

Section 3 – Terms of Reference

PO 7451

Technical Assistance to Strengthen Capabilities Project

1. Introduction

DFID is seeking the services of a supplier to deliver the Technical Assistance to Strengthen Capabilities project. This is a key component of the DFID Technical Assistance for Nutrition (TAN) programme, which encompasses our package of support for the Scaling Up Nutrition (SUN) Movement. TAN is a 5 year programme that aims to increase the coverage of effective multi-sectoral programmes to reduce undernutrition in countries that have signed up to the SUN movement. For more information on TAN see the Background section¹.

The Technical Assistance to Strengthen Capabilities project will total up to £10.6m, and run for a duration of four years (2016 to 2020). The Supplier will be required to deliver two services within this funding envelope, both of which will be demand rather than supply driven:

1. **Up to £5.7 million** will be available to provide technical assistance to SUN Governments and to the SUN Movement Secretariat. The objective of this component is to strengthen the capacity of the 50+ SUN Movement countries to continuously improve their policy and budget cycle management and to deliver policies and programmes which reduce undernutrition (*Component 1*).
2. **Up to £4.9 million** will be available to provide technical assistance to DFID. The objective of this component is to maximise the quality and effectiveness of nutrition-related programmes to support achievement of global targets to reduce malnutrition (*Component 2*).

The Supplier will be expected have both components in place and be able to respond to requests for technical assistance (TA) by the end of the first 3 months of the contract.

2. Objectives

The objectives of this project are to provide:

1. Technical assistance to Governments in the SUN Movement and to the SUN Movement Secretariat to catalyse country efforts to scale up nutrition impact (*Component 1*).
2. Technical assistance to DFID to maximise the quality and effective of its nutrition-related programmes, to support evidence generation and lesson learning, and to develop nutrition capacity (*Component 2*).

The successful Supplier will be expected to provide multi-disciplinary highly qualified expert teams for both components, including nutritionists, economists, statisticians, social scientists, and other specialists in key areas such as public health, agriculture and food security, law, social protection, WASH, education, governance and gender.

¹An addendum to the original TAN business case has recently been approved but will not be available through Development Tracker at the point when the PQQ and ITT pack are published. The value of this project is now higher than originally set out in the business case. The figures provided in this Terms of Reference are correct.

The Supplier will need to be able to provide a range of TA:

- For Component 1 this will be predominately short-term in nature supporting multiple countries with some instances of longer term support and engagement with Governments (e.g. secondment of staff into a Government for multiple years). This TA will include helping to unblock urgent constraints and to define scopes of work to catalyse mechanisms for long-term technical assistance requested by countries for supporting their own priorities to achieve their national nutrition targets, for example capacity building or funds identification. The TA provided will be used to **build government capacity** to design and deliver nutrition programmes, to enable application of a multi-sectoral and multi-stakeholder approach to planning and financing programmes, and to **build civil society capacity** to improve their nutrition behaviours, thereby ensuring sustainability and ongoing return to investment beyond the end of the period of TA delivery.
- For Component 2 this will involve short-term assignments to DFID country programmes but with individual TA providers working on a repeated basis with the same set of DFID offices. This TA will include helping to maximise the impact of DFID's investments in relevant sectors on nutrition outcomes, thereby helping to accelerate progress to reduce malnutrition in priority countries, helping to ensure investments support evidence-based, effective approaches that improve the nutrition of the people reached and working with DFID teams to develop internal nutrition capacity.

3. The Recipient

The primary recipients of the service will be Governments in the SUN Movement, the SUN Movement Secretariat and DFID. For Component 1, requests will be channelled through the Sun Movement Secretariat (SMS) by SUN Government Focal Points. The SUN focal points are tasked to convene and coordinate with multiple Government sectors and work with a wide range of stakeholders including development partners, civil society organizations and businesses. For Component 2, requests will be channelled through the DFID Nutrition Policy team by DFID Country Offices.

4. Scope of work and requirements

The key areas to be addressed in this service for both components are:

- Relationship Management
- Technical Assistance provision
- Engagement of appropriate experts
- Financial management

The scope of the work together with requirements that the Supplier will need to work to are set out below. Bidders are expected to describe how they will respond to and address each of the requirements listed as well as how they will deliver the expected outputs.

4.1 Leadership and governance

It is anticipated that the Supplier will formulate a core team led by a highly experienced Project Lead and with access to an extended set of experts with attributes and responsibilities as set out in section 4.3. The Project Lead should be supported by two Component Leads who will assume responsibility for the day-to-day engagement with the SUN Movement Secretariat and DFID. As far as possible, named individuals for these three key positions should be included in proposals.

Bidders are requested to set out a proposed governance structure across the project, together with draft terms of reference, to enable the successful Supplier, SMS and DFID to regularly reflect on quality and performance of the Supplier, the relationship between the Supplier, DFID and the SMS, and to facilitate effective forecasting of needs / demands and thus likely expenditure of DFID funds. The final format and function of this mechanism will be agreed between the successful bidder, DFID and the SMS during the inception phase.

4.2 Relationship management and work flow

Component 1

The key relationship for the Supplier to develop and maintain for this component will be with the SUN Movement Secretariat (SMS), as they will be the contact point for all nutrition TA requests issued to the Supplier from the SMS itself and SUN Government Focal Points (see Figure 1).

