

# Request for Proposals

## Strategy and Growth Unit

In collaboration with the Evaluation and Strategic Research Subunit,  
Global Technical Services Unit

### **Study Type:**

Appraisal of the N-LIFT Model and Investments

### **Project:**

Nutrition Leverage and Influence for Transformation (N-LIFT) 2015-2020

### **Proposed Timeline:**

May – August 2019

## Request for Proposal Notice

Nutrition International (NI), a non-profit organization dedicated to eliminating vitamin and mineral deficiencies worldwide, invites proposals from competent Consultant(s) or Agencies for conducting an appraisal of the Nutrition Leverage and Influence for Transformation (N-LIFT) model and investments.

### ***About Nutrition International***

Nutrition International (NI), formerly the Micronutrient Initiative, is a global nutrition organization, headquartered in Ottawa, which aims to transform the lives of vulnerable people, especially women, adolescent girls and children, by improving their nutritional status and health as these groups often have the greatest unmet needs. Since 1992, NI has been building on a track record of success in vitamin A supplementation and salt iodization as well as in global advocacy, research and market shaping to address key micronutrient gaps, to include more direct support for the design and scale-up of nutrition programs at country level. NI continues to work in close partnership with governments, the private sector, international agencies, academia and non-governmental organizations (NGOs).

For 25 years NI has remained committed to its core vision: a world where everyone, everywhere, is free from malnutrition and able to reach their full potential. In that time, we have expanded our scope as well as our role, and outlined a bold vision for the next twelve years to 2030. Our Goal 2030 is to transform the lives of 1 billion vulnerable people, especially women, adolescent girls and children, by improving their nutritional status. The potential to transform is closely linked to overcoming gender inequalities. NI believes that improving nutrition is critical to achieving gender equality, and that improving gender equality leads to improved nutrition.

One of Nutrition International'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 for existing and future program evaluations and coordinates the analysis and utilization of evaluation activity results.

### ***Project Background & Rationale***

N-LIFT is a pioneering initiative that seeks to integrate nutrition interventions into existing development programs, platforms or networks that do not already focus on nutrition.

With a \$25M anchor investment provided by the Government of Canada through Global Affairs Canada, this Nutrition International-led initiative collaborates with exciting new partners in health, education, agriculture and other newcomers to the nutrition landscape. N-LIFT's partners are all dedicated to improving the lives of millions of women, adolescent girls and young children in Asia and Africa. The innovative model attracts partners that want to integrate nutrition into their established programming to bring greater benefits to their beneficiaries. These partners are pioneers who are drawn to the opportunity to make an even bigger impact on the world. Leveraging their strengths, reach and resources, N-LIFT develops investments that have immense potential to scale and replicate at the local, regional and global levels.

N-LIFT makes four types of investments to catalyze the integration of nutrition into development efforts:

- 1) **Advocacy:** Analytic work to influence delivery platforms, funding mechanisms and policy frameworks. Strategic analysis and targeted advocacy to leverage additional reach, results and resources for nutrition by influencing high-impact public and/or private sector delivery platforms, new or innovative funding mechanisms or policy frameworks.
- 2) **Analytical:** Strategic investments to enhance the nutrition capacity of governments and agencies. Offer technical expertise to support the design, and ensure the success of, joint initiatives where appropriate. This expertise could include but need not be limited to leading or supporting:
  - Transition planning for the integration of nutrition into current systems and platforms
  - Costing and business case development
  - Analytic work, modelling and cost-benefit projections
  - Design of monitoring, evaluation and documentation of joint initiatives
  - Implementation support as required
- 3) **Innovative finance:** Innovative finance approaches to increase resources for nutrition. Provide co-financing or catalytic investment into agreed joint initiatives; decisions for such investments will be based on rigorous analysis of the expected return on investment - particularly in terms of additional impact. For example, engagement with pharmaceutical or nutraceutical industry partners in an effort to maximize opportunity for results and leverage expertise.
- 4) **Programmatic:** Incorporation of nutrition interventions into existing platforms that reach target populations. Engage at executive levels with partners to identify concrete opportunities to integrate nutrition into upcoming or current programs, delivery platforms and accountability frameworks - and to develop costed time-bound joint initiatives, with associated deliverables and performance measurement mechanisms. Enlist the support of like-minded donors, and use their long-established relationships to initiate further discussions with key multilateral partners to work toward including essential nutrition interventions into existing delivery platforms.

N-LIFT is committed to doing development differently and breaking down silos. The N-LIFT portfolio consists of diverse investments across a variety of sectors, which are carried out throughout Asia and Africa. N-LIFT works like a financial portfolio designed to maximize return on investment (ROI) for vulnerable people in Asia and Africa. In N-LIFT's case, ROI is measured using the following four outcomes:

- 1) **Leverage:** The financial commitments and in-kind support that N-LIFT leverages from partners that drive resources to nutrition that would otherwise be used in other areas.
- 2) **Reach:** The millions of vulnerable communities in Asia and Africa that N-LIFT aims to reach.
- 3) **Improved health and nutrition:** Demonstrated impact on the health and nutrition status of the target population.
- 4) **Beneficiaries' economic well-being:** The tangible financial benefit of an N-LIFT investment, which may ultimately entice national governments to contribute resources to the investment.

N-LIFT investments use existing program platforms and networks, leveraging partners' strengths, reach and resources to reach vulnerable people, especially women and adolescent girls. With this approach, N-LIFT aims to reduce missed opportunities and expand the reach of effective nutrition interventions to ultimately improve health and nutrition outcomes and improve the economic future in Asia and Africa. The investments are structured to be highly innovative and collaborative, designed to evaluate the potential to scale-up the reach of effective evidence-based nutrition interventions.

