

UNICEF BOTSWANA TERMS OF REFERENCE FOR INSTITUTIONAL CONTRACT

Title of assignment:	Evaluation of Vulnerable Groups Feeding Programme in Botswana
Section:	Programme (Health & Nutrition, Social Policy)
Location:	Gaborone, Botswana
Duration:	9 months
Estimated start date:	1 December 2018
Estimated end date:	31 August 2019

1. Background

Botswana is a country with good access to health care and where several interventions to address malnutrition prevention and management are institutionalised. Nevertheless, available data shows that in Botswana, stunting has remained consistently high between 1996 and 2007 (29 and 31 per cent, respectively) clearly showing a public health concern. Furthermore, 20 per cent of children remain chronically malnourished across many districts.

Stunting is associated with low birth weight (most often linked to poor nutritional status of pregnant women), inadequate nutrient intake and repeated infectious diseases. The costs of undernutrition are significant. On average, adults who were stunted as children earn 20 per cent less than their non-stunted counterparts. World Bank estimates show that a 1 per cent loss in adult height due to childhood stunting is associated with a 1.4 per cent loss in economic productivity.

As a mitigation to prevent stunting, the Government of Botswana introduced the Vulnerable Groups Feeding Programme (VGFP) in 1988. The VGFP package flagship product is a sorghum-soya fortified complementary food (*Tsabana/Malutu*), calculated to provide 30 percent of daily nutrient requirements for energy, protein and selected micronutrients of public health importance. In addition, cooking oil and beans are provided and the contents of the take-home rations vary depending on the beneficiary. The monthly rations consist of the complementary food *Tsabana* for children aged 6 to 36 months and *Malutu* for those aged 37 to 60 months. Beans and vegetable oil are also provided to medically selected pregnant and lactating women and to TB and leprosy outpatients.

The programme is being funded, spearheaded and implemented by the Government and distributed through the monthly Child Welfare Clinics (CWC) sessions. An estimated 85 per cent of children under-5 attend CWC, however, provision of the products is inconsistent. The 2014 Determinants of Malnutrition study, which covered 5 districts, revealed that only 63.7 per cent of eligible children who had attended CWC in the previous month had received their ration, with only 50.5 per cent of those attending rural health facilities receiving the ration. Administrative data on

monthly ration coverage is reported at the national level, aggregated by facility. Furthermore, individual beneficiary data on ration received and anthropometry is available on the individual CWC cards, as well as log forms at facility, district and national level.

The Ministry of Local Government and Rural Development (MLGRD) procures the VGFP foods and delivers them to the clinics based on requests from the clinic staff and the previous months' allocations. The Ministry of Health and Wellness (MOHW) develops product specifications, monitors food safety and oversees distribution to individuals and monitors coverage. According to the MOHW, all pregnant or nursing teenagers (up to 18 years old) receive the ration, while in remote areas, all households receive an extra ration.

Despite the universal coverage of the VGFP and substantial investments in feeding programmes, high prevalence of stunting seems to persist. The VGFP has not been evaluated since its inception. An evaluation of the utilization and effectiveness of the products, as well as a cost-effectiveness analysis to measure the relationship between allocated resources and achieved results, will inform policy and programme design for maximum outcomes in stunting prevention.

UNICEF, in support of the Government of Botswana, is seeking to contract the services of an institution to undertake an evaluation of the utilization, acceptability and effectiveness of the programme that will inform policy and programme design to, in turn, maximise social outcomes, including stunting in the country.

2. Scope of Work

The main purpose of the assignment is to evaluate utilization, acceptability and effectiveness of the VGFP to improve optimal delivery of the intervention and utilization at household level, including targeting, awareness and understanding of potential benefits in Botswana. The assignment aims:

- a) To undertake a mixed research approach that will include quantitative and qualitative methods to evaluate the utilization, acceptability and effectiveness of the VGFP, including a knowledge and practices survey for implementers and beneficiaries;
- b) To develop and present an investment case for prevention of stunting based on the results to government and other stakeholders.

