

Imbizo: Learning from Country Stakeholder Feedback

18 March 2025

This document contains the original text for the Terms of Reference of this evaluation as approved by the Independent Evaluation Panel (IEP). The document has been reformatted so it may be published to the Global Fund website.

Terms of Reference (ToR)

1. Introduction	3
2. Background	4
3. Objective and Scope	5
4. Design and Methodological Considerations	8
5. Deliverables	11
6. Experience & Skills	16
7. Period of Performance	17
8. Attachments and Annexes	17
Annex 1: Referenced Global Fund decisions and references	17
Annex 2: Overview of the Global Fund's Country Partners	18
Annex 3: List of the Global Fund's Country Partner Feedback Mechanisms	18

1. Introduction

1. The Global Fund reviewed and redesigned its approach to independent evaluation, leading to a Board decision in November 2021. During the deliberations, it was emphasized that evaluation should also include opportunities for implementing partners at country level to channel feedback to the Global Fund. It was proposed that feedback should be solicited through an independent mechanism to promote accountability and learning about how to enhance the implementation of the Strategy and support the shared Global Fund partnership results. The Secretariat committed to establishing this mechanism managed by the new Evaluation and Learning Office (ELO) and overseen by the Independent Evaluation Panel (IEP).
2. The mechanism has been called Imbizo, a Xhosa word meaning ‘a gathering to share knowledge’, and aims to establish a regular, iterative and independent system that enables the Global Fund to:
 - a. Solicit the views of implementing partners on how Global Fund processes at country-level are implemented, and where adjustments can lead to better results toward the [2023-2028 Strategy](#)’s primary goal, and its contributory objectives;
 - b. Generate and communicate insights and organizational learning on the Secretariat’s ability to meet and respond to the partnership enablers assigned to the Secretariat under the [2023-2028 Strategy](#)²;
 - c. Disseminate and share findings and Global Fund responses with country stakeholders, Secretariat, and governing bodies to promote critical reflection.
3. Imbizo will establish an independent feedback mechanism to capture country stakeholder feedback. It will launch in 2023 and the Global Fund plans to recruit independent service provider(s) for Imbizo. Following planning in 2023, Imbizo is expected to roll out in 2024, and - based on lessons learned – it is intended to continue in subsequent years.
4. This Terms of Reference (TOR) explains the multi-component design of Imbizo, and details the objective, scope, design considerations, deliverables, and expected experience and skills of the service provider(s).
5. The Global Fund will offer a framework agreement, whereby selected suppliers can be potentially renewed for subsequent years, subject to performance and available resources. Under the framework agreement, suppliers are requested to provide: a) a technical proposal; and b) a financial proposal for the first full year of implementation 2024.

¹ [Board decision GF/B46/05 revision 1](#)

² The partnership enablers assigned to the Secretariat under the [2023-2028 Strategy](#) include the following: including: the tailoring of grant lifecycle process, engagement with new global and regional partners, the exploration of long-term innovative technical support and capacity-building models, incentivizing Strategy priorities, mobilizing domestic and additional resources, promoting National Action Plans for Health Security, and encouraging climate, environmentally sensitive and OneHealth approaches.