The SMS will ‘broker’ requests from the SUN countries and pass these onto the Supplier, who will then be required to engage with the SUN Government Focal Point to provide the required TA. The SMS will also directly commission requests for the benefit of the wider SUN movement. In these cases the supplier will directly engage with the SMS as the service recipient. The work undertaken through this arrangement will be openly discussed with SUN Government Focal Points and conveners of in-country support networks (donor, UN agencies, civil society, scientific community, businesses). Many SUN movement countries will require engagement in national languages other than English. The supplier will need to be able to engage with and build strong relationships with SUN focal points and other partners using a range of languages, and should therefore have strategies in place for how this will be done effectively. The Supplier will be required to work closely with the SMS to articulate the requests received from countries. The SMS will review deliverables before final submission and the Supplier will be expected to provide a final copy of all deliverables to the SMS to include in a repository for sharing and future learning.



Figure 1 – Flow process for SUN TA requests

Component 2

For this component the Supplier will need to develop an effective relationship with the DFID Nutrition Policy team. TA requests from DFID country offices will be quality assured by the DFID

Nutrition Policy team before being transferred to the Supplier. A 'standard operating procedure' for this Component will need to be developed by the Supplier and agreed by DFID during the inception period.

DFID will work closely with the Supplier to map out TA demand across the project period and the Supplier will be expected to plan for and support requests in a timely manner. It is anticipated that a specific technical working group will be established including members of the Supplier core team and DFID to facilitate planning, evidence-generation, cross-learning and to identify opportunities for capacity development within DFID. This mechanism will be separate to the programme management relationship that the Supplier will also be required to manage (see below). The Supplier will be expected to provide final copies of all deliverables to the DFID Nutrition Policy team and to facilitate dissemination within the organisation.

The overall project

The Supplier will also need to develop a strong relationship with DFID as the contract-holder for the whole project, in particular to ensure effective financial management. The nature of this project will mean that there is a degree of unpredictability in demand for TA for both Components which will necessitate particular focus on regular and accurate forecasting and continual communication with DFID.

The Supplier will also be expected to form good working relationships with the other TAN providers: the Micronutrient Initiative (MI) and the Emergency Nutrition Network (ENN).

4.3 Technical assistance provision

Component 1

This scope of work for this Component will be to build the capacity of the SUN Government Focal Points and members of the existing multi-stakeholder platforms in the areas set out below and as described in the SUN Roadmap:

- Enhancing the utility of the country plans for scaling up nutrition impacts;
- Improving country efficiency with which financial resources are used;
- Increasing country financial access for scaling up nutrition impacts;
- Strengthening country use of data from multiple sources for improving decision making and accountability;
- Scaling up country implementation of high-impact actions.

Technical Assistance will be provided either through remote support or through direct visits. TA requiring more than 6 months in-country will be preferentially be supported using funding catalysed at country level (e.g. by donors or UN agencies).

Typical areas of technical support will include the following (specific illustrative examples are given in Box 1):

1. Policy, legislation, and review of plans;

2. Multi-sectoral planning, cost estimation, financial tracking and resource mobilization around national targets to maximise impact on nutrition²;
3. Alignment of partners around national targets and assessment of implementation platforms to scale up priority actions;
4. Creation of monitoring and evaluation frameworks and data analysis;
5. Preparation of synthesis documents and guidance notes that provide concrete lessons learned and examples from the work with countries.

Suppliers will need to be able to support along the full TA 'cycle', starting from assisting in articulating the terms of reference for the work with the SMS and Government counterparts all the way through to the preparation and dissemination of lessons learned.

Box 1. Illustrative examples of the types of TA that are likely to be required by the SMS and SUN Governments

Examples of previous requests by SMS:

- Develop the guidance note on multi-sectoral planning at national level based on what has been learnt from countries and from TA provision;
- Develop the guidance note on how to estimate the costs of nutrition-sensitive actions included in a multi-sectoral common results framework based on what has been learnt from countries and from TA provision;
- Develop a synthesis report on the contributing factors for a useful plan based on an analysis of twenty costed plans and on the lessons from countries having gone through the experience with planning and costing;
- Develop an analytical framework and related guidance note to harmonize the analysis across national plans;
- Develop a database to collate all cost estimates from programmes/activities included in national costed plans.

Examples of previous requests for support to countries:

- Conduct a situational analysis and policy review to inform the national multi-sectoral planning;
- Conduct a stakeholder mapping assessment;
- Conduct a document review and stakeholders' interviews to provide recommendations on a M&E framework for multi-sectoral approaches to nutrition and related actual plans;
- Review of costing approaches by different sectors and interview to stakeholders to gain recommendations on cost estimation in key sectors;
- Map existing sectoral programmes and identification of current gaps to inform the national multi-sectoral planning workshop;
- Estimate costs of interventions prioritized by key ministries for inclusion in the national common results framework.

