

**Terms of Reference for Evaluation of**

THE POWER OF  
**nutritio<sup>n</sup>**



**Issued Friday 15 July 2016**

## ***Terms of Reference for Evaluation of The Power of Nutrition***

### **Table of Contents**

1. Overview.....	3
2. Background .....	3
Organisation Overview.....	3
Investors .....	3
Current Implementing Partners .....	4
Project Background and Rationale .....	4
3. Description of the intervention to be evaluated .....	4
Objective 1: To raise new funds.....	5
Objective 2: To invest in ambitious programs that deliver results at scale .....	5
Objective 3: To co-finance (leverage) donors' investments.....	6
Objective 4: To reinforce the prioritisation of nutrition in partner countries and in key institutions .....	6
4. Evaluation.....	7
Evaluation Purpose .....	7
Evaluation Objectives & Research Questions .....	7
Attribution and Contribution .....	8
Evaluation Methodology.....	8
Coordination with The Power of Nutrition .....	9
Programme Evaluation Design Review .....	9
Evaluation Timeframe .....	10
Evaluation Deliverables and Dissemination.....	10
Anticipated timeline .....	11
5. Evaluator profile.....	11
6. Proposal Format.....	12
7. Criteria for assessment of proposals.....	14
Criteria for technical component of proposal .....	14
Criteria for financial component of proposal .....	14
8. Other.....	14
9. Annexes.....	15
Annex 1: The Power of Nutrition Governance.....	16
Annex 2: Eligible Countries (proposed).....	17
Annex 3: The Power of Nutrition Results Framework .....	18
Annex 4: The Power of Nutrition Results Framework (World Bank) .....	19
Annex 5: CIFF's Evidence, Measurement, and Evaluation Approach .....	20
Annex 6: World Bank impact evaluation approach.....	21
Annex 7: Budget Template .....	22

## ***Terms of Reference for Evaluation of The Power of Nutrition***

### **1. OVERVIEW**

The Power of Nutrition is a new independent charitable foundation. By 2020 the foundation seeks to raise new private and public sector financing to save thousands of children's lives and protect millions of children from the lifelong developmental and economic consequences of stunting. The Power of Nutrition will enable large sums of new money to be raised and effectively channelled into programs in low- and middle-income countries, creating greater ownership by countries and better results for children. Anchor funders and implementing partners match new donations, offering new donors the guaranteed matching of up to at least four times for each \$1 that they contribute.

The Board of Trustees for The Power of Nutrition wishes to contract an individual, consortium, or organisation to conduct an evaluation of the impact of its activities. This document describes The Power of Nutrition and objectives for its evaluation, to enable interested organisations to develop and submit proposals for the work. The Power of Nutrition's Board of Trustees has requested the Children's Investment Fund Foundation (CIFF) to commission the evaluation on behalf of the Board of The Power of Nutrition.

### **2. BACKGROUND**

#### Organisation Overview

The Power of Nutrition was formed as an independent charitable foundation in the United Kingdom (registration number 1160373) in late 2014, registered as an independent charitable foundation in February 2015, and publically launched in Washington DC at the World Bank in April 2015.<sup>1</sup> The Power of Nutrition's first investors are the Children's Investment Fund Foundation (CIFF), UBS Optimus and the United Kingdom's Department for International Development (DfID). The World Bank and UNICEF are the first two implementing partners of The Power of Nutrition. The Power of Nutrition's Executive Team, based in London, is responsible for raising new funds, selecting new investments, assisting in setting frameworks that will monitor the investments that The Power of Nutrition supports, and reporting back to investors twice each year. The Executive Team reports to The Power of Nutrition Board of Trustees. (Please see Annex 1.)

#### ***Investors***

CIFF is an independent philanthropic organisation, headquartered in London with offices in Nairobi and New Delhi. CIFF works to transform the lives of poor and vulnerable children in developing countries. Areas of work include children and mothers' health and nutrition, children's education, deworming, and welfare, and smart ways to slow down and stop climate change.<sup>2</sup>

DfID is a UK ministerial department that leads the UK's work to end extreme poverty. DfID works in education, health, social services, water supply and sanitation, government and civil society, the economic sector, environment protection, research, and humanitarian assistance.<sup>3</sup>

---

<sup>1</sup> For more information on The Power of Nutrition and its launch event, please visit [www.powerofnutrition.org](http://www.powerofnutrition.org). Watch a replay of the launch event [here](#).

<sup>2</sup> For more information, please visit [www.ciff.org](http://www.ciff.org)

<sup>3</sup> For more information, please visit <https://www.gov.uk/government/organisations/department-for-international-development>

## ***Terms of Reference for Evaluation of The Power of Nutrition***

UBS Optimus Foundation is an expert grant-making foundation established by UBS in 1999. UBS Optimus Foundation works to break down the barriers that prevent children from reaching their full potential by ensuring children are safe, healthy, educated and ready for their future.<sup>4</sup>

### ***Current Implementing Partners***

The World Bank does not implement programmes itself, but rather makes concessional loans and grants to countries which then are responsible for implementing programmes themselves. The Power of Nutrition works with the World Bank alongside the Bank's International Development Assistance (IDA) programme. The IDA programme makes zero- or low-interest loans and grants to the world's poorest countries. The World Bank has agreed to prioritise an increased focus and dialogue at Government levels to encourage countries to use their concessional loans for nutrition. The World Bank will then be able to submit an investment proposal for consideration to The Power of Nutrition's Executive that, if approved, will match the IDA loans by way of a selection of instruments including, but not limited to, grants and loans.

