

ANNEX B: TERMS OF REFERENCE

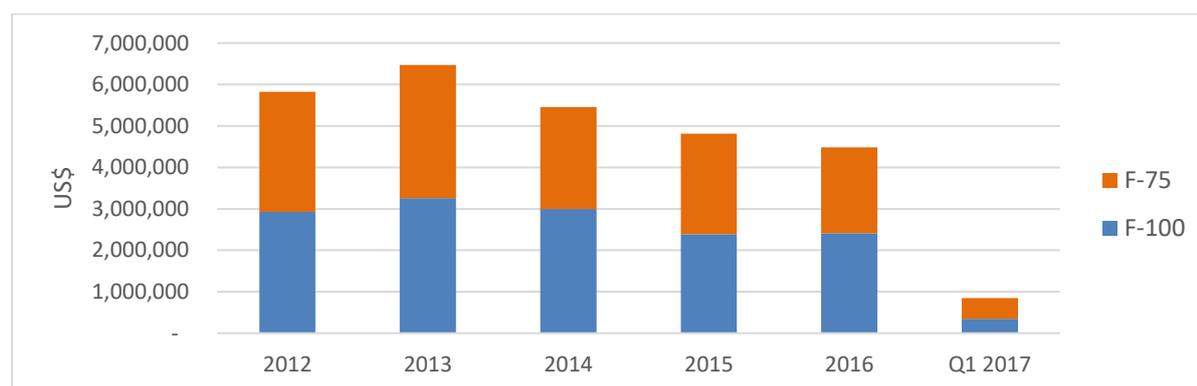
Review of UNICEF Standard Setting and Quality Assurance for Nutrition Products

1. BACKGROUND

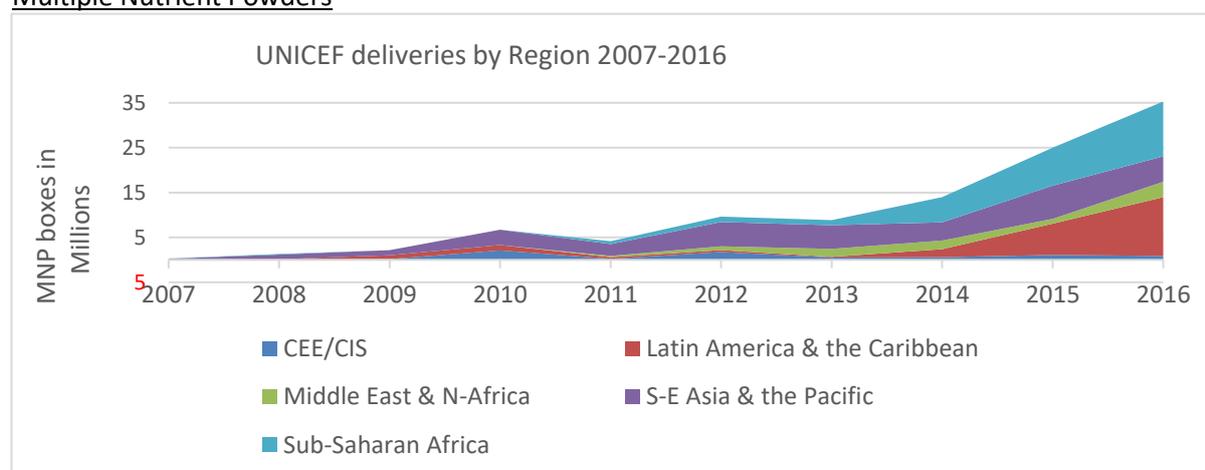
1.1. In support of the Sustainable Development Goals and World Health Assembly goals, UNICEF commits to “ensuring availability of and access to essential supplies, services, skilled human resources and delivery systems at national and subnational levels for scaling up quality evidence-based nutrition interventions” (UNICEF Strategic Plan, 2014-2017). UNICEF Supply Division is responsible for offshore procurement on behalf of UNICEF Country Offices, headquarters and Procurement Services partners, and for oversight of all UNICEF procurement. SD procures key nutrition products (therapeutic milk, Multiple Micronutrient Powders (MNPs), Ready-to-use Therapeutic Food (RUTF), among other supplies) to reach children in need in an effort to achieve this outcome.

