



Terms of Reference

The GNR mid-term review

About the GNR

The [Global Nutrition Report](#) (GNR) is the world's leading independent assessment of the state of global nutrition and leads the Nutrition Accountability Framework (NAF).¹ The GNR was established in 2014 following the first [Nutrition for Growth](#) (N4G) Summit as an accountability mechanism to track progress against global nutrition targets and the commitments made to reach them. It acts as a stocktake on the world's nutrition – globally, regionally and country by country – and on efforts to improve it.

The GNR is a multi-stakeholder initiative, consisting of a Stakeholder Group (SG), an Independent Expert Group (IEG) and the GNR Host (the current Host is Development Initiatives (DI)). The GNR aims to provide a single authoritative source on progress towards addressing poor diets and malnutrition on a global scale, with high standards of quality and independence. The GNR provides the best available data, in-depth analysis and expert opinion rooted in evidence to help drive action on nutrition where it is urgently needed. Through a comprehensive [Report](#), interactive [Country Nutrition Profiles](#) and [Nutrition Commitment Tracking](#), the GNR sheds light on poor diets and the burden of malnutrition, from undernutrition to diet-related non-communicable diseases (NCDs), tracks progress on global nutrition targets and highlights working solutions to improve nutrition around the world.

The GNR is led by the IEG Chair, who is supported by IEG members to develop an independent and high quality GNR. The current chair is Dr Renata Micha.

The GNR's goal is to inform, shape and inspire action with data and evidence on policy, practice and financing which result in greater accountability and progress in tackling poor diets and malnutrition globally.

¹ The N4G Accountability Working Group, formed under the auspices of the Government of Japan, has called for “an independent, coherent, streamlined, unified, well financed and cost-effective accountability framework to hold all stakeholders, including governments, businesses, civil society organizations (CSOs) and philanthropic organizations accountable”. The Working Group has recommended that, as the key accountability mechanism for N4G commitment tracking, the GNR should be the natural choice for coordinating the overall nutrition accountability framework, thus extending N4G commitments aimed at coordinating nutrition accountability as a whole in the long term. See: https://nutritionforgrowth.org/wp-content/uploads/2020/10/Accountability-WG-Final-report-designed-VF_Compressed.pdf

Objective of the mid-term review

The GNR intends to carry out an independent mid-term review of the programme. The objective of this review is to evaluate the effectiveness and relevance of the GNR and whether there are any changes needed in order to deliver on the strategic vision for the programme between 2022–2025. The review will aim to provide action-orientated recommendations that would inform the design of the programme for the future.

Framing questions

1. Where does the GNR sit in the wider ecosystem of actors working towards a world free from malnutrition, and does it need to change in the future in response to the changing external environment?
2. Are the products and services provided by the GNR meeting the needs and priorities of its main stakeholders, and are they influencing action? What are the examples of success? Are there any changes needed for the future?
3. Are the products and services provided by the GNR disseminated successfully and in a timely manner? Are they accessible and have they had the desired uptake by key stakeholders?
4. What partnerships should the GNR sustain or develop within and beyond the nutrition community to more effectively achieve its objectives outlined under the strategic vision?
5. Are there any changes needed to the programmes and funding arrangement to support the GNR's ambition for the future?

Approach and methodology

The methodology for the review will be developed in detail by the selected evaluator(s) based on experience and an understanding of the objectives of the review. However, the expected approach would cover a combination of qualitative and quantitative data collection methods, such as:

- A desk review of key documents and data related both to GNR products and services and GNR programme governance
- Key informant interviews with internal and external GNR stakeholders
- Presentation of emerging findings and recommendations with the Programme Board for feedback and comment.

Key stakeholders

The evaluator(s) would need to gather input from the following key programme stakeholders:

- IEG Chair and members
- Stakeholder Group co-chair and members
- Host staff
- Representatives from the target audience.

Deliverables

The evaluator(s) are expected to produce the following:

- An initial work plan and details of the methodological approach to be taken. This should include a detailed timeline for the review broken down into clear phases for initial research, data collection, analysis and validation, drafting of main findings, consultation and finalisation and dissemination of the findings.
- A draft and final report with key recommendations for future design of the programme.
- A validation presentation, prior to completion of the final report, to present key findings and recommendations.