UNICEF is The Power of Nutrition's second implementing partner. Unlike the World Bank, which does not implement programs in countries itself, UNICEF can implement directly or use third party implementers including Governments. UNICEF will use its influence and fundraising capability to raise new funding for nutrition from investors. The Power of Nutrition will match new funding that UNICEF secures to incentivise increased allocations to nutrition.

### **Project Background and Rationale**

The Power of Nutrition has been set up to address a gap in the current financing shortfall for nutrition. It provides a structure where large sums of "new" money can be raised and effectively channelled into country programs, creating greater ownership by countries and better results for children.

Similar multi-donor funds have attracted financing and positively impacted other global health issues. For example, GAVI Matching Fund has built funding and increased impact for immunisation; (Red), a division of The One Campaign, for the Global Fund to fight AIDS, Tuberculosis, and Malaria; and UNITAID has raised money to transform markets for products to test, treat and prevent HIV/AIDS, malaria and tuberculosis in developing countries.

### **3. DESCRIPTION OF THE INTERVENTION TO BE EVALUATED**

The Power of Nutrition has four main objectives:

- To raise new funds;
- To invest in ambitious programmes that deliver results at scale;
- To co-finance (leverage) funders' investments; and
- To reinforce the prioritisation of nutrition in partner countries and in key institutions.

---

<sup>4</sup> For more information, please visit

[https://www.ubs.com/global/en/wealth\\_management/optimusfoundation.html](https://www.ubs.com/global/en/wealth_management/optimusfoundation.html)

## ***Terms of Reference for Evaluation of The Power of Nutrition***

These objectives are described briefly below. More information may be found at The Power of Nutrition website, [www.powerofnutrition.org](http://www.powerofnutrition.org)

### **Objective 1: To raise new funds**

To meet its first objective, The Power of Nutrition intends to conduct two rounds of fundraising. Fundraising is a continuous process and given that money is not homogeneous there will be different styles, propositions and expectations over the initial years as to how successful The Power of Nutrition can be in raising its profile and funding. Fundraising will continue over the first five year period which reflects in part the internal decision-making process of the targeted investors.

The Power of Nutrition Executive aims to raise a total of \$55-75 million by 2018. Proposed annual targets are \$5-10m in 2016, \$20-25m in 2017, and \$30-40m in 2018. (These fundraising targets are under discussion with The Power of Nutrition's board and may be revised.)

From the more than 200 individual conversations with prospective institutional funders from the corporate sector or the philanthropy sector, priority is placed on:

- Cause – Investing in countries showing the highest stunting burden among under five year olds in addition to adolescent mothers,
- Focus – The only foundation to focus its efforts particularly on nutrition-specific interventions following the Lancet guidelines,
- Execution – Our investments are thoroughly unwrapped and we apply a high degree of due diligence to ensure that the interventions that we are purchasing are embedded in the programmes,
- Co-financing – Every new dollar that is raised is multiplied to 4x. This matching will come from a first match by the investors (CIFF, UBS Optimus, DfID) and a second match through the World Bank and UNICEF, which together offer new funders a multiplier of 4x.

### **Objective 2: To invest in ambitious programs that deliver results at scale**

The Power of Nutrition's ultimate objective is to deliver a measurable improvement in nutrition results in countries with high burdens of undernutrition. The charitable foundation aims to save thousands of children's lives and protect millions of children from the lifelong developmental and economic consequences of stunting.

In aggregate, the ambition of The Power of Nutrition is to protect millions of children from stunting, and to have a direct impact of preventing thousands of deaths due to undernutrition. We envisage that The Power of Nutrition will contribute to programmes in five to ten countries. Implementation will vary by country, program, and need. The Power of Nutrition will provide a combination of financing for inputs, together with payment-for-results type arrangements, to deliver these improved results on the ground.

The Power of Nutrition's intention is to invest in nutrition-specific interventions, specifically those recommended by Scaling Up Nutrition (SUN) and the Lancet series on maternal and child nutrition,<sup>5</sup> and the Global Nutrition Report.<sup>6</sup> The Power of

---

<sup>5</sup> Lancet series on Maternal and Children Nutrition, published January 2008 & June 2013.

<sup>6</sup> International Food Policy Research Institute. 2016. Global Nutrition Report 2016: From Promise to Impact: Ending Malnutrition by 2030. Washington, DC. Available:

## Terms of Reference for Evaluation of The Power of Nutrition

Nutrition's estimates of costs and proportionate expected impacts are informed by estimates conducted by organisations including The World Bank, Results for Development Institute (R4D), and 1,000 Days.<sup>7</sup> The Power of Nutrition's approach will be kept under review and updated over time to take advantage of available evidence.

Nutrition capacity at country level remains a key constraint to obtaining better results. For World Bank-executed programmes, up to 10% of programmatic funding will be made available to improving technical expertise to support partner countries in designing and delivering quality programs. The remaining 90% of funding for World Bank-executed programmes will be used to deliver evidence-based interventions, or to pay for the successful delivery of results.

For additional information about The Power of Nutrition, eligible countries, priority interventions, and an illustrative Results Framework, please see Annexes 2, 3, and 4.

### Objective 3: To co-finance (leverage) donors' investments

The Power of Nutrition will offer investors the opportunity to multiply investments by 4x through co-financing.

**Figure 1: Investment Multiplier**



### Objective 4: To reinforce the prioritisation of nutrition in partner countries and in key institutions

As a result of the funding that The Power of Nutrition offers and the results that this funding enables, it is expected that the priority of nutrition will rise in those partner countries and institutions where it has not, as yet, been a high priority. Countries and institutions that already place a high priority on nutrition will reinforce this prioritisation.

<http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/130354/filename/130565.pdf> (Accessed 13 July 2016.)

