# *WISH2ACTION Value for Money Strategy Framework - Terms of Reference*

***Background***

The Women’s Integrated Sexual Health (WISH2ACTION – W2A) programme is IPPF’s flagship health programme designed to transform the lives of millions of women and girls. Funded by the UK Department for International Development (DFID), the £132 million WISH2ACTION programme is providing integrated and holistic healthcare to 2.2m additional users of contraception in 15 countries across South/East Africa and South Asia between 2018 to 2021. The programme is currently being delivered by a consortium of five internationally recognised organisations and 10 IPPF Member Associations (MAs). Programme coordination is being managed by a Secretariat Hub, hosted by IPPF’s Africa Regional Office (ARO) in Nairobi, Kenya.

***Assignment Objectives***

The UK Government’s commitment to spending 0.7% of GNI on aid is underpinned by a central drive to achieve and drive greater VfM across the UK Aid environment. The WISH2ACTION programme was designed to be a central vehicle to deliver on the UK’s Family Planning 2020 policy commitment to expand greater access to family planning and sexual and reproductive health services, especially for women, girls and disadvantaged groups (such as the disabled) in key developing countries across Africa and Asia. The Secretariat Hub provides technical assistance on evidence and learning, financial management, demand generation, quality of care, sustainability and youth, as well as taking forward an ambitious global goods agenda. The size and range of approaches across the 15 countries of operation make it a unique and rich source of cross programme learning on delivering SRH strategies to women and girls across these territories.

**This assignment will develop a VFM framework for the WISH2ACTION programme**, together with linked key performance indicators and a VfM improvement action to identify priority areas for VfM improvement and better track VfM improvement over the remaining period of the programme’s life cycle. The framework will be aligned with DFID’s SMART rules and will take an approach that stretches beyond the simplistic view of inputs and costs.

The assignment will cover the following:

* **Overview**: Provide a key definition of VfM and how this maps to the functions of the WISH2ACTION programme
* **Economy:** Provide an assessment of the acquisition and usage of financial, human or material resources. VfM on this measure is typically assessed in terms of the unit costs of inputs involved (e.g. personnel costs, procurement costs, travel costs, and other costs), benchmarking, appropriateness to context, quality of the inputs procured, and the complementarity of the inputs (considering what already exists).
* **Efficiency:** Provide an assessment of the conversion of inputs to outputs. VfM on this measure is typically assessed on the quality of outputs that are generated by the activities undertaken by the various components of the programme (i.e. member associations, consortium partners and the IPPF W2A Secretariat), and the processes put into place to help facilitate this.
* **Effectiveness:** Provide an assessment of the ability of programme interventions to achieve their intended outcomes and subsequent impacts over the longer term. This area focusses on results and achievement of observable, verifiable indicators.
* **Equity and Sustainability:** Equity in this context includes inclusiveness of the most marginalised and underserved groups (including people with disabilities, people living in poverty, young people (below 20 yrs) or refugees and internally displaced people) in a community. In the context of W2A wanting to target the most groups, potential higher costs per CYP need to be balanced against the significantly higher costs of achieving SRH outcomes with the most marginalised beneficiaries.

Overall the VfM strategic assessment will need to weight economy, efficiency and effectiveness considerations against the aims and objectives of the programme – not just simply looking at economy as is often done.

***Methodology***

The consultant team will be expected to use the following methodology to undertake delivery of this assignment:

* Undertake a comprehensive document review of key W2A background documents
* Undertake initial consultations with the W2A team and other key stakeholders such as DFID, Marie Stopes International (who lead Lot 1) and the Third Party Monitor (TPM) to validate the assignment parameters and gather information
* Design and deliver a VfM strategy framework workshop in Nairobi with key programme stakeholders
* Develop a VFM improvement plan that incorporates the following:
  + Identify specific programme areas to achieve significant improvements in VfM
  + Identify specific Implementation roles/responsibilities to drive VfM improvements and identify key data requirements and dependencies
  + Identify key stakeholders/respondents for data submissions
  + Develop VFM indices reference sheets
  + Develop templates to input data
  + Map out the data collection process
  + Identify strategies to capture meaningful financial data (e.g. sample-based studies, routine extrapolation where financial data is not available in disaggregated forms)
  + Outline the timeframe for an annual VFM assessment over the remaining Life cycle of the programme

***Required Expertise***

The consultant(s) will possess the following qualifications and experience:

* Master’s degree in Health Economics, Economics, Finance, Public Policy or related disciplines from a recognized university
* Minimum 10 years of working experience in undertaking cost-benefit/effective/utility analysis and/or value for money studies with international development projects
* Previous experience of providing management advisory services on value for money at international organizations or development agencies
* Previous involvement with and knowledge of donors (specifically DFID) that use VfM assessments is essential
* Evidence of strong analytical and report writing skills
* Evidence of experience leading large-scale studies
* A sound knowledge and understanding of DFID programming approaches and methodologies will be an added advantage.

***Deliverables***

The consultant(s) will produce the following deliverables:

* A Value for Money framework for the W2A programme under the headings of Economy, Efficiency, Effectiveness and Equity
* Develop SMART recommendations (together with linked VFM indices and an action plan) to improve value for money on the W2A programme

The assignment is expected to commence in January 2020 and be completed in April 2020. The consultant will be expected to submit a costed delivery workplan as part of their response to the request for proposals.

***Reporting***

The consultant(s) will report to the W2A Operations Director.

The assignment team will also receive strategic input from the W2A commissioning team responsible for VFM on the programme. This team includes the Operations Director, the Deputy Director Commercial, Deputy Director of Evidence and Learning and the Deputy Director, Technical.