consultant whose proposal received the second highest score to negotiate a Contract.

## **7. Award of Contract**

7.1 The contract will be awarded following negotiations. After negotiations are completed, the Employer will promptly notify other Consultants on the shortlist that they were unsuccessful and return the unopened Financial Proposals of those Consultants who did not pass the technical evaluation (para. 5.3).

7.2 The Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.

## **8. Confidentiality**

8.1 Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the proposals or to other persons not officially concerned with the process, until the winning Consultant has been notified that it has been awarded the contract.

## **SECTION 2 (B) SPECIFIC INFORMATION TO CONSULTANTS**

## Information to Consultants

### DATA SHEET

#### Clause Reference

- 1.1 The name of the Employer is: **Ghana AIDS Commission**
- The method of selection is: Quality Cost Based Selection (QCBS) Method
- The Applicable Law is: **Republic of Ghana Law**
- 1.2 Technical and Financial Proposals are requested: **Yes**
- The name, objectives, and description of the assignment are: **Selection of Consultants for A Special Study: -Assessing the Scope and Effectiveness of Intervention Activities Being Implemented for Key Populations in Ghana.**
- 1.3 The assignment is phased: **Yes**
- 1.4 A pre-proposal conference will be held: **No**
- The name, address, and telephone numbers of the Employer's official are: **The Director General, Ghana AIDS Commission, P.O. Box CT5169 Ghana Olympic Com. Building, Accra – Ghana. Tel: +233 302 782262/3, Fax +233 303 782264**
- 1.5 The Employer will provide the following inputs: **Refer to Terms of Reference,**
- 1.6 The Employer envisages the need for continuity for downstream work: **Yes**
- The clauses on fraud and corruption in the Contract are: **Article 1.8 (a) sub section (i) and (ii); (b), (c), and (d) in Section 2 of RFP: 'Information to Service Providers' are applicable and constitute fraud and corruption.**  
**and**  
**Annex 1: Conflict of Interest Guidance and Declaration Form**
- 2.1 Clarifications may be requested **5 days** before the submission date.
- The address for requesting clarifications is: **The Director General, Ghana AIDS Commission, P.O. Box CT5169 Ghana Olympic Com. Building,**

**Accra – Ghana. Tel: +233 302 782262/3, Fax +233 303 782264**

Enquires can be made by E-mail to:

1. Ghana AIDS Commission, [info@ghanaims.gov.gh](mailto:info@ghanaims.gov.gh)
2. Kyeremeh Atuahene, ([katuahene@ghanaims.gov.gh](mailto:katuahene@ghanaims.gov.gh))
3. Jinkou Zhao ([jinkou.zhao@theglobalfund.org](mailto:jinkou.zhao@theglobalfund.org))
4. Priscilla Bolander ([Priscilla.bolander@theglobalfund.org](mailto:Priscilla.bolander@theglobalfund.org))

- 3.1 Proposals should be submitted in the following language(s): **English**
- 3.3 (i) Shortlisted Service Provider/entity may associate with other shortlisted Service Provider: **No**
- (ii) The duration for the services is: **A maximum of two months**, will be **extend for a further one month if so required and** based on satisfactory performance
- (iii) The minimum required experience of proposed professional staff is: **As specified in the TOR (6.0 Qualification)**
- (vi) Reports that are part of the assignment must be written in the following language(s): **English**
- 3.4 (vii) Training is a specific component of this assignment: **No**
- (viii) Additional information in the Technical Proposal includes: **None**
- 3.7 Taxes: **Amount payable by the GAC to the Service Provider under the contract to be subjected to local taxation.**
- 3.8 Service Providers to state local cost in Ghana Cedi: **Yes**
- 3.10 Proposals must remain valid **90 days** after the submission date, i.e., until: **31<sup>st</sup> August, 2017**
- 4.3 Service Providers must submit an original and **3** additional copy of Technical Proposal, and the original of the Financial Proposal.
- 4.4 The proposal submission address is: **The Director General , Ghana AIDS Commission, 4<sup>th</sup> Floor Conference Room, Box CT5169 Cantonment, Ghana Olympic Com. Building Accra – Ghana.**

Information on the outer envelope should also include : **“Selection of Consultants for A Special Study: - Assessing the Scope and Effectiveness of Intervention Activities Being Implemented for Key Populations in**

**Ghana''**:

Addressed to:

**The Director General, Ghana AIDS Commission, 4<sup>th</sup> Floor Conference Room, Box CT5169 Cantonment, Ghana Olympic Com. Building Accra – Ghana.**

- 4.5 Proposals must be submitted no later than the following date and time:  
**Monday, 24<sup>th</sup> April, 2017 at 10:30am GMT Local Time on the 4<sup>th</sup> Floor Conference Room,**
- 5.1 The address to send information to the Employer is: **The Director General, Ghana AIDS Commission, 4<sup>th</sup> Floor Conference Room, Box CT5169 Cantonment, Ghana Olympic Com. Building Accra – Ghana.**
- 5.3 **EVALUATION CRITERIA**  
A joint Global Fund and Ghana AIDS Commission evaluation panel will assess the extent to which proposals submitted in response to this RFP meet the evaluation criteria below.