<sup>7</sup> Shekar et al, 2016. Investing in Nutrition, a foundation for development: An investment framework to reach the global nutrition targets. Available: <http://thousanddays.org/t-days-content/uploads/Investing-in-Nutrition-The-Foundation-for-Development.pdf> (Accessed 13 July 2016).

## ***Terms of Reference for Evaluation of The Power of Nutrition***

For example, a country's Ministry of Finance may change from an approach that results in under-funding of nutrition to an approach that allocates a larger budget to nutrition. This will create stronger political commitment and improve the chance of continued budget allocations in the future.

Similarly, The Power of Nutrition intends to reinforce the priority of nutrition among key institutions and stakeholders. The institutions include the current implementing partners (World Bank and UNICEF) and the private sector. Those that may not currently prioritise nutrition may raise the priority of nutrition within their planning, budgeting, and delivery of results.

### **4. EVALUATION**

#### Evaluation Purpose

The Power of Nutrition and its funders will use results from this evaluation to:

- Course-correct The Power of Nutrition's work during programme implementation, as necessary;
- Learn lessons for expanding and/or replicating this model; and
- Serve as an accountability tool for measuring the effectiveness of The Power of Nutrition.

#### Evaluation Objectives & Research Questions

The objectives of this evaluation are to assess progress on the four objectives of The Power of Nutrition, and assess The Power of Nutrition's cost-effectiveness:

1. Has The Power of Nutrition raised new funds? What is its current potential to do so?
2. Has The Power of Nutrition invested in ambitious programs that deliver results at scale? What is its current potential to do so?
3. Has The Power of Nutrition ensured that the new funds are co-financed? What is its current potential to do so?
4. Has The Power of Nutrition elevated the priority of nutrition in partner countries, and reinforced the nutrition ambitions of key institutions? What is its current potential to do so?
5. Has The Power of Nutrition increased awareness of the nutrition story, particularly with the Private Sector? What is its current potential to do so?
6. How has the programme model of The Power of Nutrition adapted over the lifespan of the programme (starting from April 2015)?
7. What is the cost-effectiveness of The Power of Nutrition?

#### *Research Questions*

Building from these objectives, the evaluation should seek to answer the following research questions:

- How much new money has The Power of Nutrition mobilised?
  - What evidence is there that the leverage offered by The Power of Nutrition structure has been highly influential in attracting new investors?
  - What are the sources of this new money?
  - What are the characteristics of this new money? What portion of the new money is
    - From private sources? From public sources?

## ***Terms of Reference for Evaluation of The Power of Nutrition***

- Restricted? Unrestricted?
    - For national/regional/international use?
  - What are the characteristics of The Power of Nutrition's portfolio of implementing partners? What proportion of The Power of Nutrition's funding supports
    - Private sector implementers?
    - International non-governmental organisations (INGOs)?
    - UN agencies?
    - Development finance institutions?
  - What is The Power of Nutrition's current potential for raising new money?
- What results have programmes funded by The Power of Nutrition achieved at beneficiary level, in terms of:
  - Lives saved (or deaths averted)
  - Cases of stunting prevented
- What is the Cost-Effectiveness of The Power of Nutrition?
  - What were the Operational Expenditure (opex) investments needed to raise this new money and achieve these results?
- To what extent has The Power of Nutrition utilised co-financing?
  - What sources of co-financing have been most effective? Why?
- To what extent has The Power of Nutrition contributed to changing the priority of nutrition in partner countries?
  - How did this happen?
  - Which countries increased their prioritisation of nutrition, and why?
  - Which countries decreased their prioritisation of nutrition, and why?
- To what extent has The Power of Nutrition elevated or reinforced the priority of nutrition in key institutions?
  - How did this happen?
  - How influential has The Power of Nutrition's co-investment mechanism been in driving change or leveraging impact?
- What motivated changes or adaptations to the programme model of The Power of Nutrition over the programme's lifespan (starting from April 2015)?

### Attribution and Contribution

The Power of Nutrition Board recognises that for some research questions, particularly for changes in stunting, it will be difficult to make a clear assessment of the impact of The Power of Nutrition funds, as many factors are likely to play a role and exclusive attribution would be difficult to claim. The Power of Nutrition evaluator will need to be aware of the whole chain of results, including process, outcomes, and impact. The evaluation should focus on outcomes, and their relationship to impact, so that a plausible explanation of overall change and impact can be made. The evaluation should assess attribution for The Power of Nutrition's first objective (to raise new funds). The evaluation may assess contribution for The Power of Nutrition's second, third, and fourth objectives (to invest in ambitious programs that deliver results at scale; to co-finance [leverage] donors' investments, and to reinforce the prioritisation of nutrition in partner countries and in key institutions).

### Evaluation Methodology

The Power of Nutrition invites evaluators to propose a method or combination of methods that are fit-for-purpose to evaluate The Power of Nutrition's work. A mixed-methods approach, employing both qualitative and quantitative information, is encouraged.

## ***Terms of Reference for Evaluation of The Power of Nutrition***

The Power of Nutrition encourages evaluators to consider a design which includes:

- Establishing metrics for evaluating The Power of Nutrition's four transformative propositions, in consultation with The Power of Nutrition Executive Team, Implementing Partners, and international standards,<sup>8</sup> during an initial inception phase;
- Conducting an initial (baseline) assessment for each evaluation objective, by late 2016;
- Conducting two midterm assessments (midlines), in mid-2018 and mid-2020, or at other times as agreed, so as best to provide information for course-correction and to serve the purposes of the evaluation;
- Conducting a final assessment (endline), during or just after the end of program activities, in early 2023;
- Summative evaluation, reported in 2023.