More than a business model, N-LIFT is an exciting new approach that aims to ensure reach, efficiency and effectiveness in nutrition delivery. N-LIFT's approach is unique in two key ways:

1. **Multisectorality:** N-LIFT opens the door for greater collaboration with organizations that have not traditionally focused on nutrition, so that layered interventions can multiply benefits to those most in need.
2. **End-to-end support for non-traditional partners:** N-LIFT combines the provision of catalytic funding with technical expertise to partners, supporting the scoping, design and implementation of integration programs and initiatives. This level of engagement ensures the quality of integration efforts and delivery of evidence-based nutrition interventions within existing (and often complex) development platforms.

To date, N-LIFT has made 12 investments with 18 co-investing partners across 16 countries, leveraging \$25M in financial resources and in-kind contributions from partners. Through N-LIFT, over seven million vulnerable women and girls – those who are in greatest need of nutrition services – will be reached.

N-LIFT is currently midway through implementation of the current model, and so NI seeks to use this opportunity to assess the strategic and operational strengths of the N-LIFT model, and its effectiveness, efficiency, and economy (value for money) to deliver the intended outcomes. In addition the evaluation will identify strategic areas for program improvement and future directions. The lessons learned will inform course correction on the current initiative and shape the development of future investments and adaptation of the N-LIFT model.

### ***General instructions & considerations for the RFP***

- This Request for Proposals (RFP) is to conduct an appraisal of the N-LIFT model and investments to assess the strategic and operational strengths of the N-LIFT model, and its effectiveness, efficiency, and economy (value for money) to deliver the intended outcomes. In addition the evaluation will identify strategic areas for program improvement and future directions.
- A step-wise submission process will follow 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.
- These instructions should be read in conjunction with the 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, proposal. Nutrition International reserves the right to request any (or all) Respondent(s) to meet with the Nutrition International 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 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:
  - Nutrition International

- Government of Canada
- Amref Health Africa, BRAC, Children Without Worms, Government of Bangladesh, Grand Challenges Canada, The Power of Nutrition, UNFPA, University of Saskatchewan, Girl Effect, World Association of Girl Guides and Girl Scouts, Bangladesh Knitwear Manufacturers and Exporters Association, World Bank Group
- 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 an 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 offense or other offense, a serious offense 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 fulfill any obligations in any jurisdiction relating to the payment of taxes.
  - Any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic or otherwise directed against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work<sup>1</sup>

### ***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 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 **Annexes 1-6** as listed below and applicable. 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 **12 days**.

Timeline for submissions:

- 4-page concept note submitted to Nutrition International by close of business, **Thursday, April 4<sup>th</sup>, 2019**
- Once selected consultants/agencies are notified, they will have 12 days to submit their full proposal. Exact dates will be confirmed at the time success is notified.

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

<sup>1</sup> See further: WHO Definition of Sexual Violence:

[http://apps.who.int/iris/bitstream/handle/10665/77434/WHO\\_RHR\\_12.37\\_eng.pdf?sequence=1](http://apps.who.int/iris/bitstream/handle/10665/77434/WHO_RHR_12.37_eng.pdf?sequence=1)

Cover-Letter and Declaration (up to 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 D**.

The selected consultant(s) or 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 (including annexes 1-6) listed below. The technical implementation plan should align with the Terms of Reference presented in **Annex A** of this document.

Proposals will include the following Annexes:

**Annex 1: Qualifications and experience**

- Previous experience appraising large scale programs preferably multi-faceted programs and other related research (Reference to or sample of previous report/s or research that the team has produced (preferably previous evaluation report – up to two reports) as well as research that has assessed the value for money of complex programs.
- Qualifications of the key personnel of the team: including Resume of each of the key team members (up to three 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 appraisal should include deadlines for each activity but not limited to the items mentioned below. Any other project specific time should be included as relevant.

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

**Annex 3: Financial Proposal (up to 3 pages):**

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

- A budget based on the format attached as **Annex C**.
- Breakdown of all activities, outputs and deliverables.
- Estimated cost disaggregated by the number of days the each of the team members will be working.
- Dates when separate financial reports will be submitted and when payment will be expected.
- All amounts need to be quoted in Canadian dollars (CAD). 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 and maps of the selected areas.

**Annex 5:** A risk analysis exercise: Identifying barriers and risks of implementing the appraisal 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 study should have:

- At least eight years of demonstrable experience of appraising large scale programs preferably multi-faceted programs and other related research;
- Previous research experience assessing the value for money of complex programs;
- At least five years of experience in collecting and analyzing quantitative and qualitative data;
- Access to a licensed copy of, and experience in using software that may be required for data analysis, such as NVivo or ATLAS.ti for qualitative data or SAS or SPSS for quantitative data;
- Language skills: Fluency in English (written and spoken);
- Familiarity with the context of the region(s) in which the research will be conducted;
- Familiarity with nutrition interventions and international guidelines is an asset;
- Qualifications of the key personnel of the team: including Resume of each of the key team members (up to three pages per resume);
- A description of the roles and responsibilities of each of the team members (up to 3 pages);
- Completed a course on ethics in research on human participants and be able to train the evaluation data collectors on protecting human participants in research before the data collection; and,
- Member(s) of the team should have completed the Government of Canada's [Gender Based Analysis Plus course](#) (proof of certification required).
- Member(s) of the team will need to read and agree to relevant NI HR policies (e.g. Sexual Harassment, Child Protection, Security, etc.).

### ***Submission***

The technical and financial plans shall be put into a covering email specifically indicating with the subject line "Nutrition Leverage and Influence for Transformation (N-LIFT) 2015-2020 Appraisal of N-LIFT Model and Investments"

**Mr Chowdhury Jalal** (E-mail: [cjalal@NutritionIntl.org](mailto:cjalal@NutritionIntl.org))

For any clarification required, please write an email to

**Ms Emily Measures** (Email: [emeasures@NutritionIntl.org](mailto:emeasures@NutritionIntl.org))

- Concept note and proposals must be submitted in English.
- Only E-mail bids will be accepted.
- Any clarification on the scope of work and submission process will be communicated giving equal opportunity to all applicants.
- Only those short-listed will receive an acknowledgment. Candidates may be called for a personal interaction over phone or Skype.
- Late submissions will not be accepted under any circumstances.