1.2. In 2016, UNICEF procured \$150.6 million of nutrition products, which has held steady over the past few years, reaching children in more than 100 countries. Product demands over time for a few strategic commodities are illustrated below¹:

Therapeutic milk: Procurement Value²



Multiple Nutrient Powders



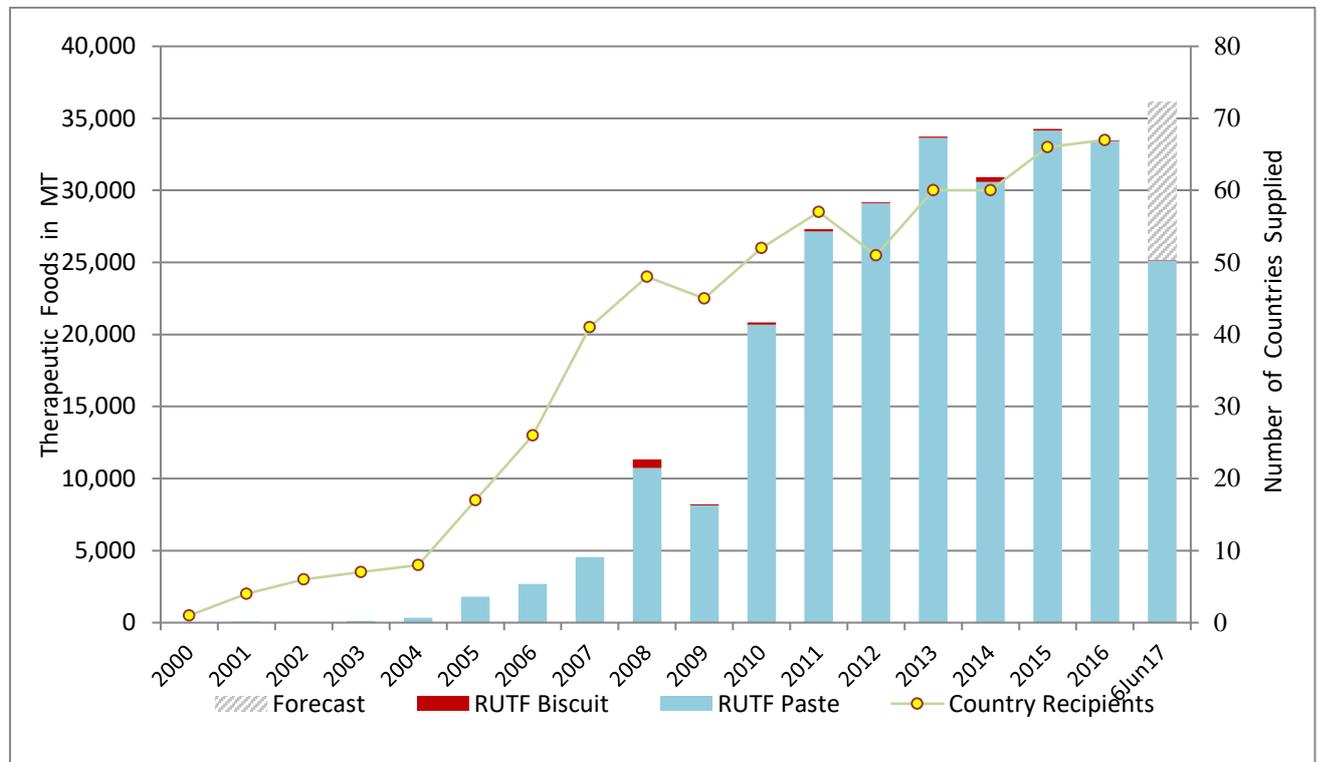
¹ Most recent and more comprehensive overviews were shared during the June 2017 Nutrition Supplier’s Meeting: https://www.unicef.org/supply/index_59719.html