The evaluator is strongly encouraged to plan visits to countries implementing programs with The Power of Nutrition funding. The Power of Nutrition Executive Team will help facilitate these visits in consultation with key stakeholders, including implementing partners.

For more information about the evaluation approaches of two of The Power of Nutrition's stakeholders, please see Annex 5, CIFF evidence, measurement, and evaluation (EME) approach and Annex 6, World Bank evaluation approach.

### Coordination with The Power of Nutrition

The Power of Nutrition Executive will monitor The Power of Nutrition's progress towards achievement of the four transformative propositions. During an initial inception phase, the selected evaluator will review The Power of Nutrition Executive Team monitoring staff's selected monitoring indicators, to develop a coordinated monitoring and evaluation plan. Over the life of the programme, The Power of Nutrition Executive Team monitoring staff will help to facilitate the evaluator's access to The Power of Nutrition stakeholders and data, in countries and at institutional headquarters, as needed and feasible. The Power of Nutrition is currently recruiting an Associate Director for Monitoring & Evaluation, and intends to have a candidate in place by 1 October 2016. (Please see Annex 1.)

### Programme Evaluation Design Review

The selected evaluator will be asked to review the evaluation research designs of country-level programmes that The Power of Nutrition funds, in coordination with The Power of Nutrition Executive staff responsible for monitoring. Monitoring and evaluation staff from the anchor funders, selected donors, and implementing organizations may also be invited to review these research designs. As new country-level programmes supported by The Power of Nutrition are designed for implementation, and ideally prior to beginning of program implementation, the evaluator will be asked to review and feedback on the proposed programme's evaluation design. The purposes of this review are to ensure the rigour of the research design related to nutrition interventions and outcomes, and to ensure their use of metrics and methods that will yield impact findings that can be compared to impact findings of other country programmes supported by The Power of Nutrition.

---

<sup>8</sup> For example, the WHO Indicators for the Global Monitoring Framework on Maternal, Infant and Young Child Nutrition (24 November 2014 or more recent version), available: [http://www.who.int/nutrition/topics/indicators\\_monitoringframework\\_miycn\\_background.pdf?ua=1](http://www.who.int/nutrition/topics/indicators_monitoringframework_miycn_background.pdf?ua=1) (Accessed 13 July 2016.)

## ***Terms of Reference for Evaluation of The Power of Nutrition***

The evaluator may also be responsible for advising on budget allocations to supplement selected evaluations at country level.

It is important that the selected evaluator balance its role as the independent evaluator for The Power of Nutrition (Evaluation Objectives 1-6) with its role in reviewing and advising on evaluation research designs of country-level programmes (Evaluation Objective 2). Potential compromises to the independence of the evaluation should be minimised.

### **Evaluation Timeframe**

The evaluator will need to propose and work within a timeline that is responsive to:

- The Power of Nutrition’s annual Board meetings, tentatively planned to be held in July in each program year (2015 – 2022),
- The annual review meeting between The Power of Nutrition and the World Bank,
- The annual review meeting between The Power of Nutrition and UNICEF,
- DfID’s Annual Reviews on The Power of Nutrition, in particular the final assessment (2022),
- The Power of Nutrition reporting to partners and to the Board, tentatively scheduled as:

<b>Report distribution</b>	<b>Period covered</b>	<b>Type of report</b>
July 2016	16 April – 31 December 2015	Annual
30 September 2016	1 January – 30 June 2016	Progress
31 March 2017	1 January – 31 December 2016	Annual
30 September 2017	1 January – 30 June 2017	Progress
31 March 2018	1 January – 31 December 2017	Annual
30 September 2018	1 January – 30 June 2018	Progress
31 March 2019	1 January – 31 December 2018	Annual
30 September 2019	1 January – 30 June 2019	Progress
31 March 2020	1 January – 31 December 2019	Annual
30 September 2020	1 January – 30 June 2020	Progress
31 March 2021	1 January – 31 December 2020	Annual
30 September 2021	1 January – 30 June 2021	Progress
31 March 2022	1 January – 31 December 2021	Annual
30 September 2022	1 January – 30 June 2022	Progress
31 March 2023	1 January – 31 December 2022	Annual
	16 April 2015 – 31 December 2022	Final

### **Evaluation Deliverables and Dissemination**

The evaluator is invited to propose appropriate formats for presentations of findings. The Power of Nutrition anticipates that the primary audiences for evaluation findings are:

- The Power of Nutrition investors, including CIFF, DfID, and UBS Optimus;
- The Power of Nutrition implementers, including World Bank and UNICEF.

Other audiences for evaluation findings may include the development financing sector, including SUN leadership.

## **Terms of Reference for Evaluation of The Power of Nutrition**

Among the dissemination formats that the evaluator proposes, The Power of Nutrition welcomes concise and engaging formats on specific topics of interest for informing programmatic course-correction and management response.

The evaluator is expected to participate in annual reviews coordinated by The Power of Nutrition and its stakeholders, conducted during The Power of Nutrition annual meetings.

### Anticipated timeline

15 July 2016	Release of TOR.
5 August	Expressions of interest due to CIFF.
19 August	Questions on the TOR due to CIFF. CIFF will send to all organisations who have expressed interest in submitting a proposal the full responses to all questions received.
16 September	Proposals due to CIFF.
23 September	Shortlisting of applicants.
Week of 26 September	Interviews scheduled with shortlisted applicants, remote or in-person.
Week of 3 October	Contract with evaluator signed.