² This is referred in the SUN Movement as Common Results Framework

As set out previously, it is anticipated that the supplier will formulate a core team that can correspond to typical TA requests with access to an extended set of experts. In combination, this expertise will need to include the following attributes and responsibilities:

- Expertise in nutrition, economics, statistics, monitoring and evaluation, social science, public health, agriculture, food security, social protection, WASH, education and gender, with responsibility for delivering 'standard' TA requests;
- Experience of providing long and short term nutrition technical assistance, including 'working up' of requests, identifying whether TA is long or short term, and prioritisation of requests;
- Exceptional relationship management skills, building and maintaining strong relationships with the SMS and DFID, and building relationships with SUN focal points;
- Language skills in French, English and Spanish (as a minimum);
- Ability to provide TA in a wide range of geographies across the SUN movement;
- Ability to procure, manage and quality assure additional technical expertise when required;
- Experience of project and staff management, with a clear view of how this will be done, and responsible for managing the project and all external experts;
- Financial management skills, responsible for all financial forecasting, reporting and management.

The Supplier will also be responsible for setting up a monitoring and evaluation system to ensure continuous feedback from clients (Government SUN Focal Points). This will include working with the SMS and SUN government focal points to fully articulate the requests made, developing a transparent system for prioritising these requests and quality assuring the TA delivered. The objective of this is to ensure effective targeting of TA and the avoidance of inappropriate delivery and waste of resources.

Component 2

The scope of this component is to provide a variety of TA to DFID country and regional programmes. The types of support that will be required include:

- Nutrition audits to identify where sectoral programmes can be further strengthened to maximise impact on nutrition outcomes and to contribute to the nutrition result;
- Programme design / development of strategic cases;
- Programme review and evaluation;
- Synthesis of evidence, reviews of what works and lesson learning;
- Targeted development of nutrition capacity within DFID.

This will require a similar range of expertise as set out above. In addition, regular TA providers to DFID programmes will be expected to have prior experience supporting DFID or similar donors. Bidders will need to set out how they will secure individuals with this type of experience and how they will address any potential conflicts of interest that can arise when external actors provide support to donor programme design and implementation.

Any consultants involved in design will be expected to state Conflicts of Interest if preparing proposals for implementation as part of a tendering process. We reserve the right to exclude them from implementation tendering if commercial advantage is perceived.

All outputs of TA work will be made public, in line with knowledge management and information sharing principles of SUN and DFID (special arrangements will be made if they contain sensitive information).

As for Component 1, the Supplier will be responsible for establishing a monitoring / evaluation and feedback mechanism to enable DFID and the Supplier to regularly assess performance, quality of outputs and to address any issues that arise.

4.4 Engagement of appropriate experts

The Supplier must be able to provide TA to allow immediate response to the typical types of requests set out above for both Components 1 and 2. The Supplier will also need to ensure access to highly qualified experts in different disciplines and areas to respond to other requests that might arise. In the case of Component 1 in particular, these include specialists in areas such as law and governance, and technical staff with local language specialisms. Availability of experts speaking Russian and Arab will also be an asset.

This is likely to mean that the Supplier creates a network of 'associate' experts / organisations from which this expertise can be sourced. The mechanism for doing this will need to be clearly articulated. Alternative approaches suggested by the supplier will be considered, as long as clear methods of sourcing expertise in a transparent, timely and efficient manner are presented.

The Supplier will need to specify a clear and transparent process by which these experts will be procured, including:

- Identification of expertise required and suitable experts
- Timeframes and payment terms in accordance with DFID commercial standards;
- Final selection of candidates;
- How the work provided by the expert will be managed and quality assured;
- How any performance issues will be identified and address.

The Supplier will also need to set out how this process will occur in a timely fashion to ensure TA requests are not delayed, any risks identified with this process, and measures that will be put in place to mitigate risks and to monitor performance.

4.5 Financial management

The Supplier will need to demonstrate high quality financial management to allow for financial forecasting based upon unpredictable demand. Bidders should propose mechanisms for managing this but final arrangements will be discussed / agreed with DFID during the inception phase.

4.6 Demand generation

Component 1

In the case of this Component the Supplier will work with the SMS to stimulate TA demand and to manage this demand to achieve steadier work flows throughout the contract duration. To ensure genuine, country-led demand, and to mitigate any conflicts of interest in demand generation, this will be managed by using a process that will be agreed with the Supplier, SMS and DFID during the inception phase. Bidders should set out suggested ways for managing this, including how they will ensure there is a formal and transparent decision making process with criteria to decide whether a request is accepted and how it is prioritised.

Component 2

The Supplier will not be responsible for generating demand for TA for this Component. However, the Component Lead will be expected to engage closely with the DFID Nutrition Policy team to plan out and ensure effective management of requests over the course of the project.

4.7 Promoting accountability

Component 1

The Supplier will be required to promote country ownership and accountability through the support it provides. This will involve engaging the SUN Government Focal Point and the in-country stakeholders on how to incorporate country ownership and accountability in each ToR. Examples of what ownership / accountability could involve include:

- Cost share the assignment by the Government and other country stakeholders (e.g. other donors, UN Agencies, INGOs, etc.)
- Make explicit the number of days committed by the SUN Government Focal Point or the appointed person/s interacting with the suppliers
- Prepare an exit plan that demonstrates when/how/by whom the results will be used
- Provide a calendar with key dates of the Government fiscal year to ensure appropriate timing of the TA.

