

SNV Global Nutrition Opportunities REQUEST FOR PROPOSAL (RFP)



Part 1 | Introduction

Part 2 | Instruction to Applicants

Part 3 | Terms of Reference (TOR)

Part 4 | Criteria Evaluation of the Proposal



Disclaimer

The Request for Proposal does not constitute a commitment to contract on the part of SNV, which reserves the right not to accept any Offer submitted or to accept an Offer in whole or in part. We do not appreciate third party mediation based on this request.

If applicable, SNV will award the contract once the Offer has been accepted, after, where applicable, negotiations with the Supplier.

Contents

| | |
|---|----|
| Part 1 - Introduction | 4 |
| Part 2 - Instructions to Applicants..... | 7 |
| Part 3 – Terms of Reference (TOR) | 8 |
| The main assignment objective | 8 |
| Detailed assignment objectives | 8 |
| Assignment outputs and activities..... | 8 |
| Framework of the service | 10 |
| Qualification of the service provider | 10 |
| Part 4 – Criteria evaluation of the Service Provider or Consultant..... | 12 |
| Criteria for Assessment of the Proposal..... | 12 |
| Criteria for Contract Award | 12 |
| Annex 1..... | 15 |
| SNV Due Diligence Self-Declaration Form..... | 15 |
| Additional Form - Conflict of Interest Form | 17 |
| Additional form – Adverse Action Form | 18 |
| Additional Form – Missing Document Declaration..... | 19 |
| Annex 2..... | 20 |
| SNV Payment terms for the service provider..... | 20 |
| Annex 3..... | 21 |
| Derivable and indicators of the service provider | 21 |

Part 1 - Introduction

The overall objective of this assignment is the *“Development of SNV’s Urban Nutrition approach in the context of its agriculture sector’s transition to a food sector”* with a systems perspective and building on the methodology and achievements of its rural SN4A product.

SNV

Stichting SNV Nederlandse Ontwikkelings Organisatie, (hereinafter referred to as **“SNV Netherlands Development Organisation”** or **“SNV”**) is a not-for-profit international development organisation, that applies practical know-how to make a lasting difference in the lives of people living in poverty. SNV is established as a Foundation (*Stichting*) in The Netherlands. We use our extensive and long-term in-country presence to apply and adapt our expertise in agriculture, energy and Water Sanitation and Hygiene (WASH) to local contexts. SNV has over 1,300 staff in more than 25 countries in The Netherlands, Asia, Africa and Latin America. SNV depends 100% on project finance. This requires us to work efficiently and to deliver impact at scale. Annual turnover is around €130M-€140M.

Background

Against the backdrop of a growing interest in food systems caused by the realisation that rising global pressures, including population growth, poverty, unemployment, conflict and insecurity, climate change, exclusion and inequality, and unsustainable consumption patterns are all interlinked¹²³⁴⁵⁶⁷, SNV is reorienting its agriculture sector to adopt a food systems perspective. In the re-orientation, food insecurity, nutrition and healthy diversified dietary patterns are gaining importance as programme outcomes. Breaking a decades long trend of gradual decline, the past five years have seen an increase in food insecure and undernourished people globally. One in three people now suffer from malnutrition ranging from hunger and nutrient deficiency to overeating and obesity. Almost four out of ten people in the world cannot afford a healthy diet. Diets contain too few micronutrients and too little fibre, and too much sugar, salt, fat and meat leading to illnesses like diabetes and heart disease. At the same time, one third of food produced globally is wasted.