## **5. EVALUATOR PROFILE**

Individuals, organisations, and consortia are invited to submit proposals. Some characteristics that The Power of Nutrition investors feel will facilitate achievement of a successful and informative evaluation are:

- technical excellence in the evaluation of nutrition interventions in low-income nations;
- experience evaluating multi-donor or pooled programmes;
- experience evaluating financing facilities, preferably in development;
- experience evaluating “wholesale” investment models<sup>9</sup>
- understanding of the nutrition landscape and nutrition financing landscape in particular;
- understanding of World Bank financing at the country level;
- understanding of World Bank financing at the Headquarters level;
- understanding of UNICEF priorities and programming with respect to Nutrition;
- understanding of DfID priorities and programming with respect to nutrition.

---

<sup>9</sup> “Wholesale” is used here to indicate an investment model that uses a regrantee intermediary to invest in programmes on behalf of one or more investors. The regrantee acts as the overall fund manager, identifying and performing due diligence on programmes on behalf of the investors, in contrast to a direct investment model where the investors perform this work themselves.

## ***Terms of Reference for Evaluation of The Power of Nutrition***

### **6. PROPOSAL FORMAT**

Interested parties (individual, organization, or consortia) should send their profile, including details of experience in handling similar assignments.

1. Proposals should include two components, a technical component and a financial component:
  - a. **Technical:** The technical proposal needs to contain the methodology and timeframe for the study, including the following details:
    - professional qualifications, including previous relevant experience
    - methodology
    - team structure (team leader, key personnel, personnel for analysis and report writing) and relevant qualification and experience of the team members
    - plan for data collection
    - plan of data analysis
    - plan for dissemination
    - plan for delivering the Programme Evaluation Design Review component in a manner that appropriately complements the full The Power of Nutrition evaluation
    - plans for assuring quality, rigour, and ethical conduct of evaluation research
    - timeline for study
  - b. **Financial:** Expected budget for accomplishing the complete work with detailed break up with unit costs (as per template provided in Annex 7).
    - The Financial proposal should clearly separate costs for the Program Evaluation Design Review elements from the other costs.
2. Applicants are encouraged to include, as an annex, one example of a final or interim report from previous similar work.
3. By 11:59 pm (London) on Friday 5 August 2016, interested bidders are requested to send an expression of interest to [evalnutrition@ciff.org].
4. Interested bidders may send questions about these Terms of Reference to [evalnutrition@ciff.org] by 11:59 pm (London) 19 August 2016. CIFF will send responses to all questions received to all organisations who have expressed interest in submitting a proposal.
5. Please send the application to [evalnutrition@ciff.org], clearly stating “**name of agency**” and “**Proposal for Evaluation of The Power of Nutrition**” as subject line.
6. Applications are to be submitted by 11:59 pm (London) on Friday 16 September 2016.
7. For any further queries or clarifications kindly contact [evalnutrition@ciff.org]. Only short-listed individuals/organization will receive an acknowledgment and may be

## ***Terms of Reference for Evaluation of The Power of Nutrition***

called for further discussions. The Power of Nutrition anticipates short-listing individuals/organizations by Friday 23 September 2016.

Applications should be professionally presented and adhere to the following requirements:

- The Technical and Financial proposal together must be no more than 15 pages in length.
- Annexes may be included beyond the 15 page maximum, however, the criteria for assessing the technical and financial proposals must be met within the 15 page limit.
- Technical proposals must be written in font no smaller than 11 point.
- The submission must be written in English.
- A table of contents must be provided.
- A list of supporting material must be supplied.
- Any electronic copies of the submission shall be in both Microsoft Office and PDF formats.
- Where documents are embedded within other documents, applicants must provide separate electronic copies of the embedded documents.

The submission must be clear, concise and complete. The Power of Nutrition reserves the right to mark a submission down or exclude it from the process if its submission contains any ambiguities or lacks clarity. Applicants should submit only such information as is necessary to respond effectively to this request for proposals. Unless specifically requested, extraneous presentation materials are neither necessary nor desired. Submissions will be evaluated on the basis of information submitted by the deadline.

Where the applicant is a company, the proposal must be signed by a duly authorised representative of that company. Where the applicant is a consortium, the proposal must be signed by the lead authorised representative of the consortium, which organisation shall be responsible for the performance of the contract. In the case of a partnership, all the partners should sign or, alternatively, one only may sign, in which case she or he must have and should state that she or he has authority to sign on behalf of the other partner(s). The names of all the partners should be given in full together with the trading name of the partnership.

## ***Terms of Reference for Evaluation of The Power of Nutrition***

### **7. CRITERIA FOR ASSESSMENT OF PROPOSALS**

The following criteria will be used to evaluate proposals received:

#### Criteria for technical component of proposal

Individual or Firm's previous experience with similar assignments	20%
Proposed staffing plan (demonstrated technical and managerial skills and training of proposed team members)	20%
Methodology	35%
Deliverables and timelines	20%
Professional presentation of technical proposal	5%
<b>Total</b>	<b>100%</b>

#### Criteria for financial component of proposal

Consideration of all potential expenses	30%
Unit costs for potential expenses	30%
Professional salaries	30%
Professional presentation of financial proposal	10%
<b>Total</b>	<b>100%</b>

The technical component will be counted as 65% and the financial proposal will be counted as 35% of the total assessment of the proposal.

### **8. OTHER**

1. While the information contained in these Terms of Reference is believed to be correct at the time of issue, no liability is accepted for its accuracy, adequacy or completeness, nor will any express or implied warranty be given. This exclusion extends to liability in relation to any statement, opinion or conclusion contained in or any omission from, this Terms of Reference (including the annexes) and in respect of any other written or oral communication transmitted (or otherwise made available).
2. Contracting is also subject to the selected party having all necessary authorisations and approvals.
3. Neither the issue of these terms of reference, nor any of the information presented in it, should be regarded as a commitment or representation on the part of The Power of Nutrition (or any other person) to enter into a contractual arrangement.
4. No publicity regarding these terms of reference, the evaluation, or the award of any contract will be permitted unless and until The Power of Nutrition has given prior written consent to the relevant communication. For example, no statements may be made to the media regarding the nature of the evaluation, the contents or any proposals relating to it without the prior written consent of The Power of Nutrition.

