# Overview

NI seeks a consultant to provide coordination support to the [Bangladesh] office in the development of their 6 year Country Strategy.

# Background

**Audiences and objectives**: The primary audiences for each strategy will be (a) (external) national and sub-national levels of Governments in the country and their development partners in the country and (b) (internal) staff and management of NI. For this reason the country strategy will comprise both (1) a document for external audiences and (2) additional documentation for NI management and staff.

**External Audiences**

The main objectives for the country strategy will be to provide information about NI’s objectives, approaches and capabilities to (a) facilitate the effective coordination by the country of NI’s and others’ efforts to scale up nutrition, to (b) facilitate effective partnering between NI and other actors and (c) to inform potential donors of how NI can assist the country, and the expected costs of doing so (in an annexed investment case). The table of contents for the country strategy is set out in Annex 2. The Country Strategy will:

1. Establish NI priorities for programming in the country, including the theory of change behind NI’s approach to the improvements envisaged as essential to unblock progress for each population group, delivery platform and package of interventions.
2. Set indicative targets, and show how they are aligned with and contribute to country, global (SDG/WHA) and NI strategic targets
3. Establish NI’s “space” vis a vis others in each programming area to facilitate partnering

**Internal Audiences**

* Provide country level data to inform a global investment case, and well-grounded estimates of the types and amounts of results that can be expected over the period from differing levels and types of investment via NI in the country
* Provide information about donors’ investment priorities that can provide input to a broader resource mobilization strategy with the specificity needed to contribute to NI’s growth agenda
* Provide information about key partners’ activities, capacity, capabilities and in-principle interest in working with NI to inform the development of NI strategies in the country, and to contribute to strategic global partnership development
* Provide management with information about the capabilities appropriate for differing types and levels of investment, to inform estimates of staffing, HR structure and other operational decisions
* Inform the broader strategies that will help country staff design project proposals and prepare grant operational plans more efficiently within the indicative budget allocations proposed by management for NI’s donor(s) agreements
* Promote accountability, active engagement and ownership by country regional and HQ teams

**Strategic Plan 2018-2024:** In 2018, NI will launch its next strategic plan which will cover a six year period (2018-2024). This will set ambitious but realistic goals for the organization and for the people it serves. This strategic plan is under development. It is expected to be approved by NI’s Board of Directors by December 2017, and to take effect from April 1st 2018. NI will develop a global investment case to accompany this strategic plan. It will be a framework document to inform the preparation of funding proposals to investors and donors. The Strategic Plan and Global Investment Case will inform, and be informed by, NI’s country strategies and country investment cases.

* **Programming Focus:** The new Strategic Plan 2018-2024 will indicate the main population groups (by age and gender), sectors, delivery platforms, interventions and areas of programming in which NI is able, or intends, to offer capabilities and capacity to support countries’ efforts to scale up nutrition via a number of business models. The ‘menu’ of sectors, delivery platforms, interventions, and areas of programming that NI globally has determined as its strategic focus are set out in Annex A.
* **Core geographies:** The new Strategic Plan will confirm the maintenance of the presence and significant programming in “core geographies” that NI already has established. In alignment with and in support of this new global level Strategic Plan 2018-2024, NI aims to develop specific country strategies, with associated investment cases for ten core geographies including [country].
* **Business models:** The new Strategic Plan will outline key business models used by NI to deliver enhanced influence, leverage, coverage and impact (see Annex B).

**Landscape Analyses:** In early 2017**,** NI commissioned desk reviews of the current landscape in each core geography. These analyses provide a preliminary overview of the landscape in which NI operates. They will require validation through consultation with country office staff (in-process) and with in-country stakeholders in order to develop the country strategies. These landscape analyses are considered “living documents” and will be updated on a regular basis as new information becomes available.

**Country stakeholder consultations and strategy development:** This is the main focus of this consultancy**,** and the component parts and the inputs from the consultant are set out below.

**Country investment case:** The final phase of development of a country investment case will take place after the initial draft country strategy has been completed. Finalization of such an investment case is outside the scope of these TORs. However this country strategy process will generate information and data for input into both global and country specific investment cases.

