

## Technical Assistance for Nutrition (TAN)

### **NGA-02 – TA to Support In-depth Institutional Review for Effective Coordination and Implementation of Nutrition Actions in Nigeria**

#### **Terms of Reference (ToRs)**

##### **Background**

Technical Assistance for Nutrition (TAN) is a project supported by UK aid from the UK government, 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 and Nutrition Sectors 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.

Malnutrition and nutrition related diseases continue to be problems of great public health importance in Nigeria<sup>1</sup>. Despite being a lower-middle-income country, Nigeria is one of the six countries that accounts for half of all child deaths from malnutrition worldwide. Stunting and wasting are at 32.9% and 7.2% respectively. Low birth weight is at 15.2%, with exclusive breastfeeding and under 5 overweight at 17.4% and 1.8% respectively. Anaemia prevalence among women of reproductive age stands at 48.5%<sup>2</sup> (NDHS, 2013). Prevalence of obesity and overweight among women of reproductive age is at 25% and 11% according to NDHS, 2011. Nigeria, as with many parts of the world is experiencing a double burden of malnutrition, where under-nutrition, including micronutrient deficiencies exist alongside overweight, obesity and diet related Non-Communicable Diseases (NCDs).

The National Committee on Food and Nutrition (NCFN) was established in 1990 and domiciled in the then Federal Ministry of Science and Technology, to, among other things, coordinate food and nutrition actions and formulate the National Food and Nutrition Policy. The phasing out of the ministry in 1993 led to the transfer of NCFN to Federal Ministry of Health (FMOH). In 1994, the NCFN and emerging programmes were relocated to the National Planning Commission (NPC) which is now known as Ministry of Budget and National Planning (MBNP). The first National Policy on Food and Nutrition (NPFN) was developed in 2001. In 2016, the policy was reviewed to increase the efforts of the government in addressing malnutrition. This was done in order to add value and strengthen the synergy among sectors and other initiatives of the Government and partners. The policy provides an overarching framework covering the multiple dimensions of food and nutrition improvement.

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<sup>1</sup> National Policy on Food and Nutrition in Nigeria, 2016

<sup>2</sup> The Scaling Up Nutrition (SUN) Movement; Annual Progress Report, 2017

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The National Council on Nutrition (NCN) which is the highest decision making body on food and nutrition in Nigeria was inaugurated by the Vice President (Chairman of NCN) in November 2017. The Ministry of Budget and National Planning (MBNP) serves as the national focal point for food and nutrition policy programme planning and coordination in Nigeria. MBNP also serves as NCN and National Committee on Food and Nutrition (NCFN) secretariat<sup>3</sup>. MBNP is currently in the process of finalizing the National Plan for Action on Nutrition (NPFAN) a document to support operationalization of the National Food and Nutrition Policy.

The government of Nigeria signed up to join the SUN Movement in 2011, a decision that was linked to the Federal Government's commitment to scale up high-impact and cost-effective nutrition interventions. The Federal Ministry of Health being the host of the SUN Focal Point, also plays an important role in coordinating nutrition actions in the country.

Nutrition is multi-sectoral and multi-disciplinary involving various sectors such as health, agriculture, science and technology, education, trade, economy and industry. To this end, various line ministries e.g. agriculture and health have developed national strategies and plans to address the nutrition perspectives of their mandate. In spite of all sectors showing commitment to scale up nutrition actions; inaction and inadequate synergy are hampering rapid progress. Stakeholders' are in agreement that nutrition coordination in Nigeria is fragmented and holistic interventions that address root causes are needed. In the past, implementation of nutrition programs has been largely sectoral (health, agriculture, science and technology, education etc.), this has contributed to nutrition interventions being uncoordinated, limited scope and coverage and inadequately funded. During the November 2017 re-engagement, stakeholders agreed that it was essential to critically assess and understand coordination and implementation gaps and opportunities across all the relevant line ministries and sectors in Nigeria. This will allow for the provision technical assistance that will holistically and sustainably build institutional and technical capacity of the entire nutrition sector from an evidence based point of view. It is envisioned that this will result in better understanding of structural, institutional and capacity gaps and opportunities which when addressed and leveraged effectively will ensure effective scale up of nutrition actions in Nigeria.