Component 2

Mechanisms to build ownership of work supported through this project among DFID teams will also need to be put in place. Bidders can provide examples in proposals of how this could be achieved but the final approach will be agreed between the Supplier and DFID during the inception phase.

4.8 Capacity development

Component 1

By supporting SUN countries on the above mentioned areas of activities the supplier would promote the capacity building model of learning by doing. It is expected that this will be done using multiple routes and approaches. The SUN local partners will be encouraged to participate in the activities of a given scope of work to build their capacity. In some instances remote support may also be required for the SUN local partners.

Component 2

Development of nutrition capacity within DFID is one expected outcome of this project. Bidders should propose innovative low-cost approaches to developing capacity through 'learning by doing' as well as through other routes. A more specific learning, dissemination and capacity development strategy will then be developed between DFID and the Supplier during the early stages of the project. This will not need to be complete by the end of the inception phase and is likely to be an iterative process over the course of the project. In order to facilitate learning and dissemination of outputs across the lifetime of this project, the Supplier will be requested to establish a technical working group that meets with the DFID Nutrition Policy team on a regular basis to share findings and identify opportunities for cross-learning and areas for capacity strengthening.

5. Outputs and deliverables

The first output of the project will be an inception report. The successful Supplier will be expected to deliver this within 3 months of the finalisation of the contract with DFID. This report should include:

- Governance structure with agreed terms of reference;
- Work flow tools for Components 1 and 2 which set out the agreed steps for commissioning, implementing, quality assuring and evaluating TA provided through this project;
- Written process for generating demand for TA for Component 1, including provisions for avoiding conflict of interest;
- Monitoring, evaluation and feedback plan for both Components 1 and 2;
- Annual work plan;
- Communications and research uptake plan for Component 1;
- Draft learning, dissemination and capacity development plan for Component 2;
- Detailed financial plan including system for ensuring accurate forecasting to DFID;
- Logical framework with key performance indicators.

Thereafter, the specific outputs of this project will depend on the nature of TA requests from the SMS, from SUN Governments and DFID and the total amount of funding available. The types of outputs expected for each piece of TA provided for Components 1 and 2 are set out in Table 1. We anticipate that the Supplier will respond to approximately 10 to 12 TA activities each year for Component 1 and approximately 8 to 10 for Component 2. This is the estimated level of demand and it is important that bidders understand that volume and frequency is likely to vary.

Bidders will be expected to set out key performance indicators as part of their proposal, including those that will monitor whether value for money is being achieved through the project. These indicators will need to be disaggregated for Components 1 and 2 but examples that could apply to both include:

- % of requests that are assessed using agreed process and criteria to ensure transparency and prioritisation;
- % of planned TA activities that are fully delivered;
- % of TA requests that are responded to within one month of finalisation of the ToR;

- % of outputs made available to SMS / DFID within one month of completion of TA activity (target 100%);
- % of clients satisfied with TA received (proposed target of >90%);
- % of TA activities designed and implemented within budget and with competitive costs.

Table 1. Types of outputs for each TA activity

Type of support	Description	Output/deliverables
Component 1		
Defining scopes of work	Developing ToRs to submit to countries and donors	Number of finalized TORs
Areas	1.1. Enhancing the utility of the country plans for scaling up nutrition impacts; 1.2. Improving country efficiency with which financial resources are used; 1.3. Increasing country financial access for scaling up nutrition impacts; 1.4. Strengthening country use of data from multiple sources for improving decision making and accountability; 1.5. Scaling up country implementation of high-impact actions.	Final deliverables as described in the individual TORs
Aggregation and documentation	Supporting the SUN Movement Secretariat in developing documents describing lessons learned and recommendations for continuous improvements	Guidelines developed in consultation with other stakeholders (led by SMS) Reflective reports and documents
Monitoring and evaluation	M&E review and reporting Conference calls & communications	Exit surveys and reflective pieces on key lessons and improvements Regular partner meetings Summary quarterly report on the work completed
Component 2		
Areas	<ul style="list-style-type: none"> • Nutrition audits; • Programme design / development of strategic cases; • Programme review and evaluation. • In-house learning / training activities 	Final deliverables as described in ToRs
Synthesis and learning	<ul style="list-style-type: none"> • Dissemination events • Synthesis papers, reviews of what works and lesson learning; • Other innovative capacity development activities • Technical working group meetings with DFID Nutrition Policy team 	As agreed in the learning, dissemination and capacity development plan

Monitoring and evaluation	<ul style="list-style-type: none"> • M&E review and reporting • Project governing body meetings / conference calls 	Exit surveys and reflective pieces on key lessons and improvements Regular partner meetings Summary quarterly report on work completed
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6. Reporting

Following submission of the inception report, the Supplier will be required to report to both the SMS and to DFID on a quarterly basis, adhering to an agreed schedule and reporting format. Reporting on the technical assistance provided through Component 1 will be required by the SMS and DFID. Reporting on Component 2 and reporting on expenditure and financial management will be required only by DFID.

This will be supplemented by interim communications such as monthly meetings with the DFID project management team (and the SMS as necessary) as well as by quarterly or 6- monthly meetings with the project governing body in line with terms of reference agreed during the inception phase.

