

Request for Proposals

Global Technical Services

Nutrition International

Study Type:

Output-to-Purpose Review

Project:

Universal Salt Iodization, Pakistan

Proposed timeline:

September 2018 – January 2019

Deadline for proposal submission: August 16, 2018 - 11:59 PM EST

Request for Proposal Notice

Nutrition International (NI), a non-profit organization dedicated to eliminating vitamin and mineral deficiencies worldwide, invites proposals from competent Consultant/agency(s) or Agencies for conducting an Output-to-Purpose Review (OPR) of the Accelerating Universal Salt Iodization in Pakistan project.

About Nutrition International

Nutrition International (NI), a renowned international development organization based in Ottawa, Canada, has a commitment to eradicate global 'hidden hunger' by implementing global interventions that focus on women and children in developing countries. It aims to generate innovative and sustainable solutions to reduce vitamin and mineral deficiencies among women, newborns, and children. It builds on robust evidence-based research and evaluation in order to demonstrate excellent return on investment in scaling-up highly cost-effective micronutrient interventions. NI aspires to be a global center of excellence in technical and programmatic support in this field.

In collaboration with key stakeholders such as governments, private sectors and civil society groups NI seeks to tackle the aforementioned problem that affects one third of the world's population. NI engages in tailoring health and nutrition strategies as well as up-scaling existing programs in various regions including Africa, Asia, the Caribbean, Latin America and the Middle East. NI's international Board of Directors directs its interventions, which reach out to approximately 500 million people in more than 70 countries.

One of NI's key strategic goals is to enhance the global impact of micronutrient interventions by generating cutting-edge knowledge and utilizing it to develop sound policies and programmes while consolidating political will to achieve its vision. NI aspires to position itself as a global center of excellence in generating scientific research in the field of micronutrient programmes. It provides quality assurance for research and programmes while disseminating and translating new knowledge to influence and improve national and global policies and programmes. NI provides guidance and support on existing and future programme evaluations and coordinates the analysis and utilization of evaluation results.

Program Background & Rationale

Over 50% of the population of Pakistan was estimated to be at risk for Iodine Deficiency Disorders (IDD) and this is reflected in the various surveys undertaken over the years, including: the National Nutrition Survey (NNS), 1985-87, the IDD Survey in Swat Province in 1999 and 2001-2002, and the NNS conducted in 2001-02. To address this problem, a National IDD Control Programme was initiated in 1989, which had a limited impact, as the household consumption of iodized salt remained around 17% (UNICEF, 2001-02). In order to revitalize the salt iodization program NI, UNICEF, and WFP joined hands with the Government of Pakistan in 2005. As a result of coordinated efforts, 102 out of 141¹ districts were brought under the salt iodization program in a phased manner. The program support included; technical and material assistance to processors to fortify salt with iodine, assisting health department in monitoring and implementation of regulations and creating demand for iodized salt through mass awareness. The findings of an evaluation commission by NI in 2010 indicated the success of Pakistan's salt iodization program as it showed that 99% of the salt being produced was iodised. However, though overall the strategy adopted for implementation for salt iodization had resulted in improvements in salt

¹ The total number of official districts in 2005

iodization levels, about 69% of salt still remained inadequately iodised (less than 30 ppm if iodine in salt at the production level). Addressing the findings of the survey, NI determined a need to improve the adequate level of salt iodization by focussing on improving external and internal quality control of iodization, establishing a market-driven system of adequate KIO₃ availability, and supporting the development of both provincial and national legislation mandating the sale of iodized salt. At present, the salt iodization program in Pakistan is being implemented with NI support in 110 districts (with strengthened monitoring in 97 salt producing districts) out of 146 districts in Pakistan and caters to a population of 174 million population. About 1500 salt processors (small, medium and large), varying by seasonality and market dynamics, are targeted in the program responsible for 100% of the total edible salt production in the country.

General instructions & considerations for the RFP

- This Request for Proposals (RFP) is to conduct Output-to-Purpose Review in order to inform the Accelerating Universal Salt Iodization in Pakistan project.
- A step-wise submission process will followed which will include submission of a concept note followed by submission of proposals only by selected agencies or individuals. The proposal essentially will be the expanded version of the concept note.
- The instructions should be read in conjunction with information contained in the enclosed Terms of Reference (TOR), and in any accompanying documents within this package.
- NI is not bound to accept the lowest priced, or any concept note or proposal. NI reserves the right to request any (or all) Respondent(s) meet with NI to clarify their proposal(s) without commitment, and to publish on its website answers to any questions raised by any Respondent (without identifying that Respondent).
- Respondents are responsible for all costs associated with the concept note or proposal preparation and will not receive any reimbursement by NI.