## ***Terms of Reference for Evaluation of The Power of Nutrition***

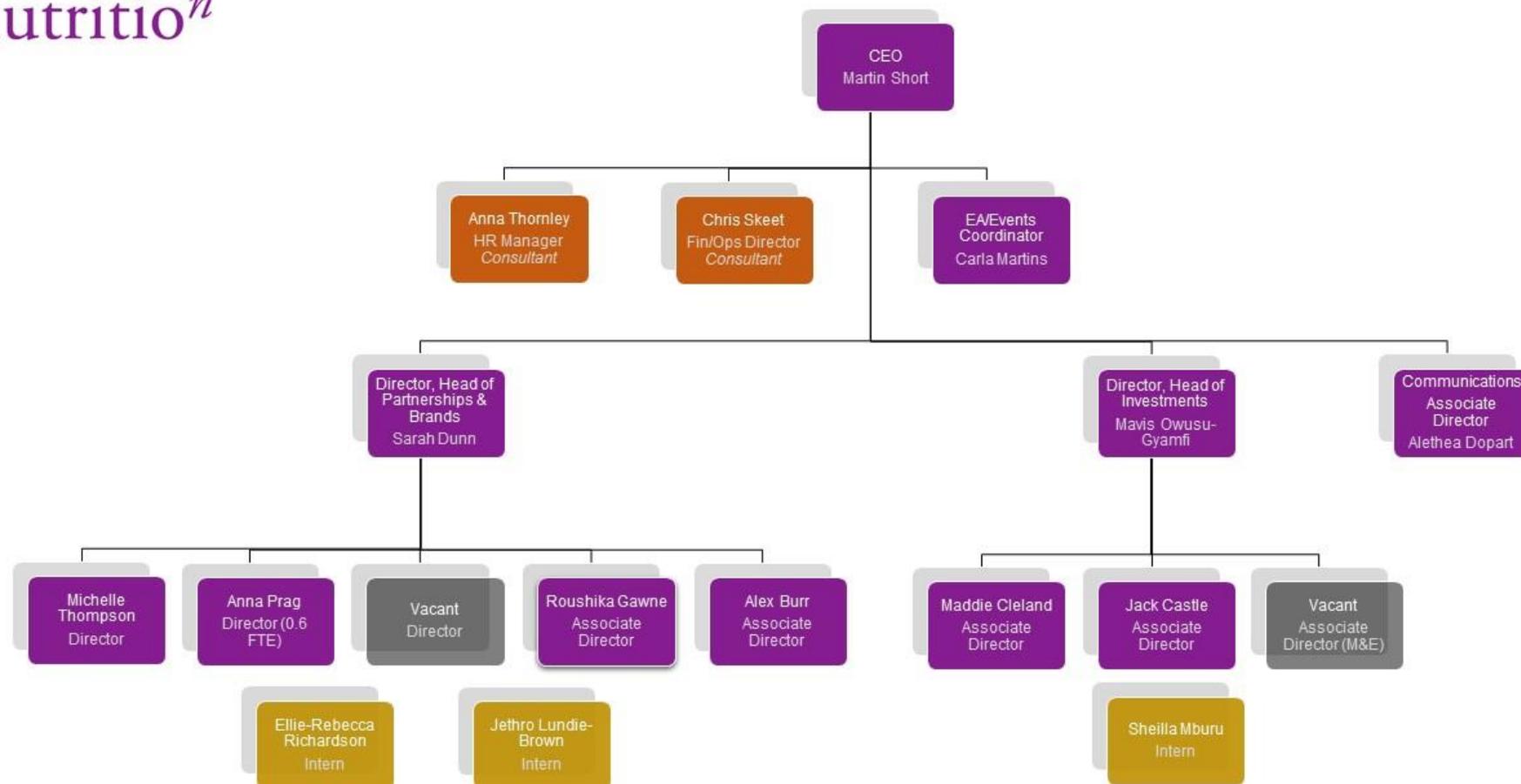
5. The applicant shall treat all information obtained as a result of these TOR as confidential and shall not use any such information other than for the purpose set out in these TOR.
6. The Power of Nutrition reserves the right to:
  - a. Waive or change the requirements of these terms of reference from time to time without prior (or any) notice being given by The Power of Nutrition.
  - b. Seek clarification or documents in respect of a submission by a party.
  - c. Disqualify any party that does not submit a compliant submission in accordance with the instructions in these terms of reference.
  - d. Disqualify any party that is guilty of serious misrepresentation in relation to its submission or expression of interest.
  - e. Withdraw these terms of reference at any time, or to re-invite parties on the same or any alternative basis.
  - f. Choose not to award any contract as a result of the current procurement process.
  - g. Make whatever changes it sees fit to the timing, structure or content of the procurement process, depending on approvals processes or for any other reason.
7. The Power of Nutrition will not be liable for any bid costs, expenditure, work or effort incurred by a party in proceeding with or participating in this procurement, including if the procurement process is terminated or amended by The Power of Nutrition.

