The Power of Nutrition

How It Is Working and Early Learnings

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Undernutrition is one of the world's most pressing problems and contributes to nearly half of all deaths of children under 5 (World Health Organization [WHO] 2016). Inadequate nutrition during the first 1,000 days of a child's life has lifelong and largely irreversible effects, including diminished cognitive and physical development, reduced productive capacity, and poor health (WHO 2014). Despite the prevalence of proven, cost-effective interventions to address undernutrition, donors and country governments have contributed far less than is needed to address this global health issue, partly because of its lower prioritization relative to competing health threats such as HIV/AIDS, malaria, tuberculosis, and childhood diseases (Bryce et al. 2008). Against this backdrop, The Power of Nutrition was launched in 2015 to catalyze new resources to improve children's nutrition and end the cycle of undernutrition. The Power of Nutrition, a registered charity in the United Kingdom, has four key objectives: (1) to raise new funds for nutrition, (2) to stimulate donor investments through co-financing, (3) to invest in ambitious programs that deliver results at scale, and (4) to raise the prioritization of nutrition among key institutions and partner countries through commitment of domestic funds.

I. Introduction

The Power of Nutrition is a partnership of investors and implementers committed to helping children grow to their full potential and contributing to end the cycle of undernutrition. In particular, The Power of Nutrition seeks to address the current financing shortfall for nutrition and to support evidence-based interventions to improve nutrition outcomes. Two founding funders, the Children's Investment Fund Foundation (CIFF) and the United Kingdom's Department for International Development (DfID), and the first investor, the UBS Optimus Foundation, provided the initial funding to support the creation of The Power of Nutrition. The Power of Nutrition makes investments in eligible countries with high prevalence of stunting working through its implementing partners, the World Bank and UNICEF. These partners co-finance the investments and work directly with country governments or with implementing entities in countries to implement programs.

In November 2016, CIFF, on behalf of The Power of Nutrition's board of trustees, contracted with Mathematica Policy Research and our partner, Avenir Health, to conduct an external evaluation of The Power of Nutrition's activities. Mathematica and Avenir Health are working to (1) conduct an external evaluation of The Power of Nutrition's impact and influence; (2) provide strategic, real-time feedback and inputs to The Power of Nutrition for monitoring and course correction, if needed; and (3) extract

This report draws on information and materials as of September 30, 2017. There continue to be updates to The Power of Nutrition's fund-raising and investments since this report was finalized. For more information on The Power of Nutrition's fundraising and investments, please visit The Power of Nutrition's website: www.powerofnutrition.org.

insights and lessons to potentially expand and replicate this model. The evaluation will use inputs from program-level evaluations in countries and monitoring data to model the overall impacts of The Power of Nutrition's investments. The evaluation will also draw on inputs from key stakeholders to assess how The Power of Nutrition's efforts are unfolding and its success in raising the prioritization of nutrition.

This baseline report, as part of Mathematica's evaluation of The Power of Nutrition, aims to document The Power of Nutrition's origin and early vision, the evolution of its model and current structure, its approach to fund-raising and investments, and the progress to date on these activities. It also discusses early perceptions of The Power of Nutrition's achievements as well as challenges and lessons learned from The Power of Nutrition's current model and approach. Though ideally a baseline report would be prepared before the start of program activities, our research investigation began in 2017, approximately two years after The Power of Nutrition was established. In this report, we incorporate information and perspectives from the initiative's conceptualization and inception stages to document the original vision and model through the present, and to describe how and why it has evolved over time.

In the rest of this section, we describe the key research questions addressed in this report and the data sources and analysis methods we use to answer these questions. Section 2 provides an overview of how The Power of Nutrition came to be, and its current organizational structure. Sections 3 and 4 describe The Power of Nutrition's approach to fund-raising and investments. Section 5 summarizes key findings related to early achievements and challenges and lessons learned about fund-raising, investments, and coordination and communication within the partnership. Section 6 summarizes the key takeaways and next steps. The report ends with profiles of The Power of Nutrition's three current investments.

Key research questions

This report documents the inception and evolution of The Power of Nutrition's model, its current approach, and early perceptions of The Power of Nutrition's successes and challenges. Specifically, the key research questions addressed in this report include the following:

- How did The Power of Nutrition come into being and what was the original vision for The Power of Nutrition?
- What is The Power of Nutrition's current approach to fund-raising and investments? What progress has it made to date in raising new funds for nutrition and investing in evidence-based nutrition interventions in priority countries?
- What are The Power of Nutrition's early achievements and successes? What challenges have been faced to date, and why? What are some early lessons for further improvement and refinement of the current model and approach?

Our investigation of these research questions draws on data collected through a review of documents and rich qualitative information from interviews with key stakeholders involved with The Power of Nutrition since its inception. At this stage of its investments, it is too early to derive an understanding of the impacts of The Power of Nutrition in reducing stunting; subsequent reports will examine these and other questions related to its investments.

Data sources and analytic approach

Below, we describe the data sources we used in this report and our analytic approach.

Document review. We conducted a detailed review of The Power of Nutrition's background and formation-related documents, agreements with donors and implementing partners, board papers and meeting minutes, fund-raising and investment strategy documents, and country investment documents to develop a comprehensive picture of The Power of Nutrition's formation, structure, strategies and activities, and current investments. These documents also enabled us to develop targeted and customized protocols for our qualitative interviews.

Key stakeholder interviews. With input from The Power of Nutrition and CIFF, we identified a number of stakeholders who could provide insights on a

range of topics from the initial vision and formation of The Power of Nutrition to its engagement with donors and implementing partners related to fund-raising and investments. The stakeholders included early architects of The Power of Nutrition, representatives from founding donors and new donors, implementing partners, and The Power of Nutrition's executive and board members.[1] The stakeholders we spoke to have been involved at different stages and in different capacities, and provided us with their perspectives from their various vantage points. Table I.1 presents broad categories of stakeholders and the perspectives they bring; see Appendix A for a list of interviewees.

We developed protocols to guide the qualitative interviews with key stakeholders. Our protocols covered a range of topics, including the stakeholders' backgrounds and their involvement with The Power of Nutrition, the origin of The Power of Nutrition, experiences engaging with The Power of Nutrition's executive, the role and function of the Board, experiences with fund-raising, co-financing, and investments, and early perceptions of The Power of Nutrition's achievements and challenges faced. We tailored our protocols for each interviewee, his or her role, and the perspective the interviewee would be able to bring. We obtained consent before each interview and assured respondents of the confidentiality of their information to facilitate obtaining candid responses. In total, we conducted 32 interviews by telephone and 3 interviews in person from June through September 2017.

Analytic approach. Our analytic approach in this baseline report was based on two general principles. First, we used the original program design as our underlying framework to guide our analysis. We tried to understand the original vision for The Power of Nutrition by reviewing early documents and conducting interviews with the early architects of The Power of Nutrition, and used that information as a guiding framework to understand how and why the current model and approach deviated from the original vision. Second, given The Power of Nutrition is trying to expand its pool of donors and implementing partners and make new investments, we took the lens of understanding how its current approach and experiences can help inform its future partnerships and investment.

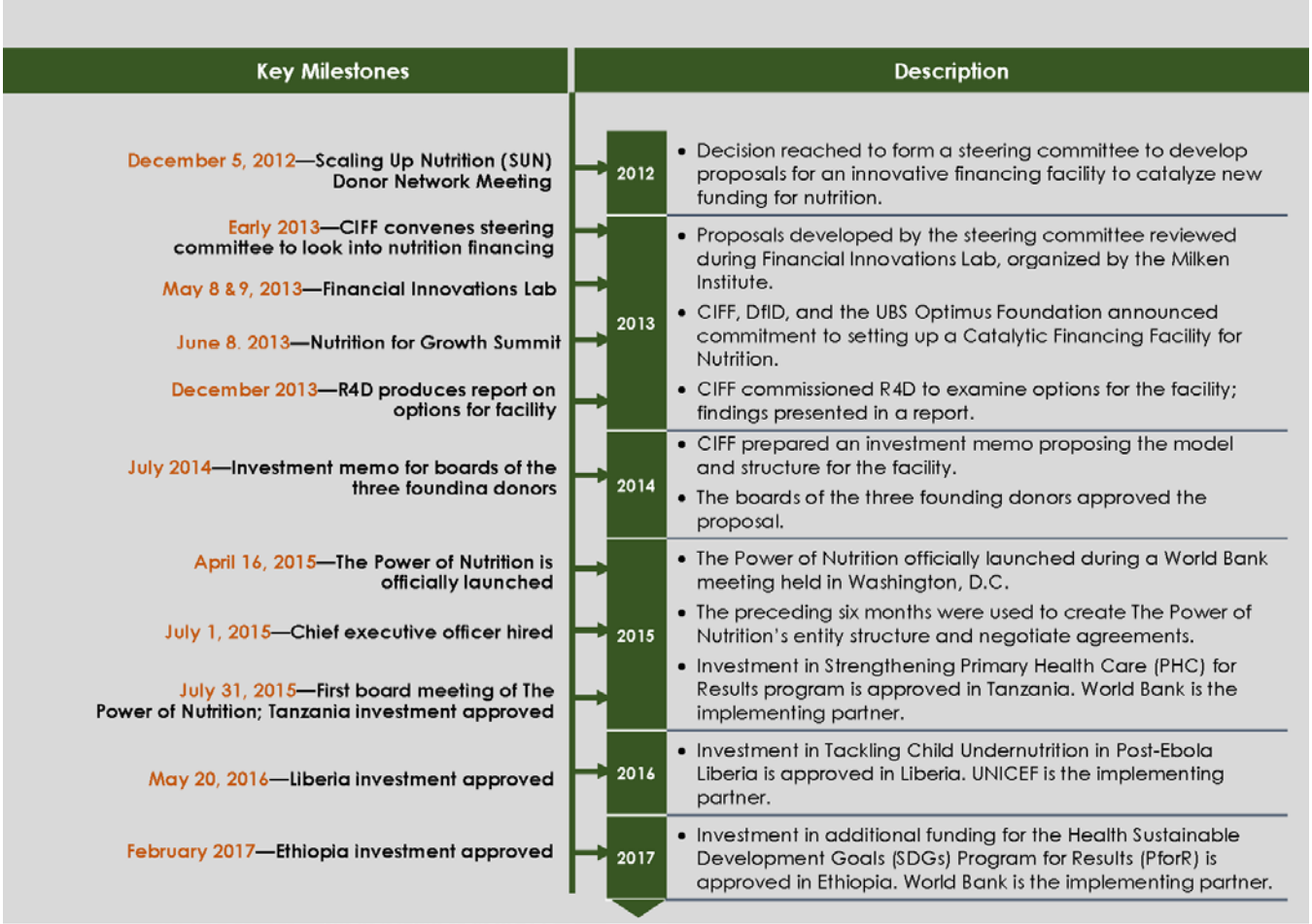
Table I.1. Categories of interviewees

Categories of interviewees	Role/perspective[a]	Number of interviews
The Power of Nutrition staff	• Chief executive officer • Partnerships and Brands team • Investments team	6
Founding and new donors	• CIFF (founding funder) • DfID (founding funder) • UBS Optimus (early investor) • Comic Relief (new donor) • Medicor Foundation (new donor)	9
Board members	• Current board members • Members with observer status	3
Implementing partners	• World Bank • UNICEF	10
Other relevant stakeholders	• Early architects and former staff at CIFF • Former staff at The Power of Nutrition • Results for Development (R4D) (involved in early research to evaluate options for The Power of Nutrition)	7

[a] Some of the stakeholders we spoke to played multiple roles and were able to provide multiple perspectives. We count these stakeholders under the primary role we focused on for the interview.

[1] Given the early stages of The Power of Nutrition and the focus of this report, we chose to interview stakeholders closely involved with The Power of Nutrition, either those involved with its creation or currently engaged with it. Future rounds of interviews will also include other global stakeholders and bellwether individuals to get a sense of the external perception of The Power of Nutrition.

Figure II.1. Key Milestones in the origin and evolution of The Power of Nutrition



We used two primary analytic methods to synthesize information generated through the interviews and assess the strength of evidence on various research questions: thematic framing and data triangulation. For the thematic framing, we systematically reviewed and assessed data from documents and qualitative interviews with various stakeholders to identify cross-cutting trends and themes. As themes emerged, we compiled both affirming and contradictory evidence. We used data triangulation techniques to confirm patterns or findings and identify important discrepancies across the data sources. By triangulating among the data sources, we tested for the strength of and inconsistencies in findings identified through thematic framing. Drawing on the findings from these analyses, we synthesized successes, challenges, and early lessons learned related to fund-raising, investments, and coordination and communication within the partnership.