² Additional information can be found here:

https://www.unicef.org/supply/files/Therapeutic_Milk_Supply_and_Outlook_march_2015.pdf

1.3. MNP procurement value through UNICEF was \$22 million for 47 countries in 2016. The value has increased from approximately 1.2 million units in 2007 to 39.6 million units (1,188 million sachets) in 2016.³

Ready-to-Use Therapeutic Food



1.4. Fourteen (74%) of UNICEF’s 19 RUTF suppliers were based in countries with high burden of malnutrition. In 2016, 56% of UNICEF-procured RUTF came from suppliers in countries where the product was used. Demand is forecasted to increase in 2017 with the ongoing humanitarian crises in Yemen, Somalia, S-Sudan, and Sahel.⁴

Quality Assurance

1.5. In the procurement of nutrition supplies, special attention is paid to quality assurance and improvement of specifications, because the current global regulatory framework to establish the standards does not have adequate provisions for specialized foods used in the treatment and prevention of malnutrition in humanitarian contexts.

1.6. In 2014, UNICEF determined a recall was necessary for therapeutic milk, F-100 formula, because one supplier produced product with potassium over the specification limits, which was deemed as high risk for some vulnerable recipients of therapeutic milk. This incident triggered increased risk mitigation and quality assurance measures for nutrition products.

³ Additional information can be found here:

https://www.unicef.org/supply/files/Multiple_Micronutrient_Powder_Supply_and_Market_Update.pdf

⁴ Additional information can be found here: https://www.unicef.org/supply/files/Ready-to-use_Therapeutic_Food_Current_Outlook.pdf.

1.7. A detailed action plan was developed, alongside additional consideration on how to shape the standards globally. This included:

1.8. Standard setting

- Work with partners in setting product and manufacturing standards (WFP, MSF, USAID for RUTF; WHO and MSF for therapeutic milk)
- Host industry and practitioner conferences to discuss approaches, share knowledge and improve coordination for better results
- Coordination of inspection plans; Interagency auditing of joint suppliers
- Development of international standards (RUTF with WHO, FAO, WFP, MSF) with active engagement with Codex Alimentarius Committee for Nutrition and Foods for Special Dietary uses
- Development of international standards (e.g., therapeutic milk with WHO)
- MNP with Unites States Pharmacopeia (USP)

1.9. Quality Management System

- Review in 2014 and ongoing implementation of “action plan” for improvements (policies, organization, SOP, resources)
- Regular quality monitoring via measuring the following indicators:
 - Product quality acceptable in meeting specifications/shipping instructions/markings (SD Delivery: Goods Receipt Inspection)
 - Product quality acceptable in meeting Pre Delivery Inspection Criteria (Direct Shipment: Pre Delivery Inspection)
 - Complaints received in SD (for information only)

1.10. In the current Office Management Plan, Supply Division identified two major result outputs that defined the quality-related objectives of nutritional products:

- Prequalification of nutrition products. 2014-5: ERP-type include local production & Technical assistance; 2017: system aligned with regulatory aspects
- International product standard for RUTF and therapeutic milk by 2017

1.11. Progress on achieving these targets has been limited, due to the complexity of processes for the establishment of international product standards, and a limited appetite from WHO to bring nutrition products under a PQ/ERP like model. **Given the level of investment, growing demand, and potential risk, UNICEF is interested in conducting an external review documenting and assessing its approach to influencing standards and quality of nutrition products.**

2. REVIEW OBJECTIVES

2.1. The objectives of the Review are to:

- 1) Provide an overview of the landscape for specialized nutrition products, including context, global stakeholders, challenges and UNICEF’s role and engagement in influencing the quality and standards;
- 2) Benchmark the investment of UNICEF’s quality assurance and risk mitigation activities in nutrition;
- 3) Assess the effectiveness and relevancy of UNICEF’s current approach to influencing the quality of specialized nutrition products (with particular focus on partnerships, including with relevant UN agencies, regulatory bodies and suppliers, and risk sharing/management), including identifying lessons;

4) Recommend options regarding UNICEF’s role in standard setting for specialized nutrition products.

