

# Development of 5-Year Strategy to Strengthen Nutrition International's MEAL System – Phase 1

## *Terms of Reference (ToR)*

### Background

Nutrition International (formerly the Micronutrient Initiative) seeks a world where everyone, everywhere is free from malnutrition and able to reach their full potential. For over 25 years, we have built a record of success in global advocacy, research and market shaping to address key micronutrient gaps, including salt iodization, vitamin A, iron and folic acid supplementation, and fortified foods. Through our network of regional and country offices we work in close partnership with governments, the private sector, international agencies, academia and non-governmental organizations (NGOs) to support the design and scale-up of nutrition programs at country level.

Nutrition International has recently completed the inception phase of its new five-year multi country program in 2019 and most programs are now ready to start implementation. Under this new grant, we will increase program **coverage** by delivering low-cost, high-impact interventions; **leverage** by utilizing new delivery platforms, innovative technology and financing; and **influence** through research, advocacy and knowledge dissemination. These three interlocking strategic components are guided by the cross-cutting goal of promoting gender equality and women's empowerment.

Efficient programs require rigorous monitoring, evaluation, accountability, and learning (MEAL) to provide information for project management and donor reporting. Under the new grant, we are on a growth trajectory, and our MEAL system needs to keep pace with the expansion of our reach, workforce, and organization. We will therefore invest in the development and implementation of a strategy to strengthen critical components of our MEAL system (including organizational structure, human resources, technical infrastructure, tools, and reporting practices). The project will be implemented in three interdependent phases:

- **Phase 1:** Critical appraisal and definition of vision, goals and objectives of Nutrition International's MEAL system
- **Phase 2:** Development of a strategy to strengthen Nutrition International's MEAL system
- **Phase 3:** Implementation of the strategy to strengthen Nutrition International's MEAL system.

This ToR will cover **phase one** of the work, **the critical appraisal** and developing the **vision, goals and objectives for MEAL at Nutrition International**. We are seeking a consultant or consultants who will provide a critical appraisal of our current MEAL systems, including budgeting, staffing, organizational structure, processes, and IT infrastructure based on consultations with our staff and implementing partners. Based on the findings of this work, the consultant will facilitate the development of vision, goals, and objectives for MEAL at Nutrition International, then develop and document recommendations and immediate next steps for phase two of the project. Based on the outcomes of phase one and the qualifications, interest and availability of the consultant, **there will be a possibility to extent this contract** to include phase two and possibly phase three of the project.

Nutrition International is committed to gender equality. The Consultant(s) is required to indicate how s/he will ensure that gender equality considerations are included in the provision of TA.

## Objectives

### *Overall objective of the project*

The overall objective of the project is to develop and implement a five-year strategy for strengthening Nutrition International's system for monitoring, evaluation, accountability, and learning.

### *Specific objectives for phase one*

This ToR sets out the specific objectives to be met under phase one of the project, the **critical appraisal** and defining Nutrition International's **vision, goals, and objectives for MEAL**.

- **Specific Objective no. 1:** Carry out a critical appraisal of the current status of MEAL at Nutrition International
- **Specific Objective no. 2:** Work with key stakeholders at Nutrition International to develop a shared understanding of key concepts, agreed nomenclature/definitions and approach as well as a vision, goals and objectives for MEAL within the Nutrition International program framework approach (coverage, leverage, influence).
- **Specific Objective no. 3:** Develop recommendations and immediate next steps to inform the next phase of the project

## Scope of Work for phase one

The consultant is expected to undertake the following activities and produce the listed deliverables.

**Under objective 1:** *Carry out a critical appraisal of the current status of MEAL at Nutrition International*

### Activities:

- 1.1 Facilitate a scoping workshop with the Project Team to plan the critical appraisal, to include selection of appropriate methods, gathering key documents, and generating a list of our staff and partners to consult from our HQ, regional, and country offices.
- 1.2 Conduct a critical appraisal of our MEAL systems, processes and MEAL IT infrastructure based on consultations with selected stakeholders using the World Bank's 'Components of a functional monitoring and evaluation system'<sup>1</sup> as a framework for organizing the analysis.
- 1.3 Organize the information collected into a report using the World Bank framework.

### Deliverables:

- 1.1 An inception plan, setting out how the critical appraisal will be accomplished, what methods will be used, what documents are required, who will be consulted and how.
- 1.2 A report with the findings from the critical appraisal.
- 1.3 A set of PowerPoint slides to summarize the findings of the appraisal, with notes for each slide, and a short (approx. 2 - 4 page) summary of the key findings.