II. Origin, Evolution, and Structure of The Power of Nutrition

Vision and operationalization of the vision

Figure II.1 provides a summary of The Power of Nutrition's evolution Undernutrition claims the lives of more than 3 million children under 5 each year and causes a loss of billions of dollars to the global economy through diminished productive capacity and health care costs (World Bank 2017). Investing in nutrition is an investment in economic growth; however, it suffers an estimated $10.3 billion annual funding gap (Milken Institute 2013). Recognizing the financing shortfall for nutrition, in December 2012, the Scaling Up Nutrition (SUN) Donor Network, an informal network of existing

donors to nutrition, requested the formation of a steering committee to develop proposals for an innovative financing facility that could catalyze new funding for nutrition. This meeting initiated the efforts that led to the creation of The Power of Nutrition.

Following the SUN Donor meeting, CIFF took the lead in convening the steering committee. The steering committee developed proposal options for a catalytic financing facility, which were reviewed during a two-day Financial Innovations Lab facilitated by the Milken Institute (with support from CIFF) in May 2013. A variety of stakeholders attended the lab, including government representatives from countries that have been affected by undernutrition, as well as bilateral and multilateral donors, foundations, representatives of private businesses, and finance and nutrition experts. The lab participants agreed that there was an important opportunity to set up a facility that would (1) "crowd-in" new public and private sector funds by offering new donors greater leverage through a match from seed funding provided by traditional donors; (2) provide countries with access to medium-term funding to accelerate the scaling up of evidence-based nutrition interventions, conditional on their willingness to organize longer-term in-country resources and donor funding; and (3) complement existing initiatives and provide quality, efficiency, transparency, and financial oversight (Milken Institute 2013). The participants also discussed the types of activities the facility should fund, results-focused funding disbursement models for the facility to consider, the governance and structure of the facility, how to attract nontraditional donors, and how to obtain political buy-in and bring in local resources. Although the discussions at this stage were still at a high level and no conclusive decisions were made, the efforts of the steering committee and discussions during the lab generated momentum for the creation of a new financing facility for nutrition.

Building on this momentum, at the June 2013 Nutrition for Growth meeting in London, CIFF, DfID, and the UBS Optimus Foundation announced their commitment to setting up a Catalytic Financing Facility for Nutrition (which would later be formalized as The Power of Nutrition). CIFF took the lead in operationalizing the vision for the facility, and in fall 2013, commissioned Results for Development (R4D) to examine options for the facility. R4D conducted interviews with a number of global nutrition stakeholders and, based on their input, assessed various options for the model, structure, and governance of the facility and presented the findings in a report (R4D 2013). Guided by the findings from the report, in mid-2014, CIFF prepared an investment memorandum proposing a model and structure for the facility to share with the boards of the two founding funders — CIFF and DfID, and the first investor–the UBS Optimus Foundation—which had committed to setting up the facility.

The investment memorandum identified the World Bank, which was a key partner in the SUN Donor Network discussions, and UNICEF, one of the largest implementers of nutrition programs, as key implementing partners for the facility. Both multilateral organizations have extensive experience working with governments and nongovernmental programs and systems in many developing countries, which would enable the partnership to leverage existing structures without having to recreate new structures to support investments. Partnering with the World Bank would enable the facility to leverage International Development Association (IDA)[2] funds and in-country resources and strengthen country programs and health systems to achieve sustainability. Partnering with UNICEF would provide the facility access to UNICEF's extensive country presence and nutrition program implementation capabilities globally. Working with these partners would also reinforce the possibility of continuity of efforts after the investment ends as a result of the close engagement of these partners with country governments, whose buy-in and engagement in the investments was deemed critical for sustainability as well as to raise the prioritization of nutrition in countries supported by The Power of Nutrition.

[2] The International Development Association is a financial institution that is part of the World Bank and offers concessional loans and grants to the world's poorest developing countries.

The early architects from CIFF considered various options for where to house the facility, including within the World Bank, CIFF, or DfID. Ultimately, they felt that it was important to establish the facility as an independent entity to be able to attract new investors, who might not want to fund only World Bank programs or an existing donor such as CIFF or DfID. Further, they felt setting it up as an independent entity that could work with multiple implementing partners would promote healthy competition between implementing partners and help create stronger programs. Therefore, in the memorandum they proposed that the facility would be set up as an independent entity with an executive and a board to govern the executive.

The vision presented in the investment memorandum was that the new facility and its executive would focus on mobilizing new money for nutrition, working with the World Bank and UNICEF to implement programs and elevate the prioritization of nutrition by country governments. To bring in new money from nontraditional sources, the facility would offer aggressive matching—a first match using platform funds committed by DfID and CIFF and a second match through IDA allocations by the World Bank and new funds raised by UNICEF and other future implementing partners. The facility was expected to mobilize $400 million to $1 billion for nutrition from new donors, in-country resources, and IDA funds. The memorandum also recommended using the funds to make time-bound investments in 5 to 10 countries in its first three to four years, with the vision of achieving sustainability and scale by bringing in in-country resources. The investments would focus on strengthening nutrition capacity, scaling up 11 of the widely accepted, evidence-based interventions identified by SUN (Box IV.1), and providing results-based financing, when possible. The goal was to reach 8 million additional children with proven, high impact nutrition interventions; reduce the pool of stunted children by 600,000; and prevent 100,000 deaths among children under 5.

The boards of the three organizations (CIFF, DfID, and UBS Optimus Foundation) reviewed and approved the proposal presented in the investment memorandum, which started the process for setting up the facility. Between late 2014 and early 2015, a series of steps were taken to formally setup the facility, including registering the entity, recruiting the initial team, developing communication and branding materials, finalizing contribution agreements with the three founding donors, negotiating partnership agreements with the World Bank and UNICEF, and identifying the first investment. CIFF committed an initial amount of $55 million, which included funding for operational expenditures for the facility and an external evaluation of the entity. DfID committed to matching every dollar of new funds raised by the facility one for one, up to an initial amount of £32 million (equivalent of $55 million at that time). UBS Optimus committed an initial amount of Swiss franc 10 million (equivalent of $10 million at that time) as the first investor, which was matched using the £32 million committed by DfID. As part of the agreements with the World Bank and UNICEF, the facility committed $55 million to a new, multidonor trust fund at the World Bank and to achieving a goal of $10 million in matching contributions with UNICEF (Figure II.2 provides an overview of The Power of Nutrition's structure and the partnership).

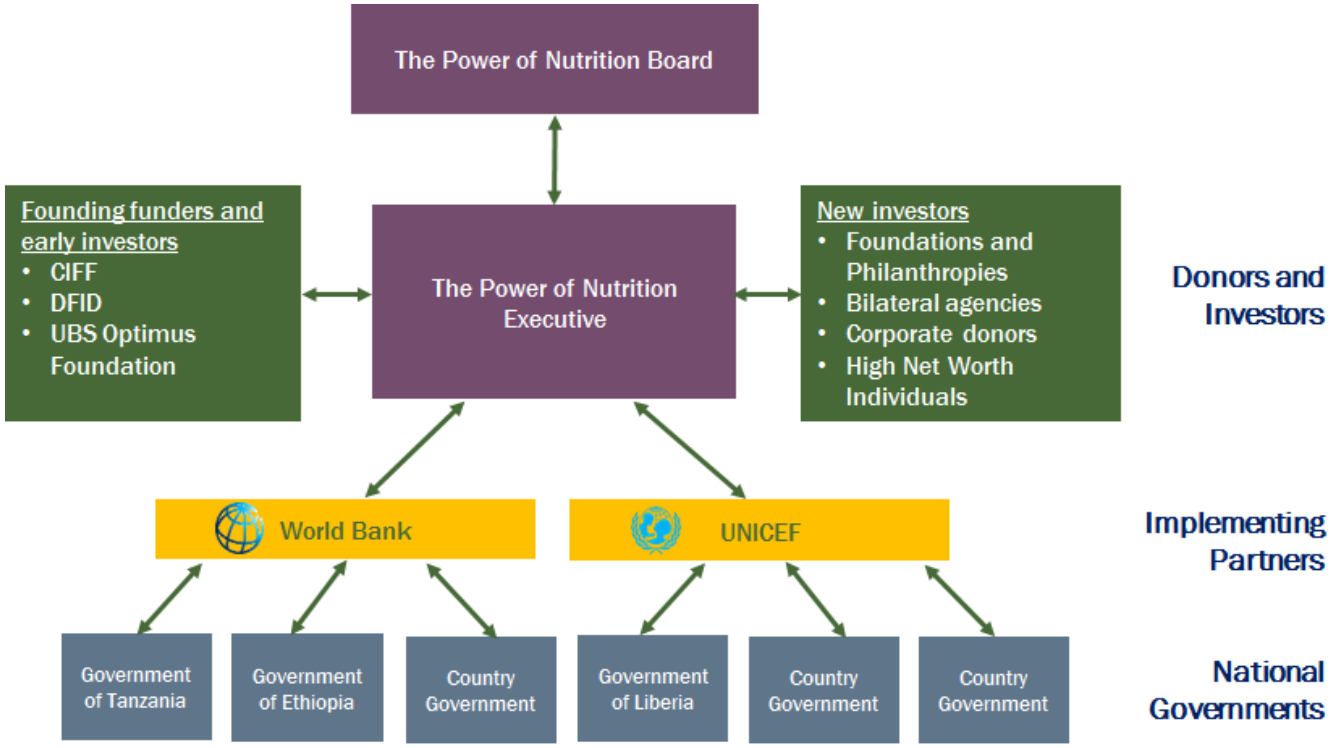
The Power of Nutrition was officially launched in April 2015. Its first investment with the World Bank in Tanzania was approved at this time, and in July 2015, it hired its chief executive officer. Since its launch and as of September 2017, The Power of Nutrition team has grown into its present structure (described in detail in the next section) and raised $23.4 million in new funds and approved two more investments in Liberia and Ethiopia.[3]

Organizational structure

The Power of Nutrition consists of an executive overseen by a board. Below, we provide an overview of the structure and roles of the executive and board.

[3] For more information on The Power of Nutrition's fund-raising and investments, please refer to The Power of Nutrition's website: www.powerofnutrition.org.

Figure II.2. The Power of Nutrition Partnership Structure

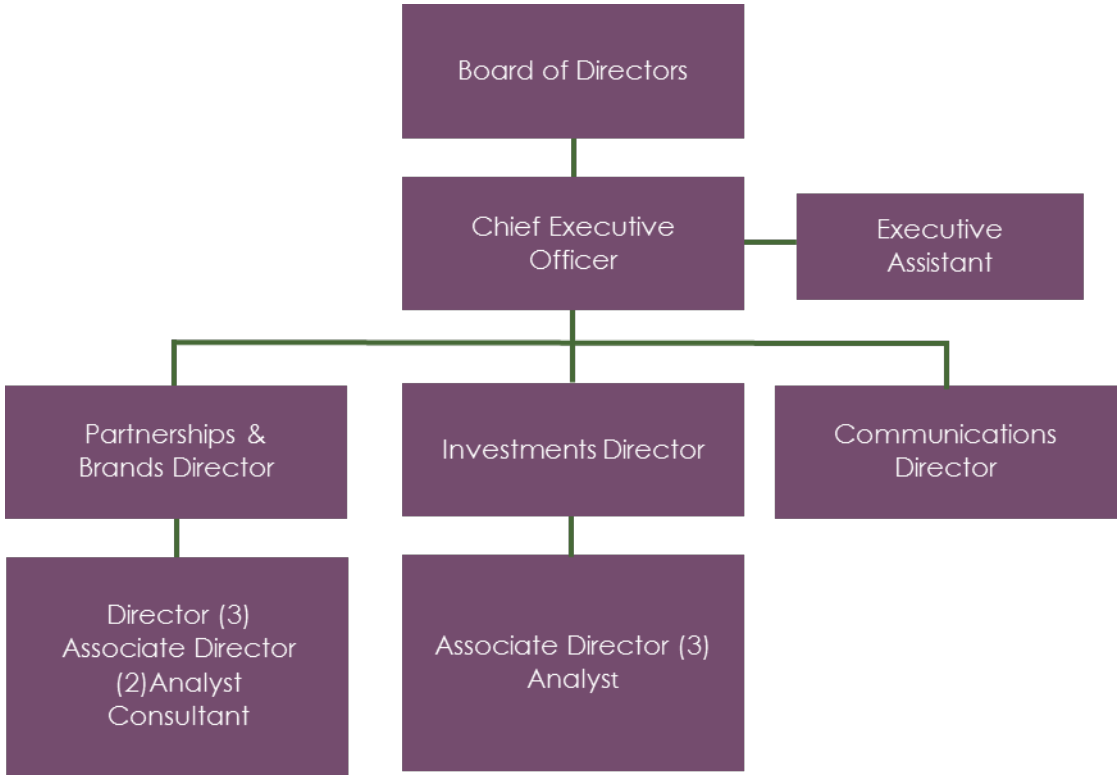


Executive

The Power of Nutrition's executive is responsible for implementing the strategy underlying The Power of Nutrition. It is organized into three divisions responsible for implementing the strategy—the Partnerships and Brands (P&B) division, the Investments division, and the Communications division. (Figure II.3 provides an overview of the organization of The Power of Nutrition's executive.) The three divisions are overseen by a chief executive officer, who in turn reports to the board. The executive consists of 16 staff, including the chief executive officer. As mentioned earlier, the chief executive officer was hired in July 2015. Since then, The Power of Nutrition has filled key positions, including the leads for the P&B and Investments teams who were hired in 2016. The executive experienced some turnover of staff in its early days, but is nearly fully staffed now.