Conflict of Interest

- Respondents must disclose in their proposal details of any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest. This disclosure must extend to all personnel proposed to undertake the work.
- Where Respondents identify any potential conflicts they must state how they intend to avoid any impact arising from such conflicts. NI reserves the right to reject any proposals which, in NI's opinion, give rise, or could potentially give rise to, a conflict of interest.
- With respect to this condition, please be advised that the organizations that may fall within the scope of this evaluation will include those below, with which any association must be disclosed:
 - Government of Pakistan
 - Nutrition International
 - Government of Canada
 - UN-WFP
 - Salt industry in Pakistan
 - Other related development partners

RFP General Disclosures

Respondents must disclose:

- If they are or have been the subject of any proceedings or other arrangements relating to bankruptcy, insolvency or the financial standing of the Respondent including but not limited to the appointment of any officer such as a receiver in relation to the Respondent personal or business matters or an arrangement with creditors or of any other similar proceedings.

- If they have been convicted of, or are the subject of any proceedings, relating to:
 - Criminal offence or other offence, a serious offence involving the activities of a criminal organization or found by any regulator or professional body to have committed professional misconduct.
 - Corruption including the offer or receipt of any inducement of any kind in relation to obtaining any contract, with Nutrition International, or any other contracting body or authority
 - Failure to fulfil any obligations in any jurisdiction relating to the payment of taxes

SUBMISSION PROCEDURE

This proposal will be submitted in two steps. An initial CONCEPT NOTE as specified below followed by a FULL PROPOSAL, which will be asked of only from the list of selected candidates

Qualified consultant/s or agency/s are encouraged to submit a CONCEPT NOTE, not exceeding 4 pages. The concept note should follow the same structure of a full proposal aligning with the Terms of Reference presented in Annex A of this document AND include **Annex 1-6** as listed below. Nutrition International will evaluate received concept notes and select consultants/agencies from which to request a full proposal. Once notified the full proposal should be submitted by the selected consultant/agencies in **7 business days**.

The concept note should clearly outline how the research would be implemented in Pakistan. International agencies are highly encouraged to team-up with local researcher/s or subject specialist/s to carry out the research.

Proposal

Cover-Letter and Declaration (up to 1-2 pages): Proposals must be accompanied by a cover letter with the respondent's address. The letter must be signed by a suitable authority to commit the Respondent to a binding contract. It must quote the RFP number and title, and include the declarations provided in Annex C.

The selected consultants/agencies would then be expected to submit a **full proposal** - the **Technical Implementation Plan**, which would be essentially a direct expansion of the concept note. The Technical Implementation Plan should be limited to a maximum of six-to-seven pages and include all elements of the concept note. The technical implementation plan should align with the Terms of Reference presented in **Annex A** of this document. The proposal will include the following Annexes.

Annex 1: Qualifications and experience

- Previous evaluations and related research (highlighting experience in supervision or contribution to similar studies. Reference to or sample of previous report/s or research that the team has produced (preferably previous evaluation report – up to two reports)
- Qualifications of the key personnel of the team: including: resumes of each of the key team members (up to 3 pages per resume)

- Certificates for the completion of a course on the ethics of research involving human participants for each key team member
- A description of the roles and responsibilities of each of the team members (up to 3 pages)

Annex 2: Timeline for the study reports which will include among other sections:

Timeline for the evaluation which includes specific deadlines for each of the study activities, milestones and deliverables of each of the study stages including:

- Initial review of NI documents
- Inception meeting
- Data collection and analysis
- Report preparation
- Final report
- Final financial report

Annex 3: Financial Proposal (up to 3 pages – a template is provided in Annex C):

The consultant/agency shall submit a Financial Proposal in a separate file detailing:

- Provide a detailed budget based on the format attached as **Annex C**
- Breakdown of all activities, outputs and deliverables
- Estimated cost disaggregated by the number of days each team members will be working
- Date/s when financial report/s will be submitted and when payment/s will be expected
- All amounts need to be quoted in **[Insert country's currency]**
- Fees should be inclusive of all insurance and standard business overheads and taxes. Nutrition International will not pay for any overhead or indirect costs that exceed 10% of the total direct costs.