A phased approach will be adopted to ensure the successful implementation of the study. It is foreseen that the assignment would entail the following broad stages:

- 1) *Inception Report and Endorsement*: Develop an Inception Report that (i) includes literature review on nutrition programming in Botswana; (ii) articulates the theory of change; (iii) recommends an evaluation research design detailing the sampling approach, data collection tools and instruments; and (iv) proposes a detailed timeline and stakeholder consultations.

- 2) *Design and Implementation of Evaluation Research:* Data collection, analysis, report writing and stakeholder engagement by using proposed and approved methodology to investigate the effectiveness of the VGFP as per scope of the TOR. The evaluation sample should be nationally representative and sufficiently powered to allow disaggregation of findings.
- 3) *Developing an Investment Case for Prevention of Stunting:* Develop a Policy Report based on the results of the evaluation research, which includes a set of realistic recommendations for policy and programme adjustments, prioritized investments and proven interventions towards prevention of stunting in the country.

3. Design, approaches and methods

In consultation with the Government and UNICEF teams, and based on the initial desk review, the selected institution will develop the detailed methodological approach to this evaluation, including data collection instruments.

The evaluation will be based on the United Nations Evaluation Group (UNEG) criteria for evaluating development programmes, namely relevance, effectiveness, efficiency, impact and sustainability with a focus on the impact criteria.¹

4. Work Relationships and Reporting

The selected institution will work closely with UNICEF team and the Ministry of Health and Wellness, Ministry of Local Government and Rural Development, Ministry of Finance and Economic Development, in the form of a Steering Committee, to conduct the evaluation and the subsequent intervention research to optimise utilization at household level.

The consultancy will be for the duration of 9 months over the period 1 December 2018 to 31 August 2019. The consultancy will follow the schedule in line with the expected deliverables and timelines will only be negotiated if the delay is due to conditions beyond the control of the incumbent.

#	Deliverables	Duration	Instalments
1.	The Inception Report (desk review, research design, stakeholder validation meetings, relevant ethical	December 2018 – January 2019	20%

¹ Further details on the UNEG criteria can be obtained from: <http://www.unevaluation.org/document/detail/22>.

	clearance as appropriate from the Human Resource Development Council)		
2.	The Evaluation Research (sampling of research tools, data collection, data analysis, presentation of preliminary results to stakeholders, draft report)	February - July 2019	40%
3.	The Investment Case for Nutrition (produced and submitted to the Government and UNICEF teams)	August 2019	40%

5. Payment Schedule

Payment will be upon satisfactory completion of deliverables as outlined in the table above. UNICEF's policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract. UNICEF's policy is not to grant advance payments except in unusual situations where the potential contractor, whether an individual consultant, private firm, NGO or a government or other entity, specifies in the bid that there are exceptional circumstances warranting an advance payment.

Payments will be made upon delivery and approval of deliverables by UNICEF. UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if outputs are incomplete, not delivered or for failure to meet deadlines.

6. Management and Oversight

The evaluation management team, comprising members from UNICEF and key government stakeholders, will provide technical and management support. A Steering Committee composed of members from the Ministries Health and Wellness, Ministry of Local Government and Rural Development, Ministry of Finance and Economic Development and relevant stakeholders will provide feedback at critical stages in the evaluation process, including inception and report writing stages.

7. Qualification Requirements

UNICEF and the Government seek an institution with team members that have the following qualifications:

- Demonstrable experience in designing and conducting evaluation research studies including cost effectiveness studies;
- Ability to analyse and synthesize information from a broad range of sources;

- Experience in conducting nutrition surveys or evaluating nutrition programmes will be an added advantage;
- Demonstrable experience in spatial stakeholder and nutrition landscape mapping;
- Competence in econometric analysis techniques will be preferred;
- Familiar with social protection and poverty reduction issues including poverty assessment methodologies;
- Able to work in a multicultural environment;
- Excellent spoken and written fluency in English required; the team must also include Setswana capacity; knowledge of other local languages in the area desired;
- Excellent analytical, research and report writing skills;
- Effective communication and relationship-building skills.

The selected institution must provide UNICEF with a Certificate of Incorporation and other documentation that this is a registered company or institution. The institution must possess at least 5 years' experience in evaluation of programmes in health, nutrition, food security, social research with an emphasis on mixed method data collection and analysis.