The P&B team, which consists of seven staff members overseen by a director of P&B, is primarily responsible for identifying fund-raising opportunities and engaging with donors to raise new funds for nutrition. Staff within the P&B team are organized by the segment of the donor landscape for which they are responsible: individuals of high net worth, corporate donors, financial institutions, and foundations and philanthropies based in the United States and in Europe. The P&B team conducts outreach to donors through a variety of ways, including direct one-on-one outreach and organizing and participating in events. It also tries to leverage networks of its staff and board members, when possible, to build relationships with potential donors. The Investments team, which consists of four staff members overseen by a director of Investments, is responsible for working with implementing partners to develop and oversee investments in country programs. The associate directors in the Investments team primarily bring development sector experience in project management and monitoring and evaluation to oversee investments. One of the associate directors brings nutrition experience, although the team primarily relies on implementing partners' nutrition expertise and country-specific experience for the development and implementation of programs. The team oversees the development of concept notes,

Figure II.3. The Power of Nutrition Organization Chart



communicates regularly with implementing partners during program implementation, oversees reporting on key progress indicators by implementing partners, and develops reports to the board and donors on the progress made through country programs. Although the P&B and Investments teams have distinct roles, they often collaborate on fund-raising, investments, and reporting. For example, if a donor expresses interest in investing in a specific country, the P&B team works with the Investments team to evaluate the potential for developing a program and discuss options with the donor. The director of Communications is responsible for developing and implementing the communications strategy.

Board

The Power of Nutrition's board of trustees governs the executive and is responsible for (1) reviewing and approving The Power of Nutrition's strategy, as needed, (2) overseeing and monitoring its performance, and (3) ensuring overall accountability (investment memorandum, private communication to Mathematica Policy Research 2014). Board members may also support The Power of Nutrition's fund-raising by leveraging their own networks to make introductions to potential donors.

At the time The Power of Nutrition was set up in mid-2015, the board included six representatives, including representatives from the founding donors and the implementing partners. Even though the founding donors have board positions, by UK law these members are trustees of The Power of Nutrition and have to represent the interests of The Power of Nutrition rather than the organizations they belong to. The Power of Nutrition's board composition and membership has changed considerably since its inception for various reasons (see Appendix B for a list of current and former board members). First, the implementing partner positions have been removed from the board because of a potential conflict of interest since the board is responsible for approving funding to the implementing partners and monitoring progress made through investments. Second, CIFF, which originally set up the board and held the chair position, underwent a reorganization in early 2016 that led to major staff turnover which in turn led to a

change in the CIFF representative on the board. This has led to a loss in institutional memory, particularly given CIFF's key role in setting up The Power of Nutrition. Third, additions have been made to the board recognizing that the board needs members who have networks that can support The Power of Nutrition's fund-raising efforts.

The current board includes six members and one observer, including the representatives nominated from the three founding donors.[4] The board recently appointed a new chair and recruited a new member who brings strong connections to the nutrition world. The board also seeks to continue to expand and recruit additional new members who can support The Power of Nutrition's fund-raising efforts. For the reasons mentioned earlier, including the high degree of turnover and other changes to the board, until now, the board has mostly focused on governance responsibilities and has been less involved in strategic and fund-raising support. However, this is expected to change with the recent expansions to the board.

III. Model and Approach to Raising New Funds for Nutrition

The Power of Nutrition was created with the vision of being catalytic and spurring innovative financing for nutrition by brokering partnerships between funders and implementers. It seeks to raise new funds for nutrition from a largely untapped market of nontraditional donors for nutrition, including the private sector and individuals of high net worth. The Power of Nutrition would then match these new funds using platform funding from its founding funders as well as other platform funding it raises. These funds will be used to co-finance investments made by The Power of Nutrition's implementing partners, the World Bank and UNICEF (and any future implementing partners). This leverage is a key feature of the model and is expected to attract new funds to nutrition and enable The Power of Nutrition's fund-raising efforts to unlock additional funding for nutrition.

We start by describing The Power of Nutrition's current fund-raising targets. We then describe its current approach to fund-raising and provide an overview of its fund-raising efforts to date.

Fund-raising targets[5]

The early architects had aspirations that The Power of Nutrition would raise $1 billion in new funds for nutrition through a combination of fund-raising and co-financing, with a goal of raising $480 million by 2017 through a first round of fundraising. However, The Power of Nutrition's fund-raising efforts got off to a slow start because it took longer than initially expected to set up the executive and for The Power of Nutrition to establish itself, given the realities of what it takes to set up a new entity. Table III.1 shows the revised targets for the first round of fund-raising, which were presented to the board in December 2016. In its first round of fund-raising, from 2016 to 2018, The Power of Nutrition seeks to raise $370 to $450 million.

Table III.1. Targets for first round of fundraising

	Funds raised	The Power of Nutrition match	Implementing partner match	Total
UBS Optimus	$10 million	$10 million	$20 million	$40 million
CIFF	$55 million	--	$55 million	$110 million
Target for 2016	$5–10 million	$5–10 million	$10–20million	$20–40 million
Target for 2017	$20–25 million	$20–25 million	$40–50 million	$80–100 million
Target for 2018	$30–40 million	$30–40 million	$60–80 million	$120–160 million
Cumulative total				**$370–$450 million**

[4] DfID has observer status on the board because of UK government rules that do not allow it to have a full board member position on the boards of organizations it funds.

[5] The targets presented in this report are as of September 30th 2017. For more information on The Power of Nutrition's fund-raising and investments, please refer to The Power of Nutrition's website: www.powerofnutrition.org.

Approach to fund-raising

The Power of Nutrition was created as a platform that would "crowd in" or attract new money to nutrition. This new money was defined as money coming from nontraditional donors and new IDA allocations that would otherwise have not gone to the nutrition sector. There was a strong interest in bringing in private sector money from nontraditional sources, such as individuals of high net worth and corporate donors. Given the focus on fund-raising from nontraditional donors, The Power of Nutrition recruited its leadership so that they would bring strong ties to the private sector, rather than the development sector. Similarly, there was also a strong interest in increasing IDA allocations to nutrition, which had traditionally been low compared with allocations to other sectors. To attract IDA allocations to nutrition and because of its strong influence with country governments, the World Bank was included as a key implementing partner for The Power of Nutrition.

The Power of Nutrition's fund-raising efforts have taken a phased approach, with the initial phase focusing primarily on raising new money for nutrition from foundations, philanthropies, and bilateral donors, for whom new money is defined as funding and commitments in addition to any Nutrition for Growth commitments[6] made by these organizations. These donors are typically large donors that already donate money to other development sectors, such as health and education. As The Power of Nutrition has started getting more established, it has begun to target other types of donors, such as individuals of high net worth and corporate donors that are not traditional donors to the nutrition sector (or other development sectors). The Power of Nutrition initially tried to target individuals of high net worth in its first year, but these early efforts were less successful because of the newness of the entity and the challenges of attracting large amounts of new money. These types of donors require the team to invest more time into building relationships and developing a connection between the individuals and the undernutrition cause. The Power of Nutrition recently hired a staff member in the P&B team to prioritize this group of donors. The team anticipates that as they develop more of a brand name and recognition for the work they are doing as well as with more support from the board, they will have more success with these types of donors.

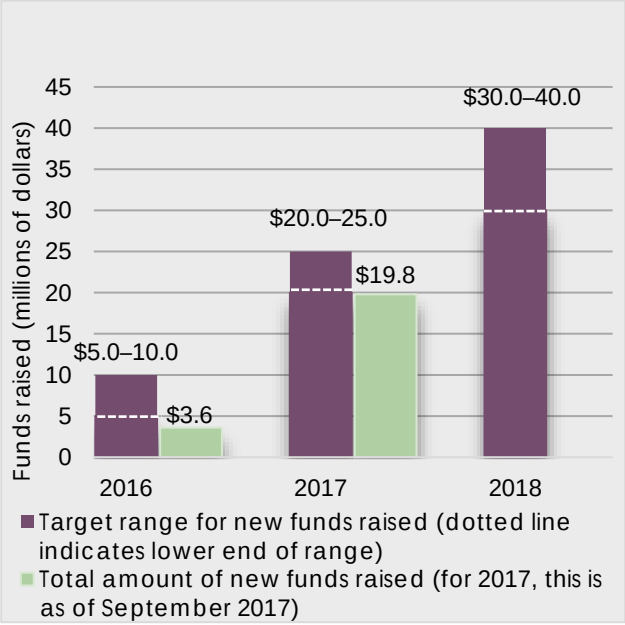
The founding vision for The Power of Nutrition was that it would ideally raise large sums of "platform funding," that is, unrestricted funding that could be used flexibly to make the investments; however, this expectation has not materialized. In reality, most donors prefer to restrict funding to specific geographies of interest for their strategies or portfolios. The Power of Nutrition has accepted these funds, particularly when the amount of funding the donor is willing to commit is sufficiently large or there is alignment with The Power of Nutrition's investment criteria and willingness from implementing partners and countries to develop and implement a program that meets the donor's preferences. Another strategy for fund-raising that The Power of Nutrition has adopted to meet its investment needs is to start an investment by using its platform funding, and then subsequently try to market or sell down the investment to new donors. Selling down the investment enables The Power of Nutrition to replenish its platform funding, which can then be used for other purposes.

Overview of fund-raising efforts to date

Figure III.1 depicts the new funds raised relative to the fund-raising targets. After a slow start in its first year (2015 – 2016), when the focus was on staffing up and getting established, The Power of Nutrition has made considerable progress in its fundraising efforts, particularly in 2017. Overall, it has a raised approximately $23.4 million since its inception, with nearly $20 million raised in 2017. Most of the new funds raised, except from one donor who provided unrestricted platform funding, are tied to specific countries. The size of the investments have ranged from $400,000 to $10 million.

[6] On June 8, 2013, several key stakeholders—including development partners, businesses, and scientific and civil society groups—endorsed the Global Nutrition for Growth Compact and committed $4.15 billion to improve nutrition during the Nutrition for Growth summit in London. For stakeholders who made commitments during the summit, The Power of Nutrition defines new money as any additional allocations to nutrition over and above their commitments during the summit.

Figure III.1. Targets and new funds raised



IV. Model and Approach to Investing in Evidence-based Nutrition Interventions

The founding partners selected the World Bank and UNICEF as implementing partners who would support the executive in making and co-financing investments in evidence-based nutrition interventions. These multilateral agencies have extensive experience working with governments and nongovernmental programs and systems in eligible countries, as well as the capacity and stature to implement programs and influence governments, allowing The Power of Nutrition to have a small executive focused on fundraising.

To ensure that its investments are directed toward impactful programs that are sustainable at scale, the early architects of The Power of Nutrition had prioritized a set of key nutrition interventions from the 13 interventions identified by SUN based on the Lancet series on maternal and child nutrition. The nutrition community widely accepts these interventions as highly effective, and prioritizing these intervention would facilitate The Power of Nutrition obtaining donors' support by signaling to donors that their funding would go toward recognized, evidence-based interventions (Box IV.1 provides the list of interventions).

The vision was that investments would be made for about five years and eventually be sustained by countries after The Power of Nutrition's investment ends. As of September 2017, The Power of Nutrition's board had approved three investments—two with the World Bank in Tanzania and Ethiopia and one with UNICEF in Liberia. In addition, as described later, a number of investments are being developed to present to the board for approval in late 2017 or 2018.

In the rest of this section, we describe The Power of Nutrition's implementing partners and the partnership agreements with each of them. We then describe The Power of Nutrition's approach to identifying investments and the process for making, overseeing, and monitoring the progress of investments. We end the section by providing an overview of The Power of Nutrition's investments as of September 2017.