### ***Receipt, Evaluation and Handling of Proposals***

Once a concept note or proposal 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: Proposal Scoring Criteria** *(Subject to specific project/RFP)*

Item	Assessment Category: Technical Proposal	Weights
Proposal	The rational, context, research questions, objectives, and ethical considerations are adequately described	10%
	The evaluation methodology, data collection mechanisms, and data analysis plan are plausible to achieve the objectives of the appraisal. The proposal lists the types of reports and documents that will be needed for the different components of the study	10%
	The proposal addresses gender equality issues: providing qualified gender expertise; sex and gender-based analysis specific to scope and context of the work; identification of gender-specific risks.	10%
	The consultant provides a short review of/comments on the described below methodology of the study with suggestions and recommendations to enhance it	5%
	The proposal emphasizes how to capture the needed information for designing an effective evaluation of the extent to which investments are on track toward achieving their contractual outcomes, and elaborates on how it will explain reasons for deviations and/or challenges, as well as an analysis of early achievements and success factors and recommendations for improvement and refinement of the current model and approach	5%
	The proposal includes a clear and reasonable timeline (with potential adjustment for delays); the timeline includes specific deadlines for each of the evaluation activities, milestones and deliverables (and ideally reflects the roles and responsibilities of the team)	5%
	The proposal demonstrates ability to determine how well assumed risks were managed; as well as succinctly compiles lessons learned and recommendations for future management of risks as well as potential areas of future research	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 prioritizes economy, minimizing the costs of staffing and other budget inputs without compromising the quality and timeliness of the project.	15%
	The financial proposal captures all critical components, various expenses, and justification summaries	5%
	The estimated expenses and the administration cost in the proposed budget are reasonable for each of the activities	5%

# Annex A. TERMS OF REFERENCE

## Part 1: Project Background Information

IMPORTANT NOTE: This section is meant to provide background information about the Overall INTERVENTION PROJECT– information about the current evaluation will follow in the next section.

### *Rationale of the Overall Project*

Hidden hunger – the chronic lack of minerals and vitamins – affects one in four people, with the poor, and especially women and children being the most vulnerable. Micronutrient deficiencies lead to impaired development, disease and all too often death.

Malnutrition is one of the most persistent barriers to human development and ending poverty is an uphill battle when women and girls are malnourished. Compounded by systemic gender discrimination, malnutrition limits the capacity of women and girls to grow, learn, earn and lead. A gap exists between those in need of nutrition interventions and those that are currently being reached.

Unfortunately, there are too many missed opportunities to include nutrition services in new and existing large-scale public sector, multilateral, private sector and NGO programs. Such missed opportunities can result from budget restrictions, the lack of capacity or human resources to design and deliver nutrition programs, or the lack of political will.

By looking at missed opportunities as a potential source, program or platform for nutrition services, N-LIFT is finding ways to integrate nutrition into new and existing financing flows and delivery mechanisms. Unmet global health and nutrition needs are vast. And N-LIFT is responding by bridging key gaps in the provision of sustainable, effective nutrition programming.

The idea is simple and effective. N-LIFT aims to reach the unreached. By encouraging innovative financing and working with partners to integrate nutrition into large-scale interventions that currently don't have nutrition services as a component, more women and girls will have access to proven nutrition solutions.

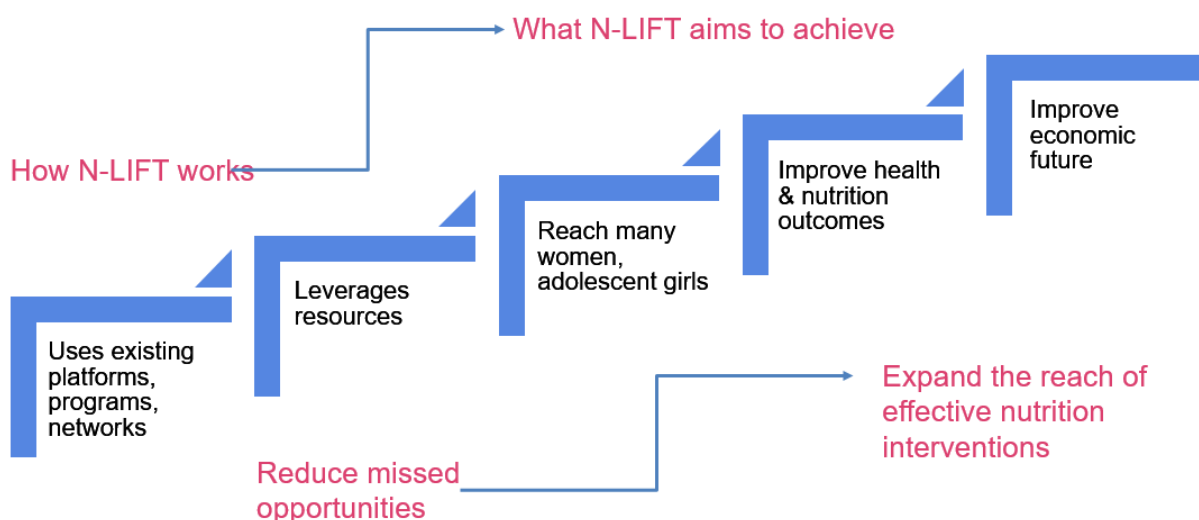
### *Objectives of the Overall Project*

N-LIFT is committed to doing development differently and breaking down silos. The N-LIFT portfolio consists of diverse investments across a variety of sectors, which are carried out throughout Asia and Africa. N-LIFT works like a financial portfolio designed to maximize return on investment (ROI) for vulnerable people in Asia and Africa. In N-LIFT's case, ROI is measured using the following four outcomes:

- 1) **Leverage:** The financial commitments and in-kind support that N-LIFT leverages from partners that drive resources to nutrition that would otherwise be used in other areas.
- 2) **Reach:** The millions of vulnerable communities in Asia and Africa that N-LIFT aims to reach.
- 3) **Improved health and nutrition:** Demonstrated impact on the health and nutrition status of the target population.
- 4) **Beneficiaries' economic well-being:** The tangible financial benefit of an N-LIFT investment, which may ultimately entice national governments to contribute resources to the investment.