**NI project team:** the consultant will have access to a team of counterparts from NI comprising country office, regional and HQ based technical or other staff. The roles and responsibilities of each are set out in Annex C.

**Gender:** NI will be developing a global gender strategy, and carrying out a gender analysis to do so. Gender gaps and other considerations have been highlighted in the country Landscape Analyses, and the country strategies will need to consider gender implications as part of the strategy development and approaches to delivery platforms and specifications of targets. (See Annex D for guidance on Gender Analysis.)

# Objective of the Consultancy

To draft a strategy for [insert country] for the period 2018-2024 in close consultation with a project team drawn from relevant HQ, Regional Office and Country Office staff of NI, and the regional strategy coordinator; and with in-country stakeholders identified jointly with NI staff.

# Scope of Work

Under the terms of this contract, the consultant will provide the following support. *Please note that the days allocated to each task are approximate and the consultant may utilize more days than listed for a given task (with prior approval from supervisor), as long as the total number of days for the contract is not exceeded:*

1. **Review and finalize the Landscape Analysis with country staff and customize workplan (up to 6 days)**

* Review and finalize the validation of a Landscape Analysis[[1]](#footnote-2) with NI country staff, NI regional office and NI HQ technical and monitoring advisers and with key local stakeholders. This isto ensure that:
* All data in the landscape analysis desk review is accurately sourced, dated and of acceptable quality. This may require further local document sourcing and review and discussion with key local informants.
* All sex and age disaggregated data with dates and sources are captured in standardized NI data templates (to be provided by NI). These will also serve as the ‘baselines’ or ‘starting points’ for estimating the results (from 2018-2024) that the NI country strategy will seek to help the country achieve[[2]](#footnote-3), building on the expected results from current programming.
* Ensure the gender analysis is aligned with the norms of gender analysis for Global Affairs Canada (see annex D)
* Any differences in data point values in NI data templates and landscapes are reconciled with NI Operations unit (OPS) and regional M&R Manager
* Review donor/project reports, prepare summaries and facilitate discussions with country teams to generate content for “NI Experience & Learnings” and “Gap analysis” sections in particular.
* Identify list of key informants/stakeholders to be consulted, for review and approval by Country Director (and Deputy Country Director and Program Officers, as appropriate) [deliverable 1]
* Draft schedule for consultation [deliverable 1], proposed agendas and talking points for key meetings with external stakeholders, in consultation with CD, DCD and POs
* In consultation with Country Director and program staff, use the indicative workplan (see annex E) to customize the country-specific workplan, taking into account other commitments, availability of stakeholders, national holidays, deadlines for deliverables and requirements for key staff and stakeholders to be consulted. [deliverable 1]

1. **Lead program strategy development process (Priorities and Scope of Work) (up to 18 days)**

* Facilitate initial review with Senior Technical Advisors (STAs) from HQ and regional technical advisors and country program staff to identify high-level strategic priorities for country based on joint review of landscape analysis, and utilizing global strategic priority guidance notes (see Annex A). [deliverable 1]
* Through discussion with staff and key local informants/stakeholders, for each proposed delivery platform and package of interventions, identify
  + Priority problems that need to be solved
  + Action along program impact pathway that need to be taken to solve the key problems
  + Actions that NI has the capability and expertise to deliver and to quality assure
  + Partnering approach that NI will adopt
  + Geographic scope, and scale of action (national, sub-national)
  + Gender implications (either how the action will help address gender inequity or gender considerations for project design).
  + Sustainability considerations (transition/exit strategy)
* Take notes during consultations to provide aide-memoire for decision making on the above points [deliverables 1 and 2]
* Participate in stakeholder consultations, document (via brief report – [deliverable 2]) and feedback into strategy development process
* Throughout, liaise with regional office and HQ STAs who will provide guidance on content proposed. When useful and appropriate, facilitate discussion between country office staff and regional/HQ advisors.