Box IV.1. Key evidence-based interventions prioritized by The Power of Nutrition[7]

- Support for early and exclusive breastfeeding, and support for continued breastfeeding
- Support to introduce timely and adequate complementary feeding for infants and young children
- Management and prevention of severe acute malnutrition and moderate accurate malnutrition
- Handwashing with soap
- Therapeutic or preventative zinc supplementation
- Iron and folic acid or multi micronutrient supplementation for women of reproductive age
- Vitamin A supplementation
- Salt iodization
- Multiple micronutrient supplementation for children under five
- Deworming
- Food fortification with iron

[7] This original list was designed based on evidence presented in the 2008 Lancet Series on Maternal and Child Undernutrition and the 2013 Lancet Series on Maternal and Child Nutrition; as any new evidence comes to light, The Power of Nutrition's investments are adapted accordingly as appropriate in a given context.

Current implementing partners and structure of the partnership

The original architects of The Power of Nutrition identified the World Bank and UNICEF as its first implementing partners. The World Bank was an important early partner because of its long history of investing in nutrition and the Power of Nutrition's desire to increase IDA allocations to nutrition. A multidonor trust fund for nutrition was set up within the World Bank, to which The Power of Nutrition committed $55 million. Of this, $49.5 million is dedicated to recipient-executed funds, committed to countries in which The Power of Nutrition makes investments. The remaining amount, $5.5 million, is classified as bank-executed funds and can be used to fund program support and development, as well as operational research. The agreement with the World Bank requires investments by The Power of Nutrition to be co-financed at least one for one through new IDA loans for nutrition; that is, country governments are required to commit new allocations of IDA loans to nutrition matching The Power of Nutrition's investment. The scale of the World Bank's investments and its influence with country governments provides The Power of Nutrition the opportunity to strengthen health systems and improve nutrition service delivery in a scalable and sustainable manner. Moreover, the World Bank's co-financing agreement, which leverages IDA loans, has the potential to bring in-country resources and government ownership of programs, in line with The Power of Nutrition's vision for sustainability of programs after the end of its investments.

UNICEF is an important partner for The Power of Nutrition because it is one of the largest implementers of nutrition interventions for children. The co-financing agreement with UNICEF commits The Power of Nutrition and UNICEF to co-financing investments one for one. The agreement also allows UNICEF to recover costs associated with the investment, set initially at 8 percent of the investment. Fund-raising at UNICEF is done through its extensive network of national committees in its donor countries; for example, UNICEF UK, which is one of the national committees, committed to co-financing the Liberia investment. UNICEF is an attractive partner for The Power of Nutrition because it is the leading global advocate for improving child nutrition and a key partner of the SUN movement. Moreover, UNICEF has a strong local presence and technical experts in target countries and works in close partnership with country governments, which would enable The Power of Nutrition's investments to have a strong champion of the program and help position it for sustainability.

In addition to these two implementing partners, The Power of Nutrition seeks to expand its base of implementing partners to include other organizations, such as international non-governmental organizations working in the nutrition space. These could include large organizations such as Save the Children, CARE, FHI 360, Action Against Hunger, Helen Keller International, and Global Alliance for Improved Nutrition (GAIN) that focus on nutrition and have a presence in several of the targeted countries.

Approach to identifying investments

The Power of Nutrition aims to reduce undernutrition through investments in high-impact nutrition interventions in countries with high stunting prevalence. The Power of Nutrition maintains and updates a list of priority countries in sub-Saharan Africa and Asia that meets its eligibility criteria annually using the latest UNICEF, WHO, and World Bank Group joint child malnutrition estimates (Table IV.1 lists the 30 eligible countries identified as of October 2017). To be eligible for funding from The Power of Nutrition, countries should have stunting prevalence above 30 percent and a population of more than 250,000 children under 5 suffering from stunting.[8]

The pipelines of potential programs brought forth by the implementing partners (World Bank and UNICEF) were originally intended to drive the process for identifying investments. On a regular basis (every six

[8] However, The Power of Nutrition has built in a little flexibility around the eligibility criteria. If The Power of Nutrition and one of its implementing partners begin project preparation or investment due diligence for a country that later becomes ineligible when updated data are available, lower thresholds of stunting prevalence (25 percent nationally and 200,000 children under 5 suffering from stunting nationally) could be considered.

months or so), the World Bank and UNICEF were expected to share updated pipelines, with information on programs that they were considering in countries that meet The Power of Nutrition's eligibility criteria. The Power of Nutrition team would then review these potential investments and conduct their due diligence to determine whether the programs met The Power of Nutrition's investment criteria before requesting implementing partners to develop a concept note for the board to review.

Table IV.1. 30 eligible countries identified as of October 2017

Country	Stunting prevalence (%)	Under 5 population stunted
Bangladesh	36.1	5,550,000
Benin	34.0	572,000
Burundi	57.5	990,000
Cambodia	32.4	571,000
Cameroon	31.7	1,167,000
Chad	39.9	1,050,000
Cote d'Ivoire	29.6	1,014,000
Democratic Republic of the Congo (The)	42.6	5,633,000
Ethiopia	38.4	5,689,000
Guinea	31.3	601,000
India	38.4	47,505,000
Indonesia	36.4	8,772,000
Lao People's Democratic Republic (The)	43.8	364,000
Liberia	32.1	220,000
Madagascar	49.2	1,631,000
Malawi	42.4	1,228,000
Mali	38.5	983,000
Mozambique	43.1	1,916,000
Myanmar	29.2	1,317,000
Nepal	37.4	1,067,000
Niger (The)	43.0	1,585,000
Nigeria	32.9	10,235,000
Pakistan	45.0	10,683,000
Philippines (The)	30.3	3,343,000
Rwanda	37.9	642,000
Sierra Leone	37.9	376,000
Uganda	34.2	2,318,000
United Republic of Tanzania (The)	34.4	3,233,000
Zambia	40.0	1,093,000

In reality, the approach to identifying investments has been more complex, driven in part by donor priorities to make investments in specific countries and potential fund-raising opportunities. For example, although the implementing partners continue to provide information on potential investment opportunities from their program pipelines, strong donor interest has also led The Power of Nutrition to approach the implementing partners to develop programs in specific countries.

For example, an interest in investing in nutrition in Ethiopia from a donor led The Power of Nutrition to have discussions with the World Bank to fast-track the investment in Ethiopia. Similarly, The Power of Nutrition has also approached implementing partners to try to leverage potential fund-raising opportunities; for example, The Power of Nutrition is working with the World Bank and UNICEF to develop investments in India to leverage the new opportunities provided by the corporate social responsibility law in India that requires companies to spend 2 percent of their net profit on social development. Occasionally, donor interest has also led The Power of Nutrition to explore programs with components in addition to the core SUN interventions; The Power of Nutrition is exploring the use of cash transfers to incentivize nutrition interventions and combining early childhood development interventions with nutrition interventions because of donor interest in these programs.

Process for making and managing investments

When a potential investment is identified through one of the approaches discussed earlier, the implementing partners begin the process of developing a concept note for board approval. The concept note typically describes: (1) the context and programmatic need; (2) the program and proposed nutrition activities; (3) how interventions will be delivered; (4) the resources that would be committed to the program, including the amount of investment required from The Power of Nutrition and the co-financing commitment from the implementing partner; (5) political will and local capacity to implement the program; (6) monitoring and evaluation plans; (7) the key performance

indicators that will be used to track the program; and (8) the budget proposed for the program.

After the concept note is developed, it is presented to The Power of Nutrition's board for approval. At this stage, the board can raise questions or request further clarification as part of its due diligence. When The Power of Nutrition's board and the implementing partners' executive boards (if applicable) have approved the investment, projects become operational. Implementing partners may implement directly through their country teams or provide support to country governments or other country-based entities. Implementing partners are required to report to The Power of Nutrition executive on progress made on key output and outcome indicators (agreed on during the development of the concept note) on a biannual basis.

The original vision of the early architects was that The Power of Nutrition would more or less leave the design and implementation of the evidence-based interventions to the implementing partners, as these were strong implementing partners with deep nutrition sector expertise and closely engaged with country governments and their needs. The Power of Nutrition would focus primarily on verifying compliance and ensuring that the funds entrusted to The Power of Nutrition were used for their intended purposes. The early architects took this approach because they did not want to create parallel systems and sought to rely on existing delivery platforms in the countries where The Power of Nutrition invests. This approach would also enable The Power of Nutrition to remain streamlined and focus on its goals to raise large amounts of new funds from nontraditional sources.

The investment process has unfolded somewhat differently than originally intended for a number of reasons. First, the process for developing and getting concept notes approved has typically involved multiple rounds of back-and–forth discussions between The Power of Nutrition team and the implementing partners. This closer engagement in the program development process has been driven by The Power of Nutrition's need to be accountable to its donors, as well as the board's greater engagement in the due diligence process for approving investments than had been originally envisioned. These factors, combined with the implementing partners' need to engage with the country governments to get the right investments in place, have sometimes led to a long lag between the investment idea and securing board approval.

Second, the nature of the investments themselves can differ from the original vision. For instance, although The Power of Nutrition was not set up to foster innovation in programming and the original vision for investments was to focus on a specific set of key evidence-based nutrition interventions, emerging donor priorities and a desire by some of the founding donors, especially CIFF, to focus more on innovation has required The Power of Nutrition and, consequently the implementing partners, to expand the types of activities or the processes by which partners consider implementing nutrition interventions. For example, The Power of Nutrition is exploring the use of cash transfers for a potential nutrition investment in Rwanda as a result of donor interest in this approach.

Finally, The Power of Nutrition was expected to have a very light touch ongoing engagement with countries, relying on implementing partners to implement and report on programs. In practice, however, The Power of Nutrition has adopted a more hands-on approach to its country-level engagement. The desire to ensure strong programs that can help The Power of Nutrition meet its ambitious targets and be accountable to its donors and board has driven this evolution, but because of the small size of the executive and lack of country presence, the team has to rely heavily on the implementing partners to facilitate country interactions and engagement. This has led to greater demands on time and resources from the implementing partners, particularly relative to their expectations of a light-touch engagement from the outset and the lack of resources set aside to support such engagement.

Monitoring and evaluation

Accountability to itself and its board and donors is important to The Power of Nutrition. Donors, particularly those bringing a private sector lens, are less interested in inputs and processes and more keen to see how the investments have performed

and evidence of impacts. To track the performance of its investments, The Power of Nutrition has developed detailed monitoring frameworks to track the performance of its investments with the World Bank and UNICEF. The implementing partners report on progress made by updating key output and outcome indicators in the framework. These indicators are typically identified and agreed upon at the outset of the program. In addition, implementing partners can support and commission independent program-level evaluations to measure the impacts of its investments in countries. Further, Mathematica's evaluation of The Power of Nutrition will draw on findings at the country level and across countries to assess The Power of Nutrition's overall impact and influence on the nutrition landscape. Monitoring and evaluation is an important aspect of The Power of Nutrition's approach and has required considerable back and forth with the implementing partners to negotiate and agree on a reporting framework.

Overview of investments in progress or under development

As mentioned earlier, as of September 2017, The Power of Nutrition had three investments that its board had approved, two with the World Bank (Tanzania and Ethiopia) and one with UNICEF (Liberia), and several programs in the pipeline of proposals under development. Below, we provide a brief overview of the investments; the country profiles included at the end of this report provide further details on these investments.

Tanzania. The Power of Nutrition's first investment was in Tanzania, partnering with the World Bank. The board approved the investment on April 15, 2015 and it is being made over a period of 5.5 years. The investment is part of a broader maternal and child health payment-for-results program implemented by the government, within which The Power of Nutrition's investment of $20 million is being used to strengthen the nutrition component of the program, and is matched by a $24 million IDA allocation. The Power of Nutrition became involved with this program after the World Bank had already developed its program, but it was approved quickly, motivated by the desire to have an initial investment in place when The Power of Nutrition was launched.

Liberia. The Power of Nutrition made its first investment with UNICEF in Liberia. The Power of Nutrition and UNICEF agreed to leverage a commitment made by UNICEF UK to conduct a campaign to raise funds to address child undernutrition in post-Ebola Liberia. The program seeks to improve coverage of key nutrition interventions by integrating them into the existing public health system. The investment in Liberia was approved in May 2016, although discussions with UNICEF had been ongoing well before that time, and implementation of activities in several counties using UNICEF-raised funding had begun earlier. The Power of Nutrition has committed $4.6 million to the Liberia program, and an additional $400,000 for monitoring and evaluation, and UNICEF has committed to matching the $4.6 million investment. The investment is being made over a period of three years, with a possible extension to a second phase.