### **Theory of Change for the Overall Project**

A gap exists between those in need of nutrition interventions and those that are currently being reached. N-LIFT seeks to bridge that gap. With strategic investment where nutrition is missing, N-LIFT will reduce missed opportunities for action on nutrition and in so doing N-LIFT will reach the unreached so that more women and girls have access to proven nutrition solutions.



### **Activities of the Overall Project**

Please see <https://www.nutritionintl.org/what-we-do/N-LIFT/> for a brief description of N-LIFT's current investments and project locations.

#### **SNAP**

With support from N-LIFT, this project aims to: 1) test a model to increase coverage and adherence to nutrition services including weekly iron-folic acid supplementation (WIFAS) of adolescent girls, and the promotion of the adoption of behaviours likely to improve nutritional status by enhancing knowledge, attitudes, and practices (KAP) of health, nutrition, and hygiene among adolescent girls and boys; 2) integrate these nutrition actions with deworming interventions to control soil-transmitted helminthiasis (STH) infections among adolescent girls and boys; 3) assess the extent to which the prevalence of anaemia among adolescent girls can consequently be reduced; and 4) develop recommendations and a costed action plan for Government policy leaders and their development partners with respect to optimal approaches to, resource commitments required for, and likely returns on investment from further scale up.

#### **Kangaroo Mother Care (KMC) Development Impact Bond (DIB)**

Low birth weights and preterm births are a leading cause of under-5 child deaths in Cameroon. Kangaroo Mother Care (KMC) is a proven, cost-effective practice recommended for babies born early (preterm) or small (low birth weight), which involves holding the baby skin-to-skin on the mother's or other family member's chest — ideally feeding them only breastmilk — and having close follow up of the mother and baby once they return home. Cameroon is committed to scaling up KMC but lacks the infrastructure, equipment, staff knowledge and management support to deliver this life-saving intervention at its public hospitals.

With support from N-LIFT, quality KMC will be scaled up to 10 hospitals across Cameroon. The N-LIFT investment is critical to launching the Kangaroo Mother Care Development Impact Bond (KMC DIB) –

the first ever in the field of nutrition. Impact bonds are entirely focused on outcomes. Once launched, the KMC DIB investor will provide funds up-front to strengthen hospital infrastructure, equipment, staff knowledge and management needed to deliver quality KMC across Cameroon. This start-up capital is returned to the KMC DIB investor by KMC DIB outcome funders only if a set of independently evaluated targets are met.

### **World Association of Girl Guides and Girl Scouts**

One million women and girls worldwide suffer from malnutrition. As the world's only movement for every girl and any girl, reaching 10 million girls in 150 countries, the World Association of Girl Guides and Girl Scouts (WAGGGS) is in a unique position to shift this narrative by promoting girl-led change through nutrition education, community action and advocacy.

With support from N-LIFT, WAGGGS will develop an educational nutrition badge curriculum and pilot it in four countries where malnutrition is a major problem: Madagascar, the Philippines, Sri Lanka and Tanzania. Girls will also reach out to their communities to share nutrition knowledge and mobilize efforts to implement projects that will increase girls' access to better nutrition. WAGGGS will capture and disseminate lessons learned from the curriculum to influence decision makers at

### **Power of Nutrition**

With support from N-LIFT, the Power of Nutrition (PON), an innovative financial mechanism for nutrition, will scale-up and institutionalize high-impact, evidence-based nutrition interventions nationwide in support of the Government of Ethiopia's National Nutrition Program (NNP) II. Through payment for results, this investment will incentivize health system performance in maternal and child health and nutrition and also directly support critical technical assistance and capacity building activities. It is estimated that this investment, as part of a package of strengthened maternal and child health and nutrition services, will contribute to reach approximately 14.2 million women and children. The delivery of twice-yearly Vitamin A supplementation, 90+ IFA supplements during pregnancy, and education about improved nutrition care and feeding practices will be strengthened.

### **Girl Effect**

Girl Effect is a creative non-profit that uses media and mobile technology to reach millions of adolescent girls, with the goal of empowering girls to change their lives. Through Springster, its global mobile platform, Girl Effect connects marginalized and vulnerable girls to each other and the relevant content, services, tips and advice they need to achieve their full potential. With 30 million users in 66 countries, this platform provides a means to create and disseminate nutrition specific content to millions of adolescent girls where they are — on their phones — in a way that has never before been possible.

With support from N-LIFT, Girl Effect will create evidence-based and age appropriate content on nutrition to be shared through Springster to adolescent girls in Indonesia — a country with worrying nutrition statistics but a flourishing digital landscape. It will also integrate nutrition content into the platform's other thematic areas, like economic empowerment and health.

### **Amref**

Amref Health Africa reaches more than 10 million vulnerable people across Africa every year with community-based health, water and sanitation, and disease prevention services. Amref Health Africa is a strong advocate for health, but the organization wants to improve how it delivers nutrition service through its existing programs.

With support from N-LIFT, Amref Health Africa will build its capacity to deliver cost-effective nutrition interventions using the organization's existing community health platforms. As part of the partnership, a nutrition technical advisor seconded by Nutrition International to Amref Health Africa will produce a comprehensive nutrition mapping report on its programs, an assessment of staff nutrition knowledge and capacity, and an organizational nutrition strategy.

The Nutrition Integration Strategy will include actions to integrate nutrition interventions, actions to address any identified capacity gaps, and resource mobilization requirements to support high-impact health and nutrition programs.