Example Reporting	Example Content
Quarterly Narrative Progress & Expenditure Reports	Progress report format should be aligned with the logframe, i.e. reporting against specific activities, outputs, key deliverables/indicators and expenditure in the previous quarter together with planned activities and budget forecast for the subsequent quarter. It should highlight: <ul style="list-style-type: none"> • Changes to the workplan with justifications and implications for timelines/budget. • Identified risks with monitoring/mitigation measures. • Clearly identified action points with timelines. • Progress against previously identified action points. • Coordination and governance issues. • Performance of key partners and any partnership issues including how these have/will be managed.
Annual Reports	Which contribute to DFID's Annual Review process, drawing on information from across the research portfolio and should highlight: <ul style="list-style-type: none"> • Progress against the Outputs in the logframe, including how valid were the Assumptions and Risks. • Progress against research plans, research uptake and capacity building strategies. • Lessons learned and how these have been shared. • Actions taken against the recommendations in the last annual review. • How the partnership has performed. • How value for money has been demonstrated. • Performance against original budget. • How risks have been managed. • Delivery against the planned timeframe.

	<ul style="list-style-type: none"> • Feedback received from beneficiaries. <p>In addition, Annual reports should also include a forward workplan for the subsequent year as well as financial forecasts.</p>
End of contract report	<p>Which contributes to DFID's Project Completion Report, drawing on information from across the research portfolio and for the duration of the contract should respond to the following points:</p> <ul style="list-style-type: none"> • Performance against the Outcome. • Performance against the Outputs in the logframe, including how valid were the Assumptions and Risks. • Lessons learned and how these have been shared. • Actions taken against the recommendations in the last annual review. • How the partnership(s) has performed. • How value for money has been demonstrated. • Performance against original budget. • How risks have been managed. • Delivery against the planned timeframe. • Feedback received from beneficiaries.
End of Project report	<ul style="list-style-type: none"> • Project completion presentation / workshop summarising all from programme. • Dissemination, lessons learned, successes. • Completed in Q4 of final year of delivery. • Overall knowledge sharing • Legacy of project.

7. Budget and timing

This project has a maximum budget of £10.6 million, inclusive of tax and VAT. This includes the Supplier's management costs. Up to £5.7 million is available for Component 1. Up to £4.9 million is available for Component 2.

It is expected that the project will commence in October 2016 and end in March 2020. There is a possibility, but no guarantee, of a time extension of up to 6 months.

8. DFID Co-ordination

DFID will be represented in the project governance body along with the SMS and the Supplier. Management of the project and progress on the delivery of the project will be monitored by the DFID Senior Responsible Officer (SRO) and Programme Manager through regular contact with the Project Lead, Component Leads and project administrators. The SRO will be ultimately responsible for signing off project outputs (including financial reporting) and releasing payments

9. Digital Spending

All digital³ content produced by the Supplier is subject to UK government digital principles as set out by the Government Digital Service (GDS). All digital developments should:

- Put the needs of users first
- Learn from and improve these services over time
- Be freely available for other DFID programmes to use
- For more information see <https://www.gov.uk/designprinciples>

The Supplier should consider the use of digital elements to maximise value for money while ensuring the programme remains inclusive and fully accessible. Any proposed digital elements will require approval in line with DFID's [Smart Rules](#).

The Supplier should not propose unnecessary bespoke systems or tools to implement and instead make use of existing and freely available systems and tools in all aspects of the programme where possible.

10. Background

There is an urgent need to accelerate action on nutrition. This requires significant technical expertise to design and implement effective strategies, drawing on the best available evidence. The objective of the proposed project is to harness the specialist skills and capacity of non-state actors to maximise the quality and impact of programmes being scaled up to reduce undernutrition.

The scale of the nutrition challenge needs collective action. Governments, international organisations, civil society organisations and the private sector have a major role to play in ensuring that support is sufficient, well-co-ordinated, aligned and timely. The global Scaling Up Nutrition (SUN) movement was launched in September 2010 with around 20 Government signatories. SUN is a unique Movement founded on the principle that all people have a right to food and good nutrition. It unites people from governments, civil society, the United Nations, donors, businesses and researchers in a collective effort to improve nutrition. There are now 55 countries and the state of Maharashtra signed up. The SUN movement is bringing together all these actors behind a common vision for tackling undernutrition in partnership in those countries most affected. The UK supports SUN with technical and financial assistance. The SUN 2.0 roadmap is due to be released in 2016, and this will provide the future direction for the SUN movement.

The SUN Framework for Action promotes a twin track approach to undernutrition: nutrition-specific interventions and nutrition-sensitive development. Economic growth can play a role in improving nutrition, but on its own, is not enough. Countries that have rapidly reduced undernutrition have experienced good economic growth but have also adopted deliberate policies and programmes to improve the diet and health status of pregnant women and young children, particularly in the poorest groups.

³ Digital is defined as any service provided through the internet to citizens, businesses, civil society or non-government organisations. This includes, but is not limited to, information services, websites and transactional services. This includes services provided by others but funded by DFID.

DFID adopts this approach to scaling up and has provided support to the SUN movement through the MQSUN (Maximizing Quality of Scaling Up Nutrition) programme. A number of short term TA activities have been supported by MQSUN since 2013 to respond to requests from SUN Government Focal Points or to accelerate the agenda of SUN Movement.