Ethiopia. The Power of Nutrition's board approved an investment in Ethiopia with the World Bank in February 2017. The Power of Nutrition approached the World Bank to fast-track the development of an investment in Ethiopia because one of their new donors expressed interest in funding nutrition interventions in Ethiopia. The potential funding commitment from The Power of Nutrition was leveraged to accelerate program development in Ethiopia and resulted in the World Bank moving forward the program within their pipeline. The Power of Nutrition's commitment also increased the program's focus on nutrition versus what the government planned on their own. The program uses a payment-for-results mechanism to improve maternal and child health and nutrition and reduce key gaps and bottlenecks within the health system. The funding from The Power of Nutrition will specifically support nutrition interventions implemented as part of the program. The Power of Nutrition is investing $20 million over a period of five years, which has channeled new IDA allocations of $20 million to nutrition.

Investments in the pipeline. As of September 2017, The Power of Nutrition had several programs in the pipeline to present to its board for approval in late 2017 or 2018. These include (1) an investment in nutrition service delivery along with health system strengthening in Madagascar, partnering with the

World Bank; (2) an investment in Rwanda, partnering with the World Bank, using cash transfers to promote nutrition (motivated by interest in cash transfers from a donor); (3) an intervention in Cote d'Ivoire with the World Bank that will likely include early childhood development interventions in conjunction with nutrition (motivated by interest in early childhood development from a donor); (4) two investments in India with the World Bank and UNICEF that seek to leverage corporate social responsibility commitments in India; and (5) an investment in Benin, partnering with UNICEF.

V. Successes, Challenges, and Early Learnings

The Power of Nutrition was set up with ambitious targets and the expectation that it would be transformative and catalyze large amounts of funding for nutrition and invest in programs that would produce impacts at scale. It intends to bring together a network of new donors and new funding to the nutrition space, working closely with implementing partners that are deeply embedded in eligible countries to deliver evidence-based nutrition interventions. This partnership entails matching donor interests and funding to programmatic and implementation needs to elevate the priority of nutrition globally. In this dynamic setting with a host of partners with high expectations, The Power of Nutrition has a critical, but challenging role. In this section, we summarize and discuss the high-level takeaways from our interviews with stakeholders on The Power of Nutrition's early achievements, as well as some of the challenges experienced and lessons learned to date.

Early achievements

At the time it was set up, The Power of Nutrition was a new and relatively unknown entity with no brand name, fund-raising track record, or program experience; however, it was expected to achieve ambitious targets in a short timeframe. The Power of Nutrition had to quickly build up its team, and establish processes to support fund raising and making investments in a rather complex structure. As noted below, The Power of Nutrition has been able to evolve and adapt, and has achieved some notable early successes.

- **In just two years since its inception, The Power of Nutrition has successfully raised $23.4 million in new funds for nutrition.** Since its inception, The Power of Nutrition has raised $23.4 million in new funds, of which it raised nearly $20 million between January and September 2017. Some of these funds have been raised from organizations such as Comic Relief that have not previously funded nutrition projects. In addition, in keeping with the original vision, The Power of Nutrition has successfully used its investments to leverage new IDA allocations to nutrition, and has leveraged about $44 million in new IDA loans for nutrition. For example, The Power of Nutrition's investment of $20 million in Ethiopia led to new allocations of $20 million of IDA funds for nutrition in addition to the $130 million of IDA funding already committed by the country.
- **The Power of Nutrition has developed a strong pipeline of potential investments and is on track to achieve its investment targets.** The original vision was that The Power of Nutrition would invest in 5 to 10 priority countries with a high burden of undernutrition. As of September 2017, The Power of Nutrition's board had approved three investments. Some of these first investments have taken longer than anticipated to develop and approve. Despite the slow start, as of September 2017, The Power of Nutrition had a strong pipeline of five potential investments to present to its board for review in late 2017 or 2018. If these investments are approved, The Power of Nutrition will meet its target of making 5 to 10 investments over three to four years. Having this strong pipeline of potential investments could also have a positive impact on fund-raising if donors see that The Power of Nutrition has made a good start and, particularly, if donors are interested in investing in the countries in The Power of Nutrition's pipeline. Further, by grounding these potential investments in widely accepted, evidence-based interventions, The Power of Nutrition is likely to be able to bolster its fund-raising message and success.

- **Despite not having a country presence, The Power of Nutrition has successfully influenced the quality of nutrition programming.** Stakeholders perceive that The Power of Nutrition and its implementing partners have successfully leveraged the financing mechanism to make important investments in countries. For example, The Power of Nutrition has been able to influence the quality of programs in countries even in the absence of a large team or country presence. Some stakeholders noted that even though The Power of Nutrition's investments with the World Bank are small in magnitude relative to the overall size of the programs, it has been able to have an influence on the World Bank's programming, partly because of its focus on nutrition and partly because of its efforts and persistence in prioritizing nutrition.
- **The Power of Nutrition has recruited a strong executive and board to support its work.** Although, the executive took some time to staff, many positons have been filled since The Power of Nutrition has been set up, so there is essentially a full team in place. The P&B and Investments teams have also identified practices to work well together to help support their functions. In addition, although the board has experienced a fair amount of turnover and several changes since its inception, stakeholders were generally optimistic that the recent changes, including the new chair and a new appointment to the board, considerably strengthen the board. As the board stabilizes, it will be able to engage more in supporting and facilitating fund-raising as well as providing guidance on The Power of Nutrition's strategy.
- **Newer donors, in particular, appreciate the accountability aspects that The Power of Nutrition brings, an important factor in their decision to invest.** The Power of Nutrition plays in important role in brokering partnerships between funders and implementing partners. Donors noted the need to ensure that their funds are spent for the intended purpose and generate impacts as expected. The Power of Nutrition has set up a monitoring and evaluation system to track key output and outcome indicators. Setting up this system that can meet donors' needs without being burdensome for implementing partners has been challenging, given that implementing partners also have to rely on the information that the country governments and teams are willing and able to collect. Nonetheless, donors appreciate the accountability focus that The Power of Nutrition has and the ability to track the results of their investments. As the donor pool expands, it is important for The Power of Nutrition to use a standard reporting template and results framework to minimize administrative and reporting burden.
- **As it solidifies its position and continues to raise funds and make investments, The Power of Nutrition is becoming more known for its efforts and focus.** Most recently, in September 2017, the Bill & Melinda Gates Foundation selected The Power of Nutrition to its group of accelerators, "high-level partnerships that catalyze progress towards the Sustainable Development Goals through a combination of investment, expertise, and innovation." This recognition reflects The Power of Nutrition's growing importance and reputation in the development community. Such recognition will also almost certainly help attract more donors and increase support for The Power of Nutrition.

Challenges and lessons learned

As any newly created entity that has been set up with high expectations and that is part of a complex partnership can face, The Power of Nutrition has also confronted some early challenges. These challenges stem from how the partnership was set up, changing expectations from the original plan or intent, and competing needs among the partnership's different entities. Major organizational changes at CIFF, a key founding donor, led to significant staff turnover. Many of the early architects of The Power of Nutrition from CIFF, who led the partnership and engaged other partners, are no longer involved with this effort, resulting in little institutional memory of the original vision, and perhaps less consistent guidance to the executive in the early stages of The Power of Nutrition. Moreover, many of the original agreements with founding donors and implementing partners were

made early in the process of setting up The Power of Nutrition as an entity, before there was a clear understanding of the details or the practical implications of these partnership agreements. Since making these agreements, The Power of Nutrition's needs and approach have evolved as the organization has factored in the needs of donors when raising funds and the reality of working with implementing partners, who have their own structures and processes. These factors have led to some growing pains and challenges as the partnership establishes itself; these will be important to address, to ensure that the partnership can bring about the intended transformative impacts. In the rest of this section, we synthesize the challenges and lessons learned organized around three areas—fund-raising, working with implementing partners, and communication and coordination within the partnership.

Challenges and lessons related to fund-raising[9]

- **Some stakeholders, particularly some of the early architects of The Power of Nutrition, feel that it has not succeeded in attracting nontraditional donors from the private sector, which was an important element of the original vision.** The original vision was for The Power of Nutrition to prioritize nontraditional donors and crowd in large amounts of new money from the private sector, which would otherwise not be available for nutrition. The vision was that bringing in a few large pools of money from individuals of high net worth could create momentum for additional funding through their networks. Moreover, raising money from nontraditional donors would enable The Power of Nutrition to increase the pool of funding available in the nutrition sector without crowding out funding from other sectors. The Power of Nutrition has had early success in bringing new money to nutrition from foundations, but it has not raised money from individuals of high net worth and other nontraditional donors. Although The Power of Nutrition attempted to pursue opportunities to raise money from private sector donors and individuals of high net-worth in its early stages, it had limited success in bringing in funding from these sources. In particular, these types of donors were less willing to fund a new entity without a strong and established brand, as its investments were just being made or in early stages, and when the organization had yet to show measurable impacts. Going forward, it will be important for The Power of Nutrition's executive and its board to determine the extent to which they want to prioritize a strategy that focuses on nontraditional donors over the current strategy of raising funds from the broader development sector donors.
- **Given the overlap in the pool of donors targeted by different members of the partnership, there is competition raising funds in the same space as some of its partners.** Given that various partners—including The Power of Nutrition, implementing partners such as UNICEF, and some donors who have made commitments—are all looking for new funding for nutrition, this has sometimes resulted in these partners competing with one another in the same space to raise funds. In fact, in some instances, The Power of Nutrition and UNICEF have tried to raise new funds for the same programs from the same sources. The pool of donors targeted by different partners often overlaps, sometimes resulting in different members of the partnership reaching new funders and trying to raise funds for the same cause; this can create confusion in terms of whom the funder is supporting. The overlapping outreach can also create tensions in partner relationships, particularly when there is great pressure on each member of the partnership to raise new funding. Clearer communication regarding the funders targeted by each entity could help reduce overlapping outreach and lack of coordination; for some funders, it might even be more effective for The Power of Nutrition and its

[9] Since The Power of Nutrition is in the early stages of building relationships with donors and many of the relationships are sensitive, during this round of data collection we spoke to only a small subset of the new donors. The findings presented here draw on these interviews. In subsequent rounds, we plan to speak to more donors—including potential donors who decided not to invest in The Power of Nutrition—to get a more nuanced understanding of the successes and challenges of the fund-raising efforts.

partners to work together and perhaps raise funds jointly for a particular investment.

- **The requirement that implementing partners commit to co-financing at the concept note stage has been challenging, particularly for UNICEF, which does not have a pool of funding to draw on and has to commit to co-financing before the board approves an investment.** The Power of Nutrition's approach to making new investments requires that implementing partners can commit to co-financing the investments at the time of program development. . This has been a major issue for UNICEF, which has to conduct new fund-raising for co-financing. Compounding this challenge is the fact that the co-financing commitment has to be made at a point prior to obtaining board approval for a concept note. As a result, UNICEF is not able to maximize the leveraging aspect of the investment during its pitch to donors. The co-financing commitment is required for The Power of Nutrition to guarantee leverage to its donors as it raises new funds; nonetheless, the sequencing is challenging for an implementing partner such as UNICEF, which has to identify sources to guarantee co-financing for the investment even before receiving program approval from the board.
- **The board has to date played a limited role in supporting The Power of Nutrition's fund-raising efforts.** As a new organization which has set ambitious fund-raising targets, The Power of Nutrition would benefit from additional support, particularly for fund-raising from nontraditional sources. In particular, the board, with its strong networks, could play an important role in making introductions and providing other fund-raising support. Many stakeholders, including some of the board members we spoke with, acknowledge that The Power of Nutrition executive has not received much support for fund-raising from the board. However, most stakeholders were optimistic that the recent changes to the board will provide The Power of Nutrition access to new networks through its board members.
- **Many donors, including the founding donors, are keen to see quick wins; in reality, measurable impacts on stunting take time to realize.** Donors, particularly from the private sector, are often keen to see the impacts of their investments in a very short amount of time. However, the programs in which The Power of Nutrition invests will take time to show impacts because some of the desired outcomes—such as reductions in stunting and under 5 mortality—are slow to respond to interventions. It is important for The Power of Nutrition to manage donors' expectations for what is achievable and the time frame required to see results. One approach could be to target some of the investments on programs and outcomes that can demonstrate quick success, such as treatment of severe acute malnutrition or measuring impacts on low birthweight.
- **Obtaining large grants has been challenging given the competitive funding landscape..** The Power of Nutrition's fundraising efforts to date have focused on raising money wherever it could, and it has successfully raised one large and several smaller grants. Managing small grants can have relatively high administrative costs, and it is not efficient for The Power of Nutrition's small executive team to manage multiple small grants. In addition, to the extent that most donors have restrictions on where their funding can be used, accepting small grants leads to further complications in how to pool funds from multiple sources to get sizeable investments in a given country. Recognizing this, The Power of Nutrition requires investors to commit a minimum of $2.5 million to initiate a new investment, and typically pools smaller investments.