### **University of Saskatchewan**

Due to their specific biological needs, adolescent girls in Bangladesh are particularly vulnerable to iron deficiency, which can have significant adverse impacts on their health and well-being. Lentils, a staple food in the country and around the world – and a major Canadian export – make excellent fortification vehicles that could prevent anaemia when fortified with iron. Yet there are no fortified lentils currently available on the market.

With N-LIFT's support, the University of Saskatchewan will conduct the health benefit documentation phase of its iron-fortified lentil efficacy trial. Advancing a fortification technology developed at the university with technical support from Nutrition International and other partners, the objective of this study is to establish evidence of the efficacy of iron-fortified lentils in improving the health and nutritional status of a sample group of adolescent girls in Mymensingh District, in rural Bangladesh. It is hoped that the evidence on health benefits generated by this trial will facilitate acceptance of the fortified lentils by the population of Bangladesh, government stakeholders, bulk institutional buyers as well as lentil processors. Ultimately, the partners hope to create a market for fortified lentils, expand its commercial application and facilitate global scale-up.

### **UNFPA**

Access to contraceptives allows women, couples and especially young people to exercise their rights to reproductive health including family planning. UNFPA has multiple programs that reach adolescent girls and women of reproductive age. There are missed opportunities to expand intake and demand for nutrition interventions through leveraging with various UNFPA programs. The investment will allow N-LIFT to integrate nutrition interventions and inputs into UNFPA's large-scale, multi-country sexual and reproductive health platform.

With N-LIFT's support, UNFPA will integrate nutrition into existing training materials/curricula for service providers, increase IFAs/WIFAs intake/consumption amongst target populations and include nutrition messages in health education sessions in health facilities. In addition, the project will leverage existing school-based Girls Safe Spaces of the Adolescent Girls Initiative (AGI) to introduce nutrition counselling for adolescent girls and existing community-based Husband Schools and role model mothers.

### **Zuellig Family Foundation**

Over 50% of the world's population lives in cities. Urbanization brings new nutrition challenges such as non-communicable diseases and indigenous communities being left behind. This investment will co-create an Urban Nutrition Strategy with city mayors, the Department of Health, regional and city health and nutrition managers, and the Zuellig Family Foundation (ZFF) in the Philippines.

With N-LIFT's support, ZFF will 1) strengthen nutrition governance systems towards improved nutrition policies, nutrition plans and nutrition financing in at least 3 pilot cities; 2) strengthen the

leadership competencies of the city mayors and key city officials in nutrition governance; and 3) improve the knowledge of frontline health and nutrition workers of the 1st 1000 days and link interventions with prevention of non-communicable diseases; improve their data management capacity, and strengthen service delivery of nutrition interventions by 2020. The project will also disseminate key learnings and insights at the global and national scale through the national government, private sector, and global platforms.

### **Bangladesh Knitwear Manufacturers and Exporters Association**

The readymade garments (RMG) sector is the largest contributor to Bangladesh's economy, employing about 4 million people, most of whom are young women. In Bangladesh, over 40% of women suffer from anaemia, which can affect their overall health and wellbeing. The RMG factories provide a platform to reach a large number of women and men with nutrition interventions that will not only improve their health and productivity, but also contribute to making progress towards gender quality among the workers.

With N-LIFT's support, and in collaboration with factory owners, managers, and workers, the Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA), one of the largest garment associations in Bangladesh, aims to prevent and control anaemia by improving the iron status among women, as well as to improve nutrition knowledge among male and female workers in Dhaka and Narayanganj regions. Key interventions include: weekly iron-folic acid supplementation (WIFAS) for women, dissemination of information on a balanced diet, WASH and the importance of WIFAS to all workers, and government and private sector advocacy for better nutrition for RMG sector workers.

### ***Project Locations***

N-LIFT investments cover the following countries:

- Bangladesh
- Cameroon
- Ethiopia
- Indonesia
- Kenya
- Madagascar
- Malawi
- Nigeria
- Philippines
- Senegal
- South Africa
- South Sudan
- Sri Lanka
- Tanzania
- Uganda
- Zambia

### ***Project Status***

N-LIFT was created in 2015, and launched in 2016. The World Bank and BRAC were the first two investments. Both of these investments have now closed. N-LIFT has 10 current investments, which are ranging from project set up to implementation. All investments will wrap up by September 2020.

The N-LIFT Team is based in Ottawa and is responsible for raising new funds, selecting new investments, assisting in setting frameworks that will monitor the investments that N-LIFT supports, and reporting back to GAC each year.

### **Expected Project Outcomes**

N-LIFT has four expected outcomes:

**Leverage:** The financial commitments and in-kind support that N-LIFT leverages from partners that drive resources to nutrition that would otherwise be used in other areas. While the grant agreement with GAC does not articulate a specific leverage ratio, the N-LIFT investment policy states that priority will be given to investments where the leverage ratio (i.e. the ratio of the value of the N-LIFT cash investment to the value of partner contributions) is 1:2 or better, and where the overall Portfolio leverage ratio should exceed 1:1

**Reach:** The millions of vulnerable communities in Asia and Africa that N-LIFT aims to reach. The grant agreement with GAC states that N-LIFT will reach seven million individuals by the end of the initiative. N-LIFT decided to disaggregate the reach target to ensure that at least half of the total reach should be women and girls.

**Improved health and nutrition:** Demonstrated impact on the health and nutrition status of the target population. A summary of the anticipated intermediate nutrition and health outcomes from seven investments is presented below. At present, given the operational stage of most investments, limited nutrition and health outcomes are available to report, which also limits the ability to report on economic losses averted.

**Beneficiaries' economic well-being:** The tangible financial benefit of an N-LIFT investment, which may ultimately entice national governments to contribute resources to the investment. N-LIFT will report on the economic consequences of the investments in addition to the nutrition ones. To support this, an economic model (the N-LIFT Impact Model) was developed by researchers at the Centre for Global Child Health, Hospital for Sick Children in Toronto.

