Technical Assistance for Nutrition (TAN)

ZMB-03 – Short term TA to support the design of the NFNC institutional transformation in line with 2017-2021 strategic plan

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 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, tapping into its global hub to source and deploy the expertise needed. Zambia is one of the MI-TAN project priority countries. The SUN Focal Point and nutrition sector partners have been engaged in various discussions to identify and refine TA needs.

Despite Zambia’s commitment to improve food security and nutrition of its population, thousands of children and women suffer from one or more forms of malnutrition. The national Demographic Health Survey (DHS) conducted in 2013/2014 showed that 40% of children under age 5 are stunted, 6% are wasted and 15% are underweight. Zambia is among the group of countries suffering high levels of macro- and micronutrient deficiencies, particularly among young children and pregnant/lactating women.

Zambia recognized malnutrition as a serious health problem back in the 1960s. This led to the enactment of the 1967 Food and Nutrition Act, which recognized the right to food and nutrition. The Act also established the National Food and Nutrition Commission (NFNC) with a main function of leading and coordinating the nutrition agenda for the country. A National Food and Nutrition Strategic Plan (2011-2015) was developed by the government and the NFNC was mandated to coordinate its implementation. The government is also addressing nutrition sensitive interventions through agricultural development by being a signatory to the Comprehensive Africa Agriculture Development Programme (CAADP) Compact in 2011. CAADP is an African-led program bringing together governments and diverse stakeholders to reduce hunger and poverty and promote economic growth in African countries through agricultural development.

The Zambian government is in the process of developing the new 7th National Development Plan 2017-2021 (7th NDP) which provides an opportunity to prioritize government objectives towards poverty reduction and strengthening the linkages between budgeting and planning. The NFNC is also spearheading the amendment of the National Food and Nutrition Act (Chapter 308, 1975,
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Amendment 23) which will redefine the NFNC mandate. The new NFNC Strategic Plan (2017-2021) envisions the commission as a leader in food and nutrition action for optimal nutrition of the nation. This change necessitates capacity enhancement and institutional changes that will enable the NFNC to deliver on its mandate of leading efficient, functional and well-coordinated food and nutrition actions in Zambia. NFNC staff and majority of nutrition sector stakeholders are in consensus that this is a window of opportunity to strengthen NFNC as an institution.

The MI-TAN project recently supported the NFNC in developing its 2017-2021 strategic plan, which will be finalized and validated by stakeholders before presentation to the government of Zambia for approval in May/June 2017. Draft key objectives/expectations in the 2017-2021 strategic plan include:

- To institutionalize and functionalize the food and nutrition coordination framework at national level and sub-national levels by 2019.
- To enhance the capacity of NFNC and stakeholders to develop and deliver quality nutrition messages to improve public awareness, knowledge and practices by 2021.
- To enhance governance and political commitment to food and nutrition by 2021.
- To enhance NFNC’s institutional transformation for efficient and effective facilitation of a multisectoral food and nutrition response by 2021.
- To facilitate strengthened food and nutrition research to inform policy and programming by 2021.
- To strengthen monitoring, evaluation and knowledge management systems for improved food and nutrition programmes by 2021.

NFNC has therefore requested MI-TAN to extend technical assistance to finalize the NFNC 2017-2021 Strategic Plan and continue the process of institutional transformation through a comprehensive institutional review and development of necessary tools. MI-TAN will recruit a consultant to facilitate this process under the leadership of NFNC, and in collaboration with nutrition sector stakeholders.

Objectives

**Overall objective**

The overall objective of the TA is to facilitate the process of NFNC institutional transformation needed to deliver its mandate in line with its 2017-2021 Strategic Plan.

**Specific objectives**

1. Conduct a review of the draft NFNC 2017-2021 Strategic Plan and facilitate its validation.
2. Assess NFNC organizational culture, departmental effectiveness, personal growth and development strategies and other contextual components of the work place to determine their contribution to achievement of NFNC mandate, and identify what/if additional organizational development interventions may be required.
3. Review current organizational structures and recommend how functions and responsibilities of the various departments and units can be re-aligned to achieve the new strategic direction of NFNC.
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4. Conduct human resource and capacity needs assessment and provide recommendations for addressing gaps.
5. Informed by findings from objectives 1 to 4, develop institutional and change management plans, with guidance on appropriate management, coordination and monitoring systems to facilitate change implementation and tracking of progress.
6. Determine financial implication of the revised structure and develop resource mobilization plan.