Estimated timeline

The review is expected to take place between June and August 2021. The exact number of days will be determined in discussion with the selected evaluator(s).

Governance and accountability

The accountability for the review rests with the Programme Board. The implementation of the review will be managed by the GNR programme manager, Hannah Sweeney. Information and updates will be shared between the evaluator(s) and the GNR programme manager on a weekly basis to ensure that the process is on track.

Professional qualifications

Evaluator(s) are expected to possess the following minimum qualifications and experience:

- At least 10 years of experience with evaluations

- Knowledge of global reports and/or accountability mechanisms
- Advanced knowledge of evaluation design and methodology
- Excellent writing and communication skills
- Fluency in English
- Experience of working in the nutrition sector is desirable but not essential.

Budget

Funds will be made available to cover consultancy fees and any other related costs.

Instructions for tendering

Timelines for the tender process are outlined below.

Activity	Deadline
Submission of technical and financial proposals	23:59 BST 18 June
Evaluation of proposals and shortlisted evaluator(s) invited to interview	25 June
Panel interview with shortlisted evaluator(s)	30 June – 9 July
Contract issued to selected evaluator(s)	w/c 12 July
Contract commences	19 July

A proposal must consist of the following and be submitted to Hannah Sweeney, GNR Programme Manager (hannah.sweeney@devinit.org):

- A technical proposal describing how you would undertake the mid-term review, including:
 - Details of similar reviews and evaluations that you have conducted, which demonstrate that you have the requisite skills.
 - Three references from past reviews or evaluations conducted and examples of work.
 - Team composition together with relevant CVs.
 - Proposed methodology for the mid-term review and evaluative frameworks they apply.

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- Timeline and milestones.
 - A financial proposal consisting of:
 - Proposed budget
 - Proposed payment schedule.

Proposal evaluation process

Submissions will be reviewed and evaluated on:

- The extent of the evaluator(s)'s understanding of the details of the requirements.
- The comprehensiveness of methodology, showing milestones and checkpoints relevant to this project and an understanding of risk to successful delivery.
- The makeup of the proposed team, their qualifications and experience.
- The extent of the evaluator(s)'s experience in conducting similar reviews and evaluations.
- Transparency of cost and value for money evident in the financial proposal.

We will accept submissions from both individual consultants and evaluation agencies.

Annex 1: Strategic vision 2021–2025

Purpose

This document outlines the strategic vision for the GNR from 2021 through 2025 as set forth by the Stakeholder Group (SG). The IEG Chair and the Host (DI) were involved in the development of the strategic vision. The IEG Chair, with the IEG, develop the content strategy and priorities for the GNR under this overarching strategic vision, supported by the Host. The present strategic vision draws on the previous one (2018–2021), as well as the current context and global expectations for the GNR in the coming years. It describes the GNR's vision, mission, goals, objectives, actions, target audience, and monitoring and evaluation framework.

Strategic vision for the GNR, 2021–2025

The ultimate **vision** is: A world free from malnutrition in all its forms.

The **mission** is: The GNR drives greater action to end malnutrition in all its forms.

The **goal** is: To inform, shape and inspire action with data and evidence on policy, practice and financing which result in greater accountability and progress in tackling poor diets and malnutrition globally.

Objectives

The GNR synthesises the best available data and evidence on nutrition into high-quality, actionable content.

Through its role as an independent, credible and respected 'go-to' global resource and the accountability mechanism for nutrition commitments, the GNR aims to:

- Inform and inspire action by all stakeholders such as governments, donors, philanthropic organisations, civil society organisations, UN agencies and the private sector.
- Shape debate and discussions, within nutrition and other sectors, on how to tackle poor diets and malnutrition in all its forms.