Annex 4: Background information, a brief review of the topic, and research rationale.

Annex 5: A risk analysis exercise: Identifying barriers and risks of implementing the review and the response to these challenges.

Annex 6: A list of acronyms used in the proposal.

Profile (Team Leader/s or key consultant/s)

The consultant/agency interested in submitting a proposal to conduct this review should have:

- At least five years of experience in conducting Output-to-Purpose Reviews and other types of research such as process evaluations or monitoring projects in the field of nutrition and food security (with emphasis on women's and newborn survival and health) and experience in carrying out OPRs in South Asia is desirable.
- The consultant/agency is expected to be aware of the most up-to-date evidence on USI and USI projects.
- At least five years of experience in collecting and analyzing qualitative data. Preferably, the consultant/agency should have access to qualitative data analysis software such as NVivo or atlas.ti, and experience in using the software
- Access to a licensed copy of qualitative data analysis software from which the full dataset can be saved and shared or exported to other software formats.
- Language skills: Speaking and writing English

- Familiarity with the context of the South Asian setting in which the project to be reviewed is conducted.
- Familiarity with fortification technology, market, programs, and policies, as well as with international guidelines.
- Completion of ethics course in research on human participants

Submission

The concept note package shall be put into a covering email specifically indicating with subject line Output-to-Purpose Review: Accelerating Universal Salt Iodization in Pakistan project

- Concept note and proposals by the selected consultant/agency must be submitted in English.
- Only E-mail bids will be accepted. Only those short-listed will receive an acknowledgment. Any clarification on the scope of work and submission process will be communicated giving equal opportunity to all applicants.
- Late submissions will not be accepted in any circumstances.

For technical clarification write to: cjalal@NutritionIntl.org and nkhan@NutritionIntl.org

Send proposal by email to: nkhan@NutritionIntl.org and lgolden@NutritionIntl.org

Receipt, Evaluation and Handling of Proposals

Once a concept note is received before the due date and time, Nutrition International will:

- Log the receipt of the submission and record the business information
- Review and qualify all concept notes or proposals and retain the business details on file with a note indicating qualification/disqualification (in terms of meeting the terms set out in these instructions)
- Evaluate all responsive concept note or proposals objectively in line with the criteria specified below
Inform respondents within fifteen (15) business days of the evaluation decision being made.

Nutrition International reserves the right to:

- Accept or reject any and all proposals, and/or to annul the RFP process, prior to award, without thereby incurring any liability to the affected Respondents or any obligation to inform the affected respondents of the grounds for Nutrition International's actions prior to contract award.
- Negotiate - with Respondent(s) invited to negotiate - the proposed technical approach and methodology, and the proposed price based on the Respondent's proposals.
- Amend this RFP at any time

Selection criteria

Submitted proposals will be shortlisted and then successful proposals will be identified based on the below selection criteria (See Table 1). Successful Respondent will be contacted and will be expected to enter into a Contract with Nutrition International for the duration of the Work. The terms and conditions of this current RFP will normally form part of the Contract.

Table 1: Concept note/Proposal Evaluation Criteria

An Output-to-Purpose Review for Accelerating Universal Salt Iodization in Pakistan Project		
Item	Assessment Category: Technical Concept note/Proposal	Weights
Proposal	The rational, context, research questions, and objectives are appropriately included	10%
	The study methodology, sample size, data collection mechanisms, and data analysis plan are plausible to achieve the objectives of the review . The proposal lists the types of reports and documents that will be needed for the different components of the study	10%
	The consultant/agency provides a short review of/comments on the described below methodology of the study with suggestions and recommendations to enhance it	5%
	The proposal explains how the results of the research will be interpreted to provide recommendation with regard to ensuring a sustained USI program and to adequately iodized salt production, sound QAQC system, a market driven KIO3 supply system and how to ensure minimum dependency on external support and government and industry ownership.	10%
	Proposal explains how the consultant/agency will ensure quality of implementation of the review	5%
	Gender issues are appropriately addressed as needed	5%
	The proposal includes a clear and reasonable timeline (with potential adjustment for delays); the time line includes specific deadlines for each of the implementation activities, milestones and deliverables (and ideally reflects the roles and responsibilities of the team)	5%
Profile	A sample of the previous work and its similarity to the assignments of this RFP	10%
	The required qualifications and key competencies (education and work experience) to carry out the assignment are met by the team members (as per their presented resumes)	10%
	The proposed summary of the roles and responsibility of each team member and its relevant competences is clear and meets the requirement of the assignment	5%
Budget	The financial proposal captures all critical components, various expenses, and justification summaries	20%
	The estimated expenses and the administration cost in the proposed budget are reasonable for each of the activities	5%

