

## TERMS OF REFERENCE FOR INSTITUTIONAL CONTRACT

**Project:** Improving Child Nutrition in Four Countries in Sub-Saharan Africa

**Title:** End-Project Review for Improving Child Nutrition in Four Countries in Sub-Saharan Africa: Project.

**Location:** Remote Based with travels to Nairobi (ESARO), Burundi, Ethiopia, Mozambique and Rwanda

**Start Date: (tentative)** 15/02/2017                      **End Date:** 15/08/2017

### Background and Justification

Undernutrition, which is responsible for 35% of under-5 child deaths and 11% of the total global disease burden. Overall, the countries of East Africa have some of the highest rates of stunting and underweight prevalence in the world. Stunting is a measure of chronic undernutrition during early childhood. In the Eastern and Southern Africa Region, the prevalence of stunting is estimated at 36% among children under-5; this translates to about 26 million children under 5 in the 21 countries in the region who are stunted. The prevalence of underweight is 16% and wasting is 6%. Although improvements have been made over the past 2 decades, sub-Saharan Africa has reported insufficient progress in the nutrition status of under-fives.

UNICEF in partnership with the Government of the Netherlands have been supporting a multisectoral project "Improving Child Nutrition in Four Countries in Sub-Saharan Africa" in 4 highly affected countries of East Africa (2013-2017): Burundi, with 58% of stunting, Rwanda with 38%, Ethiopia with 40% (with very large disparities), and Mozambique with 43% . In total, there are more than 9 million children under-5 stunted in the four countries targeted by this project, which represent around one third of the 26 million stunted children in the Eastern and Southern African Region. The four countries also continue to suffer from high child mortality. Concerned by disparities, UNICEF designed this project with a focus on equity, ensuring that the access to services for the most disadvantaged is improved. Nutrition interventions focus on the 1,000 days window of opportunity to have greater impact.

The project aims to contribute to an equitable and sustainable reduction of undernutrition in four countries in the Eastern and Southern Africa Region (ESAR): Burundi, Ethiopia, Mozambique and Rwanda. Working in partnership, this project sets out to: 1) build national leadership, ownership and capacity to promote nutrition policies and programmes, creating a more enabling environment for nutrition; 2) reach communities with evidence-based interventions from different sectors and support the adoption of healthy nutrition behaviors by communities; 3) improve equity-focused monitoring of results to improve programme performance; 4) promote innovations, knowledge sharing and collaborative learning; and 5) enhance the networks and partnerships working to address malnutrition multisectorally. Through investing in national systems and processes, and in alignment with the principles of the Scaling Up Nutrition movement, this project aims to sustainably contribute to improved nutritional well-being of women and children under 5 in the populations targeted taking into account multi-sectoral approaches as well as UNICEF's focus on equity, children's rights and gender equality at all levels.

In each of the four project countries innovative programming is taking place. UNICEF recognizes the need to gain a deeper understanding of these experiences and continuously review performance to make sure that project objectives are achieved, project assumptions remain relevant and that course corrections are made in a timely manner. Moreover, UNICEF is committed to strengthening knowledge management, ensuring that early lessons learned from these multisectoral nutrition projects are captured and shared, in order to improve the efficiency of learning and implementation.

Following the Inception Workshop held in Nairobi, Kenya in February 2014, project implementation started in earnest in 2014. As part of the project design, an independent mid-project review was conducted in 2016. The mid-project review workshop was held on 31 May – 4 June 2016 in Kigali, Rwanda. It provided an opportunity to reconvene for a moment of reflection and analysis to further refine project implementation, to allow for any course corrections and to share learnings and opportunity for our partners, including the Ministry of Foreign Affairs (MoFA) of the Government of The Netherlands and national government partners, to convene and discuss the challenges faced, the results achieved so far and raise any issues or concerns.

The project implementation will end in August 2017 and it is expected that as part of the end project review, there will be a meeting with various stakeholders including to review project results and achievements.