**Under objective 2:** *Work with our staff at to develop a vision, goals and objectives for MEAL at Nutrition International*

### Activities:

- 2.1 Facilitate a workshop with the Project Team to plan the process to develop a vision, goals and objectives for MEAL at Nutrition International. The consultant should propose the methodology of the process, but it should use the findings from the critical appraisal exercise. Note that this scoping and planning workshop can be combined with activity 1.1.
- 2.2 Lead the process to develop a vision, goals and objectives for MEAL at Nutrition International using the methods planned out in the activity above.

### Deliverables:

- 2.1 An inception plan, setting out how the vision and goal setting will be accomplished, what methods will be used, and which Nutrition International staff will be involved. Note this deliverable can be combined with deliverable 1.1.

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<sup>1</sup> Gørgens, M. and Kusek, J.Z., 2010. *Making monitoring and evaluation systems work: A capacity development tool kit*. The World Bank.

2.2 A short (approx. 2-4 pages) statement documenting the process and end result of vision statement, goals and objectives for MEAL at Nutrition International.

**Under objective 3:** *Develop recommendations to inform the next phase of the project*

**Activities:**

3.1 Throughout this phase of the project, the consultant/s will keep detailed notes which will be used to create a short (approx. 2-4 page) set of recommendations for the next phases of the project (creating a strategy to strengthen Nutrition International's MEAL system and a roadmap to implementing the strategy).

**Deliverable:**

- 3.1 A short (approx. 2-4 page) document to set out recommendations for the next phases of the project, with accompanying PowerPoint slides.
- 3.2 A final meeting with Nutrition International to discuss the findings from the report.

NB: Applicants are requested to present specific deliverable-based activities along with proposed level of effort required, in terms of number of days, as part of their technical proposal.

## Duty Station/Location

The consultant/s would be expected to work from home. Due to the current COVID19 situation, all Nutrition International staff are currently working from home, and no travel is planned for this consultancy. Therefore, any meetings, consultations, or workshops proposed by the consultant/s will have to be conducted virtually.

## Level of Effort

It is envisaged that this consultancy will use fifteen to twenty (15-20) person days for phase one within a period of three months starting September 1. The estimated level of effort for all three phases of the project will be a total of sixty to ninety (60-90) person days with individually negotiated contracts for each phase.

## Management and Reporting/Coordination Mechanism

The consultant will directly report to the project manager, Kasper Schmidt.

## Profile/qualifications of consultant

The project is suited to either a single consultant or small team of consultants. It is expected the consultant/s will have assorted areas of expertise in the following areas:

### Lead consultant

- Excellent knowledge of MEAL frameworks, systems and infrastructure.
- Experience with MEAL strategy development and use of strategy frameworks and tools such as the balanced scorecard methodology or strategy maps
- Experience of providing strategy advice to not for profit organizations
- Experience in both qualitative and quantitative M&E methods
- Post-graduate or doctoral-level qualifications in the following fields: monitoring and evaluation, economics, or public health and applied sciences or related areas. A minimum of 10 years' experience in the M&E sector including consultancy work with not for profit organisations and development partners in nutrition, health, or related fields.
- Excellent communication, facilitation, analytical and writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.

### Other consultants

- At least 5-10 years of experience in planning, policy, design, M&E, costing and tracking of nutrition, food security, health and other related programs.
- Experience engaging with multi-stakeholder platforms and processes, or other complex collaboration and partner management platforms across sectors, including health and agriculture.
- Excellent communication, analytical and writing skills.
- Demonstrated ability to deliver quality results within strict deadlines

Nutrition International is committed to the fundamental principles of equal employment opportunity. Women are encouraged to apply.

## Application Process

**Interested firms or consultants are invited to submit the following by email to [proposals@nutritionintl.org](mailto:proposals@nutritionintl.org) by August 28<sup>th</sup>, 2020:**

- Up-to-date curriculum vitae (CVs) for all consultants
- Technical proposal: not exceeding ten pages, describing the consultant's understanding of the task, proposed methodology, responsibilities of team members and key stakeholders and provisional work plan that breaks down activities and deliverables with associated timelines.
- Financial proposal: including daily fee rate, and any other expenses required to fulfill the terms of the consultancy.

Submissions without Technical and Financial proposals will not be reviewed.