2. Background

6. In early 2022, first steps were taken to conceptualize Imbizo, previously named Country-steered Review, by consulting with several Global Fund entities and commissioning a study, which produced the internal report “Global Fund Country-Steered Review.”
7. The study comprised a global survey with a response rate of over 200 individuals and an interview segment with over 50 key informants. The study sought inputs on the following:
 - Who should provide feedback & when;
 - Preferred mechanism or format;
 - Substantive focus; and
 - Expectations on how to respond to collected country stakeholder feedback.
8. The 2022 internal report provided necessary country stakeholder inputs for the design of Imbizo, including:
 - An initial understanding of which topics implementing country partners want to discuss, for example: country ownership, CCM roles and function, Global Fund interactions with other partners and donors;
 - The need for multiple types of feedback: a) through a confidential global survey, the preferred feedback tool, and b) through a forum where open-ended questions and exchanges can take place.
9. Adding an inward layer of consultations to Imbizo’s scoping phase, starting in early 2023, internal Global Fund teams were approached and invited to provide inputs for shaping a useful two-way and independent feedback mechanism.
10. Finally, a market scan was undertaken to understand the viability of preferred data collection approaches and methods. The scan helped to identify data collection and learning processes that are readily available in the market & align with Imbizo’s goals.
11. Informed by these insights, Imbizo’s design has evolved to:
 - Build on existing Global Fund feedback mechanisms/ surveys and different types of country reviews to consolidate, analyze, and synthesize such data/ information. ELO also mapped the current satisfaction surveys conducted by different Global Fund teams on specific topics such as funding request modalities and provided advice on how to improve these. Some of the topics and surveys will be integrated with Imbizo (see details on the Online Global Survey component further below).
 - Establish a clear scope and focus for Imbizo. The purpose of collected feedback is to inform potential optimizations to the Global Fund’s primary goal and contributory objectives, as well as to inform the implementation of the 2023-2028 Partnership Enablers assigned to

the Secretariat. Imbizo will not be a grievance or complaints mechanism³. Imbizo communications will emphasize this to avoid conflating the two.

- Implement a component-based design to allow Imbizo to add and embed additional methods, tools and activities to enrich and synthesize insights, including using existing and emerging secondary data. It additionally provides scope to develop understandings with a diversity of actors and stakeholders at local, country and regional levels.
 - Sequence implementation of activities within Imbizo for complementarity and real-time evaluative reflection as well as to manage expectations of Global Fund stakeholders and country stakeholders.
 - Where relevant, integrate process and findings into ongoing and planned evaluations, for example the mid-term review of the 2023-28 Strategy, scheduled for 2026.
 - Pilot first experiences with applying NLP (Natural Language Processing) and machine learning applications in analyzing secondary data. ELO recently started a pilot project with the Global Fund's Data & Analytics team to analyze a corpus of internal country portfolio review documents (see details on component Insights & Analytics further below).
 - Take initial steps to mainstream in Imbizo (each component and in the synthesis report) an approach that is appropriate to collect, analyze and use data about processes that: a) are complex, b) unfold in diverse local contexts and, thus, c) are likely to have heterogenous results. This initial iteration of Imbizo should gradually contribute to the Global Fund's ability to produce more systematic learning about key external conditions (including political economy factors) that contribute to findings that are equivalent in specific sub-sets of settings where the Global Fund operates but are not generalizable to the universe.
12. It is also important to note that country stakeholder feedback collected through Imbizo will be communicated to the Secretariat and governance bodies for consideration. Feedback may not directly translate into Secretariat action but will be shared once consolidated with the aim of enabling dialogue, reflection and creating awareness on country partners' needs and challenges.

3. Objective and Scope

13. The objective of Imbizo is to drive insights generated by country stakeholder feedback to promote learning and critical discussions among Boar, the Secretariat and implementation partners on how to:
1. Support the Global Fund's primary goal and contributory objectives under the [2023-2028 Strategy](#), and
 2. Better achieve the Global Fund partnership results, as set out under the [2023-2028 Strategy](#).
14. To achieve these objectives, Imbizo will:
1. Implement a *global survey* to collect country stakeholder feedback;

³ An "independent wrongdoing reporting mechanism", I Speak Out Now!, <https://www.ispeakoutnow.org/>, is already in place)

2. Engage country stakeholders in *consultative analysis and learning fora* to generate insights;
3. Consolidate and *analyze various internal and external datasets* to complement the global survey, research and learning fora;
4. *Analyze and synthesize evidence* emanating from 1. to 3. above.
5. Disseminate results with the Secretariat, Global Fund partners, and other interested parties. Dissemination efforts will depend on and be informed by the respective topic and corresponding results. ELO will rely on its strategic position in the Global Fund to feed results into ongoing decision-making processes, as well as relevant committee discussions.

15. As Imbizo matures, its coverage of country stakeholder groups will incrementally expand to engage with a wide array of Global Fund partners. In its pilot year, Imbizo will focus on a narrower group of in-country stakeholders, for who well-documented and complete contact references are available

16. In its first year, Imbizo will mainly engage with:

- Principal Recipients (PRs); and
- Representatives from Country Coordinating Mechanisms (CCMs), which generally include representatives from communities and civil society, private sector, development partners as well as donors, implementers, and technical agencies.

17. As Imbizo moves into subsequent years, expanding the scope of in-country partners will be considered, also based on subject matter and accessibility, and may include:

- Communities, key populations and civil society
- Development partners, including donors
- Additional government partners
- Sub-recipients (SRs)
- Local fund agents (LFAs)
- Technical agencies.

18. For its pilot year, 2024, Imbizo will apply the following:

Component	Country Stakeholder Scope	Geographical Scope
Global online survey	Include Global Fund country stakeholders for which complete and validated lists are available, focusing on Principal Recipients (PRs) and Country Coordinating Mechanism (CCM) members in Imbizo's first year, with likely expansion to other country stakeholder segments in subsequent	All Global Fund country stakeholders, where data is readily available for compilation and analysis. See section "Attachments" below.

	years.	
<p>Insights and analytics:</p> <ul style="list-style-type: none"> • The use of analytics to interpret and identify trends in collected data; 	Extended to all primary and secondary datasets relevant to country stakeholders	All Global Fund country stakeholders, where data is readily available for compilation and analysis. See section “Attachments” below.
<p>Consultative deep dives:</p> <ul style="list-style-type: none"> • Country-focused consultative analysis • Regional fora 	Targeted participants will vary, depending on the topics to be addressed. In year 1, targeted participants will only include PRs and CCM members. In subsequent years, a specific focus will be given to sub-recipients, civil society and community partners, where contact details are readily available	<p>3 countries from 2 Global Fund regions:</p> <ul style="list-style-type: none"> • High Impact Africa 2 (Kenya and 3 neighboring countries) • High Impact Asia (Viet Nam and 3 neighboring countries) <p><i>*Countries listed above are indicative and will be used to compare costs received in bidder financial proposals.</i></p> <p>Each regional forum will accommodate an estimate of +/- 30 participants, plus organizers. Where appropriate, these may occur as online consultations, virtual events, or in-country events.</p>

19. During Imbizo’s pilot year, the selection of specific topics or themes will be finalized during the inception phase and will be informed by three sources:

- Themes proposed by country implementing partners under the “Global Fund Country-Steered Review” consultation undertaken in 2022, where gaps, opportunities, and potential themes for country-driven topics were collected;
- The partnership-focused enablers of the [2023-2028 Strategy](#);
- Data collected through Imbizo, specifically the global online survey.

20. Following its initial year, topics or themes will be primarily driven by country stakeholder inputs received through Imbizo’s primary components: the global online survey, consultative deep dives, and the insights and analytics component. Imbizo will prioritize 2-3 annual topics considering utility, significance, and potential for transferability. In doing so, Imbizo will provide the Secretariat and partners with narrower, but more focused set of organizational learning topics, enriched by a more nuanced and context-rich set of recommendations.

21. Prioritized topics emerging from the survey and analysis will be categorized into strategic, technical, and operational elements. See examples below:
- Strategic: Appropriateness, relevance, sustainability and/or coherence of Global Fund investments within a country context
 - Technical: The availability, quality and appropriateness of disease-specific and other advice to partners.
 - Operational: Such as such as funding request, grant-making, as well as grant implementation and oversight processes.
22. Findings will be disseminated to the Secretariat, country stakeholders and partners to catalyze reflection and inspire action. While the transferability of Imbizo-generated findings across in-country partners may vary, Imbizo topics will be cross-cutting, and of general interest to Global Fund in-country implementing partners.
23. For the list of countries and regions that received funding in this grant cycle, see: https://www.theglobalfund.org/media/12674/fundingmodel_2023-2025-allocations_table_en.xlsx.
24. Evidence generated under Imbizo will be aligned with the Global Fund’s Board, Secretariat, and wider ecosystem reporting cycles. Deliverable deadlines will be reconfirmed at the Inception phase, to ensure the most major findings are communicated to the Secretariat during mid-year Committee meetings, and to increase the potential uptake of recommended action plans in October workplan and decision processes.

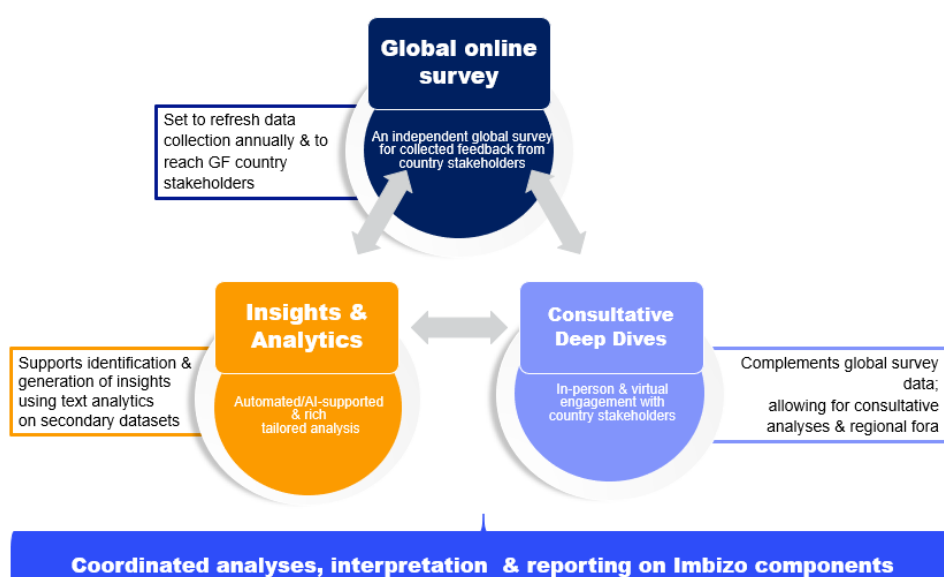
4. Design and Methodological Considerations

25. As a multi-year and multi-component design, Imbizo is a “first-of-its-kind” evaluation at the Global Fund that blends a multi-method approach with a real-time analysis and feedback design. It will be built on several interdependent streams of evidence, sourced from each of Imbizo’s three components. The design will also consider evidence and learning about the implementation of feedback and citizen engagement mechanisms, including on the complexity and the effects of external factors (e.g., social, cultural, political economic) that may contribute to heterogenous findings. The sum of Imbizo’s multi-method “parts,” creates a unique organizational learning opportunity for the Global Fund to operate under a more responsive and inclusive, independent partner feedback model, and more specifically, to identify which specific strategic, technical and operational measures it can consider for improving its operations and results.
26. *Key Evaluation Questions*, (KEQs), will drive the insights generated from each Imbizo component. While these will evolve as data sources are refreshed, a few initial questions are listed below:
- (1) What lesser-known strategic, technical and operation concerns and successes do country stakeholders want to flag to optimize the Global

Fund’s model in fighting the three diseases and contributing to sustainable health systems?

- (2) To what extent is country stakeholder engagement incorporated in grant proposals, monitoring, implementation and closure? What is the quality of designs that aim to incorporate country stakeholder feedback in grants?

27. All three components will be harmonized under an overarching analysis and coordination effort, preferably led by a consortium lead, to generate a holistic analysis and interpretation (see diagram below). The multi-component design has been conceived to help reveal weak signals: emerging, underrepresented, and marginal implementing country partner feedback, opinions, and issues. Taken together, Imbizo will develop an evidence-supported understanding of implementing country partners’ feedback and recommendations for the Global Fund’s governance bodies and broader ecosystem of stakeholders to consider. The analysis will consider stakeholder characteristics, the quality of their relationships, norms informing engagement and responsiveness.



28. Imbizo is underpinned by the following three components:

1. **Global online Survey:** Imbizo will collect country stakeholder feedback through a global survey, built on the following features:
 - a. The substantive scope will focus on the strategic, operational and technical elements that support the Global Fund in meeting the primary goal and the contributory objectives under the [2023-2028 Strategy](#), as well as topics requested by country stakeholders;
 - b. Annual survey frequency (every calendar year). The annual global online survey frequency is meant to refresh and inform the 2-3 Imbizo topics that will be prioritized during deep dive country consultations and regional fora. Topics may evolve, based on data retrieved from the insights and analytics and deep dive components;
 - c. Rigorous, and appropriate sampling approach and design to maximize coverage, response rate and stakeholder representation, and survey distribution methods.

Sampling criteria will be developed during the Inception phase to ensure the survey's sampling design accounts for balanced representation for gender and age diversity and response targets. The survey will be pre-tested.

- d. Confidentiality during data collection, analysis and reporting;
- e. Inclusion of open-ended questions to allow respondents to raise issues to Global Fund for consideration;
- f. Survey questions must be translated into at least English, French, Portuguese and Spanish. Other United Nations languages may be required in subsequent years.

2. Consultative deep dives, including country-focused consultative analysis and regional fora:

Imbizo will deep-dive into recurring and emerging topics proposed by implementing country partners, and will collect and share findings through:

- a. Country-focused consultative analysis: This refers to carrying out country or regionally focused deep dives, including interviews, focus groups, or other qualitative data collection directly with country stakeholders, possibly during events or activities organized or supported by the Global Fund that are already bringing together multiple country stakeholders.
- b. Regional fora: Either virtual or in-country, in which country stakeholders from selected regions will be invited to provide their perspectives on prioritized topics, and/or receive updates on actions and responses the Secretariat and Global Fund governance have taken, in response to their feedback.
- c. Deep dives objectives should be structured to:
 - a. Prioritize country stakeholder feedback and inputs from a country-specific perspective; and
 - b. Gain richer examples and details behind collected feedback to understand context and potential next steps;
- d. Country-focused consultative analysis and regional fora should be designed to:
 - i. Engage an estimate of +/- 30 participants, plus organizers.
 - ii. Where appropriate, deep dives may occur as online consultations with breakout sessions and smaller participant numbers, larger virtual events, or as in-country events;
 - iii. Subject to available funding, two country-focused consultative analyses and two regional fora are envisaged per calendar year;
 - iv. On-site events and activities are expected to last 2-3 days, at most.

3. Insights and analytics: Insights and analytics refer to the use of natural language processing (NLP) and other innovative tools to identify, hypothesize and process internal and external secondary data. This component aims to:

- a. Design, develop and execute analysis of various Global Fund documents and data sets (including other Global Fund feedback initiatives) and integrate relevant external and publicly available data and information applying innovative approaches such as Natural Language Processing (NLP), large language models (LLM), supervised and unsupervised learning.
- b. Support early detection of potential trends and patterns, identifying new topics, and triangulation of evidence to inform and align with the global online survey, and the consultative research and regional learning fora.

- c. Integrate other ongoing Global Fund country stakeholder feedback and review initiatives (see Annex 2 for possible datasets) such as country portfolio reviews.
 - d. Documents and datasets will be available from the following types of access points, Azure Cloud, SharePoint libraries, Salesforce repositories, and potentially via APIs.
29. The design, implementation and analysis across the components will take initial steps to develop, test and produce learning that reflects the influence of external and local factors in settings where the Global Fund operates and that therefore may not be generalizable.
30. Findings generated from all three of the above Imbizo components will be summarized into component-specific reports as soon as these become available. In addition, syntheses of Imbizo insights will be captured into **one** final (annual) report. The final report will capture all summative annual findings and will capture any actions or responses taken by the Secretariat, in response to these findings. This annual deliverable will be made available under the Global Fund's ELO website. Participating country stakeholder feedback providers will receive a link to the published report, where contact information is available. Other online platforms will also be considered as a means for disseminating Imbizo insights and response actions.