**This consultancy seeks to provide technical support and expertise to this end-project review process—before, during and after the end-project review workshop.** This consultancy will be supported by UNICEF Country Offices in Burundi, Ethiopia, Mozambique and Rwanda, as well as Nutrition Specialists based in ESARO and Headquarters, New York.

## Objectives and Scope of Work

### Objectives:

The main objective of this consultancy is to provide an independent, critical and detailed end-project review of the multi-sectoral, multi-country project, IMPROVING CHILD NUTRITION IN FOUR COUNTRIES IN SUB-SAHARAN AFRICA. The end project review seeks to:

- determine to what extent and how the Project has achieved its goal and
- enable evidence-based decision-making: to inform program and policy decisions in the targeted countries and regionally.

In particular, the end project review will capture details regarding the extent to which the project was able to contribute the impact, achieve outcomes and outputs as outlined in Project Performance Monitoring Framework (PMF).

From this independent assessment, it is hoped that there will a prioritized list of specific recommendations for refinement of UNICEF supported programme at this critical stage of reflection and to inform donor and/or national programming, policy, strategic plans. The intended audience of this work is primarily UNICEF (Country Offices, Regional Office and HQ), and the Government of the Netherlands, and well as other key partners of the multi-country project.

### Key Tasks/Activities

The end project review will need to be carried out in three phases encompassing approximately 188 days over a 7- month time period.

- Phase 1 (estimated 27 person-days) - will involve document review, development of the end project review methodology and plans, and technical guidance to the project team. This will commence immediately after the contract with the end project review team is finalized and will continue on an

ongoing basis throughout the project implementation period. The intent of Phase 1 activities is to ensure that the monitoring and end project review activities undertaken during the project period are appropriate and data is available to the end project review team as needed to conduct the review.

- Phase 2 (estimated 74 person-days) - will commence at the end of the project implementation period and will involve execution of the end project review, particularly the in-depth data review based on the Performance Measurement Framework (PMF) and country visits to collect primary data (such as key stakeholders interviews).
- Phase 3 (estimated 27 person-days) - is the product delivery phase and will involve drafting, review and finalization of project deliverables such as the end project review report including case studies and power point presentations. During Phase 3, a report of preliminary findings should be developed and shared with UNICEF and government partners, which will provide the implementers an opportunity to provide additional information and feedback to the end project review team. Subsequent to that, the final end project review report will be completed.

### **End project review questions**

The indicative evaluation questions presented below are formulated using the key end project review criteria of relevance/appropriateness, effectiveness, efficiency, sustainability, coverage and scalability. Key cross-cutting issues include equity and gender equality as well as leveraging and partnership roles. It is expected that the end project review questions will be further sharpened during the inception phase.

#### **Relevance/Appropriateness/coherence of project strategies and plans:**

- How appropriate, adequate, and coherent are the relevant project strategies, planned results and activities for reducing stunting in young children?
- How clear and useful is the Project theory of change (ToC) for informing programme/project design and for progress reporting?
- How relevant and appropriate are the country project strategies and interventions (including clarity of the theory of change/Performance Monitoring Framework (PMF) and their use; multisectoral focus, targeting less reached and disadvantaged children; addressing gender equality including intra-household dynamics, supporting enabling environment) to address stunting?
- Positioning of this project in the wider UNICEF-nutrition environment, including its linkages to other relevant actors and contexts, i.e.:
  - What has proven to be the project's niche, strength, uniqueness and added value as relate to the wider area of, and actors in, nutrition?
  - How this 'project' compares to mainstream UNICEF nutrition work. Was it relatively effective to have a multi-country project vs supported directly the four UNICEF country offices? How relevant/effective was the umbrella component of the project?
  - What are the important lessons to take forward in designing a possible future cooperation?