Challenges and lessons related to working with implementing partners

- **Program development has been slower and more resource intensive, and implementing partners are experiencing a higher level of scrutiny from The Power of Nutrition than originally envisioned.** In the original vision, implementing partners were expected to lead the program development with limited

involvement from The Power of Nutrition team. The World Bank and UNICEF were, in fact, identified as implementing partners because of their deep technical expertise in nutrition, knowledge of country institutions, and country presence. However, both implementing partners noted that there was a high level of engagement from The Power of Nutrition's executive during concept note development and several rounds of questions from board members as part of their due diligence. This has caused the process for developing concept notes to become drawn out, straining implementing partner resources.

To bring more technical expertise to the review process and reduce pressure on board members (who in turn rely on specialists in their organizations), The Power of Nutrition plans to set up an independent technical advisory panel to review proposals and concept notes before the board's review. The technical advisory panel would have no decision-making power in approving the investments; rather, it would consist of a group of experts who would review the concept note and provide input on whether it meets the goals of The Power of Nutrition and the types of impacts it intends to make. Setting up and using such a panel could be valuable and streamline the process of providing input on concept notes; at the same time, it would be important to make sure that this does not end up just adding another layer to the review process.

- **Implementing partners feel that The Power of Nutrition has higher expectations than other partners for its level of engagement with country programs, which can distract time and resources from programming.** As part of its due diligence and ongoing monitoring, The Power of Nutrition is keen on engaging with country stakeholders and observing programs on the ground on a periodic basis through country visits. However, because The Power of Nutrition has a small team and does not have a country presence, it relies entirely on its implementing partners for this engagement. This can be demanding for implementing partners, especially because country teams are often stretched and limited in resources, and the central teams of the implementing partners must spend time coordinating these visits. The Power of Nutrition would benefit from working with implementing partners to set clear expectations for the level of engagement it will have at the country level and keep it to the minimum needed for The Power of Nutrition's due diligence and monitoring.

- **Some stakeholders, particularly implementing partners, feel that The Power of Nutrition would benefit from developing an overarching investment strategy to achieve its ambitious target of reducing stunting globally, rather than pursuing an approach driven by donors' priorities and interests.** The funds raised by The Power of Nutrition have largely been tied to specific countries, in contrast to the ideal of raising unrestricted platform funding that would provide greater investing flexibility. Accepting restricted funds has naturally constrained The Power of Nutrition's investing flexibility, with the targeted countries driven by donors' preferences rather than by an overarching global strategy for addressing the undernutrition and stunting burden. For instance, although the entire list of countries The Power of Nutrition has identified as eligible have a high burden of stunting, some countries clearly have small populations, contributing very little to the global burden on stunting compared with other countries. To achieve its ambitious goals and be truly transformative, The Power of Nutrition could work with its implementing partners to develop a global strategy that identifies how and where it can have the most impact through its investments, taking into account factors such as the types of malnutrition to fight, share of global disease burden, severity of the issues, and effectiveness of interventions. To successfully identify and implement such a global strategy and direct funding to countries where it can have the greatest impact, The Power of Nutrition would also need more unrestricted funding.

Challenges and lessons related to communication and coordination within the partnership

- **Founding donor expectations about influencing investment priorities can make it challenging to manage the partnership.** Some donors, such as CIFF and others that bring a private sector lens, seek to be disruptive innovators in the more traditional development sector. Such donors have high expectations, both in terms of being at the cutting edge of approaches to complex development issues and in their need for accountability and demonstrating the impacts of their funding. The Power of Nutrition strives to respond to donors' needs and adapt its approach, as needed, from the original mandate that prioritized interventions from the SUN list of evidenced-based interventions. Some stakeholders noted that founding donors, such as CIFF, are too engaged in shaping The Power of Nutrition's investments at a micro level within a country to perhaps align it with their own strategies and other investments. This can make it challenging to align investments with implementing partners' strategy at the country level. It is important for the various partners to come together and have periodic strategy check-ins to understand one another's perspectives and ensure that they communicate their expectations and what is feasible so that the overall partnership can be transformative and bring about the desired impacts.
- **Stakeholders perceive a change in the relationship with implementing partners relative to the original expectations, particularly related to mutual trust and open communication.** Some stakeholders felt that the nature of The Power of Nutrition's relationship with its implementing partners had changed over time. The early architects of The Power of Nutrition had been very closely engaged with the World Bank and UNICEF from the time of the initial conversations about creating the funding mechanism. The early vision was that these implementing partners would be primarily responsible for shaping and implementing the investments. Key leaders from the implementing partners were also on the board, which gave them insights into The Power of Nutrition's progress and strategy. However, after the first year, representatives of the implementing partners were removed from the board due to potential conflicts of interest. In addition, the greater than envisioned back and forth from The Power of Nutrition during the concept note development process has fostered the perception that The Power of Nutrition does not treat the implementing partners as true partners. It is important for The Power of Nutrition to work closely with the implementing partners to establish clear communication protocols. This is particularly critical for an implementing partner such as UNICEF, which has a decentralized structure. For example, The Power of Nutrition often directly engages with UNICEF global headquarters or the country team rather than through UNICEF UK, which co-financed the Liberia investment. The direct engagement with the country team particularly, although more efficient from The Power of Nutrition's perspective, could strain the time and resources available to country teams that are not equipped to handle donors' requests. The efforts of team members in both organizations have begun to rectify some of these issues. In such a closely entwined partnership, in which The Power of Nutrition relies heavily on its implementing partners to help deliver strong programs at the country levels, it will be important to have regular channels of open communication at all levels to create and foster trust.

VI. Summary, Recommendations, and Next Steps

After a slow start in its first year, as of September 2017, The Power of Nutrition had made considerable progress toward meeting its fund-raising targets for 2017. It had also developed a strong pipeline of potential programs in which it could invest. All stakeholders we interviewed underscored the importance of The Power of Nutrition as an entity that has the power to transform the nutrition landscape.

Not unexpectedly, as is likely to happen as any new partnership is getting set up, The Power of Nutrition

has experienced some start-up issues and growing pains as it has rolled out its processes and approach. These are driven by the complexity of the partnership, and the need to harmonize and coordinate across various members of the partnership, including donors who bring their own expectations, implementing partners who bring their existing structures and operational constraints, and The Power of Nutrition executive and its accountability to its board and donors. Such a complex partnership will require extensive coordination and close communication, and must develop mutually acceptable approaches for each key player in the partnership. The need for coordination and communication, and perhaps the simplification of some processes, will only grow more vital as The Power of Nutrition expands in scale with more donors and more implementing partners.

Based on stakeholders' input and our analysis of the findings, we identify five areas that will be important for The Power of Nutrition's executive and its board to prioritize in the near term to ensure that the early success carries forward and picks up further momentum. We conclude by discussing our recommendations.

- **Provide guidance to implementing partners on key elements for concept note to help reduce timeline for approving investments.** The process for developing and approving investments is protracted, partly because it takes time to work with countries and develop programs, and because of a high level of engagement from The Power of Nutrition's executive when implementing partners are preparing the concept notes. While this has helped improve the rigor of the design descriptions and monitoring and evaluation systems, it has been time and resource intensive for the implementing partners. Moreover, donors would ideally like to see investments roll out more quickly. By providing clear guidance on the requirements upfront, The Power of Nutrition can reduce the time between identifying an investment and obtaining board approval. The technical advisory panel could play an important role in facilitating this as long as it does not add another layer to the process.
- **Improve flexibility around co-financing.** As of September 2017, The Power of Nutrition had more programs (including those in the pipeline) with the World Bank than with UNICEF. This may be driven in part by the differences in the co-financing agreements with the two implementing partners. The World Bank uses IDA funds to co-finance investments, whereas UNICEF has to raise new funds for co-financing. Further, UNICEF has to commit to raising these new funds before The Power of Nutrition's board approves the concept note, which means that it cannot fully leverage The Power of Nutrition's commitment to the investment in its fund-raising efforts. The Power of Nutrition needs UNICEF to commit to co-financing the investment before approving the investment to ensure that it can be accountable to its investors. As a result, the co-financing requirements are particularly challenging for UNICEF to meet and can restrict the number of investments and the size and scale of the programs. This issue is likely to be relevant for future implementing partners of The Power of Nutrition; those partners will also have to raise new funds in a similar manner. It is critical for The Power of Nutrition's executive and its board to work with UNICEF (and future implementing partners) to find a way to address these co-financing challenges while still ensuring that investments are co-financed. For instance, they might have to review the restrictions related to the sources of the new funding from implementing partners, and perhaps include some flexibility in the sources for co-financing. They could also consider creating some flexibility in the sequencing between implementing partners identifying sources for co-financing and the board approving an investment or commit some funds up front while implementing partners identify sources for co-financing.
- **Improve communication with implementing partners.** The Power of Nutrition relies on implementing partners to make investments and successfully deliver nutrition interventions in countries. However, given The Power of Nutrition's greater involvement in shaping

investments and greater engagement at the country level than originally envisioned, it is important for The Power of Nutrition to improve and streamline communication with implementing partners to help reduce burden on implementing partner resources. The Power of Nutrition and implementing partners should discuss and identify clear communication protocols that align with their organizational structures and agree on best practices for The Power of Nutrition's country-level engagement.

- **Improve coordination between members of the partnership.** The Power of Nutrition is a partnership that includes diverse organizations with very different approaches to development. On the one hand, even though The Power of Nutrition was not originally set up with the goal of fostering innovation in programming, its donors, including its founding funders such as CIFF, seek to drive innovation; they can be viewed as disruptive innovators wanting to see changes in how things are done, and to see larger and more ambitious results, and are willing to invest in riskier programs. As The Power of Nutrition seeks to expand its donor pool to the private sector and individuals of high net worth, it is likely to see similar appetite for innovation and results from these donors. On the other hand, The Power of Nutrition's implementing partners have to work closely with country governments in the more tradition-steeped world of development, in which policy makers have to be accountable to taxpayers, and as a result, programs take more conservative approaches and results emerge slowly. This clash of perspectives or approaches can make it challenging for The Power of Nutrition to navigate the relationships. It will be important for these partners, both donors and implementers, to understand the constraints each partner is facing, meet and discuss their expectations, and create a common understanding of the types of country-level investment approaches and strategies that should be prioritized by the partnership.
- **Create and execute a global investment strategy.** The Power of Nutrition has the potential to transform the nutrition landscape through its investments. A global strategy that takes into account factors such as share of global disease burden, the types of malnutrition to fight, severity of the issues, and appropriate interventions to target the issues could really compound its transformational impacts. However, the realities of fund-raising and investor preferences can make implementing a global strategy challenging, and would require close coordination between the members of the partnership. Perhaps, over time, as The Power of Nutrition becomes more established, this is something to consider.

In the next phase of the evaluation, we will dive more deeply into understanding The Power of Nutrition's investments through site visits and interviews with country stakeholders. We will also use the Lives Saved Tool (LiST) to make projections for the potential impact of The Power of Nutrition's investments on stunting and mortality based on the intended reach and coverage of the programs. This will enable us to assess the plausibility of the estimated program impacts and whether The Power of Nutrition is on course to meet its overall impact targets.