**Table: Impact Pathways of Seven Investments in N-LIFT Portfolio**

<b>Project</b>	<b>Nutrition/health outcome</b>	<b>Economic outcome</b>
SNAP	↓ anaemia adolescent girls (via weekly iron/folate supplements)	↑ productivity/learning (girls) ↓ mortality of first births (need to model how adolescents' iron status drops off over time)
KMC DIB	Neonatal mortality rate ↓ for LBW infants; exclusive breastfeeding ↑ through kangaroo mother care	↑ productivity associated with survival; ↑ productivity associated with improved cognition
Lentils	↓ anaemia adolescent girls through iron-fortified lentils	↑ productivity/learning (girls & women) ↓ mortality of births
Bangladesh Knitwear Manufacturers and Exporters Association	↓ anaemia working women (via weekly iron/folate supplements)	↑ productivity (women)
The Power of Nutrition	Maternal deaths (anaemia) ↓ Child deaths ↓ Cases of stunting ↓	↑ productivity associated with survival (mothers - anaemia, children - vit A, children -stunting); ↑ productivity



		associated with improved cognition due to less stunting
Girl Effect Springster	Improved body image of adolescent girls; improved knowledge of healthy snacking through social media	More modelling needed
UNFPA	Improved nutrition knowledge and attitudes of adolescent girls through school-based nutrition education	More modelling needed
WAGGGS	Improved nutrition knowledge & attitudes of adolescent girls through curriculum; some community nutrition activities	Curriculum still in development; more modelling then needed

In order to achieve these outcomes, NI identified the following critical success factors at the outset of the N-LIFT initiative:

**Partner Commitments:** Key actors are willing to engage in joint initiatives to expand their impact by integrating appropriate nutrition interventions into their work, and impediments (mission, capacity, structural, etc.) to this expansion are overcome to ensure measurable nutrition outcomes.

**Evaluation:** Strong evaluation frameworks are developed and implemented for all N-LIFT funded projects to ensure that catalytic investments result in clear nutrition advances.

**Country leadership:** Countries are willing to include nutrition in relevant requests for funding.

**Critical mass of investment:** The counterpart funding that N-LIFT can deploy is sufficient to cover the marginal additional costs of including nutrition interventions.

## Part 2: Details of the Appraisal of the N-LIFT Model and Investments

***Time period of the evaluation: May to August, 2019***

### ***Background & Rationale of the Appraisal***

N-LIFT investments use existing program platforms and networks, leveraging partners' strengths, reach and resources to reach vulnerable people, especially women and adolescent girls. With this approach, N-LIFT aims to reduce missed opportunities and expand the reach of effective nutrition interventions to ultimately improve health and nutrition outcomes and improve the economic future in Asia and Africa. The investments are structured to be highly innovative and collaborative, designed to evaluate the potential to scale-up the reach of effective evidence-based nutrition interventions.

More than a business model, N-LIFT is an exciting new approach that aims to ensure reach, efficiency and effectiveness in nutrition delivery. N-LIFT's approach is unique in two key ways:

1. **Multisectorality:** N-LIFT opens the door for greater collaboration with organizations that have not traditionally focused on nutrition, so that layered interventions can multiply benefits to those most in need.
2. **End-to-end support to non-traditional partners:** N-LIFT combines the provision of catalytic funding with technical expertise to partners, supporting the scoping, design and implementation of integration programs and initiatives. This level of engagement ensures the



quality of integration efforts and delivery of evidence–based nutrition interventions within existing (and often complex) development platforms.

To date, N-LIFT has made 12 investments with 18 co-investing partners across 16 countries, leveraging \$25M in financial resources and in-kind contributions from partners. Through N-LIFT, 20 million vulnerable women and girls – those who are in greatest need of nutrition services – will be reached.

N-LIFT is currently midway through implementation of the current model, and so NI seeks to use this opportunity to assess the strategic and operational strengths of the N-LIFT model, and its effectiveness, efficiency, and economy (value for money) to deliver the intended outcomes. In addition the evaluation will identify strategic areas for program improvement and future directions. The lessons learned will inform course correction on the current initiative and shape the development of future investments and adaptation of the N-LIFT model.

### ***Overall Objective of the Appraisal***

The overall objective of this appraisal of the N-LIFT model and investments is to assess the strategic and operational strengths of the N-LIFT model, and its effectiveness, efficiency, and economy (Value for Money) to deliver the intended outcomes. In addition the evaluation will identify strategic areas for program improvement and future directions.

### ***Specific Objectives of the Appraisal***

#### **For the N-LIFT model:**

- 1) Determine whether the N-LIFT portfolio has been implemented in accordance with the grant agreement with Global Affairs Canada (GAC);
- 2) Using the data and information gained from the deep dive into the specific investment (see below), assess the Value for Money of the N-LIFT model;
- 3) Determine, in a systematic and objective manner, how leverage was defined, applied, and quantified within the current portfolio;
- 4) Advise N-LIFT on lessons learned and recommend potential areas for a) course correction, b) future programming and c) how the N-LIFT model should be adapted to better achieve its intended outcomes.
- 5) Assess the relevance, applicability and utility of the critical success factors that N-LIFT identified at the start of the initiative, namely: partner commitments, evaluation, country leadership, and critical mass of investment.
- 6) Recommend other measurement strategies that N-LIFT could use to demonstrate the impact of investments beyond numbers of people reached to better capture changes in integration, innovation and advocacy.