TERMS OF REFERENCE

Part I: Background Information on the Accelerating Universal Salt Iodization in Pakistan Project

The Accelerating Universal Salt Iodization in Pakistan Project

Iodine deficiency is the primary cause of preventable mental retardation and brain damage. Globally, about 30% of the world's population live in areas with iodine deficiency and its complications. Iodine deficiency decreases child survival, causes goiter and impairs growth and development; in pregnant women it causes miscarriages, low birth weight and other complications. Children may grow up stunted and with lower IQ. Iodine Deficiency Disorders (IDD) has been a major public health problem in Pakistan with an annual estimated 1.7 million newborn babies at risk of mental impairment due to the poor iodine status of their pregnant mothers. Pakistan has had some of the lowest rates of consumption of iodized salt, estimated at just 17% in 2001, much lower than the average consumption of 68% in other south Asian countries.

Universal salt iodization (USI) is the solution recommended by WHO to address IDD. Iodizing table salt is the most cost effective and sustainable method of complementing dietary iodine and improving the iodine status of the population. Indeed, iodization of salt to eliminate IDD was confirmed by leading economists in the Copenhagen Consensus as one of the best investment strategies in international development. Iodizing salt can eliminate iodine deficiency. It is effective and costs only pennies per person per year. Iodized salt is safe for infants, children and pregnant women. Moreover, changes in iodine intake from salt iodization can be easily monitored through measuring urinary iodine.

A National IDD Control Program was initially launched by the Government of Pakistan in 1994. However, success from this first attempt was limited and the program was unable to achieve a significant or sustained increase in salt iodization levels. On the request of the Government of Pakistan, the USI program was revitalized starting in 2005 with financial assistance and technical, operational, logistic and commodity support from Nutrition International with funding from the Canadian Government and the United Nations World Food Program, in coordination with various other partners.

Currently the revitalized program is being implemented in 110 out of 146 districts of Pakistan covering a population of 174 million people. The key output of the revitalized program was:

- **1.9 million MT of additional adequately iodized salt produced over 8 years (upto 2013), approximately 240,000 MT per year reaching an estimated 60 million people each year**

This led to an outcome of a three-fold increase in consumption of iodized salt²:

- **Household utilization of iodized salt increased from 17% in 2001 to 69% in 2011**

Finally, this dramatic increase in the consumption of iodization of salt led to the following health benefits³:

- **250,000 severe mental impairments averted from 2006 to 2013**
- **13 million newborns protected from IDD from 2006 to 2013**

² National Nutrition Survey, 2011

³ Ibid.

- **Decrease in severe iodine deficiency among mothers from 37% to 3%**
- **Decrease in severe iodine deficiency among school-aged children from 23% to 2%**

Strong government ownership and commitment, coupled with effective monitoring and supervision, have been key success factors. Ongoing quality control measures, stringent regulatory and enforcement mechanisms, and availability of fortificants (KIO₃) in the open market and demand generation are the necessary requirements for the program's sustainability.

Theory of Change for the USI Program

The prevalence of iodine deficiency in Pakistan necessitates the strengthening of, and support for, salt iodization within the country. The adoption of a normal diet containing sufficiently iodized salt has been shown to be an effective intervention for iodine efficiency. Pakistan's salt production industry produces a significant proportion of inadequately iodized salt, the production of which is not of significant benefit to individuals with iodine deficiency. Nutrition International's activities supporting the USI program are expected to raise the proportion of adequately iodized salt produced and therefore to increase the impact of Pakistan's USI program on reducing the burden of iodine deficiency in the population.

Project Locations

At present, the salt iodization program in Pakistan is being implemented with NI support in 110 districts of Pakistan which caters to a population of 174 million population (with strengthened monitoring in 90 salt producing districts). About 1500 salt processors (small, medium and large) are targeted in the program responsible for 100% of the total edible salt production in the country.