The Consultant need to state any Conflict of Interest.

**The number of points to be given under each of the evaluation criteria are:**

	<b><u>Points</u></b>
(i) Specific experience of the firm related to A Special Study: - Assessing the Scope and Effectiveness of Intervention Activities Being Implemented for Key Populations in Ghana''.	[30]
(ii) Adequacy of the proposed work plan and methodology in responding to the Terms of Reference <b>(a) <u>Work Plan</u></b> Work plan fully addresses TOR Logical sequence of activities Adequacy of time allocation for activities	[20]
<b>(b) <u>Methodology</u></b> Evidence informed approach for assessing the scope and effectiveness of intervention activities being implemented for key populations	[20]
(iii)Qualifications and competence of the key staff for the Assignment	
(i) General qualifications	[10]
(ii) Adequacy for the project	[10]
(iii) Experience in region & language	[10]

Total Points: 100

The minimum technical score required to pass: **80 Points**

The single currency for price conversions is: : **Ghana Cedis (GHS)**

The source of official selling rates is: **Bank of Ghana Rate**

The date of exchange rates is: **The date of exchange is the bid opening date.**

The formula for determining the financial scores is the following:  
*[Either  $S_f = 100 \times F_m/F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price and  $F$  the price of the proposal under consideration, or another proportional linear formula]*

The weights given to the Technical and Financial Proposals are:  
**T= 80%, and**  
**P= 20%**

**QCBS: Combined Technical/Financial Evaluation.**

Consultants	Technical Evaluation			Financial Evaluation	Combined Evaluation	
	Technical Scores (100%)	Weighted Scores (80%)	Technical Rank	Financial Scores (20%)	Scores T + F	Rank
Award recommendation	To highest combined technical/financial score. Consultant's name:					

Appendix:<sup>2</sup> Financial Negotiations; Breakdown of Staff Rates

<sup>2</sup> Delete Appendix in the case of Quality- and Cost-Based Selection (QCBS), Fixed-Budget Selection, or Least-Cost Selection.

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APPENDIX

INFORMATION TO CONSULTANT

**Financial Negotiations<sup>3</sup>**

**Breakdown of Remuneration Rates**

**1. Review of Remuneration Rates**

- 1.1 The remuneration rates for staff are made up of salary, social costs, overheads, fee that is profit, and any premium or allowance paid for assignments away from headquarters. To assist the Consultant in preparing financial negotiations, a sample form giving a breakdown of rates is attached (no financial information should be included in the Technical Proposal). Agreed breakdown sheets shall form part of the negotiated contract.
- 1.2 The Employer is charged with the custody of government funds and is expected to exercise prudence in the expenditure of these funds. The Employer is, therefore, concerned with the reasonableness of the Consultant's Financial Proposal, and, during negotiations, it expects to be able to review audited financial statements backing up the Consultant's remuneration rates, certified by an independent auditor. The Consultant shall be prepared to disclose such audited financial statements for the last three years, to substantiate its rates, and accept that its proposed rates and other financial matters are subject to scrutiny. Rate details are discussed below.

**(i) Salary**

This is the gross regular cash salary paid to the individual in the Consultant's home office. It shall not contain any premium for work away from headquarters or bonus (except where these are included by law or government regulations).

**(ii) Bonus**

Bonuses are normally paid out of profits. Because the Employer does not wish to make double payments for the same item, staff bonuses shall not normally be included in the rates. Where the Consultant's accounting system is such that the percentages of social costs and overheads are based on total revenue, including bonuses, those percentages shall be adjusted downward accordingly. Where national policy requires that 13 months' pay be given for 12 months' work, the profit element need not be adjusted downward. Any discussions on bonuses shall be supported by audited documentation, which shall be treated as confidential.

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<sup>3</sup> Used under Quality-Based Selection, Selection Based on Qualifications, and Single-Source Selection.

**(iii) Social Costs**

Social costs are the costs to the Consultant of staff's non-monetary benefits. These items include, *inter alia*, pension, medical and life insurance costs, and the cost of a staff member being sick or on vacation. In this regard, the cost of leave for public holidays is not an acceptable social cost nor is the cost of leave taken during an assignment if no additional staff replacement has been provided. Additional leave taken at the end of an assignment in accordance with the Consultant's leave policy is acceptable as a social cost.

**(iv) Cost of Leave**

The principles of calculating the cost of total days leave per annum as a percentage of basic salary shall normally be as follows:

$$\text{Leave cost as percentage of salary}^4 = \frac{\text{total days leave} \times 100}{[365 - w - ph - v - s]}$$

It is important to note that leave can be considered a social cost only if the Employer is not charged for the leave taken.