Urbanisation in Africa is on average 47%, showing a large variation from below 20% in Burundi, Rwanda, and Niger, till over 50% in Nigeria, and a staggering 90% in Gabon. Urbanisation is expected to rapidly increase, more than doubling in the coming 15 years in a place like Bujumbura capital of Burundi. Though only a quarter of extreme poverty households live in urban areas, the

¹ <https://www.undp.org/development-challenges-and-solutions>

² <https://www.weforum.org/agenda/2016/01/what-are-the-10-biggest-global-challenges/>

³ The Sustainable Development Goals Report 2021; <https://unstats.un.org/sdgs/report/2021/The-Sustainable-Development-Goals-Report-2021.pdf>

⁴ <https://www.unep.org/news-and-stories/video/why-do-we-need-change-our-food-system>

⁵ The State of Food Security and Nutrition in the World 2021; <https://www.fao.org/state-of-food-security-nutrition>

⁶ Benton et al, 2021; Food system impacts on biodiversity loss; Three levers for food system transformation in support of nature. Chatham House.

⁷ Gladek et al. 2017. The global food system, an analysis. Metabolic.

(absolute) numbers are rapidly growing. Having lost access to homestead production, these urban poor are often more vulnerable to food and nutrition security, than their rural counterparts. Supply chain challenges, and hefty pricing, puts a healthy diet out of reach for many urban dwellers, also because of limited availability of nutritious foods in typical slum areas lacking electricity, water and cold chain facilities.

Urban (and peri-urban) consumers constitute an important market for commercially producing small holder farmers, often more accessible and reliable than export markets and even than local markets that are poorly equipped. To enhance nutrition outcomes for Inclusive Value Changes and Youth Employment/economic participation projects, deliberate and effective targeting of consumers to improve diets, dietary diversity and ultimately nutrition is an important extension of the market-based value chain approach. The biggest gains in dietary improvement can be made with low-income consumers. However, for many consumers nutrition is not a priority, and they are either unaware of the importance of healthy and diversified diets, or are faced with several barriers to access safe, healthy, nutritious foods. Nutrition services are not always readily available in slum areas. Social marketing and behaviour change communication will be important components in urban nutrition promotion.

SNV Requirement

In SNV's evolving food sector framework, eight areas of interventions have been articulated, of which four are of relevance to the nutrition product: influencing consumer behaviour, demand and

organisation; governance, policies and institutions; capacity, knowledge and organisational development; and market systems, business and value chains development. Furthermore, components of the nutrition product will be integrated in agri-food sector projects with primary objectives in food production, market development, youth employment and economic participation, and environmental protection and restoration to ensure positive nutrition outcomes and impact across the food sector project portfolio.

While SNV has developed effective nutrition programming approaches to influencing nutrition related norms and practices in support of a behaviour change enabling environment for the rural areas, this methodology, based on triggering awareness into community led action, cannot be replicated directly into the urban context where there is generally a lack of community cohesion and thus less community support for behaviour change. Household dynamics around food consumption are very different in urban areas, as family members take more food outside the home (at work, school, canteens and street vendors) and the gatekeeper role can no longer rest with the (female) household head. Urban markets and distribution systems are more complex and divers than rural markets, they often require cold chain management to ensure freshness and food safety. The targeting of nutritionally vulnerable, low-income (bottom of the pyramid) consumer requires specific understanding of their food purchasing and consumption behaviour, their dietary needs, food access and utilisation challenges, and the market channels and communication and service platforms that can best reach them.

Global initiatives for urban nutrition often work on urban and peri-urban agriculture to shorten supply chains, address issues around the food retail environment to enhance access to healthy diets and food safety and look into circular bioeconomy for reduction of food waste and losses. Examples like the Milan Urban Food Policy Pact started from affluent countries and some major LMIC metropolises have signed up to learn from these initiatives, though the initial focus was on obesity prevention, rather than undernutrition. The main underlying characteristic of these city actions is improving the food environment through improved accessibility of healthy diets and regulation of incentives for poor food consumption choices. SNVs needs to further explore the interface between its work on food value chains and economic participation and employment and the key intervention areas in urban nutrition, not only from the value chain and market perspective but also from the perspective of urban poor population nutrition needs. Based on better understanding of the existing urban nutrition player field, initiatives and guidance, as well as challenges and gaps, SNVs niche contribution and added value among other stakeholders can then be articulated, strengthening its nutrition product and sector programming for nutrition outcomes.