Project Status

The project is being implemented with NI technical assistance through Canadian Government and WFP funding and NI successfully completing all the activities as envisaged under the project concept note (PCN – NI internal project document). As support to the national USI program has now been implemented for more than 10 years, through different phases of support, the current phase of support being from 2014-2019. it is timely to conduct a review of the project to (as also requested by the government and other key partner WFP), in order to see:

- a) The success and achievements of the project;
- b) How the project evolved;
- c) Lessons and challenges;
- d) The recent withdrawal of financial assistance to district level government staff for conducting project monitoring and how the same has impacted;
- e) The status of revolving fund and KIO₃ supply system and its viability and future options;
- f) The future technical support as well as financial support required for the project;
- g) The process and possibility of phased withdrawal of external assistance.

Expected Project Outcomes

The expected outcomes for this project are:

- (1) Provision of technical and operational support to salt processors to produce adequately iodized salt;
- (2) Create an enabling environment and establish ownership of the project through requisite regulatory frameworks;
- (3) Development of a framework to establish government ownership of project activities; and
- (4) Establish an uninterrupted supply of fortificant potassium iodate (KIO₃) after the withdrawal of KIO₃ subsidy.

Part II: Details of the Output-to-Purpose Review

Time Period of the Review: September 2018 to January 2019

Background & Rationale of the OPR

Nutrition International aspires to play a key role in eradicating international hidden hunger in disadvantaged communities by providing sustainable solutions that bolster these communities' capabilities to achieve their potential. Nutrition International is dedicated to generating the technical support needed to augment evidence-based micronutrient interventions in disadvantaged communities. By implementing rigorous, and robust research and evaluations, Nutrition International aims to quality assure, assess and monitor the performance of its interventions.

Nutrition International is committed to periodic review of its ongoing projects. The purpose of performing this OPR is to assess whether the performance of the implementation of the Accelerating Universal Salt Iodization in Pakistan project, in terms of the achievements under each output, are sufficient to reach the purpose at the end of the project.

This OPR is necessary to assess whether the aspects of the Accelerating Universal Salt Iodization in Pakistan project are being implemented according to their strategy and objectives, to establish if the project is moving towards achieving these objectives, to provide immediate course corrections to improve implementation, and to guide NI in its decision-making regarding moving forward with similar projects.

Overall Objective of the OPR

The objective of this Output to Purpose Review (OPR) is to **assess and report on performance** to date of the NI support to USI program in Pakistan under the TB14 Grant (2014-19) and apply the lessons learned to recommend immediate adjustments to the support provided to the program and to inform future support towards USI in Pakistan.

Specific Objectives of the OPR

- Objective 1: Determine, in a systematic and objective manner, using an agreed-upon implementation research method, whether NI provided adequate resource support to the Universal Salt Iodization in Pakistan in accordance with its strategy, objectives, and standards, and also alignment with the needs and/or requirements of the Government of Pakistan, WFP, and NI.
- Objective 2: Document the achievements and outcomes of the project relating NI's support to date, and note the extent to which these outcomes are consistent with the objectives and targets of the project.
- Objective 3: To determine if the assumed risks (explicit or implicit in the PCN) were managed successfully and how. Recommend how risks should be identified and mitigated in future program support?
- Objective 4: Identify and explain any deviations from the PCN-suggested plans to support USI in Pakistan, determine if such deviations were justified and how they contributed or reduced the progress of the project. Document challenges encountered during the implementation of the project and determine if they were sufficiently addresses and recommend how to improve future response to challenges.
- Objective 5: Provide recommendations on NI strategies to support USI project.

Objective 6: Compile the lessons learned and recommend potential areas for future research.

Specific Questions to be answered by the OPR

The OPR shall attempt at answering a list of questions, not limited to the following:

1. Are supports to the Universal Salt Iodization in Pakistan provided in accordance with the planned activities to achieve the outputs complying with the Government of Pakistan, WFP, and NI requirements?
2. Are there activities that should be done differently to better achieve the outcomes
3. Is there a need to add new or exclude any current activities or inputs to better achieve the outcomes?
4. Are the assumptions in the logic model correct? If not, does the logic model require more fundamental revision?
5. Are all risks that were assumed during the program planning appropriate and being managed as planned? Does the program pose new risks? Should additional activities/inputs be included to manage any risk/s?
6. Vetting the value added by Nutrition International to the USI program in Pakistan, what would be its strategy to self-sustain the USI program in Pakistan?
7. Based on the answers to questions 1-6, should Nutrition International's strategy for USI program require any change? If so, what changes are recommended?
8. What lessons are being learnt that may benefit the development and operations of such programs globally?