#### **Effectiveness of UNICEF country programmes in addressing stunting/malnutrition:**

- How effective is the project in achieving concrete results for reducing stunting in young children? Which strategies and interventions, nutrition specific as well as broad-based (upstream policy work, multi-sectoral work, partnerships) have been used effectively by UNICEF to reduce stunting in various contexts? Are results sustainable or likely to be sustained?
- What are the key factors and conditions that lead to project effectiveness? In countries with limited evidence of project effectiveness, what needs to be done differently? What lessons can be drawn for strengthening the future programme strategies and plans for reducing stunting to contribute to the WHA/SDG target on stunting?
- Review the UNICEF reported indicators according to the results framework i.e. numbers reached, effects of that reach and sustainability of these effects and differentiating the results along the following lines:

- One off reach with limited effect, e.g a food supplement, diversification or a treatment given during the year concerned.
- Structural reach/effect, e.g. regular check, advice and supplement/diversification/treatment during the year concerned.
- Transformative reach/effect, children taken out of undernourishment during the year concerned, e.g. through combined improvements in food availability, access, utilization and/or stability.

#### **Equity and reaching disadvantaged children:**

- How effective is the project's approach to achieving equitable results in reducing stunting among vulnerable groups? What type of approaches and interventions have yielded results in reducing stunting in disadvantaged, marginalized and less reached areas/districts? To what extent is gender a significant factor? Has attention been given to the needs of children affected by disability?
- Are there concrete lessons that can be replicated for addressing stunting in an equitable manner targeting the most disadvantaged or vulnerable children?

#### **Sustainability and scale up:**

- To what extent have sustainability considerations (technical, financial, institutional) been integrated in project design and implementation phases by UNICEF and its counterparts? How adequate is the Project's approach and contribution with respect to direct support, upstream work and creation of enabling environments (including system/capacity strengthening, building national ownership and national budget allocations) that is necessary for sustainability and scale up?
- Are there any particular risks related to the sustainability of gains achieved in reducing stunting in various contexts that UNICEF must address?

#### **Knowledge / data generation and use:**

- How adequately has the Project contributed to relevant knowledge, to data collection and analysis and to monitoring and end project review of outcomes and impact in relation to stunting, including a focus on equity?
- Are there areas that require strengthening including data quality, use of data or the results of research and evaluation at the global, regional and country levels? What lessons and concrete actions can be proposed for the post SDG context both for generating and using data at all levels?

#### **Work relationships**

The consultant team will work under direct supervision of Regional UNICEF Nutrition Specialist in coordination with Nutrition Specialist based in NYHQ and the Project Teams in 4 project countries.

UNICEF ESARO, HQ and COs will provide all available reports and documents to the consultant team; will provide orientation on expected deliverables and guidance to develop a format for reports, review report and provide feedback to the consultant.

#### **End project review Methodology**

The end project review will use a mix of qualitative and quantitative data and analytical methods. Use of comparative analysis across countries and within countries and among socio-economic groups is expected as equitable reduction of stunting is a key focus for the end project review. A detailed end project review framework and questions/analytical methods will be developed during the inception phase. The limitations of the methodology, availability of baseline data and assessment of reliability of the disaggregated data will also be reviewed and addressed in the inception report.

**Data sources**

The end project review will use practical and innovative approaches to gather and analyse a variety of data from primary and secondary sources:

**Desk review of secondary data and documents**

A list of relevant materials together with electronic copies of key documents will be shared with the end project review team during the inception phase. In addition, the team will review any relevant survey data on stunting and related variables including disaggregated data that are available from various sources. The information shared will be reviewed and analysed during the inception phase to determine the need for additional information and finalisation of the detailed end project review plan.

**Interviews**

Interviews will be conducted at several levels and in phases. A few external experts and stakeholders and key staff from HQ divisions and selected ROs and COs will be interviewed during the inception phase. In the implementation phase, interviews will be conducted with additional experts and staff including local level personnel involved in managing and supporting UNICEF programmes. Additional interviews will be conducted with policy makers and programme coordinators in the countries involved, including sub-national level staff, UNICEF Representatives and/or deputies, and programme managers and advisors at various levels. Interviews will also be held with staff of other UN agencies and organizations that contribute to and partner in relevant sectors at global/regional or national levels.

**Triangulation of data/findings from various sources.** No major country-level household survey is envisaged as part of this end project review. As noted above, the end project review will use a mix of quantitative and qualitative data and information which will be determined during the inception phase based on available PMF at country level. It will make selective use of triangulation to validate data and findings from various sources as this is a common approach in mixed-methods end project reviews. Strong quantitative and qualitative data analysis skills are required for this end project review.