#### **For N-LIFT investment (one investment will be selected for in-depth assessment):**

- 1) Determine, in a systematic and objective manner, using an agreed-upon evaluation methodology, whether the N-LIFT investment has been and/or is being implemented in accordance with the contract;
- 2) Establish the extent to which the investment has been or is on track toward achieving their outcomes as per the contract and analyze possible success factors;
- 3) Determine the reasons for deviations and/or challenges experienced, if any, and provide recommendations for the improvement of program implementation;
- 4) Determine if the assumed risks (explicit or implicit in the proposals) were managed successfully and how. Recommend how risks should be identified and mitigated in projects N-LIFT invests in future;

- 5) Determine, in a systematic and objective manner, using an agreed-upon evaluation methodology, whether the N-LIFT investment has achieved Value for Money.

***Proposed questions to be answered by the evaluation:***

**For the N-LIFT model:**

- 1) Determine whether the N-LIFT portfolio has been implemented in accordance with the grant agreement with Global Affairs Canada (GAC);
  - a. *Has the N-LIFT portfolio been implemented in accordance with the grant agreement with GAC? Articulate how so or how not.*
- 2) Using the data and information gained from the deep dive into specific investments (see below), assess the Value for Money of the N-LIFT model;
  - a. *How would you assess the value for money (defined as efficiency, effectiveness, and economy) of the N-LIFT model? Please provide detail and reasoning for your assessment.*
- 3) Determine, in a systematic and objective manner, how leverage was defined, applied, and quantified within the current portfolio;
  - a. *How was leverage defined; applied; and, quantified for each current N-LIFT investment (closed and ongoing)?*
  - b. *How has N-LIFT leveraged funds from partners/co-investors? What is its current potential to do so?*
    - i. *What are the sources of this funding?*
    - ii. *What are the characteristics of this funding?*
    - iii. *What portion of the funding is:*
      1. *From private sources?*
      2. *From public sources?*
  - c. *How has N-LIFT ensured that the funding is co-financed? What is its current potential to do so?*
- 4) Advise N-LIFT on lessons learned and recommend potential areas for a) course correction, b) future programming and c) how the N-LIFT model should be adapted to better achieve its intended outcomes.
  - a. *Has the N-LIFT elevated the priority of nutrition in partner countries, and reinforced the nutrition ambitions of key institutions? What is its current potential to do so?*
  - b. *How has the investment model of N-LIFT adapted over the lifespan of the program (starting from 2015)?*
  - c. *Has N-LIFT increased awareness of nutrition among non-traditional partners? What is its current potential to do so?*
  - d. *Using information gathered on the overall N-LIFT model as well as through deep dives on individual investments, how would you steer future N-LIFT investments?*
  - e. *What are lessons learned on current and closed N-LIFT investments and the overall model?*
  - f. *What are recommendations for the direction of N-LIFT investments and the overall model moving forward?*
- 5) Assess the relevance, applicability and utility of the critical success factors that N-LIFT identified at the start of the initiative, namely: partner commitments, evaluation, country leadership, and critical mass of investment.
  - a. *To what extent are these critical success factors relevant to the N-LIFT model?*
  - b. *To what extent are these critical success factors applicable to the N-LIFT model?*
  - c. *To what extent are these critical success factors useful in assessing the N-LIFT model?*

- 6) Recommend other measurement strategies that N-LIFT could use to demonstrate the impact of investments beyond numbers of people reached to better capture changes in integration, innovation and advocacy.
  - a. *What are suggested measurement strategies that would enable N-LIFT to undertake rapid course correction and continuous improvement in these areas?*
  - b. *What are suggested measurement strategies that would allow N-LIFT to demonstrate impact in these areas?*

**For N-LIFT investments:**

- 1) Determine, in a systematic and objective manner, using an agreed-upon evaluation methodology, whether N-LIFT investments have been and/or being implemented in accordance with the contract;
  - c. *Per each N-LIFT investment, has it been and is it now being implemented in accordance with the contract?*
- 2) Establish the extent to which the investments have been and are on track toward achieving their outcomes as per the contract and analyze possible success factors;
  - a. *What are the achievements and outcomes of each investment after the required years of implementation?*
  - b. *Per each N-LIFT investment, what is the extent to which outcomes are consistent with the objectives and targets set in the corresponding contract?*
  - c. *What are the possible success factors per investment, in accordance with the objectives and targets set in their contracts?*
- 3) Determine the reasons for deviations and/or challenges experienced, if any, and provide recommendations for the improvement of program implementation;
  - a. *What are the reasons for deviations and challenges experienced (if any) per contract?*
  - b. *How can deviations and challenges be better mitigated in the future?*
- 4) Determine if the assumed risks (explicit or implicit in the proposals) were managed successfully and how. Recommend how risks should be identified and mitigated in projects N-LIFT invests in future;
  - a. *Were the assumed risks managed successfully per investment/contract? And how?*
  - b. *How should risks be identified and managed in the future?*
- 5) Determine, in a systematic and objective manner, using an agreed-upon evaluation methodology, whether N-LIFT investments have achieved Value for Money.
  - a. *Per each investment, has Value for Money been achieved?*

**The following are instructions related to completing the proposal for this consultancy. All sections may not be necessary and can be deleted or modified to your discretion; however, the “Data Collection” section must be completed.**

***Scope***

[Insert a description of what this evaluation will and will not cover with regard to the program being evaluated.]

## **Methods & Design**

***Methodology***

[Insert a description of the sampling procedures used in the current project including:

- Inclusion Criteria
- Exclusion Criteria
- Stratification/Randomization (if applicable)

- Final Sample Size

This description should make clear which sampling procedures were used for each qualitative and quantitative research question in the evaluation. It is strongly recommended that tables be included presenting this information. If a requested table is large (>1 page) it may be included in an annex.]

[Include reasons for using a randomized controlled trial (RCT) or quasi-experimental design for this study. Describe in detail the research approach that will be used during the evaluation.]

## Data

### **Ethics**

[All research involving human subjects has an ethical dimension. Describe any ethical concerns that are predicted to arise during the research as well as actions that will be taken to minimize these concerns. Insert a description of how data collection for the evaluation will be conducted in an ethical manner. Remember that the peer reviewers of any publications arising from the research will be concerned with the ethical conduct of the research and in particular ethical data collection.]