The TAN programme is a £24.7 million DFID funded programme, running from May 2015 to May 2020 and will in effect replace MQSUN as it comes to an end in 2016. TAN aims to increase the coverage of effective multi-sectoral programmes to reduce undernutrition in SUN countries. The intended outputs of the programme are:

- 1) Reform of the approach to accountability within SUN, including the creation of a representative Executive Committee and regular monitoring and reporting of the movement's outputs;
- 2) Mobilisation of nutrition champions by SMS to deliver high level, high impact events, and to carry out effective communications to sustain political engagement in nutrition;
- 3) Effective coordination of providers of technical assistance, to ensure consistent approaches that build on SUN's experience and principles;
- 4) Technical assistance tailored to country demands;
- 5) Knowledge management services for the SUN movement tailored to the needs of SUN countries.

The supplier of this TA contract will contribute to outputs 3 and 4, in conjunction with provision from the Micronutrient Initiative (MI).

10.1 Support to SUN Governments

The 2014 SUN Movement progress report makes clear that there is a need for access to technical resources, in particular it highlights the need for: improved systems of monitoring and tracking, better opportunities for cross country learning, the need to embed the emerging communities of practice to institutionalise the required transformations, building national capacities to ensure a focus on enhancing institutional performance and developing skills for enhanced co-ordination, accountability and results-based management, and, intensified efforts to learn and share.

The recent Global Nutrition Report also highlights that technical support is needed by country governments in particular in areas such as data collection, tracking and reporting on progress. There are a range of suppliers of technical assistance at the country level – typically this is accessed through UN agencies. However, when capacity is not available in country, SUN countries typically direct their requests to the SUN Secretariat which has a key role in matching suppliers of TA with providers. In the absence of other providers of TA, in 2013 DFID extended its call down framework – MQSUN - so it could be accessed by SUN countries through the SUN Secretariat. This was initially to support countries to develop costed plans in the run up to the UK Nutrition for Growth Event, but was subsequently followed up with a broader package of support to aid national planning, including:

- Situational and causal analysis

- Developing national M&E plans
- Costing multi-sectoral plans
- Support to nutrition expenditure tracking
- Review of national nutrition strategies
- Stakeholder mapping

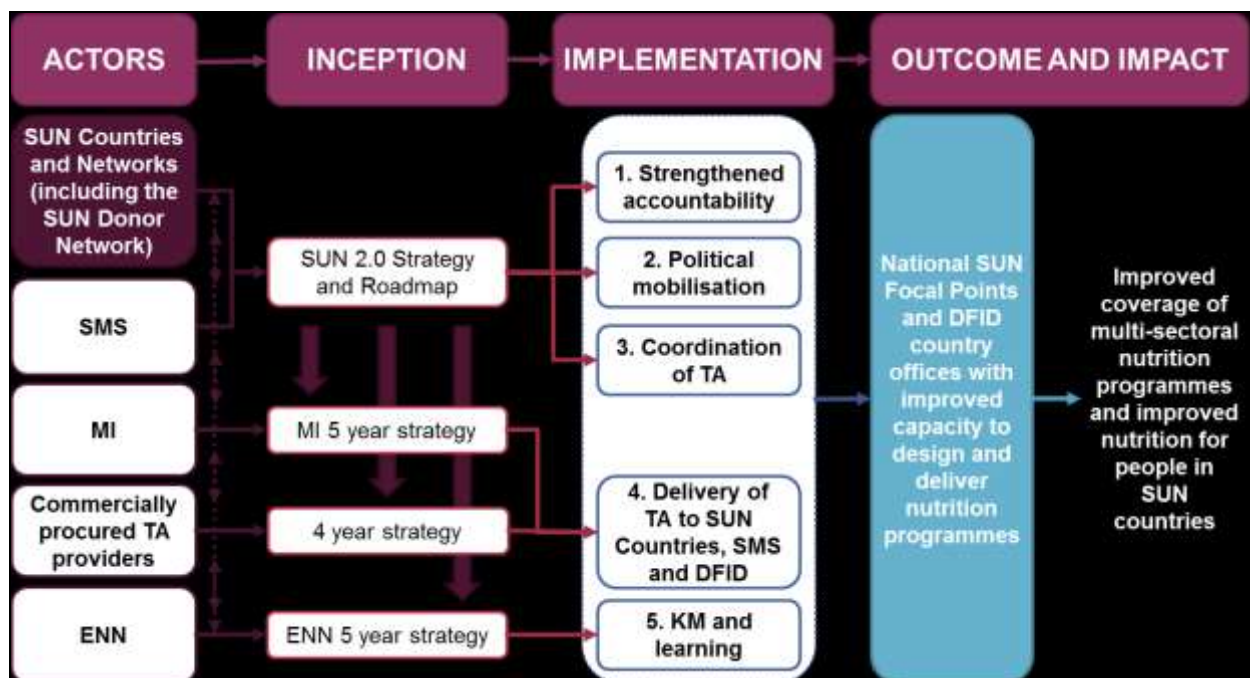
As demand has grown in 2014 the SUN Secretariat designed four Communities of Practice focusing on different themes within their overall “Capacity to Deliver” strategy. These CoPs are intended to serve as a focus within the Movement, for the development of needed technical capacities in countries. In April 2014 the SUN Movement Lead Group endorsed the establishment of these CoPs as a potential mechanism for ensuring that countries can more easily access technical support and that best practices can be shared. The establishment of the CoPs was highlighted as a positive development of the SUN Secretariat’s work in the recent ICE. The CoPs’ terms and operational set up is still emerging but they are designed around the following themes:

- COP1: Planning, costing, implementing and financing multi-sectoral actions for improved nutrition.
- COP2: Social mobilisation, advocacy and communication for scaling up nutrition.
- COP3: The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results.
- COP4: Functional capacities for coordinated and effective SUN actions.