In order to develop its urban nutrition approach, as part of its nutrition product, working with nutritionally vulnerable urban populations towards enhanced nutrition security, SNV seeks the support of a consultant familiar with the urban nutrition context and the related expertise and experience addressing the issues.

Part 2 - Instructions to Applicants

SNV invites interested applicants to submit their Curriculum Vitae and Cover letter highlighting most relevant experience in the context of the TORs/RFP, its methodology, and deliverables.

The following outline the conditions that consultants shall be taking into account before sending the Cover Letter and CV:

1. **Letter format:** Applicants are free to use their own format
2. **Proposal duration:** 120 days. The application submitted commits the Applicant for a period of 120 calendar days ("Period of validity"). However, if necessary, SNV may ask Applicants to extend the Validity Period for their proposals. Applicants have the right to refuse to extend the validity of their proposals.
3. **Letter and CV language:** English language.
4. **Proposal validity:** Only consultants that comply the first level *eligibility evaluation* (see part 4, Criteria for Assessment of the Proposal section) will pass to second level of evaluation or short-listing of CVs and Cover Letters. International and individual consultants can present A or D documentation

Timeline of the Request for Proposal

At any time before the Submission Deadline of the proposals, SNV may modify the request for proposal by any means of amendment. Any amendment is communicated to the Suppliers by any means.

If you believe that you or your organization has the required credentials as outlined profile, we invite you to apply by uploading your application. SNV

reserves the right to reject outright any applications that do not meet the application requirements listed above. Only shortlisted candidates will be contacted.

The table below provides a summary of the timelines with tentative deadlines:

| Activity | Deadline |
|---|--------------|
| RFP release date | 16 May 2022 |
| Deadline for submission of applications | 30 May 2022 |
| Communication to shortlisted candidates | 7 June 2022 |
| Interviews with the shortlisted candidate | 10 June 2022 |
| Communication to selected candidate | 13 June 2022 |
| Start date selected consultant | 17 June 2022 |

Data Protection

It is understood and agreed that the data on prospective applicants will be used by **SNV** in determining, according to its sole judgment and discretion, the qualifications of prospective applicants to perform in respect to the tender lots described by the client. It will be kept secure in line with SNV's commitment to EU GDPR 2018, and only used for programming purposes. It will be destroyed after seven (7) years in line with data requirements.

Additional inquiries

The contracting and procurement team will address any inquiry related to this sourcing process by email globalprocurement@snv.org.

Part 3 – Terms of Reference (TOR)

The main assignment objective

Development of SNV's Urban nutrition approach in the context of its agriculture sector's transition to a food sector with a systems perspective and building on the methodology and achievements of its rural SN4A product.

Detailed assignment objectives

- Obtain an overview of the existing urban nutrition approaches, methods and tools practised by other global nutrition stakeholders, outlining their advantages and disadvantages for project integration with SNV's nutrition, inclusive value chain and youth economic participation and employment products.
- Develop an urban nutrition approach as component in the SNV "nutrition product", with the potential of integrating it in projects under the lead of other SNV food sector products and including its use by service providers. The urban nutrition approach logic shall be an integrated part of the overall food sector Theory of Change, clarifying the pathways towards enhancing the nutrition impact among nutritionally vulnerable urban populations as one of the target groups of SNV's interventions.
- Develop a learning and evidence generation roadmap for the urban

nutrition approach and its integration in different agriculture/food sector programmes

- Develop the minimum standards for nutrition situation analysis as part of pre-project design situation analysis, and as part of the inception phase, based on the level of nutrition outcome of the project.

These objects feed into and should be aligned to the broader SNV food systems positioning and the multi-year organisational strategy development.

Assignment outputs and activities

The process of development of the urban nutrition approach will be divided in three phases, in line with the three secondary objectives of this assignment.