**(v) Overheads**

Overhead expenses are the Consultant's business costs that are not directly related to the execution of the assignment and shall not be reimbursed as separate items under the contract. Typical items are home office costs (partner's time, nonbillable time, time of senior staff monitoring the project, rent, support staff, research, staff training, marketing, etc.), the cost of staff not currently employed on revenue-earning projects, and business promotion costs. During negotiations, audited financial statements, certified as correct by an independent auditor and supporting the last three years' overheads, shall be available for discussion, together with detailed lists of items making up the overheads and the percentage by which each relates to basic salary. The Employer does not accept an add-on margin for social charges, overhead expenses, etc., for staff who are not permanent employees of the Consultant. In such case, the Consultant shall be entitled only to administrative costs and fee on the monthly payments charged for subcontracted staff.

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<sup>4</sup> Where *w* = weekends, *ph* = public holidays, *v* = vacation, and *s* = sick leave.



**(vi) Fee or Profit**

The fee or profit shall be based on the sum of the salary, social costs, and overheads. If any bonuses paid on a regular basis are listed, a corresponding reduction in the profit element shall be expected. Fee or profit shall not be allowed on travel or other reimbursable expenses, unless in the latter case an unusually large amount of procurement of equipment is required. The Consultant shall note that payments shall be made against an agreed estimated payment schedule as described in the draft form of the contract.

**(vii) Away from Headquarters Allowance or Premium**

Some Consultants pay allowances to staff working away from headquarters. Such allowances are calculated as a percentage of salary and shall not draw overheads or profit. Sometimes, by law, such allowances may draw social costs. In this case, the amount of this social cost shall still be shown under social costs, with the net allowance shown separately. For concerned staff, this allowance, where paid, shall cover home education, etc.; these and similar items shall not be considered as reimbursable costs.

**(viii) Subsistence Allowances**

Subsistence allowances are not included in the rates, but are paid separately and in local currency. No additional subsistence is payable for dependents—the subsistence rate shall be the same for married and single team members.

United Nations Development Programme (UNDP) standard rates for the particular country may be used as reference to determine subsistence allowances.

## **2. Reimbursables**

- 2.1 The financial negotiations shall further focus on such items as out-of-pocket expenses and other reimbursables. These costs may include, but are not restricted to, cost of surveys, equipment, office rent, supplies, international and local travel, computer rental, mobilization and demobilization, insurance, and printing. These costs may be either fixed or reimbursable in foreign or local currency.

## **3. Bank Guarantee**

- 3.1 Payments to the Consultant, including payment of any advance based on cash flow projections covered by a bank guarantee, shall be made according to an agreed estimated schedule ensuring the Consultant regular payments in local and foreign currency, as long as the services proceed as planned.



**[Ghana]**  
**[Project Name: ]**  
**[Title of Consulting Services:] ]**  
**REQUEST FOR PROPOSALS**  
**RFP #**  
**INFORMATION TO CONSULTANT**  
**BREAKDOWN OF AGREED FIXED RATES<sup>5</sup>**  
**[Currencies: \_\_\_\_\_<sup>6</sup>]**

Staff Members		1	2	3	4	5	6	7	8
Name	Position	Basic Rate <sup>7</sup>	Social Charge (__% of 1)	Overhead (__% of 1)	Subtotal	Fee (__% of 4)	Away from Headquarters Allowance (__ % of 1)	Total Agreed Fixed Rate	Agreed Fixed Rate (__ % of 1)
Country Assignment									
Home Office									

Name of Authorized Representative: \_\_\_\_\_ Signature of Authorized Representative: \_\_\_\_\_

Title: \_\_\_\_\_

Name of Consultant: \_\_\_\_\_ Date: \_\_\_\_\_

<sup>5</sup> This model form is given for negotiation purposes only. It is not part of the proposals (technical or financial).

<sup>6</sup> If different currencies, a different table for each currency should be used.

<sup>7</sup> Per month, day, or hour as appropriate.

### **Section 3. Technical Proposal - Forms**

- 3A. Technical Proposal Submission Form.
- 3B. Consultant's References.
- 3C. Comments and Suggestions of Consultants on the Terms of Reference and on Data, Services, and Facilities to be provided by the Employer.
- 3D. Description of the Methodology and Work Plan for Performing the Assignment.
- 3E. Team Composition and Task Assignments.
- 3F. Format of Curriculum Vitae (CV) for proposed Professional Staff.
- 3G. Time Schedule for Professional Personnel.
- 3H. Activity (Work) Schedule.

**3A. TECHNICAL PROPOSAL SUBMISSION FORM**

[Location, Date]

To: \_\_\_\_\_

[Name of Employer]

\_\_\_\_\_  
[Address of Employer]

Dear Sir/Madam,

Title: \_\_\_\_\_

We, the undersigned, offer to provide the consulting services for \_\_\_\_\_ -  
\_\_\_\_\_ [Title of consulting services] in  
accordance with your Request for Proposal dated [Date] and our Proposal. We are hereby  
submitting our Proposal, which includes this Technical Proposal, and a Financial<sup>8</sup> Proposal  
sealed under a separate envelope.