Expectations
This technical assistance is expected to bring a significant contribution to the country government’s ability to scale up nutrition in country. This TA will establish an effective setting for NFNC institutional transformation by supporting finalization of the NFNC 2017-2021 Strategic Plan and development of necessary structures and tools.

The success of this TA will be measured by the attainment of the following success measures:

1. Final NFNC 2017-2021 Strategic Plan, ready to be presented to Public Service Management Division for approval.
2. Revised structure (organogram, departmental terms of reference, job descriptions etc.) reflecting the human resource requirements for achievement of the new strategic direction of NFNC.
3. Consensus on capacity building support required for the achievement of NFNC mandate (as per strategic objectives listed above).
4. Costed institutional transformation and change management plan with sustainable resource mobilization strategy.
5. Revised management and coordination systems/mechanisms

Scope of Work
Taking a consultative, participatory approach with leadership from NFNC, the consultant will undertake relevant tasks to produce the following deliverables:

1. Detailed methodology and workplan
2. Inception workshop with key stakeholders
3. Finalized NFNC 2017-2021 Strategic Plan
4. Desk review of relevant materials and data
5. Interviews with key stakeholders
6. Human resource and capacity needs assessment
7. Revised organigram and JDs
8. Institutional transformation and change management plan
9. Resource mobilization plan
10. Validation workshop with key stakeholders
11. Final report (incl. final version of deliverables 6, 7 and 8)
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Gender
MI is committed gender equality, and assignment deliverables will need to incorporate gender considerations. Consultants are required to indicate how they will ensure that gender equality considerations are included in the provision of technical assistance.

Duty Station/Location
The Consultant will be based at NFNC in Lusaka for activities that require periodic presence in Zambia. The Consultant can work from home during development of methodology and work plan, desk review, consolidation of information and report writing which accounts for approximately 50% of the total Level of Effort (LoE).

All travels required under this consultancy will be provided for by MI. Perdiems are based on standard rates of the organization.

Timeline
The Consultancy will have a duration of 50-60 consultant days from 15th May, 2017 to 1st September 2017 (to be determined based on the consultant’s technical proposal and in consultation with SUN FP, NFNC and MI).

Management and Reporting/Coordination mechanism
1. The Consultant will work under the direct supervision of the SUN FP (and/or her delegated designate).
2. The MI will provide funding for the consultancy which will complement operational support from government and/or other TA providers.
3. Specific financial and administrative accountabilities are to the MI for all the deliverables for the assignment. Payment will be subject to performance and reaching deliverables as agreed upon at the moment of contract signing.
4. The MI will provide technical input into the assignment and is responsible for assuring the quality of the work being delivered by the consultant. MI will review the Consultant’s work and share with the SUN FP for feedback prior to sharing externally (as needed).

Profile/qualifications of consultant
The consultant will have the following profile:
- Postgraduate degree in social sciences, management studies (preferably public administration).
- Experience in public sector management is a strong advantage.
- At least 10 years of mid to senior level work experience in the area of change management, public sector reform and/or restructuring (public administration policy making, management and capacity building) in Zambia, or Africa.
- At least 5 years of direct work experience in the area of organizational development and institutional development in Africa.
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- Strong client handling and analytical thinking skills, including the ability to work confidently across a variety of stakeholders and levels.
- Experience with working in team-based environment that require a grasp of cross-functional subject matters.
- Experience of working on international projects and with an international organization is highly desirable.
- Fluency in English.
- Excellent writing skills to a high standard.
- Availability and readiness to work upon demand and flexible working hours with minimal notice.

Application Process
Interested consultants are invited to submit the following by email to TechnicalAssistance@micronutrient.org before 26th April, 2017 with Application for ZAM-03 - Short Term TA to support NFNC institutional review as the email subject.

- Up-to-date curriculum vitae (CV)
- Technical proposal: not exceeding five pages, describing the consultant’s understanding of the task, proposed methodology, responsibilities of key stakeholders 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.).