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Appendix A: List of Interviewees by Category

The Power of Nutrition Executive

- Martin Short (Chief Executive Officer)
- Mavis Owusu-Gyamfi (Director, Head of Investments)
- David Eastman (Associate Director, Investments team)
- Jack Castle (Associate Director, Investments team)
- Sarah Dunn (Director, Head of Partnerships & Brands)
- Michelle Thompson (Director, Partnerships & Brands team)

Representatives from founding and new donors

- Rob Hughes (former DfID; current CIFF)
- Steven Sabey (DfID)
- Anna Hakobyan (CIFF)
- Georgina Fekete (CIFF)
- Catherine Harbour (CIFF)
- Guy Holloway (CIFF)
- Phyllis Costanza (UBS Optimus; also a current board member)
- Fortunat Walther (Medicor)
- Caroline Baker (Comic Relief)

The Power of Nutrition board members

- Alvaro Bermejo (current member; CIFF)
- David Bull (current member)
- Anna Wechsberg (current observing member; DfID)

Implementing partners

- Meera Shekar (World Bank)
- Lisa Shireen Saldanha (World Bank)
- Stefano Perugini (UNICEF)
- Victor Aguayo (UNICEF)
- Diane Holland (UNICEF)
- Silaja Birks (UNICEF)
- Oren Schlein (UNICEF)
- David Evans (UNICEF)
- Colin Kirk (UNICEF)
- Krishna Belbase (UNICEF)

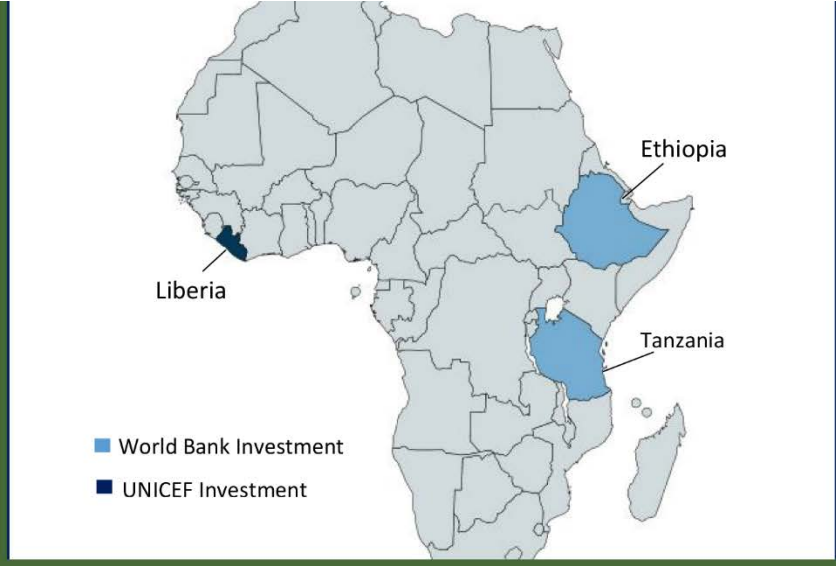
Other key stakeholders

- Augustin Flory (former CIFF; early architect)
- Michael Anderson (former CIFF; early architect)
- Charles Bleehen (former CIFF; former Power of Nutrition; early architect)
- Alethea Dopart (former Power of Nutrition)
- Sonny Bardhan (former CIFF)
- Paul Isenman (R4D)
- Rob Hecht (R4D)

Appendix B: List of Current and Former Board Members

Board Member	Date Appointed	Date Resigned
Charles Bleehen	October 30, 2014	September 11, 2015
Jonathan Brinsden	October 30, 2014	
Augustin Flory	October 30, 2014	May 31, 2016
Michael Anderson	April 10, 2015	November 10, 2016
Yoka Brandt	July 31, 2015	April 29, 2016
Phyllis Costanza	July 31, 2015	
Alvaro Bermejo	July 1, 2016	
David Bull, CBE	October 4, 2016	
Edmund Browne	November 10, 2016	July 4, 2017
Michael Rann	July 4, 2017	
Ertharin Cousin	July 4, 2017	

Profiles of The Power of Nutrition's Investments



We provide brief profiles of The Power of Nutrition's three investments that the board had approved as of September 2017. These profiles provide information on the country context, an overview of the investment, activities being implemented, indicators being used to track progress, and evaluation plans, if any. The evaluation of The Power of Nutrition conducted by Mathematica relies on information from country programs to assess the impact of The Power of Nutrition's investments on key targeted outcomes and to assess the contribution of The Power of Nutrition to the programming and policy landscape in these countries. These profiles document the status of these investments as of September 2017 and serve as a benchmark to track changes over time. After the profiles, we provide a short discussion of key considerations for our evaluation of The Power of Nutrition related to the data and information captured by the country programs.

Tanzania Investment Profile

Investment at a glance	
Program	Strengthening Primary Health Care (PHC) for Results program
Purpose	To improve the quality of PHC services nationwide with a focus on maternal, neonatal, and child health services
Program targets	Avert 67,000 child deaths and 167,000 cases of stunting Reach 20 million children and 5 million mothers with micronutrient supplements, nutrition education, and improved basic health services by 2020
Program period	August 25, 2015, to June 30, 2020
Geographic scope	Nationwide with a special focus in 9 high-burden regions where the program is implementing results-based financing (RBF)
The Power of Nutrition's commitment	$20 million grant funding $24 million unlocked through new World Bank International Development Association (IDA) Loans
Other commitments	$262 million from World Bank IDA, USAID and the Global Financing Facility
Total donor commitment	$306 million

Background

Tanzania has realized impressive economic growth over the past 10 years, but almost half of its residents still live in poverty and suffer from poor health outcomes (World Bank 2015). Increased funding commitments for nutrition by the Government of Tanzania (GoT) and external donors, in addition to reductions in poverty overall, have contributed to decreases in stunting over the past few years (International Food Policy Research Institute 2015). However, the magnitude of stunting remains large; one in three children under 5 in Tanzania, or about 2.7 million children, are stunted (UNICEF 2015). Addressing key deficiencies in the Tanzanian health system is necessary to sustain and expand progress toward meeting reduced stunting goals (The Power of Nutrition Investment Summary 2016). The Tanzanian health system suffers from shortages and uneven distribution of health care workers. Health facilities have little accountability for their performance, which contributes to poor quality of care and stark regional variation in nutrition indicators (The Power of Nutrition Investment Summary 2016; World Bank 2015).

To address these issues, The Power of Nutrition along with the GoT, the World Bank, and a consortium of donors are supporting the $306 million Strengthening Primary Health Care (PHC) for Results Program, which supports Tanzania's Health Sector Strategic Plan IV, including the Big Results Now in Health program, a high-profile government initiative to improve the health system and maternal health care. Most project funding ($262 million) uses a payment-for-results mechanism to incentivize strengthening the capacity of national and regional governments to reduce maternal and neonatal mortality. The main focus areas of the project include (1) improving the performance of health workers, (2) redistributing skilled PHC workers, (3)increasing the availability of essential medications and commodities in PHC facilities, and (4) increasing the coverage and improving the quality of maternal, neonatal and child health services.

The Power of Nutrition's grant and the IDA funds that it unlocked ($44 million) are being used to provide payment-for-results to PHC facilities and local government authorities (LGAs). Of the $44 million combined funds from The Power of Nutrition and IDA, $30 million is allocated to provide quarterly results-based financing (RBF) incentive payments to PHC facilities and community health workers in nine high-burden

regions[10] for providing specific nutrition services, including Vitamin A distribution to children under 5, deworming pills to pregnant women and children, and household counseling on healthy nutrition practices. The remaining $14 million is allocated for providing annual incentive payments to LGAs for improving maternal, neonatal, and child health service delivery and quality nationally. Improvements are measured using a balance score card, which comprise service delivery indicators, including the delivery of Vitamin A supplementation for children under 5 and iron and folic acid supplements to pregnant mothers, as well as indicators on quality of care (The Power of Nutrition Investment Summary 2016; The Power of Nutrition Investment Brief 2017; personal communication from The Power of Nutrition August 9, 2017).

Though the funding for the nutrition components represents a small percentage (14 percent) of the overall program funding, the nutrition component will benefit from the complementary investments.

A stronger health system can provide a better platform for effective delivery of nutrition services. Further, incentives for delivery of nutrition-sensitive interventions like immunization services can also contribute to improved nutrition outcomes (World Bank 2015; The Power of Nutrition Investment Brief 2017). Table 1 presents key nutrition-specific and nutrition-sensitive activities implemented by the program.

Table 1. Focus areas and program activities

	Focus areas
Nutrition-specific activities	• Distributing Vitamin A to children under 5 • Distributing deworming pills (mebendazole) to children under 5 and pregnant women • Iron and folic acid supplementation for pregnant women • Home visits by community health workers on growth monitoring, breastfeeding, complementary feeding, and good nutrition practices • Treating diarrhea with oral rehydration salts and/or zinc therapy
Nutrition-sensitive activities	• Strengthening immunization services • Distributing modern family-planning methods • Strengthening preventative malaria treatment for pregnant women • Promoting antenatal care visits and skilled deliveries • Increasing ownership of insecticide treated bed nets

Monitoring and evaluation

The activities funded by The Power of Nutrition at the PHC facilities and LGA levels are tracked using the following key indicators:

PHC facilities have improved maternal, neonatal, and child health service delivery and quality.

- Number of children ages 12 to 59 months receiving vitamin A supplements
- Number of household visits by community health workers for health and nutrition education
- Number of children under 5 years receiving mebendazole for deworming
- Number of pregnant women receiving mebendazole for deworming

LGAs have improved annual maternal, neonatal, and child health service delivery and quality

- Proportion of children ages 12 to 59 months receiving at least one dose of Vitamin A supplementation during the last year
- Proportion of antenatal care attendees receiving an adequate supply of iron and folic acid tablets

[10] The nine high burden regions are Geita, Kagera, Kigoma, Mara, Mwanza, Pwani, Shinyanga, Simiyu, and Tabora. As of August 2017, the RBF scheme had been rolled out to eight regions and will be implemented in the ninth region (Mara) in 2018.

Other indicators used to track the overall program include:

- Percentage of ANC attendees receiving at least two doses of Intermittent Preventive Treatment in pregnancy (IPTp) for malaria
- Number of pregnant women attending ANC at least 4 times during pregnancy
- Percentage of pregnant women attending four or more ANC visits
- Percentage of women of reproductive age using modern family planning methods

As noted above, the overall program also incentivizes promotion of skilled deliveries, ownership of insecticide treated bed nets, and treatment of diarrhea cases through oral rehydration salts and/or zinc therapy; however, the indicators used to track these activities were not available.

Evaluation

An independent impact evaluation is being conducted by the Ifakara Health Institute, the London School of Hygiene and Tropical Medicine, and Chr. Michelsen Institute (Norway) to assess the impacts of RBF on a number of outcomes, including nutritional outcomes for children. The evaluation design uses the Mwanza region, in which RBF was rolled out in 2016 as the treatment region, and the Mara region, which will receive only the RBF program in 2018, as a control region (Ifakara Health Institute et al. 2015). During February and March 2016, the consortium conducted a baseline survey that included anthropometric measurement of children younger than 4 years old. An endline survey will be carried out, enabling the consortium to conduct a pre-post difference-in-differences impact evaluation. The analysis will examine the impacts of RBF on a number of outcomes, including weight-for-height, height-for-age and weight-for-age (Ifakara Health Institute et al. 2015). The consortium is also conducting a process evaluation to understand the status of the RBF implementation, any changes after RBF was initiated, and perceptions of children's nutritional status. Two rural districts and one urban district were randomly sampled and four facilities per district were selected to cover a range of levels of care, distance from headquarters, and socioeconomic criteria (London School of Hygiene and Tropical Medicine et al. n.d.). Two rounds of data collection for the process evaluation have been conducted, covering through December 2016. The third round of data collection started in August 2017 (personal communication from Jack Castle, August 9, 2017).

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Liberia Investment Profile

Investment at a glance

Program	Tackling Child Undernutrition in Post-Ebola Liberia
Purpose	Improve the coverage of and integrate nutrition-specific interventions in the public-health system
Program targets	Phase 1 targets: Reduce stunting of children under five from 32% to 28%. Improve the coverage of treatment for severe acute malnutrition (SAM) from 39 to 42 percent. Improve the coverage of vitamin A supplementation from 92 to 97 percent Improve exclusive breastfeeding rates among children 0 to 5 months from 55 to 60 percent Improve timely introduction of complementary foods for children 6 to 8 months from 46 to 50 percent Improve the coverage of micronutrient powder supplementation for children ages 6 to 23 months from 10 to 53 percent Improve coverage of iron and folic acid (IFA) supplementation among pregnant women from 78 to 81 percent
Program period	Phase 1: 2017–2019
Geographic scope	Nationwide
The Power of Nutrition's commitment	Phase 1: $4.6 million for programming with an additional $400,000 for monitoring and evaluation and integrating nutrition indicators within the Health Management Information System (HMIS) Commitment from UNICEF UK to raise matching funds of $4.6 million, of which $2.3 million have been raised so far
Total donor commitment	$9.2 million with additional funding up to $400,000 from The Power of Nutrition

Background

Liberia has historically been among the world's poorest counties, and in 2016 it ranked 177 of 187 on the United Nations Development Program's Human Development Index (United Nations Development Program 2016). Before the Ebola outbreak in 2014, the country showed early signs of improvement in undernutrition. By 2012, Liberia achieved the Millennium Development Goal of reducing the under 5 mortality rate by one-third (Streifel 2015). However, undernutrition indicators still remained dangerously high. In 2013, almost one-third (32 percent) of children under 5 were stunted, and the prevalence of anemia among this population was more than 60 percent (Liberia Institute of Statistics and Geo-Information Services 2013). The Ebola outbreak of 2014 worsened nutrition practices and outcomes, as well as the capacity of health facilities and people's trust in the health system. During the crisis, exclusive breastfeeding decreased, as the virus could be transmitted through breast milk. The outbreak also constrained an already overwhelmed health system, and the "no touch policy" at the community and health facility levels contributed to a lack of confidence in the health system overall. Moreover, international donor funds originally intended for nutrition activities were diverted toward the immediate Ebola concerns, creating a nutrition funding gap in the country (The Power of Nutrition Investment Summary n.d.).