1st assignment output: 20-days phase

1. Desk review of existing materials on urban nutrition and the promotion of healthy diets.
2. Interviews with selected key informants from global and national stakeholders engaged in urban nutrition to better understand the opportunities in the food environment space and the strengths and weaknesses of the available models and approaches.
3. Analysis of the different approaches and models and their advantages and disadvantages for SNV

4. Identification of key information required to inform programme design for urban nutrition programming

and nutrition sector programming in SNV.

2nd assignment output: 15-days phase

1. SNV internal consultation workshop (hybrid or online), with a presentation of the review report findings and its recommendations and discussion of the options for urban nutrition programming, its scope of engagement with urban nutritionally vulnerable populations and the boundaries.
2. Based on the consultation, the development of the outline of an urban nutrition intervention model and its Theory of Change (TOC), either as independent programming model, or as additional part under the rural SN4A, or as part of nutrition sensitive inclusive value chain and market development product – depending on the outcomes of the first phase recommendations and the ongoing food sector strategy discussions in SNV.
3. Further external consultation with partners – including NGOs, consumer organisations, and private sector working in urban nutrition, as well as governments and (private sector) service providers – on the suitability and feasibility of the proposed model.
4. Identification of available guidance and tools for the urban nutrition model and need for development of further tools and guidelines
5. Preparation of the research elements and a timeline for testing the developed urban nutrition model within existing or new food

3rd assignment output: 5-days phase

1. Based on the key information required to inform programme design for urban nutrition programming, identified during the first phase, elaborate on the methodology and assessment tools available and required for the situation analysis
2. Develop minimum standards for each of the three-tiered levels of nutrition outcome engagement (do not harm, responsive, transformative), as suitable for integration in the harmonised integrated situation analysis under development by the food systems investment case team
3. Collaborate with the Food Systems investment case team on the testing of the nutrition situation analysis as integrated component of situation analysis as scheduled for the second half of 2022.

Notes:

The consultant will work closely with the **Global Nutrition Product Coordinator** to reflect on the findings and recommendations and evaluate these against the vision for the nutrition products in SNV and how these align and integrate in the outcomes of food systems investment case and the new multi-year SNV strategy development process.

Framework of the service

SNV outlines certain details in which the Nutrition Consultancy service will be performed.



- **Expected duration of work:** 40 days.
- **Frequency of reporting:** 4 reports, as per assignment timeline by SNV.
- **Target start day:** From the date of signing the contract.
- **Date of completion:** End of November 2022.
- **Supervisor of the service provider:** Monique Beun, Global Nutrition Coordinator.
- **Type of contract:** consultancy contract or contract for professional services.
- **Contract duration:** 5-6 months
- **Deliverables:** See Annex 3
- **Payment terms:** see Annex 2.

Qualification of the service provider

SNV is looking for an individual consultant or consultants from a firm with the following knowledge, professional experience, and skills:

Technical qualifications

Consultants who are qualified in the field of nutrition, nutrition sensitive agriculture, food security and food systems and with experience in urban nutrition intervention design and implementation.

Knowledge

- Master's degree in one or more of the following disciplines Nutrition, Public Health, Agriculture, Marketing, Behavioural sciences, Social Sciences, Communication
- Knowledge of food systems and global evidence on nutrition and its triple burden

Professional experience

- Minimal five year of work experience in the nutrition field in both rural and urban settings
- Experience working with both government and the private sector
- Experience working in multisectoral and multi-disciplinary settings
- Experience and knowledge in the fields of agriculture and livestock, value chain and market development, institutional development, gender and social inclusion, systemic change is an advantage.
- Experience in designing and facilitating participatory and interactive workshops

Skills

- Demonstrated analytical, writing, and presentation skills

- Aware of / sensitive to social and cultural diversity – have an inclusive attitude
- Excellent command of spoken and written English; minimum basic working fluency in French.

Notes: The qualification of the service provider or consultant described above will be part of the technical evaluation (see Criteria Score – Part 4).

