

UNICEF EVALUATION OFFICE

EXPRESSION OF INTEREST: Global Evaluation of UNICEF Supported Programming on Community-Based Management of Severe Acute Malnutrition

Subject: **Global Evaluation of CMAM**
Date of the EOI: 1 December, 2010
Closing Date of the EOI: 15 December, 2010
Address EOI by e-mail to: evalrecruit@unicef.org

1.0 PURPOSE OF EXPRESSION OF INTEREST (EOI)

UNICEF Evaluation Office is seeking Expression of Interest (EOI) from eligible individuals or qualified institutions to provide services to conduct a multi-country evaluation of UNICEF supported programming on Community-Based Management of Severe Acute Malnutrition (CMAM).

2.0 GENERAL REQUIREMENT

The proposed evaluation aims at strengthening on-going and future CMAM programmes by systematically generating and disseminating evidence on CMAM experiences from 3 countries through the use of both qualitative and quantitative information related to processes, outputs, outcomes (including adherence to global standards and quality of services), coverage and scaling up options. The lessons and recommendations from the evaluation will be used by national governments, UN agencies, donors, and NGOs for strengthening existing programmes as well as advocating for leveraging resources for effective CMAM strategies and interventions in areas in need.

3.0 SCOPE OF WORK

Community-Based Management of Severe Acute Malnutrition:

UNICEF views nutrition as a basic human right, articulated in the Universal Declaration of Human Rights and the Convention on the Rights of a Child, where a child's right to survival and development is the fundamental underlying principle. However, severe acute malnutrition (SAM) remains a major killer of children under five years of age in both emergency and non-emergency settings.

Over the past decade, UNICEF has refocused its approach to treating children suffering from SAM. There has been a global initiative to shift from facility-based treatment approaches to a decentralized, community-based approach based on evidence that in many poor countries, the majority of children who have severe acute malnutrition are never brought to health facilities and in these cases only an approach with a strong community component can provide them with the appropriate care.

With this new approach to programming, UNICEF and its partners anticipate an increased capacity to reach and treat many more affected children. CMAM allows for larger numbers of children to be treated in their communities without being admitted to a health facility or a therapeutic feeding centre. Treating children within the community involves timely detection of severe acute malnutrition and provision of treatment for those without medical complications with ready-to-use therapeutic foods or other nutrient-dense foods at home.

Scope of the evaluation: The evaluation will undertake analytical assessment of the progress achieved in implementing CMAM globally with detailed assessment in 3 case study countries to identify key successes, good practices, and gaps / constraints that need to be addressed. The primary

focus of the evaluation is to examine CMAM programme performance in the case study countries using standard OECD / DAC criteria of programme relevance/appropriateness, efficiency and quality of services, effectiveness, impact (potential) and sustainability. In addition, the evaluation will assess the adequacy of the global guidance and global/regional-level support and identify areas where improved guidance and support are needed.

The evaluation will focus on a sample of 3 countries where CMAM programming has sufficiently matured to generate lessons that can be applied widely. It will examine processes and results related to all key components of CMAM namely a) community outreach; b) outpatient care for children with SAM without medical complications at decentralised health facilities and at home; c) inpatient care for children with SAM with medical complications or no appetite; and d) services for the management of moderate acute malnutrition (MAM). The evaluation will generate evidence on “what works well” and “what does not work” on all key steps of the CMAM programme cycle, covering community mobilization/awareness creation, case detection/screening/enrolment, treatment/feeding modality, and follow up processes.

Team composition and professional requirements¹: The evaluation is planned to be conducted by a team of freelance consultants or a qualified institution. It is proposed that the evaluation team consist of two international evaluation experts (a leader and a technical expert) one of whom must have significant research/evaluation background in emergency nutrition programming. The exact division of work will be decided by the team, but in general, the team leader will have the responsibility for all negotiations, decisions, and deliverables. The technical work is to be divided between the team leader and the team member. Either the team leader or the member must be a woman.

The qualifications and experience required are as follows:

Team Leader:

- Extensive evaluation expertise and experience (at least 8 years) and a strong commitment to undertake the evaluation
- Knowledgeable of institutional issues related to development programming (including funding, administration, the role of the UN system, partnerships, human rights, sustainable development issues)
- Familiarity with emergency nutrition/CMAM policy and programme issues either as researcher/evaluator or programme manager
- Team leadership and management, interpersonal/communication skills

Team Member (technical expert):

- Strong evaluation expertise and experience (at least 5 years), including methodological and data collection skills;
- Demonstrated skill in conducting evaluations of CMAM or other health and nutrition programmes
- Team work and inter-personal communication

Team Leader and Member:

- Language proficiency: Excellent written and oral communication skills in English (mandatory), French and/or Spanish are an advantage (depending on the country selected for the field visit).
- Significant international exposure and experience in working with UN agencies (desirable).

¹ It is envisaged that 1-2 national consultants from participating countries will support local data collection and processing. Their recruitment will be arranged in the planning stage of the country case study evaluations.

- Advanced university degree in social science, preferably in a topic related to public nutrition or epidemiology.
- Good communication, advocacy and people skills. Ability to communicate with various stakeholders. Ability to express concisely and clearly ideas and concepts in written and oral form.

Period of assignment: The expected period of assignment will be for approximately 80 days per team member over the period January 2011 to August 2011.

4.0 SUBMISSION OF EXPRESSION OF INTEREST (EOI)

Qualified individuals or institutions are requested to submit the following:

- 1) A brief letter of interest (limit to 1 page) indicating either a) the position for which they are applying (Team Leader; Team Member) if submitted by an individual *or*, b) the proposed team composition if submitted by an institution. The letter of interest should clearly address how the applicant's skills and experience meet the required competencies.
- 2) A CV for each proposed team member
- 3) An electronic submission of one evaluation the candidate/institution has managed or in which s/he/it has played a critical role.

EOIs should be sent by e-mail to: evalrecruit@unicef.org, no later than 5 PM **New York Time** on 15 December, 2010. Please include <**CMAM Evaluation EOI**> as the subject of the e-mail. Following this EOI, short-listed candidates/institutions will be invited to submit a brief proposal. More detailed Terms of Reference will be sent to short-listed candidates.

Please note the following:

1. Incomplete responses will not be considered.
2. This EOI does not constitute a solicitation. We seek your expression of interest in undertaking the evaluation, and not proposals or price quotes.
3. A response to this request for EOI does not automatically ensure selection.
4. UNICEF reserves the right to change or cancel the requirement at any time during the EOI, and to require compliance with additional conditions in subsequent stages of the solicitation process.