To address these issues, The Power of Nutrition and UNICEF have committed $9.2 million for nutrition activities in the country, with additional in-kind support valued at $3.2 million from the Government of

Liberia (GoL). As of September 2017, UNICEF UK has raised $2,309,154, or about half of the committed matched funds. Initially, before the Liberia-specific Contribution Agreement was signed in December 2016, UNICEF funded implementation in 10 counties. Upon signature of the Contribution Agreement the co-investment became operational and both donors are contributing to the national program and splitting costs. GoL, UNICEF, and other relevant nutrition stakeholders are implementing all activities for a three-year period. UNICEF is supporting several activities, including capacity building and technical assistance for nutrition to community health workers, capacity building and technical assistance for monitoring and evaluation for the government, creating demand and awareness for nutrition services, and advocating with the government and helping to develop national policies to enable the government to meet its financial commitments. The program also comprises activities such as procuring and distributing essential supplements for children and pregnant women. Table 1 summarized the key activities funded by The Power of Nutrition.

Table 1. Focus areas and program activities

Focus Areas	
Nutrition-related activities	• Managing, procuring, and/or distributing nutrition commodities, including: • Ready-to-use therapeutic foods for children ages 0 to 59 months with SAM • Micronutrient powders (MNPs) for children ages 6 to 23 months • IFA supplements for pregnant women • Vitamin A distribution to children ages 6 to 59 months • Creating demand for nutrition services among mothers and educating pregnant women and mothers on exclusive breastfeeding and complementary feeding through: • Community mobilization using community meetings; radio messages; and dissemination of information, education, and communication materials • Multimedia campaigns/short message services for education on MNPs, IFA, Vitamin A, infant and young feeding, treatment of SAM • Counseling at maternity wards
Health system strengthening	• Strengthening the capacity of health workers on nutrition topics • Establishing a robust nutrition information system integrated within the HMIS • Strengthening supervision, data collection, monitoring, reporting, and evaluation through UNICEF monitoring and technical assistance to nongovernmental organizations
Advocacy activities	• Advocacy with GoL to fulfill its financial commitments to nutrition • Technical assistance to GoL to develop national nutrition policies

Sources: UNICEF Liberia Program Description; UNICEF Liberia Executive Summary.

Monitoring and evaluation

The program collects monitoring data on a number of indicators, with the ultimate outcome indicator measuring changes in stunting prevalence. Data are being collected from the HMIS, monthly health facility reports, and demographic and health surveys. A Standardized Methodology for Assessing Relief and Transitions survey was conducted in 2016, but was discarded because it did not contain data on breastfeeding and other key indicators. The 2016 Demographic and Health Survey and HMIS data provided baseline levels for key indicators.

Key performance indicators used to monitor and track program outcomes include the following:

- Proportion of children ages 0 to 59 months reached with treatment for Severe Acute Malnutrition (SAM)
- Number of children under five discharged as cured in nutrition treatment sites
- Proportion children ages 6 to 59 months who received two doses of vitamin A supplementation in calendar year (four to six months apart)
- Proportion of infants 0 to 5 months of age who are fed exclusively with breast milk
- Number of mothers who deliver in health facilities counselled on optimum infant and young child feeding practices.
- Proportion of pregnant women who received IFA for 180 days reached with counseling on appropriate infant and young child feeding
- Proportion of infants ages 6 to 8 months who received solid, semisolid, or soft foods in the last 24 hours
- Number of mothers of children ages 6 to 23 months reached with messaging on appropriate complementary feeding
- Proportion of children ages 6 to 23 months who received MNPs
- Proportion of pregnant women who received IFA supplements for 180 days

Evaluation

An evaluation is being planned for this investment.

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Ethiopia Investment Profile

Investment at a glance	
Program	Health Sustainable Development Goals (SDGs) Program for Results (PforR) (formerly called the Millennium Development Goals PforR)
Purpose	Scale up and institutionalize high-impact, evidence-based nutrition interventions nationwide in support of the Government of Ethiopia's (GoE) National Nutrition Program II.
Program targets	Avert 163,000 cases of stunting of children under five, 13,900 child deaths, and 450 maternal deaths Distribute Vitamin A supplements to 62.6 million children bi-annually Distribute IFA supplements to 1.7 million pregnant women Reach 9.7 million households with children ages 0 to 23 months with education on improved nutrition and feeding practices
Program period	2017- 2021
Geographic scope	Nationwide with certain interventions only in select woredas[11]
The Power of Nutrition's commitment	$20 million grant funding $20 million unlocked through new World Bank IDA loans
Other commitments	$130 million additional IDA loans from the World Bank $60 million from the Global Financing Facility for Every Woman and Every Child Trust Fund
Total donor commitment	$230 million

Background

Ethiopia is home to 90 million people, and the population is growing rapidly. Although one of Africa's poorest countries, Ethiopia has made significant strides in economic growth and human well-being over the past two decades (World Bank 2017). Although there have been improvements in nutrition through the delivery of high-impact interventions and increased economic growth recently, the country still faces serious undernutrition challenges. According to the 2016 Demographic and Health Survey (DHS), 38 percent of children under 5, or about 5.5 million children, are stunted and 10 percent are wasted, which has significant effects on their cognitive capabilities (Central Statistics Agency [CSA] Ethiopia 2016). Undernutrition has been linked with 16 percent of primary school repetitions (Government of Ethiopia 2013). Almost one-third of women are malnourished, which contributes to poor birth outcomes and intergenerational cycles of undernutrition (CSA Ethiopia 2016). Undernutrition persists even among the country's wealthiest groups, signaling that the causes stretch beyond poverty and food insecurity. Inadequate food diversity; limited nutrition knowledge; and insufficient access to health, water, and sanitation services contribute to poor health outcomes among infants and young children (The Power of Nutrition Ethiopia Concept Note n.d.). The Government of Ethiopia aims to eliminate stunting by 2030 (Scaling Up Nutrition 2015) and, in efforts to meet its goal, launched the National Nutrition Plan II, which proposes a multisectoral approach to sustain and expand progress in nutrition over the next five years (The Power of Nutrition Ethiopia Concept Note n.d.).

[11] The Growth Monitoring and Promotion (GMP) activity is taking place nationally. The government plans to scale GMP predominantly through the health extension platform in non-emerging regions, and through community health days in emerging regions. The program pays results-based payments to the government for achievements against pre-determined targets. The results targets for this activity exclude woredas where the CIFF-funded Sustainable Undernutrition Reduction in Ethiopia program is taking place. The program does not pay for results achieved in CIFF-financed woredas for this activity. The results payments for GMP and other activities will be paid into a pooled fund, which will be used by government to finance health and nutrition activities nationally.

To support the Government's goals to reduce undernutrition and stunting, The Power of Nutrition, World Bank, and the Global Financing Facility for Every Woman and Every Child Trust Fund are providing $230 million of additional funding for the Health SDGs PforR program. The program uses a PforR mechanism that incentivizes results in maternal and child health, nutrition, and reductions in key gaps and bottlenecks within the health system for the provision of maternal and child health and nutrition services, including incentivizing skilled deliveries, antenatal care, immunization and contraceptive use. It also includes funding for discrete activities related to capacity building, monitoring and evaluation, and operational strengthening through an Investment Project Financing (IPF) vehicle. Most of the funds are used to incentivize a set of activities related to reproductive and maternal health, strengthening the government's fiduciary management capacity, coordinating the Early Years and Nutrition multi-sectoral agenda, supporting community-based insurance, strengthening the government's civil registration and vital statistics systems, increasing immunization and improving facilities and reporting systems (World Bank 2017).

Of the $40 million in funding from The Power of Nutrition and unlocked IDA funds, the majority ($35 million) is going toward delivering specific nutrition interventions. The remaining $5 million will be spent for critical nutrition technical assistance and capacity building through the IPF mechanism (The Power of Nutrition Ethiopia Concept Note n.d.). Table 1 provides an overview of the activities the overall $230 million program supports.

Table 1. Focus areas and program activities

	Focus areas
Nutrition-specific activities	• Distributing vitamin A supplements for children ages 6 to 59 months • Delivering vitamin A through facilities in non-emerging regions[a] • IFA supplementation for pregnant women • Growth monitoring and promotion services[b]
Nutrition-sensitive activities	• Organizing community health days • Promoting skilled deliveries • Pentavalent 3 immunization • Promoting of antenatal care coverage • Promotion of family planning
Health system strengthening	• Coordinating multisectoral nutrition activities • Monitoring National Nutrition Program II implementation activities • Operational research and evaluation • Coordinating Early Childhood Development • Nutrition and health system strengthening activities

[a] Non-emerging regions are pastoralist regions where health and nutrition services are particularly weak.

[b] Growth monitoring and promotion services are conducted by health extension workers and include targeted nutrition and infant and young child feeding counseling, weighing of children, provision of MNPs, referral for follow-up care, and community mobilization.

Although The Power of Nutrition funds go toward a subset of the activities, efforts to improve nutrition supported by The Power of Nutrition will be complemented by broader improvements to the health system and maternal and child health implemented by the program.

Monitoring and evaluation

The following key nutrition indicators are used to monitor the program:

- Percentage of children ages 6 to 59 months receiving vitamin A supplements
- Percentage of woredas in nonemerging regions delivering vitamin A supplements to children through routine systems (that is, health facilities)
- Percentage of pregnant women taking IFA tablets

- Percentage of children ages 0 to 23 months participating in GMP
- Percentage of woredas in emerging regions transitioning from Enhanced Outreach Services to Community Health Days

Other indicators used to track the overall program include:

- Percentage of deliveries attended by a skilled birth provider
- Percentage of deliveries attended by a skilled birth provider for the bottom 3 performing regions (Afar, Oromia and Somali)
- Percentage of children 12-23 months immunized with Pentavalent 3 vaccine
- Percentage of pregnant women receiving at least one antenatal care visit
- Percentage of pregnant women receiving at least four antenatal care visits
- Contraceptive prevalence rate

Evaluation

UNICEF has submitted an evaluation plan of the nutrition activities which is currently being negotiated with the government. In addition, the Central Statistics Agency and ICF Macro are conducting assessments of vitamin A and IFA distribution through DHS and mini-DHS surveys every two years. Further, the Federal Ministry of Health is assessing the availability and quality of nutrition services by incorporating nutrition in other health service readiness and provision assessments like the Service Availability and Readiness Assessment and Service Provision Assessment Plus (The Power of Nutrition Ethiopia Concept Note n.d.).

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Key Considerations Related to Country Programs for Evaluation of The Power of Nutrition

To develop the country profiles, we carefully reviewed country program documents provided by The Power of Nutrition to understand the activities being implemented by each program and the indicators used to track progress. This information is essential for the evaluation to assess the extent to which the country programs are likely to yield impacts and help The Power of Nutrition meet its overall goals. During our review, we identified a few issues that need to be addressed to enable the evaluation to accurately assess the impact of The Power of Nutrition's investments.

First, in some countries, the interventions supported by The Power of Nutrition are part of much larger programs and are being implemented along with other nutrition and non-nutrition interventions that may affect targeted outcomes. For example, in Tanzania, the program promotes skilled birth deliveries, an intervention that is likely to affect mortality, and The World Bank's targets for stunting and mortality reductions in Tanzania take into account these interventions. It is important for The Power of Nutrition's executive and its board to consider whether it will consider the impacts of the overall program, including the components that are not funded by The Power of Nutrition, when it measures its impacts on outcomes, and the extent to which it seeks attribution to the specific interventions it supports.

Second, the current results framework only captures a subset of indicators pertaining to the specific interventions to which The Power of Nutrition's funding contributes. To model impacts of The Power of Nutrition, it is important to obtain a broader set of indicators which tracks all interventions that may affect stunting and mortality. The Power of Nutrition should work with its implementing partners at the outset of each investment to ensure that the results framework captures all inputs required to model impacts.

Third, the results framework is still in early stages and The Power of Nutrition is working with implementing partners to capture data on key indicators. As a result, there are some gaps in the data in the current results framework that need to be captured, namely indicator targets that are pending negotiations in-country by governments and the World Bank.

A key priority for the evaluation next year is to obtain an in-depth understanding of the current investments through site visits and information from The Power of Nutrition and its implementing partners as well as any program-level evaluations.