2.2. The findings of the Review will (at a minimum) feed into work planning and strategy development. Secondly, the documentation and evidence of this Review may potentially contribute to future external publications and outreach.

3. SCOPE AND FOCUS

3.1. The primary users of the Review are UNICEF-SD’s Medicine & Nutrition Centre and Quality Assurance Centre, thus the recommendations should target UNICEF specifically.

3.2. While UNICEF procures a broader range of nutrition products, this Review will focus on three strategic nutrition products: Therapeutic Milk, MNPs, and RUTF.

3.3. The Review should reflect on efforts made during the SD Office Management Plan (OMP) period 2014-2017, when in 2014 important quantities of F-100 had to be recalled and the “action plan” was devised. Additionally, as a way to establish the programmatic context, the review should seek to understand the past and future organizational settings of which the nutrition approach is a part. It should be noted that the completion of the plan (line items) should only be lightly assessed, considering the on-going nature of some of the planned actions and changes in institutional circumstances. Recommendations must be aligned with the organizational plans and structures that will start in the next SD OMP period (2018-2021)⁵.

4. REVIEW QUESTIONS TO BE COVERED

4.1. The Review exercise will answer the following overarching questions:

4.2. Overview (objective 1)

- What is the global context for “specialized” nutrition products? What are the major challenges?
- What role has UNICEF played vis-à-vis other international stakeholders? How has it evolved over time?

4.3. Benchmarking (objective 2)

- Are the quality assurance resources used (financial and human) appropriate for the objectives compared to other similar organizations/agencies?

4.4. UNICEF’s approach to Influencing standards and ensuring quality (objective 3)

- To what extent has UNICEF’s approach to influencing the standards and ensuring quality of nutrition products been **relevant**?
 - To what extent has UNICEF’s approach towards regulatory agencies been adequate? Has UNICEF been able to engage and use networks to its full potential with regulatory agencies?
 - Do UNICEF’s objectives continue to be relevant in the evolving context?

⁵ OMP is the Office Management Plan, a four-year plan that guides the work of UNICEF’s divisions. This review will span over the period of two OMPs – both documents will be shared with the selected consultants, making a total of approximately 100 pages to read.

- To what extent does UNICEF Supply Division have the appropriate capacity to meet our objectives?
- Is UNICEF taking the right approach to risk sharing in nutrition products?
- To what extent has UNICEF's approach to influencing the standards and ensuring quality of nutrition products been **effective**? To what extent have the efforts in partnership building and relationship management yielded results/successes?
- Have there been any unintended consequences (positive and negative) to UNICEF's approach to influencing standards and quality in nutrition products?
- What lessons can be learned from UNICEF's approach to influencing standards and ensuring quality?

4.5. Recommendations (objective 4)

- What options are proposed to strengthen UNICEF's approach to standard setting for specialized nutrition products? What are the institutional risks of each option and possible mitigating actions?

5. METHODOLOGY

5.1. The Review will be conducted in three phases.

5.2. Phase I (Inception Phase): the Review consultants will prepare and detail how the data gathering and analysis of the Review will be conducted. This phase includes a kick-off meeting, an informal desk review of secondary information, and interviews with key UNICEF staff via Skype/phone. The end of Phase I will result in an Inception Report that includes the final Review scope, stakeholder mapping, workplan, methods and tools.

5.3. Phase II (Data Collection & Analysis): will adhere to the workplan and methods detailed in the approved Inception Report. This will include data collection and analysis.

5.4. The following methods are suggested as part of Phase II for data collection and analysis (and will be refined as part of the development of the Inception Report; all tools will be reviewed as part of the approval process of the Inception Report):

- *Formal Desk Review* of relevant documentation, including (but not limited to): annual reports, workplans, QA documents, strategy documents, meeting notes and presentation, technical documents, related evaluations, etc.,
- *Semi-structured Key Informant Interviews*: by Skype/telephone of key UNICEF staff in Copenhagen, New York (Programme Division), partner and regulatory agencies (WHO, FAO, USAID, MSF, WFP, etc.), and relevant suppliers. The list of interviewees will be finalized as part of the stakeholder mapping in the Inception Phase – contacts will be shared with the consultants, who will be responsible to schedule all interviews, after a formal e-mail introduction by UNICEF; and,
- *Cost and expenditure analysis*: benchmarking UNICEF's expenditure (financial and human resources) for quality assurance activities, in comparison with similar organizations / agencies working on similar products.