1. **Establish Goals for Strategic Priorities (up to 5 days)**

* For each delivery platform and (package of) interventions, develop (in consultation with the NI project team and key external informants as appropriate) SMART[[3]](#footnote-4) goals for additional coverage reach or for other qualitative outcomes such as changes in policy or resource allocation and application. To help capture these systematically, NI will provide a standard Excel spreadsheet for each intervention/delivery platform for each country to enable you to document the goal sets and link them to landscape and baseline assumptions (see #1 above) [deliverable 2]. Goal setting (and associated costing – see below) must take account of
  + **Systemic limits to the scope for action**: this needs to include an assessment (based on review of landscape data and consultations) of the maximum scope for additional coverage that can feasibly be achieved through each delivery platform. For example actions proposed for food fortification may be limited by the market reach of all the large scale food processing companies that serve the market
  + **Reasonableness**: NI adheres to the common assumption that full potential coverage through a delivery platform equates to 90% of the total population (denominator) who are actually served by that platform
* Draft Goals narrative section of the strategy [deliverable 3].

1. **Develop Costing for proposed country strategy (up to 4 days)**

Liaise with NI budget and finance director (and regional finance directors as relevant), the global costing consultant, and program staff in-country to determine realistic cost estimates for strategic priorities, using guidance and templates to be provided. Fill in the high level budget template provided by NI finance staff and submit for review. [deliverable 2]

1. **Operational considerations – for internal document only (up to 3 days)** [deliverable 4]**:** Through consultation with the NI project team develop draft text forthe internal-facing country strategy:
   * **Human resource capabilities:** (internal) identify key capabilities that NI will (need to) be able to offer in order to deliver the country strategy. A short summary of the critical skills that will (need to) be available in the country or regional office to quality assure the programming.
   * **Operational considerations:** (internal)identify any key risks assumptions and conditions for which NI could reasonably develop a risk mitigation strategy. Liaise with the country director and staff to complete (or update) a country risk register. The summary will be included in the strategy. Where country risk register exists and is current, draft summary.
   * **Resource Development and Partnerships:** (internal) identify key opportunities for fundraising that align with NI’s strategic priorities in the country. Liaise with regional and HQ Resource Development staff to outline key dates, phasing, donor priorities and funding envelopes, NI positioning strategies and partnerships for co-fundraising for consideration. This section is not intended to be a comprehensive resource development strategy, however the landscape analysis, stakeholder consultations and the broader strategy development process are expected to provide insight and inputs to identify resource development and partnership opportunities that NI should consider/monitor.
2. **Write the first draft country strategy narrative by section (up to 5 days)**
   * Using template and guidance provided (see indicative Table of Contents in Annex F), pull together content generated from #2-5 above to write first draft of country strategy sections:
     1. Scope of Work [deliverable 3]
     2. Goals [deliverable 3]
     3. Internal (HR, Finance, Operations, Rx) [deliverable 4]
     4. Executive Summary [deliverable 5]
     5. Background and Rationale [deliverable 5]
3. **Compile feedback and finalize country strategy (up to 4 days)**
   * Gather feedback on first draft from country office staff, regional advisors and HQ advisors to edit and finalize country strategy, ready for approval to Regional Director. Note, some sections will have more than one iteration of feedback:
     1. Scope of Work [deliverable 4, 5, and 6]
     2. Goals [deliverable 4, 5, and 6]
     3. Internal (HR, Finance, Operations, Risks) [deliverable 5 and 6]
     4. Executive Summary [deliverable 6]
     5. Background and Rationale [deliverable 6]

