

Technical Assistance for Nutrition (TAN)

Strengthening Multi-Sectoral and Multi-Stakeholders platforms (MSP) design for effectiveness

Terms of Reference (ToRs)

Nutrition International is committed to the fundamental principles of equal employment opportunity. Women are encouraged to apply.

Background

Technical Assistance for Nutrition (TAN) is a project led by the United Kingdom's Department for International Development (DFID) which seeks to improve the capacity of Scaling Up Nutrition (SUN) countries to design, deliver, and track the progress of nutrition programs and to generate, learn from and adopt knowledge of what works. Nutrition International is contributing to TAN by coordinating the provision of technical assistance to help national SUN focal points in select countries to overcome gaps in capacity for the design and delivery of multi-sectoral national nutrition plans, and to the SUN Movement Secretariat (SMS); tapping into its global hub to source and deploy the expertise needed.

It has long been recognized that the key underlying determinants of nutritional status can be summarized as 'food, health and care' and that the public goods and services relating to their provision will necessarily come from a range of sectors – in particular agriculture and health – preferably provided in a coordinated fashion for maximum effect¹. Beyond multiple sectors, it is also recognized that multiple stakeholders must also contribute, including development partners and the private sector, given the scale of the problem, and the limited reach of government in some regions, and the need for new expertise.

The nutrition community, however, has not yet overcome the political and institutional challenges to fostering the coordination necessary for efficient delivery of these key elements. There is no consensus on how intersectoral solutions are best implemented or institutionalized, and there is a clear lack of evidence on how to facilitate and sustain these, particularly at the local level where implementation actually occurs².

SUN countries are experimenting in many different ways to bring sectors and stakeholders together on Multi-Sectoral and Multi-Stakeholder Platforms (MSP)³ to prioritize, plan, fund, implement and monitor nutrition plans. As the needs, opportunities and circumstances facing the countries change, as well as their maturity and experience in handling malnutrition issues, MSPs evolve, and SUN

¹ UNICEF 1990; Ruel et al. 2013; Garrett 2008; Gillespie, Harris and Kadiyala 2012 in Harris, Jody; Haddad, Lawrence and Grütz, Silke Seco (2014) Turning Rapid Growth into Meaningful Growth: Sustaining the Commitment to Nutrition in Zambia, Brighton: IDS

² Harris and Drimie 2012 in Harris, Jody; Haddad, Lawrence and Grütz, Silke Seco (2014) Turning Rapid Growth into Meaningful Growth: Sustaining the Commitment to Nutrition in Zambia, Brighton: IDS

³ The shorthand "MSP" is used here to refer to a multi-stakeholder process or platform in the loosest sense. The process and its outcomes are more important than any one structure, with form following function.

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country Governments need to revive, review or reform their MSPs in terms of membership, placement, leadership, purpose and ways of functioning. This can lead, less often, but as importantly, to the creation of new MSPs. In both cases, Governments must effectively implement and sustain the institutional reform.

Given the technical and political nature of such reforms, development partners and technical assistance providers within the SUN Movement, as well as the SMS are regularly called upon to assist SUN Governments during these institutional reforms. To ensure that key partners in the SUN Movement are better able to provide suitable guidance to SUN countries, SUN Focal Points and MSPs, the SMS has requested Nutrition International to support research and technical assistance on MSP design for effectiveness, and associated development and dissemination of products and tools.

Objectives

A team of technical assistance practitioners and researchers will be contracted to conduct relevant research with select SUN country MSPs and prepare a package of adaptable and actionable knowledge products that respond to SUN country needs around MSP design and effectiveness. Rather than prescribing solutions, these products should provide examples, clarify the advantages and disadvantages of different approaches, and give practical guidance and tools for determining the design, placement and functioning of the MSPs to enhance their effectiveness in different contexts. The products should be useful to leaders in Government of such reform processes and of MSPs, as well as for the experts called on by Governments and their development partners for assistance.