Scope

The OPR will cover Nutrition International' Accelerating Universal Salt Iodization in Pakistan project. The OPR will review project activities in all 110 districts of Pakistan where the project is being implemented. While the review will not review in detail the activities of national and local authorities or organizations that are not part of the project, it will consider NI's response against the broader national effort in terms of aligning objectives and filling gaps and will review how these partners contribute to the enabling environment for implementing the project. The review will also consider whether NI's Pakistan Country Office is receiving the necessary enabling support from Regional Office and Headquarters. The review will enable NI to see:

- The success and achievements of the project
- Lessons learned and challenges
- The process and possibility of phased withdrawal of external assistance.
- The recent withdrawal of financial assistance to district level government staff for conducting project monitoring.
- The status of revolving fund and KIO3 supply system and its viability and future options.
- The future HR structure and technical support as well as financial support required for the project.

Methodology and Data – OPR

The consultant/agency will suggest the evaluation methodology to conduct the OPR, including an analytical framework, a strategy for collecting and analyzing data, specifically designed tools, and a detailed work plan that will allow to assess the project achievements, adequacy of guidance and technical support, challenges and needs to fulfill project objectives, etc.

The evaluation methodology should include, but not be limited to, one or more of the following data collection methods:

Desk and Document Review

Of all relevant documents related to the Accelerating Universal Salt Iodization in Pakistan project. A full set of available documents will be shared with the consultant/agency during the preparatory phase for review and analysis to assess the need for additional information and finalization of the methodology.

Interviews

With key informants, such as Nutrition International staff at country, regional and headquarter levels, key actors for USI within countries, and/or staff of other agencies that contribute to, and partner with Nutrition International at global and/or national levels for salt iodization.

Group Interviews and/or Focus Groups

With selected staff, USI program participants/beneficiaries, service providers, and decision/policy makers as well as other actors in the field of salt iodization.

Activities & Deliverables

The Consultant/agency will carry out the following activities and provide relevant deliverables:

1. Preparatory Phase

Activity 1. Consultation to finalize the proposal: Consultant/agency upon signing of contract and in advance of the mission the consultant/agency will meet NI HQ and Pakistan Country Office staff, and relevant stakeholders (as brought in by NI) through a preparatory in-person-, or tele-, or video-conference and collectively agree upon – a) the areas of focus; b) contextual approach of the review; and c) the need for NI focal points to work closely with the review team.

Deliverable 1: Final version of OPR proposal with timeline (example in Annex-A) and budget (example in Annex-B)

2. Completion of ethics training

Activity 2. The consultant/s and all team members with full access to collected data is expected to have completed an internationally recognized ethics training. If not, NI recommends to take the free online course that is available through the NIH Office of Extramural Research at this link <https://phrp.nihtraining.com/users/login.php>. A confirmation of completion will be provided at the end of the course.

Deliverable 2: Certificate of ethical course completion

3. Finalize protocol

Activity 3. The consultant/agency will finalize the draft proposal including questionnaire, checklists, modules, etc., that will enable them to answer the research questions.

Deliverable 3: Final OPR protocol

4. Desk Review

Activity 4. Review of all relevant documentation, including the “USI Pakistan Success Story” document, Accelerating Universal Salt Iodization in Pakistan Project Concept Note and its associated Logic Model and Performance Measurement Framework (PMF), the Accelerating Universal Salt Iodization in Pakistan project Annual Progress Reports submitted to Government of Canada thus far, country-specific USI Program Implementation Plans (PIP), and literature on salt iodization program implementation worldwide.

In addition, development of a well-organized online repository of documents and tools relevant to the scope of the Pakistani USI program should be undertaken.

Deliverable 4: Report that summarizes the conclusions of the Desk Review. Online repository of documents and tools relevant to the scope of the Accelerating Universal Salt Iodization in Pakistan project.

5. Field Work

Activity 5. Travel to Pakistan to interview key actors (Nutrition International staff, Government of Pakistan, partners, etc.), collect complementary documentation. This travel will include visits to the Provincial Head Quarters to interview the Department Heads.