**TOTAL: 45 days**

# Deliverable & Payment Schedule

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverable** | **Due Date** | **Payment** | **Responsible** |
| Deliverable 1:   1. Final Landscape Analysis 2. Updated work plan 3. Detailed notes from initial strategic priority consultations 4. Key informant list and schedule of consultations 5. Aide-memoire on strategic priorities identified 6. Invoice #1[[4]](#footnote-5) (up to 17 days) | Within 4 weeks of signature (~ end of May) | -- | Consultant |
| Payment #1 | Within 30 days of receiving invoice | Up to $xxxx | NI |
| Deliverable 2:   1. Stakeholder consultation report 2. Draft budget 3. Updated aide-memoire on strategic priorities identified 4. Invoice #2 (up to 12 days) | Within 1 month of Deliverable #1 deadline (~end of June) | -- | Consultant |
| Payment #2 | Within 30 days of receiving invoice | Up to $xxxx | NI |
| Deliverable 3:   1. Draft Scope of Work section of strategy 2. Databook for target-setting and draft Goals section of strategy 3. Invoice #3 (up to 6 days) | Within 2 weeks of Deliverable #2 deadline (~mid-July) | -- | Consultant |
| Payment #3 | Within 30 days of receiving invoice | Up to $xxxx | NI |
| Deliverable #4:   1. Draft internal sections of strategy (HR, Operations/Risk, Rx) 2. Revised Draft Scope of Work 3. Invoice #4 (up to 4 days) | Within 2 weeks of Deliverable #3 deadline (~early August) | -- | Consultant |
| Payment #4 | Within 30 days of receiving invoice | Up to $xxxx | NI |
| Deliverable #5:   1. Draft of full strategy (all sections) | Within 3 weeks of Deliverable #4 deadline (~end of August) |  | Consultant |
| Deliverable #6:   1. Revised draft of full strategy (all sections) 2. Invoice #5 (up to 6 days) | Within 2 weeks of deliverable #5 deadline (~mid-September) |  | Consultant |
| FINAL payment |  | Up to $xxx | NI |

# Budget

Figures in Canadian dollars

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Unit** | **# Units** | **Rate $CDN)** | **Subtotal** |
| **Personnel** | | | | |
| [Consultant Name] | Days | 45 | $xxx | $xx,xxx |
| **Other Expenses** | | | | |
| Communications + Printing + Local transportation | Up to |  | $300[[5]](#footnote-6) | $300 |
| **TOTAL** | | | | **$xxxx** |

# Requirements

* Minimum 7 years of experience in project management and evaluation in the health and/or nutrition sector
* Track record of working with diverse stakeholders to deliver successful large scale program design and program strategy on time. Examples and references may be requested.
* Post-graduate degree in a relevant field (eg. Masters of Public Health, Public/Business Administration, Nutrition, Health Economics)
* Prior experience (3-5 years) developing, coordinating and/or writing strategy documents
* Knowledgeable and well-connected with stakeholders in the nutrition sector (government, NGOs, CSOs, private sector), and familiarity with NI programs strongly desired
* Strong analytic skills, and ability to ask probing questions
* Highly organized, efficient and good interpersonal skills
* Workshop and meeting facilitation skills
* Excellent writing ability in English
* Competence in Microsoft word, excel, and PowerPoint
* Experience with budgets, cost modeling and target setting an asset

# Reporting Structure

The consultant will be supervised by a regional Strategy coordinator at NI, and will coordinate between the Country Director (and team) and Technical Advisors (at both regional and HQ).

Regional Director

Regional Strategy Coordinator

Tech. Advisors (HQ/RO)

HQ – S&I Mgr

Consultant

Country Director

+

Country Staff

# 

# Annex A: Indicative list of NI global strategic programming priority areas

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Adolescent girls 10y to 19y** | **Women 19-49y** | **Pregnant women and newborns** | **Infants and children aged up to 2 y** | **Children 6m to 5y** | **School children aged 6y to 14y** |
| IFA / MN supplements | **Weekly**   * Schools * *(Community platforms)* |  | **Daily**   * Antenatal & * Post natal contacts |  |  |  |
| Optimal timing of cord clamping |  |  | * **Birth contact** |  |  |  |
| Breastfeeding |  |  | * **Birth contact** * Post natal contacts | * Health facility + community based routine EPI and other contacts |  |  |
| Complementary feeding + MNPs |  |  |  |  |  |
| VA supplements |  |  |  | * Immunization campaigns, child health weeks + routine contacts * Measles treatment contacts | |  |
| Zinc treatment for diarrhoea |  |  |  | * Integrated community case management + care seeking | |  |
| Fortification of staple foods and condiments | * Regulatory systems for food safety and quality * Food processing industries (formal large and medium scale and informal micro - small scale) and :   + Formal market channels   + Informal market channels   + Social protection programs, which are used for marketing and distribution | | | * Community based management of acute malnutrition | | * School feeding programs * Social protection programs * (In)formal market channels |
| * Production and distribution of fortified complementary foods via social protection programs, and commercial food systems | |