Overall objective

Identify, document and develop tools and resources on the institutional configurations for MSPs that are most appropriate for achieving national goals on nutrition, in different contexts.

Specific objectives

1. Define and differentiate the key elements of contextual conditions that affect how MSP should be designed, placed and functioning
2. Document the various MSP experiences in place in select countries, along with advantages/ disadvantages in different contexts, and lessons learned from evidence and practice
3. Derive MSP models from this collective learning and knowledge
4. Develop resources and tools to help countries assess important elements of their own context (such as nutrition outcomes and coverage, existing political and bureaucratic structures, specific role in implementation), and the aims of their MSP in order to (re)design the most appropriate structure

Expectations

This technical assistance is expected to bring a significant contribution to SUN country government's ability to scale up nutrition in country and enable the SMS (and others) to provide better support to SUN countries and in-country partners. It is expected this consultancy will lead to the following results:

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- Increased knowledge and availability of resources and tools for nutrition partners;
- Strengthened capacity of global support network to provide practical advice to SUN countries;
- More effective MSPs in SUN countries, better able to address contextual challenges while working to scale up nutrition.

Nutrition International is committed gender equality. Consultants are required to indicate how they will ensure that gender equality considerations are included in the provision of technical assistance.

Scope of Work

Taking a consultative, participatory approach with leadership from the SMS, the Consultant(s) will undertake relevant tasks to produce a set of key deliverables. The work will be divided into four phases. The plan for each phase will be refined at the end of the previous phase, and will require consultation with, and validation by both the SMS and country representatives on the work to be completed and the methodology.

Phase 1 – Planning

Activity 1 – Conduct a launch workshop for the SMS and the research team refine the sub-questions to be answered through this TA

Deliverables:

- First 1-day engagement session with the SMS
- A refined research plan, including the scope of the literature review, and the number and targets for stakeholder consultations and in-depth interviews

Activity 2 – Validate research plan with country representatives

Deliverables:

- Session report
- Validated research plan

Phase 2 – Research

Activity 3 – Document existing MSP models used in SUN countries

Deliverables:

- Desk research of existing literature, outlining experiences and lessons learned
- Engagement sessions (2) with SMS staff
- Research protocol/design, including interview questions for data collection and list of countries to be visited
- Internal notes from stakeholder consultations (20 key international stakeholder consultations)
- Transcripts and thematic summary of in-depth interviews (20 in-depth interviews, mostly of individuals working in SUN countries)
- Detailed country case study visit reports (4 countries visited)
- A general power point presentation of findings and recommendations, including a list of the products to be developed

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Phase 3 – Product Development

Activity 4 – Activities will consist of the production of the following products tailored to audiences as outlined in the validated plan.

Deliverables:

- An in-depth toolkit for designing MSPs, including:
 - A library of definitions, terminology and typologies useful in describing MSPs
 - Examples and descriptions of different types of SUN country MSPs
 - In depth case studies and stories of the historical development of selected MSPs
 - Diagnostic tools and approaches for analyzing context:
 - Institutional diagnostics (including on performance and sustainability)
 - Multi-causal and multisectoral situation analysis
 - Decision tree that identifies departments or Ministries needed to implement the Common Results Framework (CRF)
 - Stakeholder mapping to identify those active in nutrition, or present and interested
 - In-depth analysis and discussion of the advantages and disadvantages of different approaches to MSP design in different contexts and through time
 - An interactive flow chart to organize products on the SUN Movement website, whereby users can decide which content they are most interested in learning about and skip to it
 - Tools to facilitate meetings/exercises such as frameworks, matrices, discussion guides
- Additional resources to be developed which will support practitioners, including:
 - A glossary of terms and definitions related to nutrition and MSPs
 - A check list of frequent/easy ways in which different Ministries can collaborate
 - A set of ready-to-use power point presentations
 - Short ‘How to.....’ briefs and a set of FAQs
 - A reading list of relevant resources and literature
- A compact brief about MSP design and management, validated with in-country stakeholders
- Advocacy training for MSPs to improve engagement, incorporating and utilizing validated resources (toolkit) developed as noted above