Part 4 – Criteria evaluation of the Service Provider or Consultant.

Applications that comply the following criteria description and minimum technical score will be considered for passing to a short listing for an interview before an agreement on the consultancy contract and fee

Criteria for Assessment of the Proposal

In order to consider any application, the consultant or firm must submit or assure the legal status for providing the Service. Therefore, the consultant or firm shall provide the following documentation or equivalent (when applicable) to pass the minimum *eligibility evaluation criteria* and continue to the interview.

- A- Copy of certificate of incorporation or extract from the Chamber of Commerce or equivalent emitted by the country of origin.
- B- VAT registration certificate or equivalent.
- C- Extract of Ultimate Beneficial Owner (UBO) or equivalent declaration, if applicable.
- D- Copy of Trade licence / business permit, when applicable.

Please attach the Self-Declaration form (see annex 1) to the Cover Letter. Additionally, if there is any conflict of interest, adverse action, and missing information SNV thank the consultant can filling the related information on each provided form (see annex 1).

Criteria for Contract Award

The top-ranked consultants or firms above 70% of the maximum score related to technical evaluation based on the cover letter and CV review (detailed on Criteria Score section below) will continue the process of evaluation to individual meetings (presential or online) with a Procurement Committee to clarify or validate any information.

Consultants that passed the individual meeting will present their fees for the consultancy service. After final negotiations with potential consultants, SNV will award the consultancy contract to the consultant or consultancy that best fits primarily the technical requirement and secondly the consultancy fee.

Please see the **Criteria Score** section for further information about the components of the technical evaluation.

CRITERIA SCORE

The Cover letter should highlight most relevant experience in the context of the TORs/RFP, its methodology, and deliverables. The CV of the person or team that will perform the Service shall show essential characteristics of the knowledge, relevant professional experience in similar works, performance, conditions, quality assurance mechanisms.

SNV may ask for hard copies of certifications, diplomas, contracts, or other documents described on the Cover letters and CV(s) of the shortlisted Vendors or Consultants.

I. Summary of the technical evaluation:

The technical evaluation is based on the information described in the Cover Letter and CV.

| Item | Description | Score Weight | Maximum Points |
|--------------|---|--------------|----------------|
| A | Educational qualifications | 24% | 24 |
| B | Relevance of Technical expertise | 46% | 46 |
| C | Quality of Cover Letter: Grammar and vocabulary | 30% | 30 |
| Total | | 100% | 100 |

A. Technical Evaluation: Education

| Item | Description | Maximum Points |
|--------------|--|----------------|
| A.1 | Meets minimum level of education in specified field | 08 |
| A.2 | Additional courses or certificates in the specified field and/or other relevant subjects or skills | 16 |
| Total | | 24 |

B. Technical Evaluation: Expertise

| Item | Percentage | Maximum Points |
|--------------|--|----------------|
| B.1 | Global scope of the experience (Africa, Asia, and Latin America) | 06 |
| B.2 | Specialised skills and knowledge for the service | 20 |
| B.3 | Experience on similar projects or programmes | 20 |
| Total | | 46 |

II. Consultancy Fee

The consultancy will be paid on the basis of days actually worked within the longer time frame of the consultancy of five to six months, with a maximum as per the indicated level effort.

Short-listed candidates will be contacted to inquire about their consultancy fee expectations (per worked day) for this assignment.