# Annex B: Main NI business models

| Business model features |
| --- |
| N-IDEA (Nutrition Innovation Delivery Accelerator)  A grant-making mechanism for non-state actors that   * fast tracks the solicitation, prioritization and testing of promising ideas * invests in delivery innovations for targeting vulnerable and neglected populations (increasing access, quality, and efficiency); * includes strong evaluation and knowledge generation and dissemination * seeks to attract others to support scaling up successful innovations |
| N-TEAM (Nutrition Technical Assistance Mechanism)  A global technical support hub supporting countries with short and long term technical assistance tailored to local needs to assist with multi sectoral planning, strategy development, surveys, data collection and systems, implementation, and evaluations – complementing support provided by other development partners |
| N-LIFT (Nutrition Leverage and Influence For Transformation)  A grant making mechanism that makes strategic co-investments to leverage additional reach, results, and resources for nutrition by influencing delivery platforms and financing flows (public, multilateral, and private) |
| Thematic Initiatives  Multi-year initiatives to support mandated collaborating partners such as government or industry to improve the performance of local delivery platforms for achieving additional effective coverage within the limits of system capacity. This involves A tailored combination of any or all of the business models above combined with   * direct management and provision by NI of goods (including nutrition commodities and equipment) and services (consulting, training etc) * co design, sub-granting by NI to other actors of the responsibility for delivery of additional coverage (and leveraging additional reources) * acting as donor to invest in particular actions (such as program evaluations) without co-design |