It is considered that an in-depth institutional review is needed and that should consider the following important points to ensure success:

- i. Facilitate the process of securing buy-in of the review process and outputs by leadership at a higher level across relevant line ministries. The NCN in this case will be the convener, commissioner, owner and implementer of this review.

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<sup>3</sup> National Nutrition Policy of Food and Nutrition in Nigeria (NPFAN), 2016

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- ii. Recommend a series of activities to be implemented following the review. They should be divided by short term, medium term and long term with measurable actions and negotiated time frames so that the NCN can track progress.
- iii. Have a strong advocacy element to ensure government commitment and participation in executing the TA and its recommendations.
- iv. Involve other relevant Ministries Department and Agencies (MDAs) e.g Education, Social Protection implementing and/or coordinating nutrition interventions and selected states/zones in the review.
- v. Ensure multi-stakeholder/multi-partner collaboration in providing technical and financial support to the process.
- vi. The institutional review process should learn from similar exercises in other countries e.g. Zambia and Tanzania.

### Objectives of the TA

#### Overall objective

The overall objective of this TA is to provide medium term support to the nutrition sector in Nigeria to conduct an in-depth institutional review to assess and identify gaps and opportunities in coordinating and executing nutrition interventions in line with the Nigeria National Policy on Food and Nutrition.

#### Specific objectives

1. Review Nigeria Nutrition Sector institutional/organizational structures; identify and recommend how functions and responsibilities of the various sectors and units can be re-aligned for better coordination and execution of nutrition actions in Nigeria.
2. Facilitate development and validation of Nigeria Nutrition Sector institutional transformation recommendations.
3. Facilitate the initial phase of support to coordinate the implementation of selected recommendation from the institutional review.

### Expectations

This technical assistance is expected to bring a significant contribution to the government's ability to scale up nutrition in the country. By undertaking an in-depth review to assess and identify gaps and opportunities, this will help enable better coordination and execution of nutrition programmes in Nigeria in line with the NPFN.

It is expected that this exercise will lead to the following results:

- Recommendations on how functions and responsibilities of the various sectors and units can be re-aligned for better coordination and implementation of nutrition interventions; based on the review of current Nigeria nutrition sector institutional/organizational structures.
- Institutional and change management plans, with guidance on appropriate management, coordination and monitoring systems to facilitate change implementation and tracking of progress.
- Buy-in and ownership of the recommendations by the leadership at a higher level across relevant line ministries.

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- Ground work for the implementation of the proposed coordination and implementation structures.

### Scope of Work

The consultants will be expected to undertake the following activities and produce the listed deliverables:

**Specific objective 1:** Nigeria Nutrition Sector institutional/organizational structures; identify and recommend how functions and responsibilities of the various sectors and units can be re-aligned for better coordination and execution of nutrition actions in Nigeria.

#### Activities

- Summarize the overall goals and activities of the assignment, including the overall and specific objectives and all activities and deliverables in this contract, and share these through consultation with Nutrition Sector stakeholders involved in nutrition.
- Agree on the scope and breadth of each objective, activity and deliverable, including which are highest priority or whose scope should be expanded or decreased.
- Review the Institutional Structure, Mandate, Terms of Reference, Composition of Secretariats, Roles and Responsibilities and Membership of the following institutions which have been charged with the coordination and implementation of the NPFN:
  - ✓ National Council on Nutrition (NCN) which is the highest decision-making body on food and nutrition.
  - ✓ Ministry of Budget and National Planning (MBNP) as the national focal point for food and nutrition policy programme planning and coordination.
  - ✓ Federal Ministry of Health and Agriculture nutrition technical working groups and secretariats.
  - ✓ National Committee on Food and Nutrition (NCFN) as the committee located in MBNP to assist in assessing and enhancing the various policies on food and nutrition.
  - ✓ State Committee on Food and Nutrition (SCFN)
  - ✓ Local Government Committee on Food and Nutrition (LGCFN)
  - ✓ Professional bodies such as Nutrition Society of Nigeria e.t.c
  - ✓ Development partners
- Based on the above task, clearly define the functions of different institutions and organizations and how they coordinate food and nutrition activities internally and externally; with the aim of identifying gaps and opportunities to strengthen their mandates and coordinate activities.