Annex 1

SNV Due Diligence Self-Declaration Form

We, Insert name of Consultant (Firm), Vendor or Partner hereby declare to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that:

- a. we are not debarred, sanctioned, or included in any ineligibility lists established by the EU, UN, UK, USGOV or the World Bank.
- b. neither us nor our principals, director(s)/partner(s)/proprietor(s)/ultimate beneficial owner have been the subject of legal proceedings for insolvency, bankruptcy, receivership nor have we had our activities suspended for related reasons.
- c. we are not bankrupt nor being wound up, having our affairs administered by the courts, have not entered an arrangement with creditors, have not suspended business activities, are not the subject of proceedings concerning the foregoing matters, and are not in any analogous situation arising from a similar procedure provided for in national or international legislation or regulations.
- d. we are solvent and, can continue doing business for the period stipulated in the contract after contract signature, if awarded a contract by SNV.
- e. neither us nor persons having powers of representation, decision making or control over us have not been convicted of an offence concerning our professional conduct by a final judgment.
- f. neither us nor persons having powers of representation, decision making or control over us have been the subject of a final judgment or of a final administrative decision for fraud, corruption, involvement in a criminal organization, money laundering, terrorist-related offences, child labour, modern slavery, human trafficking, or any other illegal activity.
- g. we are in compliance with all our obligations relating to the payment of social security contributions and the payment of taxes in accordance with the national legislation or regulations of the country in which we are established.
- h. we are not subject to an administrative penalty for misrepresenting any information required as a condition of participation in a procurement procedure or failing to supply such information.
- i. we have no conflict of interest, or we have declared to SNV any circumstances that could give rise to a conflict of interest or potential conflict of interest in relation to the current procurement process. If the latter, please complete Annex A - Conflict of Interest Form.
- j. no adverse action has been taken against us, including contract termination for poor performance or we have declared to SNV any adverse actions against us in the last five years. If the latter, please complete Annex B - Adverse Action Form.
- k. we have not granted and will not grant, have not sought, and will not seek, have not attempted, and will not attempt to obtain, and have not accepted and will not accept any direct or indirect benefit (financial or otherwise) arising from this procurement process or the contract, if awarded a contract by SNV
- l. we have zero tolerance for sexual exploitation, harassment and abuse and have appropriate procedures in place to prevent and respond to sexual exploitation, harassment and abuse, and
- m. we shall notify SNV in case any of any changes to the declarations above.

We understand that a false statement or failure to disclose any relevant information which may impact upon SNV's decision to award a contract may result in our disqualification from the bidding exercise and/or the withdrawal of any offer of a contract with SNV.

Furthermore, in case a contract has already been awarded, SNV shall be entitled to terminate the contract with immediate effect, in addition to any other remedies which SNV may have by contract or by law.

Signed by and on behalf of:

| | |
|--|---------------------|
| Legal Name: | |
| Trading name (if different from above) | |
| Business registration number and country of registration | |
| Physical location of business premises: | |
| Postal address (if different from above): | |
| E-mail address: | |
| Name and Title of duly authorized representative: | |
| Date: | Monday, 16 May 2022 |
| Signature: | |

Additional Form - Conflict of Interest Form

We, Insert name of Consultant (Firm), Vendor or Partner hereby declare to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that there is a potential or actual conflict of interest.

The questions and answers below provide additional information on the nature of the conflict of interest:

| | |
|---|------------------------|
| To the best of your knowledge, have you or any employee or staff member of your organisation or firm, ever been employed by SNV? | <i>Yes or No</i> |
| If yes, provide the name of the person in your organisation, and a description of the employment period, including job title, the duration of the employment period, the country of employment. | <i>Provide details</i> |
| Is any employee or staff member of your firm, company or organisation related (by blood, marriage or otherwise) to any employee of SNV? | <i>Yes or No</i> |
| If yes, please provide the name of your staff and the name of the SNV staff member they are related to. State the nature of the relationship. | <i>Provide details</i> |
| Are there any other potential conflicts of interest between you/your firm, company, or organisation and SNV or any of our donors, partners, staff, offices, contracted consultants, or vendors? | <i>Yes or No</i> |
| If yes, please provide further information here. | <i>Provide details</i> |
| Any other relevant disclosures | <i>Provide details</i> |

Name and Title of duly
authorized representative

Signature

Date

Additional form – Adverse Action Form

We, Insert name of Consultant (Firm), Vendor or Partner hereby declare to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that adverse action has been taking against our establishment.