If negotiations are held during the period of validity of the Proposal, i.e., before [Date]  
we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us  
and subject to the modifications resulting from Contract negotiations.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours faithfully,

\_\_\_\_\_  
Authorized Signature:\_\_\_\_\_  
Name and Title of Signatory:\_\_\_\_\_  
Name of Consultant:\_\_\_\_\_  
Address:

<sup>8</sup> In Quality-Based Selection, the proposal may include only a Technical Proposal. If this is the case, delete “and a Financial Proposal sealed under a separate envelope.”

### 3B. CONSULTANT'S REFERENCES

#### Relevant Services Carried Out in the Last Five Years That Best Illustrate Qualifications

Using the format below, provide information on each assignment for which your Consultancy, either individually as a corporate entity or as one of the major companies within an association, was legally contracted.

Assignment Name:		Country:
Location within Country:		Professional Staff Provided by Your Consultancy(profiles):
Name of Employer:		Nº of Staff:
Address:		Nº of Professional Staff-Months; Duration of Assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Services (in Current US\$):
Name of Associated Consultants, If Any:		Nº of Months of Professional Staff Provided by Associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:		
Narrative Description of Project:		
Description of Actual Services Provided by Your Staff:		

Consultant's Name: \_\_\_\_\_

**3C. COMMENTS AND SUGGESTIONS OF CONSULTANT ON THE TERMS OF REFERENCE AND ON DATA, SERVICES, AND FACILITIES TO BE PROVIDED BY THE EMPLOYER**

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On the Terms of Reference:

- 1.
- 2.
- 3.
- 4.
- 5.

On the data, services, and facilities to be provided by the Employer:

- 1.
- 2.
- 3.
- 4.
- 5.

---

**3D. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE  
ASSIGNMENT**

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**3E. TEAM COMPOSITION AND TASK ASSIGNMENTS**

<b>1. Technical/Managerial Staff</b>		
Name	Position	Task

<b>2. Support Staff</b>		
Name	Position	Task

**3F. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF**

Proposed Position: \_\_\_\_\_

Name of Consultancy: \_\_\_\_\_

Name of Staff: \_\_\_\_\_

Profession: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Years with Consultant/Entity: \_\_\_\_\_ Nationality: \_\_\_\_\_

Membership of Professional Body: \_\_\_\_\_

\_\_\_\_\_

Detailed Tasks Assigned: \_\_\_\_\_

\_\_\_\_\_

**Key Qualifications:**

*[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.]*

\_\_\_\_\_

**Education:**

*[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]*

\_\_\_\_\_

**Employment Record:**

*[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and Employer references, where appropriate. Use about two pages.]*

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**Languages:**

*[For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]*

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**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

\_\_\_\_\_ Date: \_\_\_\_\_  
*[Signature of staff member and authorized representative of the Consultant] Day/Month/Year*

Full name of staff member: \_\_\_\_\_  
Full name of authorized representative: \_\_\_\_\_

**3G. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL**

			Months (in the Form of a Bar Chart)												
Name	Position	Reports Due/Activities	1	2	3	4	5	6	7	8	9	10	11	12	Number of Months
															Subtotal (1)
															Subtotal (2)
															Subtotal (3)
															Subtotal (4)

Full-time: \_\_\_\_\_  
 Reports Due: \_\_\_\_\_  
 Activities Duration: \_\_\_\_\_

Part-time: \_\_\_\_\_

Signature: \_\_\_\_\_  
 (Authorized representative)

Full Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

### 3H. ACTIVITY (WORK) SCHEDULE

#### A. Field Investigation and Study Items

	<i>[1st, 2nd, etc. are months from the start of assignment.]</i>												
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	
Activity (Work)													
_____													
_____													
_____													
_____													

#### B. Completion and Submission of Reports

Reports	Date
1. Inception Report	
2. Interim Progress Report (a) First Status Report (b) Second Status Report	
3. Draft Report	
4. Final Report	

## **Section 4. Financial Proposal - Standard Forms**

- 4A. Financial Proposal Submission Form.
- 4B. Summary of Costs.
- 4C. Breakdown of Price per Activity.
- 4D. Breakdown of Remuneration per Activity.
- 4E. Reimbursables per Activity.
- 4F. Miscellaneous Expenses.

**4A. FINANCIAL PROPOSAL SUBMISSION FORM**

[Location, Date]

To: [Name and address of Employer]

Dear Sir/Madam,

Title: \_\_\_\_\_

We, the undersigned, offer to provide the consulting services for [Title of consulting services] in accordance with your Request for Proposal dated [Date] and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of [Amount in words and figures]. This amount is exclusive of the local taxes, which we have estimated at [Amount(s) in words and figures].

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e., [Date].