Deliverable 5: Report on travel to countries

6. Analysis and Reporting

Activity 6. Analyze and triangulate all information collected during desk review and field work and prepare draft report of OPR that:

- 6.1. Contains a Table of Content (ToC) which needs to be finalized in consultation with NI
- 6.2. Indicates whether the Accelerating Universal Salt Iodization in Pakistan project is being implemented in accordance with their strategy, objectives, standards, needs and/or requirements.
- 6.3. Documents the achievements and outcomes of the project after 4 years of operation, and notes the extent to which these outcomes are consistent with the objectives and targets of the project.
- 6.4. Establishes the extent to which the project is on track towards achieving the outcomes.
- 6.5. Identifies deviations and/or challenges encountered during the implementation of the existing project, explains the reasons for the deviations and/or challenges experienced, and provides recommendations for the improvement of project implementation.
- 6.6. Provides recommendations on the Accelerating Universal Salt Iodization in Pakistan project's current strategies and structure to achieve the desired goals.
- 6.7. Identifies potential areas for further research.

Deliverable 6. Draft report with findings from OPR, including an executive summary of the report to be shared with Nutrition International staff at country, regional and headquarters levels.

7. Dissemination meeting with NI staff

Activity 7.: The consultant/agency will disseminate the findings of OPR to the Nutrition International staff and discuss and finalize plan for sharing the recommendations in moving forward with the Accelerating Universal Salt Iodization in Pakistan project.

Activity 8. Prepare final report that includes recommendations in moving forward with the Accelerating Universal Salt Iodization in Pakistan project.

Deliverable 7. Final report according to the agreed upon ToC which includes recommendations and future direction for NI on the Accelerating Universal Salt Iodization in Pakistan project. The report of the Output-to-Purpose Review should include:

- Table of Contents
- List of Acronyms
- List of Tables
- List of Figures
- Executive Summary
- Introduction
- Methodology
- Main findings and analysis
- Conclusions
- Recommendations
- Annexes

Timeline

The OPR is expected to be conducted in four months between July to November 2018. All activities, including data collection, analysis and a summary report that can be used to modify the design of the intervention, need to be finalized before the end of September 2018. (Please see *Annex A* for a detailed timetable of activities and roles and responsibilities).

Annex A. OPR IMPLEMENTATION PLAN, TIMETABLE AND ROLES AND RESPONSIBILITY

Activities	Role	Responsibility	Deliverables	September				October				November				December			
				W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4

Annex B. BUDGET TEMPLATE

	Particulars	Person Days	Rate	Remarks
A	SALARIES/PROFESSIONAL FEES			
A1	Professionals			
A2	Field Staff/Consultant/agency			
	Sub Total of A			
B	TRAVEL, TRANSPORTATION (Vehicle Expenses/Local Conveyance			
B1	Local Conveyance for field work			
B2	Local Conveyance for Professional Staff			
B3	Local Conveyance for Field Researchers			
	Sub Total of B			
C	In-Country Travel (Travel expenses for Professional staff from base station to states/districts:			
C1	Air Travel			
C2	Train Travel			
	Sub Total of C			
D	DAILY ALLOWANCE/LODGING EXPENSES			
D1	Professional staff			
D2	Field researcher			
	Sub Total of D			
E	OFFICE EXPENSES			
E1	Stationery			
E2	Communication & any other			
	Sub Total of E			
F	MEETING EXPENSES			
F1	Consultation workshop cost			
	Sub Total of F			
	TOTAL OF DIRECT COST (A to F)			
G	Management Cost% on Total Direct Cost			
H	Service Tax (@15%) on Total Direct Cost & Management Cost			
I	Total (A to F)+G+H			

Annex C. DECLARATION FORM

“We have examined the information provided in your Request for Proposals (RFP) and offer to undertake the work described in accordance with requirements as set out in the RFP. This proposal is valid for acceptance for 6 months and we confirm that this proposal will remain binding upon us and may be accepted by you at any time before this expiry date.”

“We accept that any contract that may result will comprise the contract documents issued with the RFP and be based upon the documents submitted as part of our proposal.

“Our proposal (Technical and Financial) has been arrived at independently and without consultation, communication, agreement or understanding (for the purpose of restricting competition) with any other Respondent to or recipient of this RFP from the Nutrition International.

“All statements and responses to this RFP are true and accurate.”

“We understand the obligations regarding Disclosure as described in the RFP Guidelines and have included any necessary declarations.”

“We confirm that all personnel named in the proposal will be available to undertake the services.”

“We agree to bear all costs incurred by us in connection with the preparation and submission of this proposal and to bear any further pre-contract costs.

“I confirm that I have the authority of [insert name of organization] to submit this proposal and to clarify any details on its behalf.”

Name:

Title:

Date:

Signature: