

Terms of Reference

Global Capacity Building (GCB) Programme

Evaluation

2025

Programme Goal

The Global Capacity Building (GCB) programme is a £1.8 million, three-year initiative funded by NHS England. A large part of this is allocated for grants to support collaborations focused on health systems and health worker capacity development between the UK and Global Partner countries Uganda, South Africa and Zambia. The programme aims to foster global learning opportunities between NHS and Global Partner institutions.

The programme has three workstreams:

- **Grants management:** Administration of small and large grants between £10,000 to £50,000, to Health Partnerships (HP) between the UK and Uganda, South Africa and Zambia.
- **In-country support:** Provision of support to grant holders and secretariat services to national oversight bodies, ensuring quality assurance.
- **Promotion of Global Health Partnerships and Health Citizenship:** Activities include Global Health Partnerships (GHP)'s Annual Conference, UK-Africa Summit, educational workshops, thought leadership and advocacy efforts.

Programme Outcomes

The intended outcomes as per the Theory of Change (ToC) of the programme are:

- NHS staff contribute to strengthening health workforces in England
- NHS staff contribute to strengthening health workforces across Global Partner countries
- NHS staff benefit from personal and professional development

Evaluation Purpose and Methodology

We are seeking an External Consultant to conduct an evaluation using a **mixed methods approach** to include desk-based research and interviews of relevant GHP staff in the UK and in-country consultants; NHS Trust management and health workers; and key relevant stakeholders in Global Partner countries. Interviews are to be conducted remotely/online.

The evaluation will focus on the impact of the programme against its stated objectives; on the HPs and individuals involved; and the way in which the programme has been implemented across the three Global Partner countries and in the UK. The following frameworks are suggestions and will be agreed on in discussion with the selected consultant:

- OECD-DAC criteria: effectiveness, efficiency, impact, sustainability, value for money, and relevance.
- Gender Equality and Social Inclusion (GESI);
- [Principles of Partnership \(PoP\) Health Check tool](#);
- [NHSE Global Health Learning Outcome Framework](#).

Evaluation objectives include, but are not exhaustive:

- Evaluate the **benefit back to the NHS** of NHS health workers on placement.
- Assess the HP model benefits at the **institutional** level (e.g. Ministries of Health, NHS) and **organisational** level (e.g. Global Partner facilities).
- Assess HP model benefits at the **system level** (how the NHS benefits as an institution), and **individual level** (NHS and Global Partner health workers). It will explore emergent themes from peer to peer working and learning.
- Analyse how the HP model facilitates **mutual and long-term/ sustainable benefits** for both the UK and partner countries.
- Evaluate the **thematic enquiry** workstream with respect to use of PULSE and diaspora engagement.
- Assess perceptions of **quality of care** at NHS Trust and Global Partner facilities.
- Evaluate **Value for Money** with respect to intended outcomes and health workers engagement, including the level of effort and hours given by NHS and Global Partner health workers.

- Evaluate the **broader impact of the programme** across South Africa, Uganda, Zambia and the UK, using the ToC as the basis for this evaluation exercise.
- Evaluate the **effectiveness and efficiency** of the programme's design and implementation, including grant management and **GESI**.
- Identify lessons learned, best practices, and areas for improvement including actionable recommendations for **enhancing future programme design and delivery**.

Key stakeholders

The evaluation will engage the following groups, remotely:

- Relevant GHP staff.
- Selected current and previous NHS health workers who have been on placement and part of HP management team.
- Line Managers/senior management at selected NHS Trusts, preferably associated with selected NHS health workers selected for interview.
- Selected Global Partner host institutions health workers and part of HP management team.
- National Oversight Mechanism (NOM) stakeholders across the three countries.

Main users and audience of the Evaluation

GHP, NHSE, NHS Trusts and Regions (for example Integrated Care Boards), HPs, and other donors.

Deliverables and timeline (3-4 months)

The consultant will be expected to deliver the following outputs:

- **Inception Report:** Including the evaluation framework, methodology, data collection tools, and a detailed work plan with timelines.
- **Draft Evaluation Report:** A comprehensive report comprising an executive summary, methodology, case studies, findings, conclusions, and actionable recommendations.
- **Final Evaluation Report:** A refined report that integrates feedback from key stakeholders, including GHP and NHS.
- **Presentation to GHP:** An internal presentation tailored to GHP staff and leadership.

- **Presentation of Findings:** A presentation for external key stakeholders summarizing targeted findings, lessons learned, and recommendations.

Timeline						
		2025				2026
		Sep	Oct	Nov	Dec	Jan
1	Hiring (tender and interviews)					
2	Inception Report					
3	Data collection and analysis (project management material, survey data, reports, interviews)					
4	Draft Evaluation Report					
5	Review by GHP					
6	Final evaluation report					
7	Presentation of findings to GHP					
8	Presentation of findings to external stakeholders					

Skills/ requirements

The consultant or team should be based in the UK and have the following qualifications:

- Advanced degree in public health, international development, social sciences, or a related field.
- Proven experience in conducting evaluations of grant and complex health programmes, particularly in NHS and Global Partner settings.
- Knowledge of NHS and Trust systems, processes and recruitment practices.
- Knowledge of health systems strengthening in Global Partner countries, NHS and of NOMs.
- Knowledge of the HP Model, including preferably GHP's model.
- Excellent analytical, writing, and presentation skills.
- Ability to work independently and communicate effectively with diverse stakeholders.

Application Process

Interested consultants or consultancy teams are requested to submit the following:

- A cover letter detailing relevant experience and qualifications.
- A brief technical proposal outlining the proposed methodology and work plan.
- CVs of the consultant(s) involved.
- Two references from previous clients where similar work was undertaken.

A brief budget should be submitted as part of the application. Payment will be made in instalments upon the completion of key deliverables as outlined in the contract. The programme has a budget of up to £13,500 for this desk-based evaluation.

To submit an application, please send required documentation to at jobs@thet.org by 23:49 (UK-local time) on **16th September 2025 with the subject line 'GCB evaluation'**. We expect interviews to take place in the third week of September 2025.