#### Deliverables:

- Detailed methodology and work plan for the TA.
- Inception workshop with key stakeholders held and stakeholder consultation report submitted.

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- Report on the institutional structures and organizations involved in coordination of nutrition programmes with gaps outlined and recommendations on strengthening their role.
- **Specific objective 2:** Facilitate development and validation of Nigeria Nutrition Sector institutional transformation recommendations.

### Activities

- Based on above reviews, map nutrition stakeholders and their related programs, policies and strategies across sectors using the 4W matrix.
- Review the vision, goal and objectives of the food and nutrition policy with the aim of identifying where each stakeholder mapped is alignment or misaligned in reference to the NFPS.
- Conduct a review of existing multi sector policies which contain strategies to address nutrition in their mandates in order to assess gaps and opportunities for synergy in coordinating nutrition programmes. (Examples are The National Health Policy and Guidelines, The National Agricultural Policy, Science, Technology and Innovation Policy, National Policy on Education among others.)
- Identify challenges and opportunities in coordinating multiple sectors involved in nutrition.
- Steer the development of joint action plans at State level (setting clear targets), including which stakeholders will be responsible to implement each component of the action plans and how the activities will be coordinated across stakeholders.
- Based on the joint action plans, assist agencies with the proposed changes by facilitating the development of institutional and change management plans, with guidance on appropriate management, coordination and monitoring systems to facilitate change implementation and tracking of progress.
- Participate in key coordination meetings at national level and guide decision-making on appropriate change management based on agreed upon recommendation.

### Deliverables

- Status report on multi-stakeholder platforms based on the 4W matrix.
- Nutrition Sector transformation plan reported and validated.
- Joint action plans with clear targets developed and validated.

**Specific objective 3:** Facilitate the initial phase of support to coordinate the implementation of selected recommendation from the institutional review.

### Activities

- Establish/ support a system for partners and networks to regularly meet and follow up on the agreed upon decisions relevant for coordinating nutrition.
- Provide guidance to sectors and partners on coordinating and implementing nutrition interventions in line with NPFN while building the capacity of a selected person or group in the MBNP to continue this coordination following completion of this TA.

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- Suggest pertinent resources and/or develop tools or coordination platforms for nutrition sector to ensure high quality interventions through regular updates on nutrition technical areas.
- Assist stakeholders in ensuring nutrition related issues are well communicated within other sectors by developing advocacy strategies that the sector can use to engage sectors and higher-level line ministries.
- With MBNP, sensitize senior management teams within the ministry and in other institutions on coordination gaps and strategies to overcome them.
- Conduct regional level trainings and mentorship to MBNP, FMoH and multi-stakeholders on building effective partnerships, networking and to effectively utilize stakeholders mapping tool to enhance buy-in and ownership within the sector.
- Revise or develop multi-sectoral nutrition coordination ToRs for various agencies who will be involved in the coordination and implementation of integrated nutrition programmes.
- Participate in nutrition coordination meetings as relevant.

### Deliverables:

- Multi-Sectoral Nutrition Coordination ToRs that outline joint coordination and implementation of nutrition programmes integrated.
- Status report on coordination platforms.
- Minutes of engagement with higher level leadership in ministries and networks.
- Advocacy strategies developed and validated.

### Use of deliverables

Deliverables produced under this TA are intended for use by the SUN Focal person and the SUN networks in the following ways:

- Better coordination and execution of nutrition programmes in Nigeria in line with the NPFN

### Duty Station/Location

The consultants will be based at the MBNP (NCN Secretariat) for activities that require physical presence e.g stakeholder consultations and workshops. The consultants will also be expected to travel to selected states in the course of this consultancy.

