

UGA-02: Support development of Scaling Up Nutrition Business (SBN) Network Strategic Plan and initiate SBN platform in Uganda

Terms of Reference (ToR)

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.

Malnutrition continues to be a major development concern in Uganda, affecting all regions of the country and most segments of the population. Although the country has made tremendous progress in economic growth and poverty reduction over the past 20 years, its progress in reducing malnutrition remains slow¹. According to the UDHS 2016, the prevalence of stunting, a measure of chronic under nutrition, has reduced from 33.4 percent in 2011 to 29.2 percent in 2016. Stunting is more prone among the poorest (29%), but stunting levels among the richest (19%) are also a cause of concern. In addition, the prevalence of anaemia in children and women of reproductive age increased from 49% to 53% and 26% to 32% respectively during the same period 2011-2016.

The 1995 Constitution of the Republic of Uganda, expresses Government commitment to food security and nutrition and stipulates that "Uganda shall take appropriate steps to encourage people to grow and store adequate food; establish national food reserves; and encourage and promote proper nutrition through mass education and other appropriate means in order to build a healthy state" (Objective XXII). Food and nutrition security is positioned in the Uganda Vision 2040 and the National Development Plan II (NDP II) as a key driver for socio-economic transformation to deliver Uganda into a middle income economy.

Uganda joined the Scaling Up Nutrition (SUN) Movement in March 2011 and during the same year, government developed Uganda Nutrition Action Plan (UNAP 1) as the Strategic Plan for scaling up nutrition in Uganda. Despite the increased programming and commitment by stakeholders, the national nutrition indicators as indicated in the UDHS 2016 remain below optimal levels. Uganda is

¹ Uganda Demographic Health Survey 2016

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currently finalising the development of the Nutrition Policy that will provide an enabling framework for effective coordination of multi-sectoral interventions that address food insecurity and malnutrition. The draft Nutrition Policy recognizes commitments made by the Uganda government at global, regional and national level to end hunger, achieve food security and improve nutrition.

During the UNAP 1 implementation period, awareness and recognition of the threat that malnutrition poses to the well-being of the population especially children, adolescents, women of reproductive and other vulnerable groups has increased greatly. The importance of a concerted approach is now widely accepted by multiple stakeholders. However, the level of action for improved nutrition outcomes is not yet optimal. In alignment with the SUN Movement recommended in-country structures, the Government of Uganda's multi-sectoral coordination platforms have been established in various ministries, departments and agencies. In addition, development partners and civil society networks are in place; however, business network and academia and research networks are not yet established.

Uganda Vision 2040 implementation has been cited as the responsibility of every citizen in government, private sector, civil society, political organisations and any other institutions. Engaging the private sector in scaling up nutrition provides an opportunity for the country to address the many systemic causes of malnutrition at sufficient scale and accelerate efforts towards the elimination of hunger, food insecurity and all forms of malnutrition. One of the gaps identified under UNAP 1 for consideration of the second UNAP is the need to engage the private sector through an organised platform to enhance trade for improved nutrition, as recommended under the United Nations Decade of Action on Nutrition 2016-2025. This provides an opportunity for the Business network and its strategy to be developed and aligned with the second UNAP. Previous efforts to coordinate a business network have been led by the Ministry of Health and have focused on food fortification. Through discussions with stakeholders it was noted that involving the Ministry of Trade in the establishment of the revitalized SUN Business Network are key for Uganda. The Uganda Private Sector Foundation is also active at present. Its vision is to be the national lead partner in private sector development; and to carry out policy research and advocacy on behalf of the private sector. At the moment, nutrition programming in Uganda has not collectively plugged into this or other avenues to work with business for scaling up nutrition resulting in uncoordinated and siloed efforts by business community members to date.

The aim of this TA is to support government to undertake a situation analysis of the business community, develop terms of reference for a Uganda SUN Business Network and develop a costed implementation strategy for engagement of a Business Strategy for Uganda. The TA will specifically identify opportunities to form and sustain the network, align action with existing opportunities and map out ways for the government of Uganda to maintain the momentum and sustainably carry this work forward.