The CoP model provides an effective way for SUN countries to learn from each other and to co-ordinate lessons learned efficiently but it requires the ongoing support of the SUN Secretariat in order to function. They also require suppliers of TA to show leadership and coordination through their engagement in the COPs and responsiveness to country needs.

The level of demand for technical assistance and capacity development, coupled with the breadth of capacity challenges at country level and MQSUN finishing at the end of 2015, means there is now a need for a global, co-ordinated TA facility as part of the wider SUN system of networking, co-ordination and practical support to SUN countries.

Figure 1: The Theory of change behind the TAN programme



10.2 Support to DFID

The UK Government has made substantial commitments to nutrition, including to improve the nutrition of 50 million people by 2020, to contribute with other Nutrition for Growth signatories to prevent 20 million children from being stunted, and to increase funding for nutrition-specific and nutrition-sensitive programmes. In 2014 the Independent Commission for Aid Impact (ICAI) recommended that DFID ‘should strengthen its own capacity and ensure that there is a dedicated and trained advisor responsible for nutrition in all DFID-supported countries with a high rate of undernutrition’ (point 3.13, ICAI Report 36, July 2014). Nutrition capacity within the organisation has improved since 2010 but not at the rate needed to support the scale up of action on nutrition.

Early findings from the evaluation of the MQSUN have identified that it has been a key source of expertise for DFID’s work on nutrition over the past 4 years. The evaluation highlighted the important role this facility played in strengthening the quality and relevancy of DFID’s nutrition programming in line with the goals of the SUN Movement and national Government priorities. With more than 20 DFID country offices set to work on nutrition over at least the next 4 years, demand for technical support will remain high. Provision of TA to DFID will amplify the expected outcome of the overall TAN programme by ensuring DFID’s own investments deliver effective multi-sectoral nutrition programmes that are in line with SUN Government priorities and that support achievement of global targets to reduce malnutrition.

11. Staffing

It is expected that bidders will propose a core team with a range of competencies that meet the requirements set out above plus an extended network of experts to provide additional inputs as needed. This core team will include a Project Lead plus two Component Leads.

13. Environmental considerations

Due consideration should be given to the environmental impact of all work undertaken to deliver the objectives of this programme, both in terms of minimising any direct negative impact, and the extent to which research findings contribute to positive environmental management.

Specific attention should also be given to minimising operational impacts on the environment and global climate of those undertaking the research. This should include ensuring individuals travel by economy class, and reducing carbon footprint through for example, using recycled paper and minimising printing waste.

14. DFID Branding

The public has an expectation and a right to know what is funded with public money. It is expected that all research outputs will acknowledge DFID support in a way that is clear and explicit and which comply with DFID Branding Guidance. This will include ensuring that publications acknowledge DFID support.

If press releases on work which arises wholly or mainly from the project are planned this should be in collaboration with DFID Communications Department.

15. Transparency

DFID has transformed its approach to transparency, reshaping our working practices and pressuring others across the world to do the same. DFID requires all Suppliers receiving and managing funds to release open data on how this money is spent, in a common, standard, reusable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.

It is a contractual requirement for all Suppliers to comply with this, and to ensure that they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this to DFID. Further information is available from www.aidtransparency.net

16. Duty of Care

The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the Supplier on security status and developments in-country where appropriate. (See Annex 1 for most recent Country Security Risks and countries covered in this contract).

For TA undertaken as part of Component 2, DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID, where possible, will provide the following:

- All Supplier Personnel will be offered a security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.
- A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

This Procurement may require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including:

<http://geology.about.com/library/bl/maps/blworldindex.htm>.

The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

This Procurement may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK government in advance. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Supplier must ensure their Personnel receive the required level of training and complete a safety in the field training prior to deployment.

Tenderers must develop their PQQ response and Tender (if Invited to Tender) on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix prepared by DFID (see Annex A to ToR). They must confirm in their PQQ Response that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract

If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your PQQ will be viewed as non-compliant and excluded from further evaluation.

Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, interested Suppliers should respond in line with the Duty of Care section in Form E of the Pre-Qualification Questionnaire (PQQ).