# Annex C: Project Team for Country Strategy Development - DRAFT

| **Title** | **Deliverables (roles and responsibilities) in Country Strategy Development** |
| --- | --- |
| **HQ** |  |
| Sr Program Mgr – S&I (Ali MacLean) | 1. coordination of the process across HQ, RO and CO teams |
| STAs (REU)  (Alison Greig, Jenny Busch-Hallen, Marion Roche, Noor Khan, Merydth Holte) | Engage with the consultant and CO  at the start of drafting strategy ideas (May 2017)  once draft strategy ideas have been developed (to ask “Is the strategy optimal? Ambitious enough? Is the basis for targeted additional coverage reasonable and reliable?” etc) (May-June 2017)  as they quantify the additional influence, leverage and coverage results that can be expected and the expected costs of NI inputs by year of the strategy (June-July 2017)  (with OPS) at time of databook compilation for target setting (July 2017) |
| OPS (M&R)  (Andrew Thompson + Sandy Black,  Sarah Rowe) | 1. Develop databook templates for each country by early June 2. Provide guidance/training to consultants for filling out databooks by end of June 3. Quality review databooks (as basis for target setting), and provide insight on NI historical achievement of targets in each country to determine “is it realistic? Credible? Measurable? Ambitious?” |
| Corporate Services  (Cherie Kirkby and team) | 1. Provide budget templates and guidance 2. Work with costing consultant to ensure consistency and standardized approach in costing methodology across countries in region 3. High-level review of country strategy costings (budget) |
| Advocacy Manager  (Kristen Ostling and team) | 1. Support the analysis related to political influencing, positioning in-country for policy changes (largely be for the cross-cutting/enabling environment section under Scope of Work) |
| Partnerships Manager  (Robyn Bright and team) | 1. support the partnership analysis, particularly looking at the key actors identified in the landscape analysis, digging deeper with country teams to identify the best partnership opportunities (both for co-fundraising and for implementation). 2. Review the consultant's proposed list of stakeholders for consultation (jointly with the CD and POs), and hold the "global picture" (eg. is more than one country identifying the same partner, in which case we may want to approach it both at a country and regional/global level?). |
| Costing consultant  (TBD) | TORs to be developed in consultation with HQ Finance Manager based on what can be done in house vs what should be done by Consultant |
| **Region** |  |
| Regional Director(s)  (Andy OConnell,  Richard Pendame) | 1. Supervise Regional Strategy Coordinator 2. Review draft country strategies and provide input/recommendation for approval by September 2017 |
| Deputy Regional Director(s)  (Banda + Abdul  Susmita + Giorgia) | 1. Oversee quality of technical advice provided by regional technical advisors and other RO staff 2. Provide direct inputs to strategy development and guide POs and CDs |
| Regional Strategy Coordinator(s)  (Anuj Srivastava – Asia;  TBD - Africa) | 1. Oversee the workplan of country consultants, ensuring adherence to timeline and submission of deliverables. 2. Facilitate communication between RO, country staff and consultants to ensure standardized guidance is provided 3. Provide first quality assurance step for deliverables before submission to HQ. 4. Report progress to Regional Director on a regular basis 5. Maintain regular contact with Sr Mgr S&I, providing status updates and identifying issues/troubleshooting |
| Regional Technical Advisors  (Anjali, Manoj, Sona, Suvabrata – Asia ; and Jacquie and Stephen – Africa) | 1. Assist with the validation of the country landscape analyses in their regions, as needed   In collaboration with REU STAs, engage with the consultant and CO  at the start of drafting strategy ideas (May 2017)  once draft strategy ideas have been developed (to ask “Is the strategy optimal? Ambitious enough? Is the basis for targeted additional coverage reasonable and reliable?” etc) (May-June 2017)  as they quantify the additional expected results and the expected costs of NI inputs by year of the strategy (June-July 2017) |
| Regional Monitoring & Reporting Adviser(s)  (Payal Gupta, Sammy Olnylaku) | 1. Ensure target setting aligns with NI monitoring standards, is realistic/ achievable/ ambitious and is measurable. 2. Provide insight on NI’s historical achievement of similar targets. 3. Support appropriate completion of databooks |
| Regional Finance Director(s)  (Rajeev Jain,  Everlyne Murey) | 1. Provide guidance and inputs for country consultants to develop “best-estimates” of costing for country strategies, eg. Past project/grant budgets 2. Guide country office staff on the collection and systematic recording of local data on costs |
| **Country** |  |
| Consultant (x10) | See Terms of Reference:   1. Phase 1: by end July, validated indicative proposals for:    1. types and quantum of results for target groups with    2. additional outcomes by stated target dates and    3. associated annual investment asks from 2018-2024 2. Phase 2: by end of September 2017 a draft country strategy that adheres fully to the framework provided, takes account of RO, CO and key stakeholder inputs, and references all data sourced |
| Country Director: CD | 1. Act as the main point of contact in country for the consultant 2. Oversee the in-country review of the landscape analysis to finalize it. 3. Facilitate communication between consultant and country staff (and remotely with RO and HQ staff as well) making available staff time to contribute to the strategy discussions 4. Ensure the consultant performs day-to-day duties, as per TOR. Flag issues to Regional Strategy Coordinator and/or Sr Mgr S&I. 5. Provide background documents, historical perspective of NI work, etc. 6. Lead as the “face of NI” in all stakeholder consultations 7. Participate as a country office member in all relevant strategy discussions with consultant |
| Deputy CD (if any) | Support CD in responsibilities as above |
| Program Officers | 1. Contribute to the in-country review of the landscape analysis, such as identifying additional sources of information 2. Participate in all strategy discussions with consultant that are relevant to PO’s scope of work 3. Provide background documents, historical perspective of NI experience and other relevant information as identified by the consultant or the country team in strategy discussions 4. Participate in stakeholder consultations as requested by CD 5. Review sections of draft country strategy and provide input 6. Support the target setting and costing exercises |

# Annex D: Global Affairs Canada - Gender Analysis guidance

#### Gender Analysis: What to ask

* Who is the target (both direct and indirect) of the proposed policy, program or project?