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- Improve the quantity, quality and equitable distribution of financing for nutrition.
 - Be the primary accountability mechanism for tracking progress against nutrition commitments and lead the NAF.²

The GNR is the world's leading independent assessment on the state of global nutrition. Through comprehensive reports, interactive Country Nutrition Profiles and Nutrition Commitment Tracking, the GNR sheds light on the burden of malnutrition, highlights progress and identifies solutions to tackle poor diets and malnutrition around the world.

Actions

To achieve these objectives by 2025, the GNR will:

- Be the 'go-to' resource for data, analyses and evidence on nutrition – disaggregate, visualise and tell evidence-based stories to make the case for action.
- Be inclusive: diets and all forms of malnutrition in all locations – low, middle and high income countries – and marginalised and affected communities.
- Empower all stakeholders to take action by providing them with high-quality, comprehensive and credible recommendations, data and information.
- Present how poor diets and resulting malnutrition can be addressed based on high-quality data, research and evidence.
- Demonstrate the impact of more effective, inclusive and sustained financing by quantifying nutrition financing, including how it is targeted and to what, whom and where.
- Use a strong and clear tone of voice for calls for actions to improve nutrition and end malnutrition in all its forms based on data, analyses and evidence.
- Inspire stakeholder action through highlighting how change happens, how barriers are overcome and what enables action, and translating evidence that has implication for policy.

² The Nutrition Accountability Framework is an independent, coherent, streamlined, unified, well-financed and cost-effective framework, formed by the Global Nutrition Report and other key existing 'Accountability Mechanisms.' See [Nutrition for Growth Accountability working group paper](#).

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- Set the nutrition agenda by identifying ‘best-buys’, evidence-based strategies and policies designed to improve nutrition.
 - Go beyond the nutrition sector by identifying synergies (relevance of data, evidence, actions, accountability) with other sectors.
 - Set out and lead a strong case for action to end malnutrition in all its forms.
 - Contribute to the global nutrition dialogue on improving diets and tackling malnutrition in all its forms, and building links with other sectors.
 - Drive accountability and transparency – show who is delivering and where progress is being made or is too slow.
 - Lead and coordinate the NAF to strengthen nutrition for growth commitment making and tracking, and realign other existing accountability mechanisms to deliver an independent, streamlined and unified accountability framework.
 - Provide the tools to hold all stakeholders to account through the work of the strengthened NAF.
 - Drive stronger nutrition commitments through the work of the NAF, and by highlighting gaps in and opportunities for nutrition policy and financing.
 - Highlight where progress is being made and where it is too slow by tracking progress against the global nutrition targets.
 - Develop strategic partnerships, which need to respect the GNR’s independence and will strengthen the GNR’s data, evidence base, accountability, engagement, outreach and communication.

Target audience

Who the GNR will reach

The GNR aims to inform, empower and influence a wide audience, primarily targeting:

- The policy and advocacy community (global, regional and national).
- Officials in governments at all levels working to support improved nutrition and eradicate malnutrition.
- Nutrition donors (bilateral, multilateral and private).
- Think tanks, academics and researchers working to make the case to end malnutrition.
- Private sector organisations, including in the food systems/production and agri-food industries.
- Civil society organisations.

The GNR aims to indirectly influence and benefit secondary audiences, including:

- Decision-makers in governments, multilateral organisations and parliamentarians.
- Nutrition policy implementers.
- Advocates working in sectors that have a role in supporting improved nutrition, including the agriculture, health, humanitarian, education, social protection and climate change sectors.

Monitoring and Evaluation

How the GNR will monitor and evaluate its impact

Monitoring and evaluation will be undertaken to enable a continuous feedback loop that empowers the GNR to refine, adjust and strengthen its approach in real time and to inform specific evaluation and learning moments. Based on this strategic vision, a results framework will be developed to monitor and evaluate the GNR's work. As part of this process, the strategic vision will also be periodically reviewed (at least annually) to enable appropriate adaptations.

The GNR will also undertake research to understand how its content and products are being used by key stakeholders and target audiences. This will enable the GNR to gain a more detailed understanding of the objectives it is driving, to capture important insights about how the GNR can be improved to best meet needs, and to most effectively contribute to efforts to end malnutrition in all its forms.