Annex 1

Country Security Risks: 14 March 2016

Country	City	Overall Security	Violent Crime	Civil Disorder	Terrorism
Afghanistan	Kabul (Capital)	5	4	4	5
Bangladesh	Dhaka (Capital)	3	3	3	3
Barbados	Bridgetown (Capital)	2	2	2	2
Benin	Porto-Novo (Capital)	3	3	3	2
Botswana	Gaborone (Capital)	3	3	3	2
Burkina Faso	Ouagadougou (Capital)	4	4	4	4
Burundi	Bujumbura (Capital)	4	4	4	4
Cambodia	Phnom Penh (Capital)	2	2	2	2
Cameroon	Yaoundé (Capital)	3	3	3	3
Chad	N'Djamena (Capital)	4	4	4	4
China	Beijing (Capital)	2	2	1	1
Comoros	Moroni (Capital)	1	1	1	1
Congo	Brazzaville (Capital)	3	3	3	2
Costa Rica	San Jose (Capital)	3	3	3	3
Cote d' Ivoire	Abidjan (Capital)	3	3	3	2
Democratic Republic of the Congo	Kinshasa (Capital)	4	5	5	2
El Salvador	San Salvador (Capital)	4	4	4	2
Ethiopia	Addis Ababa (Capital)	3	2	2	3
Gambia	Banjul (Capital)	2	2	2	2
Ghana	Accra (Capital)	3	3	3	2
Guatemala	Guatemala City	4	5	5	4

	(Capital)				
Equatorial Guinea	Malabo (Capital)	2	2	2	1
Guinea-Bissau	Bissau (Capital)	3	3	3	2
Haiti	Port au Prince (Capital)	4	4	4	2
India	New Delhi (Capital)	3	1	1	3
Indonesia	Jakarta (Capital)	3	3	3	3
Iraq	Erbil	5	5	4	5
Jamaica	Kingston (Capital)	4	4	4	2
Jordan	Amman (Capital)	4	2	2	4
Kenya	Nairobi (Capital)	4	5	5	4
Kyrgyzstan	Bishkek (Capital)	2	2	2	2
Laos	Vientiane (Capital)	2	2	2	2
Lebanon	Beirut (Capital)	4	3	3	4
Lesotho	Maseru (Capital)	4	4	4	1
Liberia	Monrovia (Capital)	3	3	3	1
Madagascar	Antananarivo (Capital)	3	3	3	2
Malawi	Lilongwe (Capital)	3	3	3	2
Mali	Bamako (Capital)	4	2	2	4
Mauritania	Nouakchott (Capital)	4	2	2	4
Mozambique	Maputo (Capital)	3	3	3	2
Burma (Myanmar)	Rangoon (Capital)	2	2	2	2
Namibia	Windhoek (Capital)	3	3	3	1
Nepal	Kathmandu (Capital)	2	2	2	1
Niger	Niamey (Capital)	4	4	4	4

Nigeria	Abuja (Capital)	4	4	4	4
Occupied Palestinian Territories	Jerusalem	4	3	3	4
Pakistan	Islamabad (Capital)	5	4	3	5
Peru	Lima (Capital)	3	3	3	2
Philippines	Manila (Capital)	3	3	3	3
Rwanda	Kigali (Capital)	3	2	2	3
Senegal	Dakar (Capital)	3	2	2	3
Sierra Leone	Freetown (Capital)	3	3	3	2
Somalia	Mogadishu (Capital)	5	2	2	5
South Africa	Cape Town (Capital)	4	4	4	2
South Sudan	Juba (Capital)	4	5	5	3
Sri Lanka	Colombo (Capital)	3	3	2	3
Sudan	Khartoum (Capital)	4	3	3	4
Swaziland	Lobamba (Capital)	2	2	2	1
Tajikistan	Dushanbe (Capital)	3	2	2	3
Tanzania	Dar es Salaam (Capital)	4	4	4	3
Turkey	Ankara (Capital)	4	2	2	4
Togo	Lomé (Capital)	4	4	4	1
Uganda	Kampala (Capital)	3	3	3	3
Ukraine	Kiev (Capital)	3	2	2	3
Vietnam	Hanoi (Capital)	2	2	2	1
Yemen	Sana'a (Capital)	5	3	3	5
Zambia	Lusaka (Capital)	3	3	3	1
Zimbabwe	Harare (Capital)	3	3	3	1

For Component 1, TA may be required in any country that has signed up to the SUN Movement network. At this time, 56 countries are members of the SUN movement (<http://scalingupnutrition.org/sun-countries>). These countries include: Bangladesh, Benin, Botswana, Burkina Faso, Burundi, Cambodia, Cameroon, Chad, Comoros, Congo, Costa Rica, Côte d'Ivoire, Democratic Republic of Congo, El Salvador, Ethiopia, Gambia, Ghana, Guatemala, Guinea, Guinea-Bissau, Haiti, Indonesia, Kenya, Kyrgyzstan, Lao PDR, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Namibia, Nepal, Niger, Nigeria, Pakistan, Peru, Philippines, Rwanda, Senegal, Sierra Leone, Somalia, South Sudan, Sri Lanka, Sudan, Swaziland, Tajikistan, Tanzania, Togo, Uganda, Vietnam, Yemen, Zambia, Zimbabwe.

This list is complete at time of publication, however, it may change during the period covered by this contract. DFID reserve the right to add more countries to this list (limited to those joining the SUN movement), and will attempt to provide risk information where possible.

Component 2 covers countries supported by DFID (with a DFID presence). The list above covers these countries, but may not be exhaustive if DFID changes the countries to which support is given. DFID reserve the right to change this list during the contract period, to encompass all countries that DFID support.