**UNEG Norms and Standards:** this end project review will follow UNEG Norms and Standard  
<http://www.unevaluation.org/document/detail/1914>

**Ethical Consideration.** UNICEF uses UNEG ethical guidance to end project review as guiding principle to ensure quality of end project review process  
<http://www.uneval.org/search/index.jsp?q=ETHICAL+GUIDELINES>

**Expected Deliverables and Reporting Requirements****Expected Deliverables****Phase 1**

1. A detailed overall end project review work plan (with country-specific work plans, as applicable), protocol and timeline including:
  - a. plans for collection of primary and secondary data (existing program documentation, financial and administrative data, health facility or health information system data, survey data, and contextual data, and new data such as via key informant interviews)
  - b. plans for assessment of quality of existing data (particularly household survey data on coverage as outlined in the PMF)
  - c. plans for synthesis of existing data.

2. Maintain ongoing communication with UNICEF ESARO and HQ to provide input on the project monitoring and end project review activities, as well as monthly updates on progress and challenges; written summaries may be needed for meetings with donor or other partners (this activity will be maintained throughout the 3 phases of the end project review).

### Phase 2

3. Draft tools for primary data collection activities, including quality assessments.
4. Data collection and analysis, including 4 in-country visits to develop case studies and conduct key informant interviews.
5. Data processing, quality assessment, data analysis, estimating the project's key contributions and other relevant activities.

### Phase 3

6. A first draft end project review report describing the end project review methodology and findings that summarize the extent to which the project was able to achieve the intended objectives as outlined in PMF.
7. The end project review report should also include lessons learned and specific recommendations, as well as an assessment of the extent to which resources were appropriately allocated and utilized. This includes specific recommendations pertaining to the implementation of the Agriculture-Nutrition linkage for UNICEF.
8. A revised end project review report based on feedback received from UNICEF and the Government of the Netherlands.
9. Prepare, facilitate and present results at End-Project Review workshop (tentatively to be held in Ethiopia) to summarize the end project review report.

### Reporting Requirements

The report will be prepared in English, according to the UNICEF Style and standards for end project review reports. The end project review team will also be expected to articulate a quality review process for the execution of the end project review, and assessment of the final end project review report based on the Geros framework [http://www.unicef.org/evaluation/index\\_GEROS.html](http://www.unicef.org/evaluation/index_GEROS.html)

### Timeline

Outputs/ Deliverables	Estimated Person-Days	Due Date	Payment Schedule
Phase 1			
Inception Report - Review of available documentation and development of a detailed end project review work plan, protocol, and timeline	10	15-Feb-17	1 <sup>st</sup>
Following feedback, modify and finalize the work plan, protocol, and timeline	7		
Communication and technical support to the project monitoring and end project review team (this activity will span across the period of project implementation)	10		
Phase 2			
Development of tools for primary data collection activities	7	15-Mar-17	2nd

Conduct review and analysis of existing documentation and data.	7		
In-country data collection to inform 4 countries and overall cross-country end project review findings.	40	30-May-17	3rd
Finalize analysis of existing and new data	10		
Data processing, quality assessment, data analysis and other activities.	10		
<b>Phase 3</b>			
Prepare initial end project review report including methods, limitations, findings, discussion and implications.	10	30-Jul-17	4th
Prepare, facilitate and present at the End project review meeting (tentatively) in Addis Ababa, Ethiopia (Date and venue, TBC).	7		
Prepare final end project review report based on feedback received on initial report and during the workshop including guidance and recommendations on Nutrition-Agriculture linkage (electronic and hard copy)	10		
TOTAL	128		

### Desired competencies, technical background and experience

The end project review group or institution will preferably be a research organization and should adequately demonstrate the availability of high caliber expert/s in the end project review of large-scale nutrition or health programs in developing countries. The group or institution should preferably provide consultant/s with:

#### A team leader with the following credentials:

- Strong team leadership and management track record and commitment to delivering timely and high-quality end project review report;
- Advanced Degree in public health, social sciences including in research, epidemiology, statistics, health economics or demography
- At least 8 years of progressively responsible professional work experience at national and international levels in conceptualizing, designing and implementing end project reviews/reviews and/or research of large-scale nutrition and/or health-related programs in developing countries
- Demonstrated ability to produce high quality evaluation and/or analytical research reports
- Demonstrated record of facilitating multi-stakeholder workshops/meetings
- Demonstrated record of leading the writing of publications/knowledge products on programming in nutrition, health, or other sectors
- Excellent time and project management skills
- Familiarity with UNICEF programmes (Nutrition, Health, WASH, Social protection, Child protection) and nutrition-sensitive agriculture programmes, and knowledge of the challenges of implementing such programmes in fragile and conflict affected countries, will be a strong asset.

- Familiarity with UNICEF's programming, policy and advocacy work and experience in evaluating multi-sectoral initiatives would be an asset
- Expertise in gender equity and human rights. Experience working in East Africa is considered an asset.
- Good interpersonal and communication skills; ability to interact with various stakeholders and to concisely express ideas and concepts in written and oral form;
- Fluency in English language. Fluency in French and Portuguese is considered a strong asset.

**A team member (qualitative research experts with background in public nutrition and strong multi-sectoral orientation)**

- Significant experience in evaluation and/or policy research with background in public nutrition or other areas relevant to addressing child stunting (at least 5 years relevant experience);
- Experience in evaluating /review multi-sectoral programmes or initiatives.
- Strong conceptualization, analytical and writing skills and ability to work effectively in a team.
- Hands-on experience in collecting and analyzing quantitative data;
- Expertise in qualitative methods with experience in sampling, survey design, data collection and qualitative data analysis;
- Knowledge of the UN's human rights, gender equality and equity agendas and application in evaluation;
- Commitment and willingness to work in a challenging environment and ability to produce quality work under limited guidance and supervision;
- Good communication and people skills; ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form;
- Language proficiency: Fluency in English is mandatory; good command of French and/or Portuguese is desirable.

**A research assistant who has:**

- At least 3 years of progressively responsible experience in both qualitative and quantitative data analysis;
- Experience in supporting senior evaluators in ensuring use of consistent interview protocols, templates for recording and reporting on interviews, standard case study report formats and a comparative table of findings;
- Familiarity with nutrition and related issues/sectors an advantage.

**A data analyst who has:**

- At least 3 years of experience in knowledge management for evaluation, information technology and data management;
- Expertise in handling collaborate teamwork software, online surveys, document repositories, bibliography software and databases.
- Commitment to handling back-office support and logistics as needed.

**National consultants:**

In the event that the team identifies the need to recruit national consultants, a clear rationale for their involvement should be offered. This should include qualifications and experience, tasks to be performed, as well as the level of effort (person days). The bidding organization's general experience in recruiting and using national consultants should be discussed if their employment is contemplated.

## Conditions

As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.

The candidate selected will be governed by and subject to UNICEF's General Terms and Conditions for individual contracts.

The firm selected will be governed by and subject to UNICEF's General Terms and Conditions for institutional contracts.

### Technical End project review Criteria and Relative Points

Technical Criteria	Description of Technical Sub-criteria	Maximum Points %
Overall Response	Completeness of response	5
	Overall concord between RFP requirements and proposal	5
Maximum Points		10
Institution & Key Personnel	Range and depth of experience with similar projects	10
	Number of customers, size of projects, number of staff per project	10
	Client references	10
	Key personnel to be assigned: relevant qualifications & experience	10
Maximum Points		40
Proposed Methodology and Approach	Proposed Methodology for this project	15
	Proposed Work Plan to accomplish the Project	10
Maximum Points		25
Total Score for Technical Proposal		75
Minimum Acceptable Score for Technical Proposal		50

**Weights:** 75% Technical vs. 25% Financial Offer

### Sourcing

*Institutions will be invited for proposal through RFP.*

### Websites to post TOR, RFP

UNICEF Website and UNGM (United Nations Global Market)