5. Deliverables

31. Imbizo will generate six types of deliverables, each outlined in the table below. Experienced consortium-bidders will be given preference and are expected to lead on the Inception and the Analysis and Reporting deliverables.
32. Selected suppliers are expected to be onsite in Geneva for an orientation week during the Inception phase. Hence, bidders must factor in costs for a week-long stay in Geneva and include these in the financial proposal.
33. The below overview summarizes the planned deliverables.

#	Description	Deliverables for 2024	Due Date
1	Inception Report Draft inception report building on technical proposal (word doc and slide deck summary presentation for meeting discussion) led by consortium supplier.	A. Inception report, Quantity :1	February '24 (A)

#	Description	Deliverables for 2024	Due Date
	<p>The inception report (A) should be submitted within 15 working days of the orientation visit to Geneva.</p> <p>The report should build on the initial proposal and on what has been gleaned during the orientation. Any changes to the initial proposal should be clearly explained in the inception report.</p>		
2	<p>Online Global Survey</p> <p>A global online survey reaching selected Global Fund’s country stakeholders (annually) to collect feedback from select country stakeholders, as set out under Scope and Objectives section. The survey will be launched in April 2024 (B).</p> <p>The survey, its methodology and sampling will be designed to ensure “best-in-class” data collection and social research quality standards, and in consultation with Imbizo’s other component insights. The deliverable expected for this is a detailed data collection plan, in Word and PPTX (A).</p> <p>Survey Reporting includes the analysis, a survey report and presentation of results. It also includes support coordinating communications & follow-ups to ensure satisfactory response rates (C).</p>	<p>A. Data collection plan. Quantity: 1</p> <p>B. Global survey. Quantity: 1</p> <p>C. Survey Reporting, Quantity: 1 of each</p>	<p>A. March</p> <p>B. April ‘24</p> <p>C. May ‘24</p>
3	<p>Deep Dive: Country-focused Consultative Analysis</p> <p>The country-focused consultative analysis will be designed to ensure “best-in-class” data collection and social research quality standards, and in consultation with Imbizo’s other</p>	<p>A. Country-focused consultative analysis plan. Quantity: 1.</p> <p>B. Consultative analysis. Quantity: 2,</p>	<p>A. February ‘24</p> <p>B. March ‘24, May ‘24</p> <p>C. April ‘24, June ‘24</p>

#	Description	Deliverables for 2024	Due Date
	<p>component insights. The deliverable expected for this is a detailed data collection plan, in Word and PPTX (A).</p> <p>Design, organize and conduct country-focused consultative analyses (B) on select topics with the explicit objective of inclusive consultations with a broad range of country stakeholders and partners.</p> <p>The deliverables include: report, in-country debriefing, and presentation of results (C).</p>	<p>with potential for 3, subject to available funding. Analysis to be priced per unit.</p> <p>C. Deliverables. Quantity: 1 of each per activity</p>	
4	<p>Deep Dive: Regional Learning Fora</p> <p>The regional fora will be designed to ensure “best-in-class” peer-to-peer knowledge exchange practices. The deliverable expected for this is a detailed learning agenda, with focused exchange and learning outcomes outlined in a plan, in Word and PPTX (A).</p> <p>Design, organize, facilitate and analyze regional fora . The focus groups will take place as either virtual events, or in an accessible hub location and will cover approximately four countries of the same region. The total number of attendees will be +/- 30 plus organizers. If feasible and useful, the fora may be conducted in conjunction with planned regional Global Fund events. The selection of attendees will be informed by the theme of the respective forum. The themes for the fora will be informed by results from tasks #2, 3 and 5 and for the first forum also by consultations during the inception phase (B).</p>	<p>A. Regional learning fora concept note, design plan and agenda. Quantity: 1.</p> <p>B. Regional learning forum. Quantity: 2, with potential for 3 sessions, subject to available funding. Regional learning fora to be priced per unit.</p> <p>C. Post-consultative research deliverables. Quantity: 1 of each per regional focus group</p>	<p>A. July'24 B. August '24 C. September '24</p>