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Objectives

Overall objective

The overall purpose of this TA is to provide short term support the government of Uganda to undertake a situation analysis of the business community in food and nutrition sector, develop terms reference for the a business network and develop a costed strategy on engaging the business sector to scale up nutrition in the country.

Specific objectives

The TA envisions to meet the following specific objectives;

1. To undertake detailed situation analysis of the Food and Nutrition Sector in Uganda and identify progress, opportunities, and challenges in the participation and engagement of business sector in scaling up nutrition.
2. Develop a business case/ strategy for the engagement of the private sector in scaling up nutrition in Uganda using a facilitative and collaborative approach.
3. Facilitate the initial phase of support to coordinate the inception of SBN at the national level in Uganda

Expectations

This TA will support the nutrition sector in developing a strategy that will provide direction on how more businesses/ private sector can be involved in nutrition activities in the country with the potential outcome of scaling up nutrition actions.

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

- i. Challenges and opportunities facing business in scaling up nutrition are identified and documented.
- ii. Validation of a clear SUN business network strategy with link to other stakeholders and sectors.
- iii. Facilitate the identification of mechanism for partnership formation between business and other nutrition stakeholders such as government, civil society, academia, donors and the UN.

Scope of Work

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

Objective 1: To undertake detailed situation analysis of the Food and Nutrition Sector in Uganda and identify progress, opportunities, and challenges in the participation and engagement of business sector in scaling up nutrition.

Activities

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- Prepare the inception report articulating the proposed methodology and the final work plan for the assignment
- Conduct a desk review of background materials on the SUN movement and the SBN in particular of existing SBN country strategies in sub-Saharan Africa for best practices and lessons for Uganda.
- Identifying opportunities for business to support The Uganda Nutrition Action Plan (UNAP II) implementation.
- Identify advocacy opportunities to engage business in scaling up nutrition.
- Participate in SUN Movement meetings, multisectoral coordination meetings and other relevant national meetings in order to identify opportunities for the private sector to plug into nutrition programming.
- Review GoU's PPPH policy to understand the contextual framework within which government and private health actors are operating with a view to inform private sector engagement on nutrition.
- A brief analysis of the political economy of the private health sector under the current political settlement focusing on the incentives and interests that drives decision-making on selection and support to investors and areas for investment

Deliverables:

- Inception report approved by NI, and the Office of the Prime Minister.
- Situation analysis report

Under objective 2: Develop a business case/ strategy for the engagement of the private sector in scaling up nutrition in Uganda using a facilitative and collaborative approach.

Activities

- Using the 4W matrix developed above, assess business presence and capabilities in country to determine the current nutrition-related participation, challenges in delivery and opportunities which merit entry points for the private sector. This will articulate the different private sector markets being targeted including Nutrition care & treatment, financial services for (nutrition) health care, supply/distribution of nutrition commodities/supplies.
- Review key policy documents including national nutrition plans to identify issues/areas within relevant government strategy documents and action plans where the private sector could play an instrumental delivery role, through their core business operations.
- Organize and conduct discussions and interviews with key stakeholders (government and private sector);
 - ✓ To better understand the role envisioned for SBN.
 - ✓ Identify the major challenges within the enabling environment for business and food market systems that are preventing or could prevent private sector companies from investing in products and services which advance nutrition.
 - ✓ Identify opportunities to improve the enabling environment for business to increase action and investments in nutrition (in line with SUN movement SBN strategic plans).
 - ✓ Identify areas of support required by business to take action or invest in nutrition.

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- Based on discussions and findings of the above activities, develop in collaboration with SUN focal person and nutrition sector an SBN business case/strategy.
- Develop a database of private sector actors who can potentially become SBN members once the business case/ strategy is approved.
- Document a SWOT analysis of the engagement of the private sector into SBN.