Commissions and gratuities, if any, paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____
_____	_____	_____

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours faithfully,

\_\_\_\_\_  
Authorized Signature:\_\_\_\_\_  
Name and Title of Signatory:\_\_\_\_\_  
Name of Consultancy:\_\_\_\_\_  
Address:

**4B. SUMMARY OF COSTS**

Costs	Currency(ies) <sup>9</sup>	Amount(s)
Subtotal		
Local Taxes		
Total Amount of Financial Proposal		_____

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<sup>9</sup> Maximum of three currencies plus Ghanaian Cedi.



**4C. BREAKDOWN OF PRICE PER ACTIVITY**

Activity No.: _____	Activity No.: _____	Description: _____
Price Component	Currency(ies)	Amount(s)
Remuneration		
Reimbursables		
Miscellaneous Expenses		
Subtotal		_____

**4D. BREAKDOWN OF REMUNERATION PER ACTIVITY**

Activity No. _____		Name: _____		
Names	Position	Input <sup>10</sup>	Remuneration Currency(ies) Rate	Amount
Regular staff				
Local staff				
Consultants				
Grand Total				_____

<sup>10</sup> \_\_\_\_\_  
Staff months, days, or hours as appropriate.

### 4E. REIMBURSABLES PER ACTIVITY

Activity No: \_\_\_\_\_

Name: \_\_\_\_\_

No.	Description	Unit	Quantity	Unit Price In	Total Amount In
1.	International flights _____	Trip			
2.	Miscellaneous travel expenses	Trip			
3.	Subsistence allowance	Day			
4.	Local transportation costs <sup>11</sup>				
5.	Office rent/accommodation/ clerical assistance				
	Grand Total				_____

<sup>11</sup> Local transportation costs are not included if local transportation is being made available by the Employer. Similarly, in the project site, office rent/accommodations/clerical assistance costs are not to be included if being made available by the Employer.

**4F. MISCELLANEOUS EXPENSES**

Activity No. \_\_\_\_\_

Activity Name: \_\_\_\_\_

No.	Description	Unit	Quantity	Unit Price	Total Amount
1.	Communication costs between _____ and _____ (telephone, telegram, telex)				
2.	Drafting, reproduction of reports				
3.	Equipment: vehicles, computers, etc.				
4.	Software				
	Grand Total				_____

## Section 5. Terms of Reference

### **TERMS OF REFERENCE (TOR) FOR THE SELECTION OF CONSULTANTS FOR THE SPECIAL STUDY: - ASSESSING THE SCOPE AND EFFECTIVENESS OF INTERVENTION ACTIVITIES BEING IMPLEMENTED FOR KEY POPULATIONS IN GHANA.**

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#### **A. Overview**

The following services for the implementation of a Special Study on **Assessing the Scope and Effectiveness of Intervention activities among Key populations in Ghana** is being issued as planned activities for informing Global Fund's future investment under the New Funding Model via catalytic funds. Providers that are interested and have the appropriate expertise (language, country experience, etc.) should prepare and submit a proposal as described in Section II. In terms of this assignment, the consultant will have overall responsibility for the Special Study being completed in a timely manner with high quality results.

#### **B. Background information**

In Ghana female sex workers and men who have sex with men are disproportionately affected by HIV, compared to the general population. It is predicted that Ghana will be unable to reach 90-90-90 HIV targets given their current intervention plans and the rate of which HIV cases in key populations are diagnosed and linked with care and treatment. Targeting key populations for effective HIV prevention, treatment and care is crucial for achieving 90-90-90 targets. The Global Fund is seeking to improve access to adequate data of key populations in order to understand the efficiency and effectiveness of existing interventions (both in prevention and treatment of HIV) as well as in addressing access and service gaps where they exist.

Fine tuning the approach for reaching key populations is going to be especially important given the Global Fund's recent cut in 2018-2020 funding allocation for HIV in Ghana. Given the relatively small size of key populations in Ghana, current and past investments from the Global Fund, might have been over budgeted, and not cost- efficient. Funding must be used as efficiently as possible. Clarity is also needed on how partner organizations are supporting key populations against HIV in order to learn from their activities and to align efforts.

The Global Fund is not the only player in targeting key populations in Ghana. USAID has focused on 5 priority regions in Ghana (with the highest burden of HIV) to roll out its Care Continuum project. The project takes a comprehensive approach to key population diagnosis, treatment, and retention placing a strong emphasis on structural barriers such as stigma/ discrimination, and poor referral systems between communities and health facilities (LINKAGES).

The Global Fund wants to ensure that moving forward, efforts in key population interventions among partners are not duplicated, but rather compliment and build off one another in reaching 90-90-90 targets. One way to achieve this objective is to align metrics<sup>12</sup> and to assess whether the GF should move in the direction of focusing on the full HIV cascade, increasing effectiveness of preventive interventions and focusing on testing yield and linkages to care and retention.