### Timeline

This TA support would be for a period of 8 months, from August 2018 to April 2019. Specific Level of Effort (LoE) will be agreed upon in consultation with NCN, MBNP, SUN Focal Point and NI.

### Management and Reporting/Coordination mechanism

1. The consultant will directly report to NCN in close liaison with the SUN Focal Point, Deputy Director of Nutrition and MBNP and other key stakeholders.



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2. The NCN will facilitate the operational linkages with all the other relevant sectors and stakeholders under this TA.
3. Nutrition International will provide the funding for the assignment, and payment will be subject to performance and reaching deliverables as agreed upon at the moment of contract signing.
4. Nutrition International will provide technical input into the assignment and is responsible for assuring the quality of the work being delivered by the Consultant.

Nutrition International is committed to gender equality. Consultants are required to indicate how they will ensure that gender equality considerations are included in the provision of TA including deliverables. To support this, NI has developed the below listed tools. Examples of integration of consideration for gender equality could include, but are not limited to; ensuring government departments responsible for women are included in discussions and decision making wherever possible, gender sensitive indicators are included, emerging data is sex disaggregated, and relevant documentation related to gender is reviewed.

- [Checklist – Integration of gender considerations](#)
- [Background document « Gender and nutrition »](#)
- [PowerPoint presentation « Gender 101 »](#)

### Profile/qualifications of consultants

It is expected that a team of 4 to 5 consultants or firm with assorted areas of expertise in policy and planning, leadership, public management, capacity assessment, advocacy and nutrition will be required to complete all aspects of this consultancy. The Lead Consultant is responsible for work completed by all team members.

### Lead Consultant

- Post-graduate or doctoral-level qualifications the following fields; Policy and Planning, Project Management, Social Sciences, Public Administration or related areas.
- A minimum of 15 years' experience in the field of development sector including consultancy work with the Government and development partners in policy and planning, nutrition, health, food security or related fields.
- 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, organizational development, institutional management and capacity building) in Nigeria or Africa.
- Strong client handling and analytical thinking skills, including the ability to work confidently across a variety of stakeholders and levels.
- Experience providing strategic policy advice to national and sub-national governments a strong advantage.

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- Experience in working with multi-stakeholder platforms and processes, or other complex collaboration platforms across sectors, including health, water, education and agriculture
- Experience in coordinating and managing a team of subject matter experts.
- Excellent communication, analytical and writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.

### Other Consultants

- At least 8-10 years of experience in planning, design, policy and planning, leadership, public management, capacity assessment, advocacy and nutrition.
- Excellent knowledge of Nigeria health, food security and nutrition landscape and programmes.
- Specific experience in change management, public sector reform and/or restructuring (public administration, policy making, organizational development, institutional management and capacity building.
- Experience in working with multi-stakeholder platforms and processes, or other complex collaboration and partner management platforms across sectors, including health and agriculture
- Experience in coordination and partnership management.
- Experience in building capacity of government and partner staff in areas of coordination and institutional review.
- Excellent communication, analytical and writing skills
- Demonstrated ability to deliver quality results within strict deadlines

### Language Skills

- Fluency in written and spoken English is mandatory

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

### Application Process

Interested candidates are invited to submit the following by email to [TechnicalAssistance@nutritionintl.org](mailto:TechnicalAssistance@nutritionintl.org) before close of business 14 June 2018 EST (Ottawa, Canada).

- Up-to-date curriculum vitae (CVs) for all consultants.
- Technical proposal: not exceeding ten (10) pages, describing the consultant's understanding of the task, proposed methodology, responsibilities of key stakeholders and detailed work plan



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that breaks down activities and deliverables with associated timelines. Applicants are requested to indicate the Level of Effort (LoE) for each activity.

- Financial proposal: including daily fee rate, costed TA activities e.g. workshops including suggested number of trips/days in-country and any other expenses required to fulfill the terms of the consultancy (meetings, materials, etc.)

**NB: Submissions without technical and financial proposals will not be reviewed.**