Phase 4 – Dissemination

Activity 5 – Activities will consist of sharing learnings and building capacity and effectiveness of MSPs through dissemination and training

Deliverables:

- A webinar open to SUN Country MSP members to share learnings
- Workshops for practitioners, including SMS staff
- Social media campaign to promote MSP design and engagement
- Online space which communicates MSPs in a visual, easy to understand manner, including:

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- Audio-visuals, infographic and data visualization for social media and web dissemination
- A webpage on the SUN Movement website providing an overview of the lessons learnt and products developed, and giving access to those tools
- Expert workshops for disseminating learnings and training on tools

Applicants are requested to present specific objective based activities along with proposed level of effort required, in terms of number of days, and number of consultants, as part of their technical proposal.

Duty Station/Location

The Consultant(s) can work from their home base for this assignment, but will be required to travel to Geneva periodically for engagement with SMS staff and 4-6 SUN countries for data collection.

All travels required under this consultancy will be provided for by Nutrition International according to organizational and DFID policies.

Timeline

This 6-month consultancy is expected to start in October 2017 and be completed by March 2018, (exact timelines to be determined in consultation with SUN Movement Secretariat and Nutrition International).

Management and Reporting/Coordination mechanism

- a. The Lead Consultant will report jointly to the SUN Movement Secretariat and to Nutrition International.
- b. Specific financial and administrative accountabilities are to the Nutritional International for all the deliverables of the assignment. Payment will be subject to performance and reaching deliverables as agreed upon at the moment of contract signing.
- c. The SUN Movement Secretariat will provide technical direction and oversight to the Lead Consultant, and facilitate operational linkages with SUN Networks, countries and other stakeholders under this TA.
- d. Nutrition International will provide technical input into the assignment and is responsible for assuring the quality of the work being delivered by the consultant.
- e. Nutrition International will review the consultant's work alongside the SUN Movement Secretariat prior to sharing externally (as needed).

Profile/qualifications of consultant

It is expected a team of consultants with assorted areas of expertise will be required to complete all aspects of this consultancy, with the Lead Consultant responsible for work completed by all team members.

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Lead consultant

- Demonstrated experience researching the design and implementation of complex nutrition or food programmes and policies in one or more developing countries
- Experience researching multistakeholder platforms and processes, or other complex collaboration across sectors, including health and agriculture
- Experience researching or managing governance and politics in nutrition or food
- Experience working, or interacting, with government in more than one developing country
- Experience with qualitative and quantitative research in nutrition, including programme evaluation
- Experience leading one or more researchers, and developing research protocols

Other researcher(s)

- Experience researching multistakeholder platforms and processes, or other complex collaboration across sectors, including health and agriculture
- Experience working, or interacting, with government in one or more developing countries
- Experience conducting quantitative and qualitative research in nutrition or food, especially remote and face-to-face interviews
- Experience capturing and synthesizing results for non-technical audiences
- Experience developing capacity building materials and processes, and delivering associated events

Application Process

Interested consultants/institutions are invited to submit the following by email to:

TechnicalAssistance@nutritionintl.org before September 20th, 2017. Only complete applications will be reviewed.

- Brief, up-to-date curriculum vitae (CVs) of all proposed team members (Lead Consultant and other researchers) which clearly link areas of expertise to team role and needed profile.
- Technical proposal: not exceeding five pages, describing the consultant's understanding of the task; proposed methodology; team composition, structure and responsibilities of each team members; and detailed work plan that breaks down activities and outputs.
- Financial proposal: including daily fee rate, suggested number of trips/days in-country and any other expenses required to fulfill the terms of the consultancy (field trips, meetings, materials, etc.).