Deliverables:

- SBN business case/ strategy developed and validated
- Consultation meeting minutes and reports
- Database of private sector members using the 4W methodology

Objective 3: Facilitate the initial phase of support to coordinate the inception of SBN at the national level in Uganda

Activities

- Map business/ private sector using the 4W matrix.
- Identify opportunities to improve the enabling environment for business to increase action and investments in nutrition (in accordance with set objectives)
- Map and assess business presence and capabilities in country to determine the current level of activity, challenges in delivery and potential gaps which merit additional entry points for business.
- Clarify roles and responsibilities of private sector mapped private sector segments in scaling up nutrition in Uganda
- Support development of work plans aligned to objectives, manage performance and ensure planned results are achieved on time.
- Organize meetings of the SBN engaging relevant stakeholders at regular intervals.
- Develop a database of SBN members (current and potential) to identify areas of support required by business to take action or invest in nutrition.
- Identify new partnerships to address the challenges and opportunities facing business in scaling up nutrition.
- Develop strategies to fill the gaps identified from stakeholders mapping exercise (geographic information, financial, commercial interests, products, market coverage etc.)
- Establish/ identify a platform where nutrition sector and business/ private sector can use to networks and regularly meet and follow up on the agreed upon decisions relevant for SBN. (This platform will be operationalized in a different phase, for this phase what is required is its establishment).
- Organize SBN engagement meetings of relevant stakeholders at regular intervals.
- Develop information toolkit that provides briefing on strategic UNAP II priorities that business/private sector can plug into.

Deliverables:

- Stakeholder mapping and assessment report

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- Minutes of engagement with nutrition sector and business/private sector
- SWOT analysis of private sector engagement into SUN
- Detailed stakeholder mapping report
- Info briefs on strategic UNAP II/private sector collaboration
- SBN membership and community profile
- Mapping and assessment report
- Annual work plan for SBN

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:

- Create a strong enabling environment to foster partnerships between business, government and other stakeholders working in nutrition.
- Increased advocacy efforts for business sector involvement in the fight against malnutrition

Nutrition International is committed to gender equality. Consultants are required to indicate how s/he will ensure that gender equality considerations are included in the provision of TA including deliverables. To this end, NI has developed the following tools in order to help. Examples of integration of consideration for gender equality could include but are not limited to; ensuring government departments responsible for women are included wherever possible, gender sensitive indicators are included, emerging data is sex disaggregated, relevant documentation related to gender is reviewed.

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

Duty Station/Location

The Consultant will be based at the OPM (Policy Implementation and Coordination Unit) for key activities and meetings. The Consultant can work remotely when not travelling to the districts or presence at OPM is not required.

The Consultant will be expected to travel to selected districts for stakeholder consultations. The number of districts to be visited will be determined during the inception phase.

All travels required under this consultancy will be provided for by Nutrition International.

Timeline

This TA support would be for a period of 12 months 15th August 2018 and 15th July 2019. Specific LoE will be determined in consultation with the OPM, the SUN Focal Point and Nutrition International.

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Management and Reporting/Coordination mechanism

1. The consultant will directly report to the SUN Focal Person or designate in close liaison with nutrition sector partners.
2. OPM and SUN Focal point will facilitate the operational linkages with the business/ private sector players and all the other relevant sectors and stakeholders under this TA.
3. NI 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.

Profile/qualifications of consultant

It is expected that an individual consultant with the below expertise will be required to complete all aspects of this TA.

Education

- Post graduate degree or equivalent in health, nutrition; business or public administration; health promotion and marketing, international relations; development studies; social sciences or humanities.

Professional Experience

- At least 10 years' experience in international development or private sector development or public-private partnerships.
- Demonstrate understanding of the food security and nutrition landscape in Uganda.
- Experience in project management and administration.
- Experience in working with government institutions, public service or equivalent.
- Knowledge and experience in developing strategic plans.
- Excellent organizational and time management skills.
- Excellent communication and interpersonal skills, both oral and writing.
- Strong analytical thinking and excellent interpersonal skills, including the ability to work confidently across a variety of stakeholders and levels.
- Prior engagement working with the SUN movement an added advantage
- Strong communication, facilitation and negotiation skills
- Fluency in oral and written English is required

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

Application Process

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Interested consultants are invited to submit the following by email to

TechnicalAssistance@nutritionintl.org before close of business 20th June 2018, 17:30 EST (Ottawa, Canada).

- Up-to-date curriculum vitae (CV)
- Technical proposal: not exceeding 5 (five) pages, describing the consultant's understanding of the task, proposed methodology and detailed work plan that breaks down activities and deliverables with associated timelines.
- 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.).

Submissions without technical and financial proposals will not be reviewed.