The questions and answers below provide additional information on the nature of the adverse action:

| | |
|---|------------------------|
| <i>Provide details of adverse action(s)</i> | |
| Any other relevant disclosures? | <i>Provide details</i> |

Name and Title of duly authorized representative:

Signature

Date

Additional Form – Missing Document Declaration

We, Insert name of Consultant (Firm), Vendor or Partner hereby declare to Stichting SNV Nederlandse Ontwikkelingsorganisatie (SNV) that we are unable to provide the following requested documents for the reasons provided below:

| Name of document(s) | <i>Reason(s) why the documents were not provided</i> |
|-------------------------|--|
| <i>Name of document</i> | <i>Provide details</i> |
| <i>Name of document</i> | <i>Provide details</i> |
| <i>Name of document</i> | <i>Provide details</i> |
| <i>Name of document</i> | <i>Provide details</i> |
| <i>Name of document</i> | <i>Provide details</i> |

 Name and Title of duly authorized representative:

 Signature

 Date

Annex 2

SNV Payment terms for the service provider

| Task | Percentage | Timing | Payment condition |
|---|------------|----------------------|---|
| After report submission (see Annex 3, deliverable 1) | 40% | End of August 2022 | <p>Report on existing urban nutrition approaches and initiatives</p> <ol style="list-style-type: none"> a. Submission of draft report minimum 2 weeks in advance for review and feedback b. Final report minimum content: <ol style="list-style-type: none"> i. General topic introduction ii. Listing of key global actors iii. Overview and description of Existing initiatives and approaches, methods and tools available iv. Recommendations and v. Next steps |
| Reported documentation, Guideline & Nutrition product proposal. | 60% | End of November 2022 | <p>Presentation of overall work Guidelines nutrition situation assessment and analysis on:</p> <ol style="list-style-type: none"> c. Project specific context situation d. Opportunities and risks for nutrition programming e. Trade-offs to be considered in design <p>Consultation workshop report:</p> <ol style="list-style-type: none"> f. Proceedings g. Conclusions / Recommendations <p>Urban Nutrition product outline:</p> <ol style="list-style-type: none"> h. Product components i. Theory of Change (TOC) j. Related guidance on methods, models and tools. |

Annex 3

Derivable and indicators of the service provider

A description of the concrete products or services the consultant or partner is expected to supply.

1. Review report on existing urban nutrition approaches and initiatives by a variety of actors globally, approaches, methods, and tools available, with an analysis and recommendations on the opportunities and next steps for SNV engagement with urban nutritionally vulnerable populations from a food system, nutrition governance, consumer behaviour and organisation, social inclusion, and economic participation perspective.
2. Consultation workshop report documenting the proceedings of the meeting, discussion, and conclusions.
3. The outlines of a possible urban consumer nutrition “product” with its TOC and various components to be piloted and the related guidance and tools identified.
4. A guideline for integration of nutrition situation analysis of the specific project context situation, opportunities for nutrition sensitive programming, rural and urban consumers dietary improvement, risks for negative impacts on food and nutrition security of vulnerable target populations (small holder farmers, rural populations, urban poor), and trade-offs to be considered to inform project design and implementation.

| Deliverable | Level of Efforts | Deadline |
|---|------------------|------------|
| Report of the results of existing urban nutrition approaches and initiatives. | 20 days | 26.08.2022 |
| Report of the consultation workshop | 3 days | 26.09.2022 |
| Detailed guideline for the integration of the nutrition situation analysis. | 5 days | 31.10.2022 |
| Nutrition product outlines (<i>incl. TOC, components, guidance, and tools</i>). | 12 days | 30.11.2022 |

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linkedin.com/company/snv

The logo is contained within a white circle on a blue background. The word "SMART" is rendered in a light blue, dotted font. Below it, "DEVELOPMENT" is in a solid light blue font. At the bottom, "WORKS" is in a larger, bold, solid blue font.

SMART
DEVELOPMENT
WORKS