## **9. ANNEXES**

- 1: The Power of Nutrition Governance (organogram)
- 2: Eligible Countries (proposed)
- 3: The Power of Nutrition Results Framework (draft)
- 4: The Power of Nutrition Results Framework (World Bank)
- 5: CIFF EME team Performance measurement and effectiveness approach
- 6: World Bank impact evaluation approach
- 7: Proposal budget template

## ANNEX 1: THE POWER OF NUTRITION GOVERNANCE

THE POWER OF  
**nutritio<sup>n</sup>**



## ANNEX 2: ELIGIBLE COUNTRIES (PROPOSED)

**Priority of countries in Sub-Saharan Africa and Asia with a stunting prevalence equal to, or above, 30% and at least 250,000 children stunted**

Country	Stunting (%)	Country	Stunting (%)
Bangladesh	39	Mozambique	43
Benin	34	Myanmar	35
Burkina Faso	33	Nepal	41
Burundi	58	Niger	43
Cameroon	33	Nigeria	36
Chad	39	Pakistan	45
Congo DR	43	Rwanda	38
Ethiopia	40	South Sudan	31
Guinea	40	Swaziland	31
Guinea Bissau	32	Tanzania	35
India	48	Togo	30
Indonesia	36	Uganda	34
Kenya	35	Zambia	40
Lao PDR	44	Zimbabwe	32
Liberia	32		
Madagascar	49		
Malawi	42		
Mali	38		

Source: UNICEF-WHO-The World Bank: Joint Child Malnutrition Estimates. Available: <http://www.who.int/nutgrowthdb/estimates2014/en/> (Accessed 13 July 2016).

## **Terms of Reference for Evaluation of The Power of Nutrition**

### **ANNEX 3: THE POWER OF NUTRITION RESULTS FRAMEWORK**

*(Draft -- to be finalised post the independent evaluation framework)*

#### **1. Illustrative indicators to monitor PON's mobilisation of new money**

*PON will track this indicator.*

- How much new money has been committed to PON in the most recent period?
- How much new money has been obligated to PON since the last reporting period?
- What is the [general] source of new funding?
- What is the [specific] source of new funding?
- What is the structure of new funding (restricted/unrestricted)?
- What geography(ies) does the new funding affect?
- What nutrition issues does the new funding affect?

*Goal: Mobilise \$400m-1bn in new donor, domestic and IDA funding for nutrition*

#### **2a. Illustrative indicators to monitor extent to which PON is elevating the priority of nutrition in countries.**

*Implementing partners will track this indicator in countries with PON-financed programs and PON may compare with other non-PON supported countries. Existing sources (e.g. the Global Nutrition Report) should be used where possible.*

- What is the total level of expenditure on nutrition programs in each country?
- What proportion of the total value of a high-burden country's IDA loans are for nutrition?
- What proportion of a high-burden country's GDP (or health budget, or Ministry of Finance-controlled budget) is allocated to nutrition interventions?

*Goal: Elevate the priority of nutrition in 5-10 countries.*

#### **2b. Illustrative indicators to monitor extent to which PON is helping to elevate the priority of nutrition in institutions, including the World Bank and UNICEF.**

*Implementing partners will track this indicator.*

- How much of the organisation's budget is spent on nutrition?
- How prominently does nutrition feature in the institution's reporting (for example, score cards, annual reports)?
- To what extent is the institution a recognized leader in Nutrition?
- To what extent does the institution provide technical capacity to countries to conduct more and better work related to Nutrition?

*Goal: Elevate (or reinforce) the priority of nutrition in key institutions.*

#### **3. To what extent is PON driving results at scale?**

*Implementing partners will track this indicator focusing on outputs such as delivery of programs at scale, and coverage of populations at scale*

The PON evaluation will focus more on beneficiary-level impact indicators than on output indicators, using impact indicators from high-burden countries, such as the extent to which PON-supported programs affected:

- Under-five stunting prevalence
- under-five wasting prevalence
- under-five anaemia prevalence

Program implementers should conduct impact evaluations using impact indicators that can be compared and possibly pooled across interventions and across countries. These indicators should be informed by World Bank results framework indicators and by the Global Monitoring Framework on Maternal, Infant and Young Child Nutrition (draft 30 September 2014).

Implementers may suggest additional nutrition-related beneficiary-level impact indicators that interventions funded by The Power of Nutrition might plausibly affect, and PON monitoring could also track progress on these indicators, for example:

- neonatal mortality (all-cause)
- incidence and/or prevalence of diarrhoea among children <5
- birth weight