5.5. Phase III (draft report writing and finalization): After analysis and triangulation of data in response to the Review questions, the consultants will synthesize findings, conclusions and

recommendations into a final report. Graphics and data visualization should be incorporated where appropriate.

5.6. The Review team is expected to visit to Copenhagen during Phases I and III. This includes a one-day kick off meeting, as well as an end presentation of Review findings, conclusions and recommendations. Other meetings will be conducted via Skype / telephone.

6. INDICATIVE TIMELINE (proposers are welcome to suggest dates for the deliverables, according to the approximate timeline below)

6.1. Phase I 8 weeks
Inception

6.2. Phase II 6 weeks
Desk Review & Interviews
Presentation on draft findings
Report Drafting

6.3. Phase III 4 weeks
Report Finalization and Presentation
Final Report

6.4. The timeline also provides time for UNICEF to review and comment on key deliverables.

7. KEY DELIVERABLES AND PAYMENT SCHEDULE (proposers are welcome to suggest dates for the deliverables, according to the approximate timeline below)

7.1. Phase I

- Deliverable #1 - Inception Report
At the beginning of the contract, a kick off meeting will take place in Copenhagen. An Inception Report is expected to be delivered after 8 weeks of contract signature, detailing the approach and framework to be used for the data collection and analysis of the Review. The report will include detailed workplan, stakeholder mapping, and the methodological tools, such interview guide, cost-benefit approach, etc. (Word document, Arial font 12, 10 pages maximum)
 - Deadline: eight weeks after contract signature
- Payment I: at the end of Phase I (10%)

7.2. Phase II

- Deliverable #2 - Presentation on Draft Findings
At the end of Phase II, the consultant(s) will give a brief presentation of initial findings to validate any data and give indication of the direction of the report. Participation by the consultants in this presentation can be via skype/ phone.
 - Deadline: four weeks after Deliverable #1
- Deliverable #3 – Draft report

A full draft report, including findings, conclusions, lessons and recommendations will be provided to the Reference Group.

- Deadline: two weeks after Deliverable #2
- Payment II: at the end of Phase II (20%)

7.3. Phase III

- Deliverable #4 –Presentation
The purpose of this presentation is to allow the consultants to demonstrate the findings and conclusions of the review with the UNICEF team, and to validate the content of the review report. The inputs collected during the meeting must be incorporated into the final report (deliverable #5 below). For this presentation, the key consultancy team members must be present in the UNICEF premises in Copenhagen.
 - Deadline: two weeks after Deliverable #3
- Deliverable #5 – Final report
The final report should be no more than 25 pages (Word document, Arial font 12), excluding annexes. Additionally, the consultant(s) should submit an executive summary of no more than 5 pages (Word document, Arial font 12) and an accompanying power point presentation.
 - Deadline: two weeks after Deliverable #4
- Payment III: at the end of Phase III (70%)

7.4. A Reference Group will provide comments to all major deliverables. Each comment will need to be addressed before finalization, acceptance and payment.

7.5 All deliverables are to be written in English. The week Monday 25 December to Sunday 31 December 2017 is excluded from the above timeline calculations.

8. PROPOSED TEAM / QUALIFICATION REQUIREMENTS

- 8.1. For this assignment, UNICEF expects the selected service provider to deploy up to two key consultants (one with broad evaluation and/or research, institutional capacity assessments experience and one with extensive experience of humanitarian nutrition and or food security projects OR one consultant with the relevant experience in both areas). Bidders proposing any additional personnel on this project should provide clear details of the role(s) of any such additional personnel.
- 8.2. The consultants allocated to this project should have a mix of the (minimum) qualifications listed below:
 - Advanced university degree public health, nutrition, food technology/food engineering, or social sciences with expertise in food policy, food safety or nutrition issues

- An individual with at least eight years of relevant international professional work experience in implementation of humanitarian nutrition and or food security projects
- An individual with at least five years of experience in leading evaluations and/or research, institutional capacity assessments, of similar scale and level
- Experience with and strong skills in quantitative and qualitative research and approaches;
- Working knowledge of the UN or a similar organizations/NGOs programming in nutrition; UNICEF experience is preferred
- Excellent skills in organizing, communication, reporting and presentation.
- Fluency in written and spoken English are essential and in another UN language is an advantage.