### **Sources of Data**

[Insert a list of all sources of data for the evaluation. A source of data may provide data informing one or more specific objectives or impact criteria of the evaluation. If a source of data provides data informing two or more specific objectives or impact criteria, explain this and list each type of data provided by the source. Describe the characteristics and relevant interests of any respondents or participants who will contribute to these data sources. It may be helpful to develop a simple evaluation matrix to match data collection methods to the evaluation questions of the appraisal. An example is provided below.]

Evaluation Question (examples)	Data Source			
	Survey	Interview	Reports	Observation
To what extent was the program implemented as planned?				
Were program objectives achieved?				
Were there other impacts from the program?				
Where are areas for improvement?				

### **Tools/Materials**

[Insert a list of all tools and materials used for the evaluation. You may also include who developed the tools/materials, when they were developed, if they have been used in prior research, and evidence for their effectiveness (if available). A single tool may be used to gather data from one or more sources of data. If a tool is used to gather data from two or more sources of data, explain this and list each source of data for which the tool was used.]

### **Data Collection**

[Insert a description of data collection methods and plans. It is recommended to include a table or timeline to present the evaluation data collection activities, particularly when the data collection process is complex. Describe who will collect the data and how and when the data will be collected. In which language(s) was the data collected? Populating the following table may help.]

Research Question	Information to Obtain	Method/Tool	Source of Data
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### **Data Processing/Management**

[Insert a description of the data entry plan for the current project. In the case of data collected by invasive or non-invasive medical tests, it is particularly important to express a clear plan for maintaining the privacy and security of that data.]

Insert a description of plans for translation and back-translation of all qualitative data collection documents and collected qualitative data. Nutrition International requires that 5-10% of all documents used in a qualitative research project be translated by an independent translator in order to ensure the quality of the translations.]

### **Data Analysis**

[Insert description of the data analysis plan for the current project. Explain why these analyses fit the objectives of the evaluation. Who will perform data analysis? Which, if any, software and/or statistical tests are to be performed? In the case of qualitative data, describe in detail how it will be analyzed and who will analyze it.]

## **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 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 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 tools (questionnaire, checklists, modules, etc.) that will enable them to answer the research questions.

**Deliverable 3:** Final protocol.

### **4. Desk Review**

*Activity 4.* Review of all relevant documentation. In addition, development of a well-organized online repository of documents and tools relevant to the scope of the N-LIFT 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 project.

## **5. Field Work**

*Activity 5.* Travel to one country to be selected in consultation with N-LIFT to interview key actors (Nutrition International staff, partners, etc.), collect complementary documentation.

**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 that:

- 6.1. Executive summary
- 6.2. Contains a Table of Contents, which needs to be finalized in consultation with NI
- 6.3. Introduction
- 6.4. Methods
- 6.5. Results
- 6.6. Conclusions and recommendations, including lessons learned, risk management, and areas for future research

**Deliverable 6.** Draft report with findings, 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 to the Nutrition International staff and discuss and finalize plan for sharing the recommendations in moving forward.

*Activity 8.* Prepare final report that includes recommendations.

**Deliverable 7.** Final report according to the agreed upon ToC which includes recommendations and future directions.

## **Timeline**

The evaluation is expected to be conducted in four months between May and August 2019. All activities and deliverables need to be finalized before **September 1<sup>st</sup> 2019**. Please see *Annex B* for a detailed timetable of activities (see example below). The timeline should clearly indicate the expected activities and deliverables for each individual involved in the current project.]

## Annex B. PROJECT IMPLEMENTATION PLAN, TIMETABLE AND ROLES AND RESPONSIBILITY (EXAMPLE)

	Activity	Dec--18	Jan--19	Feb--19	Mar--19	Apr--19	May--19	Jun--19	Jul--19	Aug--19	Sep--19	Oct--19
1	Submission of the concept note to GAC											
2	Development of the TOR for the assignment											
3	Selection of the consultant											
4	Familiarization with the assignment											
5	Desk review of each N-lift investment and analysis of N-lift business model objectives											
6	Preparation of data collection phase											
	Interviews with staff and key stakeholders											
	Analysis											
7	Finalization of exercise : draft report writing											
8	Presentation of report to NI											
9	Finalization of report											
10	NI presentation of report to GAC											

## Annex C. BUDGET TEMPLATE

	Particulars	Person Days	Rate	Remarks
<b>A</b>	<b>SALARIES/PROFESSIONAL FEES</b>			
A1	Professionals			
A2	Field Staff/Consultants			
	<b>Sub Total of A</b>			
<b>B</b>	<b>TRAVEL, TRANSPORTATION (Vehicle Expenses/Local Conveyance</b>			
B1	Local Conveyance for field work			
B2	Local Conveyance for Professional Staff			
B3	Local Conveyance for Field Researchers			
	<b>Sub Total of B</b>			
<b>C</b>	<b>In-Country Travel (Travel expenses for Professional staff from base station to states/districts:</b>			
C1	Air Travel			
C2	Train Travel			
	<b>Sub Total of C</b>			
<b>D</b>	<b>DAILY ALLOWANCE/LODGING EXPENSES</b>			
D1	Professional staff			
D2	Field researcher			
	<b>Sub Total of D</b>			
<b>E</b>	<b>OFFICE EXPENSES</b>			
E1	Stationary			
E2	Communication & any other			
	<b>Sub Total of E</b>			
<b>F</b>	<b>MEETING EXPENSES</b>			
F1	Consultation workshop cost			
	<b>Sub Total of F</b>			
	<b>TOTAL OF DIRECT COST (A to F)</b>			
<b>G</b>	<b>Management Cost (10%) on Total Direct Cost</b>			
<b>H</b>	<b>Total (A to F)+G</b>			



## Annex D. 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: .....

## **Annex E. PROGRAM LOGIC MODEL**