#	Description	Deliverables for 2024	Due Date
	The deliverables include: summary of learning and engagement outcomes, debriefing, report, and presentation of results (C).		
5	<p>Insights and Analytics</p> <p>Design, develop and execute analysis of various Global Fund documents and data sets (including other Global Fund feedback initiatives) and integrate relevant external and publicly available data and information applying innovative approaches such as Natural Language Processing (NLP), large language models (LLM), supervised and unsupervised learning etc. The topics will be informed and aligned with deliverable #2, 3, and 4. The results and approach of an ongoing pilot project by ELO and supported by the Global Fund Data and Analytics team will be shared during the inception phase.</p> <p>Project reports comprising visualizations and revealing summary trends (A). Ongoing analysis and technical support refining supervised & unsupervised learning approaches will continue (B).</p>	<p>A. Quantity, 4 B. Quantity, 1</p>	<p>A. March, May, August & October '24</p> <p>B. Ongoing '24 analysis and technical support</p>
6	<p>Consolidation and Reporting- Final Annual Report</p> <p>Each component task requires an individual report. There will be one final annual report, with the possibility for on-demand summaries (reports and</p>	<p>A: Quantity: 1, to be priced by unit B: Quantity: 1, to be priced by unit C to D: 1, to be priced by unit</p>	<p>Final Report Deliverables</p> <ol style="list-style-type: none"> 1. Nov '24 (A) 2. Dec '25 (B) 3. Feb '25 (C) 4. Feb '25 (D)

#	Description	Deliverables for 2024	Due Date
	<p>presentations) for specific purposes and/ or Global Fund meetings.</p> <p>For the final annual report, the lead/service provider is expected to consolidate the various insights, while focusing on 2-3 key Imbizo topics per year. (Annual Imbizo priorities will change each calendar year). Specific deliverables are:</p> <ul style="list-style-type: none"> A) Share preliminary findings, observations and conclusions during a virtual workshop B) Draft report (word doc), accompanied by a slide deck summarizing draft findings C) Draft final report (word doc) with an executive summary and slide deck summarizing Final Report. Draft final report will incorporate comments and edits from ELO, as appropriate. D) Submission of the Final Report 		
6a	<p>Analysis and reporting of country stakeholder feedback (optional):</p> <p>Digital story, animated video, or other relevant communication and engagement approach that summarizes Imbizo’s annual report findings and activities (A).</p>	A: Quantity: 1, to be priced per unit as an optional/ on-demand deliverable	5. Jan ‘25
6b	<p>Consolidation and Reporting- On-Demand Summaries</p> <p>Each component task requires an individual report. There will one final annual report, with the possibility for on-</p>	A: Quantity: 1, with potential for 2, to be priced by unit, as optional/ on-demand deliverable	A. Interim Report Deliverables: May ‘24 (A- B, C)

#	Description	Deliverables for 2024	Due Date
	<p>demand summaries that synthesize Imbizo components findings through reports and presentations for specific purposes and/ or Global Fund meetings.</p> <p>For the “on-demand” summaries, the lead/service provider is expected to consolidate the various insights, while focusing on the 2-3 key Imbizo topics identified for the year. (Annual Imbizo priorities will change each calendar year). Specific deliverables are:</p> <ul style="list-style-type: none"> A) Share preliminary findings, observations, and conclusions during a virtual workshop B) Draft report (word doc), accompanied by a slide deck summarizing draft findings C) Draft final report (word doc) with an executive summary and slide deck summarizing Final Report. Draft final report will incorporate comments and edits from ELO, as appropriate. D) Submission of the Final Report 	<p>B: Quantity: 1, with potential for 2, to be priced by unit, as optional/ on-demand deliverable</p> <p>D: 1, to be priced by unit; as optional/ on-demand deliverable</p>	

6. Experience & Skills

- 34.** The evaluation team/consortium will comprise a mix of experts with a balance of general and specific expertise and technical knowledge. For the detailed experience and skill requirements, please refer to Section II Evaluation Criteria of the RFP Proposal Requirements, where general, desirable, and deliverable-specific requirements are described.