## 1.0 OBJECTIVES OF THE ASSIGNMENT

### a. Objective:

The overall objective is to conduct an assessment of all existing key populations' interventions in Ghana that are supported by the Global Fund and partner organizations, considering the current Standard Operating Procedure (SOP) and alignment to international standards and country context. The assessment will analyze cost- effectiveness, quality, relevance and therefore inform the implementation of intervention activities for key populations under the new funding model (NFM), specifically,

- To determine whether the intervention service packages designed are appropriate to epidemiological context, available, accessible, and effective in HIV prevention for respective key population groups.
- To assess and recommend ways of increasing testing yield and targeting most at risk populations.
- To examine the facilitating and inhibiting factors for the availability, accessibility and utility of intervention services and service delivery, particularly in efficiency of linkage to care and retention of patients being referred.
- To analyze cost-effectiveness of existing key population interventions.
- To recommend priority (also geographical focus) and high impact key population interventions to reach 90-90-90 targets ensuring complimentary and alignment with partner organizations such as USAID and alignment with country context and international standards.

### b. Geographical scope:

The geographical focus for the field is to be focused on high prevalence regions. Focus should be determined by the level of HIV burden, the amount of donors' investments (Global Fund and partner organizations such as USAID), and the type of key population interventions being implemented.

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<sup>12</sup> The Global Fund hopes that this assessment will give direction on how to change the current indicator of #reached with prevention packages, to yield of HIV+ KPs. Switching indicators will allow Global Fund to easily compare outcomes with partner organizations.

### **c. Scope of Work**

The study will cover intervention services for female sex workers and men who have sex with men. The methodology will include the following:

The independent review includes a desk review of national strategic planning (including for key populations as relevant) and the Global Fund grant documents (e.g. Performance Framework, Progress Updates, Concept Note), the rounds of IBBS for female sex workers (FSW) and men who have sex with men (MSM) (2011 and 2016), population size estimates (2015/6) and other documents as provided by the Principle Recipients and program staff. This will also include various stakeholder interviews with national staff, principle recipient and sub-recipient (programmatic and M&E personnel), the Local Fund Agent, and field visits to intervention service delivery sites.

*Review of existing documents* is to provide background information of the HIV epidemic among FSW and MSM and the key population response in Ghana so far (i.e. not just Global Fund response but also USAID/USG and other relevant partners); Key population implementation governance, program structure, program design, key population definition (including inclusion criteria), service packaging and delivery, targets and results, grant performance. Desk review should include what partner organizations have done to find the best service delivery models and interventions to target key populations.

*Additional analysis will be expected from the consultants* on service coverage by groups, preventive effectiveness (what has worked, and what has not). The findings from the additional analysis, together with findings from the report and interviews/discussions with service providers and clients, will inform the prioritization and design of the key population programs and the upcoming funding submission to the Global Fund.

*Interview with Local Fund Agent programmatic and M&E expert* to understand persistent quality (both service and data) issues and gaps from their perspective, and M&E data reporting tools and systems to assess if there are any risks that can affect the confidence that the Global Fund Ghana Country Team might have on the data/reports received through Progress Updates. Any observations and suggestions to improve HIV testing yield and linkages to care and treatment.

*Interview with key population community and leadership* (Ghana AIDS Commission and key population community representatives) to understand their views on the strengths and weaknesses of the current program design and delivery model, specific issues and successes in reaching and maintaining target groups with service package, and relevance of current interventions in relation to reaching 90-90-90 targets. Also to include experience of international partners delivering key population services- to better understand their systems/ key population service indicator definitions and how these are aligned with the corresponding systems/ tools used by the Global Fund Principle Recipients and its Sub-Recipients.

*Interview with programmatic/M&E staff* to understand to what extent the actual service delivery is aligned with the original design and implementation details as outlined in training manuals/SOPs and M&E systems in place. In particular, any deviation (e.g. comprehensive package, frequency of reach, duplicated reporting and double counting) and other specific issues should be noted. Other quality issues such as recruitment and retention of key populations, reaching consistently the same people over regular intervals as well as new recruits, and whether the reporting tools can differentiate these nuances. Explore the regularity and nature of any cross-walk review between programmatic and M&E staff (if any) as a means to improve quality of services and data, and to inform the tracking of performance, resolve bottlenecks and challenges in delivery through the active use of data analytics from routine collection.

*Field visit to service sites* to examine whether designed package of services has been made available, delivered, and used; whether intended target group has been reached with expected results; if there is a functioning data system to record, report, aggregate the service results at individual level by service types or in a package; if the program staff have been properly trained and/or retrained; whether service flow accommodates the needs of target group and data system captures the service flow; whether the services provided are welcome by recipients, through an exit interview, and to identify a specific geographical focus for future Global Fund support. Generation and dissemination of report and findings will also be expected. This will be in the form of a well written report and a shorter, more user- friendly summary document and dissemination workshops. The final report will be in English.

## **2.0 DELIVERABLES**

### **Special Study expected roles and responsibilities**

This Special Study will be done in coordination with the National AIDS Program and Ghana AIDs Commission (GAC). This is important to ensure local needs are met and appropriate access is granted to the programs. The Consultant is expected to either have significant experience in the African region or partner with a local/regional entities that does have specific country experience.

The Consultant will work closely with the Global Fund relevant staff, in-country, especially the PEPFAR and community based organizations.

The local and regional UNAIDS and WHO offices should be consulted as part of this study. They will be involved and updated as appropriate throughout the process. The regional UNAIDS and WHO should give feedback into the full study protocol.

- Additionally,**
- Inception report - outlining the process, timeline and resources required to conduct the assignment. Detailed work plan to be submitted one week after signing contract.



- Soft and hard copies of all documents including plans, reports.
- Detailed report of the assignment, including activity reports and performance reports

### **3.0 DATA, LOCAL SERVICES AND PERSONNEL**

Details of firms, consultants and component(s) of the assignment that will be out-sourced or sub-contracted to other firms or consultants. Indicate information and data sources for verification.

### **4.0 QUALIFICATIONS**

The Global Fund to Fight AIDS, Tuberculosis, and Malaria (“the Global Fund”) and Ghana AIDS Commission (GAC) seeks to work with consultants that meets the following qualifications and experience:

Registered entity in Ghana with a minimum 5 years of experience as consultants in the fields as detailed in the scope of work and deliverables

- (i) Minimum of Masters level, in the area of Public health, social sciences, development studies with a minimum of 5 years post qualification experience
- (ii) Relevant technical knowledge, skills and extensive work experience in: as detailed under the scope of work and the deliverable above for both Public and private organizations in and outside Ghana.
- (iii) Demonstrable skills in working with multiple stakeholders at various socio and economic levels of Ghanaian society.
- (iv) Experience in providing consulting services and track record of completion of tasks according to time lines with references for verification;
- (v) Excellent reporting and writing capacity;
- (vi) Proven track record of professionalism and ethical conduct; Provide evidence of Anti-Fraud, Bribery and Corruption Policy Statement
- (vii) Minimum qualification and experience of key professional staff to be engaged
  - (i) Post-graduate qualification in with a minimum of Masters level, in the area of Public health, social sciences, development studies with a minimum of 5 years post qualification experience.
    - Five years’ experience in fields related to the assignment at national and sub-national level including experience as detailed under the scope of work and the deliverable above for
    - Comprehensive knowledge of the multi-sectoral national response to HIV and AIDS, policies and policy environment, and structures and mechanisms in driving the national response.

#### **Consultant Requirements**

An international consultant will work with a local consultant in Ghana to carry out the above mentioned activities. Both consultants should be fluent in English. The consultants should meet the following minimum requirements on expertise and skills

- HIV program design and implementation, for key populations, especially among MSM and Sex Workers;
- Extensive experience in health and community program evaluations;
- Extensive experience working with key populations, especially with MSM and Sex Workers;
- Experience on semi- structured interview and focus group discussions;
- Familiarity with the Global Fund business model;
- Familiarity with the Ghana context, including HIV epidemic among general and key populations, legal and policy environment related to key populations.

Potential consultants are required to produce a detailed proposal (this does not include CVs of team members) describing:

- The assessment framework, highlighting the specific questions and methods to be used;
- The analytic framework
- The timeline for conducting the assessment start-to-end;
- A report outline;
- Budget;
- CV of team members

Potential consultants may add any other documents they deem relevant to clarify their expertise in conducting this work.

## **5.0 FACILITIES, SERVICES, AND RESOURCES TO BE PROVIDED BY THE CLIENT:**

The GAC shall provide the following documents to the Consultants:

- NATIONAL HIV & AIDS STRATEGIC PLAN (NSP) 2016-2020
- PERFORMANCE FRAMEWORK
- PROGRESS UPDATE
- CONCEPT NOTE
- FSW IBSS & POPULATION SIZE ESTIMATION 2015
- MSM IBSS & POPULATION SIZE ESTIMATES 2011
- STANDARD OPERATING PROCEDURES (SOP) FOR KPs PROGRAMS
- PROGRAMMATIC DATA
- INFORMATION ON PRINCIPAL RECIPIENTS, SUB-RECIPIENTS, & STAKEHOLDERS

## **6.0 PERFORMANCE MEASUREMENT CRITERIA**

Refer to Sections 1, 3 and the Annex 1 and 2 of this ToR;  
Compliance to agreed workplan

## **7.0 ASSIGNMENT PERIOD**

**A maximum of two months, will be extend for a further one month if so required and based on satisfactory performance**

### **Annex 1: Conflict of Interest Guidance and Declaration Form**

A conflict of interest may arise when a party has interest that could improperly influence that party's performance of official duties or responsibilities, contractual obligations, or compliance with applicable laws and regulations. For purposes of this RFP, a conflict of interest may arise when a Consultant, any of its affiliates or any of its sub-contractors, has interests (which may be financial, organizational, personal, reputational or otherwise), or it is reasonable to foresee that such an interest would arise, that would or may appear to make it difficult for the Provider to fulfil its obligations in providing services to the Global Fund in an objective, independent and professional manner. While a conflict of interest may arise due to a variety of factors, in the context of the work anticipated to be performed under this RFP, as examples, a conflict of interest could arise with respect to a particular country covered in the tender if (i) the Consultant, is or, during the last three years, has been involved in the design of or provided advice with respect to such country's national health facilities or systems; (ii) the Consultant, or an affiliate or sub-contractor of the Consultant, is providing or, during the last three years, has provided audit services or otherwise provided advice with respect to such country's national health facilities or systems; or (iii) the Consultant, is acting as a Global Fund Local Fund Agent in such country.

### **Annex 2: Suggested questions to consider**

#### **Key populations**

- Who are the key populations and what distinguishes them from other people?
- How are transgender women reached and what proportion of 'men who have sex with men' beneficiaries are transgender women? (Note: in the PF and the CN we do not have TG indicator but it will still be important to understand about this group and its context in Ghana)
- What has changed in the environment for key populations in the last few years?
- How do members and communities of key populations participate in the HIV prevention and care program?
- How does criminalization/non-criminalization affect their lives, as relevant?
- What issues other than HIV are important in their lives?

#### **Ghana AIDS Commission /ADRA**

- What is the management structure at GAC/ADRA?
- Who works at GAC/ADRA?
- Who provides direct services to key populations?
- Who supervises them?
- Who is responsible for data?
- Who is responsible for the program?
- How does remuneration work?

- What other activities does GAC/ADRA conduct? With what funding (GF, USG, others?)

### **Denominator**

- What are the issues with the population size estimates?
- Does PSE capture all places and identities of three populations?
- Is the estimate useful for programming? What would make it more useful?

### **Numerator**

- How are targets set?
- What composes a target?
- How is monthly, quarterly, noncumulative and cumulative understood by stakeholders?
- What is the basic package of prevention services?
- What services are delivered for first time and repeat contacts?
- How are contacts recorded?
- How are repeat contacts recorded?
- What materials and health products are distributed and how is this quantified?
- What is the cost of services or materials to the user?
- How is this service delivery data recorded, collected, collated, crosschecked, and reported?
- Do any changes need to be made to the forms?
- Who is responsible for each of the above activities?
- What supervision does the management of the PRs and the SRs, and the CCM provide for each of the above?
- What role do districts/regions have in the implementation of the service delivery and/or data/reporting?
- What feedback is given to outreach workers on the numbers they produce?
- Documentation

### **Sexual behavior**

- What are issues with the IBBS surveys?
- What findings are expected and unexpected?
- What are the differences in the behavior between people new to the behavior and people experienced in the behavior?
- Documentation?

### **Testing and treatment**

- Where is testing done?
- Is there a method to determine if female sex workers and men who have sex with men are tested? Is there a method to determine people who are not members of key populations are tested?
- What financial incentives are used and how do they influence service delivery?
- What forms are used?
- How is testing and retesting differentiated?
- What are the national recommendations for testing and retesting?
- Where is treatment provided?

- Is there a method to determine if female sex workers and men who have sex with men are treated?
- What forms are used?
- Can a cohort care cascade be developed?
- Does a cohort care cascade help to improve programming?

### **Materials**

- What materials are used in outreach, testing, and treatment?
- How is the supply chain managed from storage to SR/PR to outreach?
- Are there stock outs of materials and how long do they last?
- Are there problems not related to procurement and supply chain management that cause difficulties with materials.

### **Players and stakeholders**

- What is the actual role of each of the following players and how is their work documented?
- Country Coordinating Mechanism
- Ministry of Health
- NACP
- Ghana AIDS Commission
- PR monitoring and evaluation staff
- GAC/NACP regional/district coordinators (as relevant)
- PR/SR program staff
- PR/SR monitoring and evaluation staff
- outreach workers
- beneficiaries
- Has there been recent turnover and what is the impact?
- Are there other players left out of this list?
- What are the other stakeholders in the program and what is their role?

## **8.0 MODE OF APPLICATION**

Interested firms or consultants should submit a total of **four (4) (one original and three copies)** sealed set of proposals each for Technical and Financial proposals in separate envelopes. The Technical and financial proposal must be submitted to the GAC Secretariat Conference Room address below not later than Monday, 24<sup>th</sup> April, 2017 at 10:30am GMT, sealed proposals must be clearly marked: “**Selection of Consultants for the Special Study: - Assessing the Scope and Effectiveness of Intervention Activities Being Implemented for Key Populations in Ghana**”.

### **Address to:**

The Director General  
Ghana AIDS Commission  
*4th Floor, Ghana Olympic Building*  
Castle Road, Ridge  
Accra