#### **4. To what extent has PON leveraged donors' investment? *PON will track this indicator.***

**Terms of Reference for Evaluation of The Power of Nutrition**

**ANNEX 4: THE POWER OF NUTRITION RESULTS FRAMEWORK (WORLD BANK)**

<b>INDICATIVE RESULTS FRAMEWORK (UNDER DISCUSSION)</b>		
<p><b>HIGHER LEVEL OBJECTIVE</b></p> <p>Reduce child undernutrition (stunting, wasting, micronutrient deficiencies) in order to reduce child mortality, increase healthy child growth and development, increase economic productivity, reduce extreme poverty and increase shared prosperity for the poorest 40% of populations</p> <p>Key Performance Indicators (KPI): Under-five stunting prevalence; under-five wasting prevalence; under-five anemia prevalence</p> <p>Data sources: National health surveys such as DHS and MICS and impact evaluations</p> <p>Targets: Country specific targets (set by national or state governments) will be monitored</p>		
<p><b>STRATEGIC OBJECTIVE</b></p> <p><b>Scale up of investments in nutrition programs in selected countries to delivery evidence-based interventions</b></p> <p><b>KPI: Number of new IDA investments in nutrition in World Bank Group-supported projects in select high burden stunting countries<sup>10</sup></b></p> <p><b>Data sources: World Bank investment statistics</b></p> <p><b>Target: 3-5 new nutrition components/projects identified and committed to by end of 2017 in high burden IDA countries</b></p>		
<p><b>Intermediate Result 1</b> Increased provision and utilization of key nutrition services by target populations KPI: Number of pregnant and lactating women, adolescent girls and/or children under age five reached with essential nutrition-specific services Data sources: WB project statistics Target (illustrative): 25% increase over baseline by 2019</p>	<p><b>Intermediate Result 2</b> Increased WBG leadership on nutrition through leveraged IDA funds for nutrition KPI (Illustrative): Proportion of WBG Health, Nutrition and Population (HNP) sector investments in high burden IDA countries going to nutrition interventions/programs Data sources: WB investment statistics Target (Illustrative): 20% increase over baseline by 2019 increased number of IDA nutrition investments with co-financing from the MDTF</p>	<p><b>Intermediate Result 3</b> Increased country capacity in nutrition in select high burden countries KPI (Illustrative): Coverage of nutrition in pre-service/in-service and other project training curricula across healthcare worker training programs Data sources: WB project statistics Target (Illustrative): 60% of health worker training programs incorporate modules on nutrition by 2019</p>
<p>1.1 Increased availability of essential nutrition-specific services and commodities</p>	<p>2.1 Increased number of analytic products on nutrition produced by the WBG</p>	<p>3.1 Increased number of national nutrition strategies in WBG client countries include training programs/approaches to address gaps in nutrition technical competencies at all levels of health workers.</p>
<p>1.2 Improved information systems for tracking coverage of target populations with nutrition-specific services</p>	<p>2.2 Increased number of IDA nutrition investments with co-financing from the MDTF Increase in request from countries for nutrition AAA and/or investment lending</p>	<p>3.2 Improved nutrition technical competencies among nutrition program administrators and project implementers in WBG-supported projects/programs</p>

<sup>10</sup> Includes countries in AFR and SAR with child stunting prevalence >30% and affected population >250,000 children.

## ***Terms of Reference for Evaluation of The Power of Nutrition***

### **ANNEX 5: CIFF'S EVIDENCE, MEASUREMENT, AND EVALUATION APPROACH**

CIFF's Evidence, Measurement, and Evaluation team approach includes:

- All our evaluations are fit-for-purpose so that we choose the right methodology for answering simple but critical questions – a robust system to provide data on the critical path to impact, complemented by a purposeful evaluation approach.
- We focus on simple but critical questions, such as what do we need to know to measure the progress and impact of the programme? How will we know? When will we know? Who is the information for and how will it be used? Focusing on these questions allows us to design evaluation frameworks that are focused and operationally relevant.
- Objectivity and credibility of PME findings, through engagement of third party evaluators and creation of advisory PME groups involving non-implementation partners. This allows us to confidently learn and course-correct based on the findings and use of evidence to leverage the impact of our programmes with relevant stakeholders, such as policymakers and other funders.
- We utilise and consider ways to strengthen existing data systems, for example HMIS, in countries that we work in.
- We work closely with the implementing partner to understand what the programmatic data means and how this influences programme implementation.
- We encourage dissemination of evaluation findings in appropriate forums, especially for the purposes of adding to the knowledge economy and for leveraging the success or learnings from the programme.
- We strongly encourage leadership in local contexts in which we work, and support local evaluation organisations and local sub-contractors.

See also, <https://ciff.org/about-us/data-and-evidence/>

## ***Terms of Reference for Evaluation of The Power of Nutrition***

### **ANNEX 6: WORLD BANK IMPACT EVALUATION APPROACH**

*From Independent Evaluation Group, Methodology*<sup>11</sup>

#### **Evaluation Approach**

The purpose of the independent evaluation function at the World Bank Group is to assess the performance of the institution's policies, projects, and processes (accountability) and to learn what works in what context (learning).

As the scope of Bank Group operations and its portfolio of products have grown, the Independent Evaluation Group (IEG) has continued to develop and adapt its approaches to evaluating development effectiveness. These approaches include assessing outcomes against stated objectives, benchmarks, standards, and expectations, or assessing what might have happened in the absence of the project, program, or policy (counterfactual analysis). For example, private sector investment projects are mainly assessed against absolute economic and financial performance criteria and the extent to which they contribute to private sector development. Public sector projects are assessed in relation to their relevance and the efficacy and efficiency with which they achieve their development objectives.

IEG's evaluation approach reflects and is harmonized with internationally accepted evaluation norms and principles, as established by the OECD's Development Assistance Committee (DAC) [\(1\)](#), the good practice standards of the ECG [\(2\)](#), and the norms and standards of the United Nations Evaluation Group (UNEG).

#### **Products**

To judge the Bank Group's performance and identify lessons for improving Bank Group operations, IEG conducts not only project-level evaluations, based on the review of self-evaluation reports prepared by Bank Group staff and supplemented by independent assessments, but also reviews of literature, analytical work, and project documentation; portfolio reviews; country case studies; structured interviews and surveys of staff and stakeholders; and impact evaluations.

---

#### **Footnotes**

1: Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC), "Principles for Evaluation of Development Assistance", Paris, 1998

2: Good Practice Standards for the Evaluation of Public Sector Operations, 2012 Revised Edition (ECG)

3: UNEG Norms and Standards

---

<sup>11</sup> From <http://ieg.worldbankgroup.org/methodology>. Accessed 13 July 2016.

***Terms of Reference for Evaluation of The Power of Nutrition***

**ANNEX 7: BUDGET TEMPLATE**

Please see accompanying excel spreadsheet.

The financial proposal should clearly distinguish the budget necessary for the Program Evaluation Design Review component from the other evaluation components.