Who will benefit? Who will lose?

* Have women been consulted on the ‘problem’ the intervention is to solve? How have they been involved in development of the ‘solution’?
* Does the intervention challenge the existing gender division of labour, tasks, responsibilities and opportunities?
* What is the best way to build on (and strengthen) the government’s commitment to the advancement of women?
* What is the relationship between the intervention and other actions and organizations— national, regional or international?
* Where do opportunities for change or entry points exist? And how can they best be used?
* What specific ways can be proposed for encouraging and enabling women to participate in the policy/program/project, despite their traditionally more domestic location and subordinate position?
* What is the long-term impact in regard to women’s increased ability to take charge of their own lives, and to take collective action to solve problems?

#### Gender analysis: What to do

* Gain an understanding of gender relations, the division of labour between men and women (who does what work), and who has access to, and control over, resources.
* Include domestic (reproductive) and community work in the work profile. Recognize the ways women and men work and contribute to the economy, their family and society.
* Use participatory processes and include a wide range of female and male stakeholders at the governmental level and from civil society—including women’s organizations and gender equality experts.
* Identify barriers to women’s participation and productivity (social, economic, legal, political, cultural).
* Gain an understanding of women’s practical needs and strategic interests, and identify opportunities to support both.
* Consider the differential impact of the initiative on men and women, and identify consequences to be addressed.
* Establish baseline data, ensure sex-disaggregated data, set measurable targets, and identify expected results and indicators.
* Outline the expected risks (including backlash) and develop strategies to minimize these risks.

# Annex E – Indicative Global Work plan

**\*\*to be finalized and sent in Excel format**



# Annex F: Draft Table of Contents

1. **Executive Summary (1-2 pages)**
2. **Global Strategy Overview (1/2 page)**

* Vision, Purpose, Mission, Goal 2030
* Nutrition International’s story – including summaries of main NI business models

1. **Background and rationale (1 page)**
   * Tombstone data (e.g. Legal status, supervising body, date established in country)
   * Need: Short high level summary of national action to scale up nutrition (major nutrition problems that the country aims to solve, list relevant national plans with dates NI can support)
   * Enabling Environment: Short high level summary of overall enabling environment:

* Political priority for nutrition, including trends in gov’t resource allocation to nutrition
* Nutrition governance (location of SUN FP / networks; locus of other leads on nutrition by sector)
* Table of donor trends and plans to invest in nutrition over the period
* Trends in / scope for more private sector participation

Scope available to NI after considering the scope of work and resources available to other actors

1. **Goals (1 page)**

* 6-year goals for [country]
* Proposed NI (country strategy) goals (coverage by year, where available) and their alignment with national targets
* Total proposed reach:breakdown by sex and age group
* Influence and leverage targets (by year, where available);
* Total NI reach goal expressed as % this represents of national population;
* Health and other outcomes expected as a result (and % this represents of national needs / targets (e.g. WHA targets for country))
* Qualitative contributions (by geography and/or by main activities)
* Proposed NI investment sought (by year, if available) (over 6 years)
* Total NI $investment sought as % of total national nutrition budget (using WB estimates or other)
* Nutrition International’s Goal 2030 and overall 6 year (2018-2024) targets. Summarize how much NI reaching country goals will contribute to NI’s global targets

1. **Scope of work (8-12 pages)**

* **Overall NI approach** (e.g. main Ministries and sectors that NI will work to support)

1. **Enabling Environment/Cross-cutting (non-specific to any beneficiary group or platform)**
   * Policy, planning and budgeting for nutrition: Proposed actions to improve policy and domestic (and/or donor) resource allocation, including scope for TA provided under N-TEAM.
   * Gender + Equity: Proposed actions to improve gender and equity considerations in the nutrition enabling environment, including scope for leveraging the work of other actors
   * Health systems: Proposed non-specific national level systems work such as supply chain management improvements, including scope for leveraging the work of other actors
   * Nutrition Surveillance: Proposed national work to improve integration of interventions into HMIS/ other surveillance systems, including scope for leveraging the work of other actors, and N-TEAM
   * Research and knowledge management: Proposed non-specific national work to improve capacity for research, program evaluation and knowledge management, including scope for leveraging