The institution should come with enough human resources to complete the evaluation within the desired timeframe. At a minimum, the evaluation team should include expertise in the areas of nutrition or food security, statistics and econometrics analysis, public finance management. Up-to-date CVs/resumes of proposed team members should be included in the submission of a technical proposal.

The lead researcher/team leader must have:

- An advanced University degree (master's or PhD) in Public Health, Nutrition, Food Security, Social or Public Policy, Development Economics, Epidemiology, Statistics or other relevant social science with strong experience in evaluation design;
- At least 10 years of relevant experience and proven expertise in conducting evaluations, reviews and/or assessments;
- Experience working with the United Nations, particularly UNICEF, including a strong understanding of UNICEF's policies and programming is an asset;
- Proven skills in research analysis, including quantitative and qualitative data collection and analysis techniques;
- Excellent report writing skills, analytical skills, as well as good computer skills;
- Experience leading teams and team processes;
- Excellent command in written and spoken English.

8. Content of Proposal

The interested institutions are expected to develop the above into a proposal. All proposals should include an introductory note, summary of understanding of the terms of reference, clear outline of

evaluation design and methodology with a detailed breakdown of inception phase proposed scope, data collection methodology and data analysis report writing dissemination plan and timeline including stakeholder consultation and engagement. A draft timeline for completion of assignment, a company profile and CVs of key individuals proposed for assignment should be included in the proposal. The proposal should be in two parts: Part A – Technical; Part B – Financial, of not more than 10 pages. Please note Annexes can be included.

Financial proposals should clearly outline proposed phases of the study. Each phase must be budgeted as progression to each phase will be dependent on available budget. Cost breakdown of consultancy fees, DSA operational costs for field work, air fare and related cost that will be incurred for the assignment.

9. Technical Evaluation Criteria and Relative Points

Item	Technical Evaluation Criteria	Max. Points Obtainable
1	Overall Response (e.g. the understanding of the assignment and the alignment of the proposal to the TOR)	10
1.1	Completeness of response	5
1.2	Overall concord between RFP requirements and proposal	5
2	Company and Key Personnel	30
2.1	Range and depth of Institutional experience and capacity (operational partner/third party agreements, client references, previous results. Clarity on services that are to be obtained from a third party and related cost (if any).	20
2.2	Experience with projects of similar scope and complexity	5
2.3	Key personnel: relevant experience and qualifications of the proposed team for the assignment	5
3	Proposed Methodology and Approach (e.g. Work plan showing detail sampling methods, project implementation plan in line with the project)	30
3.1	Proposed robust plan (such as timelines, steps to set-up, criteria/methodology in management, quality assurance, monitoring tools.) Rationale/methodology is provided.	20
3.2	Technologies used: compatibility with UNICEF (Security/IT systems)	5
3.3	Innovative approach	5
	TOTAL TECHNICAL SCORES	70

Note: Minimum technical required score – 50 points. Technical proposal weight is 70%, while financial proposal's weight equals 30%.

10. Risks

Some activities may be delayed if feedback and inputs from key stakeholders are delayed. The selected institution will work closely with the Government and UNICEF Teams for the respective follow-up.

11. Terms and Conditions

The institution will use their own vehicles equipment, including computers. UNICEF will be under no operational obligation to pay operational costs related to this consultancy, all costs required to operationalise this consultancy shall be borne by the hired institutional firm and should be included into the proposed financial proposal.

12. How to Apply

- A cover letter expressing interest in the work. The cover letter should indicate relevant experience, availability and daily rate;
- Previous work samples that are relevant to this assignment;
- A technical and financial proposal as per TOR;
- Professional curriculum vitae for all team members;
- Three professional references (for the team/company);
- Personal History (P11) form of team members (available at www.unicef.org/employ);
- Company/Team profile (as applicable).

Proposals should be submitted in a sealed envelope clearly labelled: ***Evaluation of Vulnerable Groups Feeding Programme in Botswana*** and be submitted to:

The Country Representative
United Nations Children's' Fund
Plot 27, 2nd Floor Dalale House
Matsitama Road, Gaborone

OR By email to: BTW_procurement@unicef.org.

Submission Date: Proposals should be submitted to the address above no later than 12.00pm Botswana time on the 23 November 2018.