7. Period of Performance

35. This Terms of Reference will result in a framework agreement, whereby selected suppliers can be potentially renewed for subsequent years. The initial contract will be for the duration of 1 year.
36. Under the framework agreement, suppliers are requested to provide financial proposals for the first year of Imbizo, (2024). Subject to the availability of resources and performance, the selected supplier(s) can be renewed for subsequent years, where the financial proposal provided for year 1 will be reused to set pricing for any subsequent renewal years, for a maximum of an additional two years.

8. Attachments and Annexes

Annex 1: Referenced Global Fund decisions and references

1. Board approval for the creation of a new independent evaluation function, under which a request to introduce an independent country feedback mechanism was initially presented: [Global Fund Board Decision GF/B46/0revision 1](#)
2. Background information on Global Fund partners, including country stakeholders: <https://www.theglobalfund.org/en/about-the-global-fund/partnerships/>
3. The Global Fund's Operational Policy Manual: https://www.theglobalfund.org/media/3266/core_operationalpolicy_manual_en.pdf
4. The Global Fund's 2023-2028 Strategy: <https://www.theglobalfund.org/en/strategy/>.
5. [Global Fund's 2023-2028 Strategy Framework and responsive partnership expectations](#)
6. List of Global Fund eligible countries: For a list of eligible countries in 2023, please consult: https://www.theglobalfund.org/media/11712/core_eligiblecountries2022_list_en.pdf
7. List of Global Fund countries which have received allocations under the current grant cycle: For the list of countries and regions that received funding in this grant cycle, see: https://www.theglobalfund.org/media/12674/fundingmodel_2023-2025-allocations_table_en.xlsx

Annex 2: Overview of the Global Fund’s Country Partners

The Global Fund collaborates with a wide-range of in-country partners, including:

- Principal Recipients (PRs), these are the entities that are the primary recipients of Global Fund grants.
- Country Coordinating Mechanism (CCM) members: National committees that submit funding applications to the Global Fund and oversees grants on behalf of their countries;
- Local Fund Agents (LFAs): They work closely with the Country Team at the Global Fund Secretariat to evaluate and monitor activities before, during and after the implementation of a grant, and
- Sub-recipients (SRs): In most cases, Principal Recipients then disburse funds to other smaller organizations who serve as sub-recipients or even sub-sub-recipients
- Civil society organizations (CSOs): At the country level, community and civil society representatives participate actively in the decision-making process through membership in the Country Coordinating Mechanism, the national body that is responsible for creating the requests for funding and overseeing implementation
- Private sector and nongovernmental partners, for example corporations, foundations, charities, trusts, philanthropists and nongovernment organizations; and, potentially,
- Technical and development partners: They offer technical expertise, supporting resource mobilization and advocacy efforts, and monitoring and evaluating programs, after Imbizo’s pilot year.

For complete details, please refer to the “Partnerships” webpage under the Global Fund’s website: <https://www.theglobalfund.org/en/about-the-global-fund/partnerships/>.

Annex 3: List of the Global Fund’s Country Partner Feedback Mechanisms

In 2022, the Evaluation and Learning Office (ELO) carried out an internal scan to identify feedback mechanisms undertaken by the Global Fund. The list below is indicative of the types of surveys and feedback requests undertaken by Global Fund departments:

- Access to Funding (A2F) applicant survey: Survey sent to CCM and country teams who then send onward to other partners.
- External Stakeholder Satisfaction survey: Survey sent to CCMs, LFAs, and PRs.
- Community, Rights and Gender (CRG) Community survey: Soon-to-launch online survey meant to capture the experience of community actors in relation to the KPIs related to community stakeholder policy-level engagement.

The Office of Inspector General (OIG) Audit Engagement Specific Feedback surveys:
Survey sent to country actors who have been involved in an audit to capture their overall satisfaction with the audit process, perception of the added-value of the audit process, as well as the challenges and the limitations of the audit process.