* *Organized by Beneficiary Population and Associated Delivery Platform(s)*

1. **Pregnant Women and Male and Female Newborns**
   * + - ***For each Delivery Platform #1*** (eg. Antenatal care), with package of interventions to be supported by NI (eg. IFA, nutrition counselling). Detailed content will include:
         * **Overall Strategy** (setting out the main theory of change / pathway to program improvement) to contribute to stated national goals (e.g. anemia reduction, LBW reduction, mortality reduction) through an optimal mix of main national and/or sub-national (with rationale or criteria for choice of geographies) activities[[6]](#footnote-7) – proposing phasing and a rationale for **this** optimal mix.

* **Gender Analysis and Strategy**: How the strategy above will address specific issues identified in the gender analysis for this delivery platform, (i.e. how it will contribute to improving gender equality, and/or how gender equality considerations will be built into eventual program designs)
* **Proposed NI support at National and/or Sub-national level** 
  + **Partnership Approach**: Main collaborating partners (e.g. Govt depts. and others who will support other components of the package) that NI will work with; NI role (i.e. main activities to which NI will contribute) and how NI will implement that support (directly via procurement of services and goods; indirectly via sub-grants), including scope for leveraging others’ work
  + NI approach to procurement of commodities if any (e.g. direct; via third party; via Govt)
  + Indicative NI budget for these activities over the period
* Reach and Health Outcomes expected from this delivery platform (summary statement, with goals to be developed using NI databooks)
  + - * ***Delivery Platform #2*** (eg. Birth and Postnatal Care), with package of interventions to be supported by NI (eg. KMC, delayed cord clamping)
      * ***Delivery Platform #3 etc***

**C. Boys and Girls Under 5 years**

* + - * **Delivery Platform #1** (eg. Health Facility + Outreach services), with package of interventions to be supported by NI (eg. VAS, diarrhea treatment, MNPs, nutrition counseling)
      * **Delivery Platform #2** (eg. Campaigns) with package of interventions to be supported by NI (eg. VAS, de-worming)
      * ***Delivery Platform #3 etc***

1. **Adolescent Girls & Women of Reproductive Age**
   * + - **Delivery Platform #1** (eg. School-based) with a package of interventions to be supported by NI (eg. weekly IFA, nutrition counselling, SRH services)
       - **Delivery Platform #2** (eg. private sector food industry) with a package of interventions to be supported by NI (eg. iodized salt, wheat flour fortification)
       - ***Delivery Platform #3 etc***
2. **Operational Considerations (2-3 pages) [Internal]**

* **Human Resources:** Human resources skills and capabilities mix that NI will deploy (and/or need to build) to support the strategy in country and in the region and in HQ
* **Operations:** notes on requisite changes in NI’s registration, premises/location, security aspects, type and size of country operation, etc.
* **Risks and assumptions:** Summary of standard risk register table (annexed)
* **Resource Development and Partnerships:** Opportunities to fund the country strategy, including partnerships for co-fundraising

1. **Financial resources**

**Annexes: 1. Investment Case and 2. Risk Register**

1. conducted by NI from February to May 2017 and based on desk reviews [↑](#footnote-ref-2)
2. Where information differs between NI databooks [↑](#footnote-ref-3)
3. SMART = Specific, Measurable and Motivating, Agreed and Achievable, Realistic and Time bound [↑](#footnote-ref-4)
4. Invoices will list the number of days charged for each task, as outlined in the scope of work above. The consultant may utilize more days than listed for a given task (with prior approval from supervisor), as long as the total number of days for the contract is not exceeded. [↑](#footnote-ref-5)
5. Receipts are required for communication, printing and local transportation expenses charged to this contract. [↑](#footnote-ref-6)
6. Evidence generation; advocacy to get policy / resourcing change; scale up support; action on data gaps [↑](#footnote-ref-7)