ANNEX B, APPENDIX 1: PROPOSAL EVALUATION

A1. This work will be delivered under either an individual or institutional contract (depending on the legal status of the selected Proposer). The Proposer achieving the highest combined technical and price score will (subject to any negotiations and the various other rights of UNICEF detailed in this RFPS) be awarded the contract. The Proposer's team must meet the minimum qualifications listed above. Technical and financial proposals must be presented separately, and will be assessed on the basis of 70% technical and 30% financial.

A2. Technical

The total amount of points allocated for the technical component is 70. UNICEF evaluators will read the submission and give scores according to the evaluation criteria included in the table below. Only bidders that obtain **49** points and above from the technical evaluation will be considered for the stage of financial evaluation.

A3. The following items should be included in the Technical Proposal, based on which the first assessment will be conducted (indicative length of each section is provided in brackets):

- 1) Profile and experience with similar projects and clients, including links to 2 sample reports (up to 2 pages)
- 2) Understanding of the ToR and overall approach to the review (up to 2 pages)
- 3) Methodology to conduct the review (up to 3 pages)
- 4) Proposed workplan for the review (up to 2 pages)
- 5) Quality assurance and risk mitigation mechanisms to guarantee the best results for the project (1 page)
- 6) Consultancy team, including summary of qualifications, roles and responsibilities, number of working days allocated to the project (up to 2 pages)
- 7) Reference contacts from other clients (1 page)
- 8) Annexes: full CVs of professionals in the review team

If needed, UNICEF may request bidders to conduct a presentation of their proposals and clarify details before making a final decision on contract award.

A4. Financial

A5. Bidders that obtain a minimum score of 49 (out of 70) in the technical assessment will move to the next phase (opening of financial proposals).

A6. The following cost items should be included and described in detail in the financial proposal:

- 1) Daily rates for each member of the consultancy team (hour rates and total cost per professional, based on number of working days included in the technical proposal)
- 2) Other fees
- 3) Estimated reimbursable travel costs (all travel must be pre-approved by UNICEF and will be based on most direct and economy class ticket irrespective of the duration of the flight).

UNICEF will reimburse the service providers upon the presentation of the travel tickets and boarding pass/receipts etc.). Daily subsistence allowance (DSA) will, where applicable, be paid up to a maximum of the official UN rate.

4) Other costs

Technical Proposal Evaluation Form		Max. Points Obtainable
1	Professional profile – 10 marks	
<i>In brief: Evidence of experience with similar projects and clients</i>		
1.1.	Evidence of experience in similar projects (evaluations and reviews in the technical area of nutrition) with similar clients (UNICEF, UN Agencies, humanitarian organizations, NGOs, governments): 2 sample reports	10
2	Proposed Methodology and Approach – 30 marks	
<i>In brief: Approach, methodology and workplan for the review</i>		
2.1.	Overall understanding of the ToR and of the needs and requirements for the review	5
2.2.	Proposed methodology to conduct the review	10
2.3.	Workplan for the review	10
2.4.	Quality assurance and risk mitigation mechanisms	5
3	Quality of Personnel and Suitability for the assignment – 30 marks	
<i>In brief: Composition of team and evidence of knowledge, skills & experience</i>		
3.1	Academic and technical background of team members	5
3.2	Experience in humanitarian nutrition and/or food security projects	5
3.3	Experience in leading evaluations and/or research, institutional capacity assessments, of similar scale and level	10
3.4	Experience with quantitative and qualitative research and approaches	10
Total – 70 marks		70