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

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 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 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. 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% (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.

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

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1 National Policy on Food and Nutrition in Nigeria, 2016
2 The Scaling Up Nutrition (SUN) Movement; Annual Progress Report, 2017
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) secretariats. 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. Stakeholders agree that it is essential to critically assess and understand coordination and implementation gaps and opportunities across all the relevant line ministries and sectors in Nigeria. Doing so will allow for the provision of technical assistance that will holistically and sustainably build institutional and technical capacity of the relevant sectors based on evidence and could result in better understanding of structural, institutional and capacity gaps and opportunities, which, when addressed and leveraged effectively will strengthen effective scale up of nutrition actions in Nigeria.

An in-depth institutional review would be very valuable and should include the following 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.

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, (i) Nutrition Division of Department of Family Health; (ii) Federal Ministry of Education; (iii) Federal Ministry of Agriculture and Rural Development; (iv) Federal Ministry of Women’s Affairs and Social Development; and (v) National Social Safety Nets Coordination Officer/National Cash Transfer Office

v. Implementing and/or coordinating nutrition interventions

vi. Ensure multi-stakeholder/multi-partner collaboration in providing technical and financial support to the process.

3 National Nutrition Policy of Food and Nutrition in Nigeria (NPFAN), 2016
vii. The institutional review process should learn from similar exercises in other countries e.g. Zambia and Tanzania.

**Objectives**

**Overall objective**

The overall objective of this TA is to strengthen coordination and execution of nutrition interventions in Nigeria. This will be done through an in-depth institutional review to assess and identify gaps and opportunities in line with the Nigeria National Policy on Food and Nutrition.

**Specific objectives**

1. Review institutional/organizational structures responsible for nutrition specific and nutrition sensitive interventions in Nigeria; 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 recommendations to strengthen nutrition coordination in Nigeria.

**Expectations**

This technical assistance is expected to bring a significant contribution to the country government’s ability to scale up nutrition in country through a clearly articulated theory of change or added value of the TA results. It is expected this consultancy 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 institutional/organizational structures of sectors responsible for nutrition specific and nutrition sensitive interventions in Nigeria.
- Institutional strengthening and change management plans, with guidance on appropriate organization, skilling, 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.
- Ground work for the implementation of the proposed institutional strengthening and change management plans for improved coordination and implementation of nutrition actions.

**Gender**

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 how they are incorporated into deliverables. 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, and relevant documentation related to gender is reviewed. To this end, NI has developed the following tools which can be accessed using the links below:
Scope of Work

The consultant(s) will be expected to undertake the following activities and produce the listed deliverables. Further elaboration on the objective-based activities will be expected in technical proposal along with timeline, level of effort required for each activity, in terms of number of days, and roles and responsibilities of each team member.

Under Objective 1: Review institutional/organizational structures responsible for nutrition specific and nutrition sensitive interventions in Nigeria; 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.

- 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 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 Mandate, Institutional Structure, Composition of Secretariats or Nutrition Division, Terms of Reference or Job Descriptions of staff of Secretariat/Nutrition Division, Personnel competencies/experience/roles and responsibilities of key staff of Secretariat/Nutrition Division of the following institutions which have been charged with the coordination and implementation of the NPFN and the Multi-sectoral Plan of Action on Nutrition to identify specific areas of strengthening and development with additional skill set or ongoing training and mentoring programs:
  - National Council on Nutrition (NCN) – the highest decision-making body on food and nutrition.
  - Ministry of Budget and National Planning (MBNP) – the national focal point for food and nutrition policy programme planning and coordination.
  - Nutrition Division, Department of Family Health; NPHCDA; Federal Ministry of Agriculture and Rural Development; Federal Ministry of Education; Federal Ministry of Women’s Affairs and Social Development; National Social Safety Nets Coordination Office/National Cash Transfer Office (MDAs at the Federal Level).
  - Above MDAs in a selection of states
  - National Committee on Food and Nutrition (NCFN); State Committee on Food and Nutrition in select states; and LGA Committee on Food and Nutrition in select states (committee assessing and enhancing the various policies on food and nutrition).
  - Professional bodies or Communities of Practice such as Nutrition Society of Nigeria
- Based on the mandate, clearly delineate and define the function, role and responsibility of each of the above institutions and how they can best coordinate food and nutrition activities internally and externally;
- Identify personnel and competency gaps in each of the institutions that need to be addressed to fully achieve their mandates and fulfill roles and responsibilities.
- Recommend organizational development plans for each institution comprising
  - TORs for personnel that will augment existing capacities
  - Structured mechanisms to employ for building required competencies of existing personnel through secondment, on-the-job training and mentorship programs
  - Regional and in-country capacity building programs that can be systematically leveraged at Federal and State levels
Deliverables:
- Detailed methodology and work plan for the TA.
- Inception workshop with key stakeholders held and stakeholder consultation report submitted.
- Report on the assessment of institutional structures and organizations involved in coordination of nutrition programmes with regards to;
  - mandates with roles and responsibilities;
  - defined capacities and skills required to fulfill roles and meet responsibilities to achieve defined mandate;
  - existing capacities and skills
  - gaps in capacities and skills;
  - recommended MDA-wise organizational development plans

Under Objective 2: Facilitate development and validation of recommendations to strengthen nutrition coordination in Nigeria.

- 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 aligned 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 (including potential for enhanced nutrition sensitivity) 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.)
- Assess existing mechanisms of coordination for nutrition results within and amongst different institutions.
- Identify challenges and opportunities in coordinating multiple sectors involved in nutrition and recommend measures for improved coordination for nutrition results either as institutions or around specific prioritized policies.
- Steer the development of joint action plans (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.

Deliverables
- Status report on multi-stakeholder platforms based on the 4W matrix.
- Report with recommendations on how to strengthen the role of various institutions to effectively deliver of nutrition reviewed and validated by stakeholders
- Joint action plans with clear targets developed and validated.

Use of deliverables

Deliverables produced under this TA are intended for use by NCN and the MBNP, the mandated institutional drivers of the multi-sectoral coordination function 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 National Committee on Food and Nutrition in the Ministry of Budget and National Planning for activities that require physical presence e.g. stakeholder consultations and workshops.

All travels required under this consultancy will be provided for by Nutrition International. Travel allowances maximums are based on standard rates of the organization.

Timeline

This TA support would be for a period of 5 months, from August 2019 to December 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

- 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.
- The NCN will facilitate the operational linkages with all the other relevant sectors and stakeholders under this TA.
- 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.
- Nutrition International will provide technical input into the assignment and is responsible for assuring the quality of the work being delivered by the Consultant.
- 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.
- NI will be responsible for the coordination of technical guidance and quality assurance of the work being delivered by the consultant.

Profile/qualifications of consultant

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.
• 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

Application Process

Proposals should be submitted by email to TechnicalAssistance@nutritionintl.org before close of business, 10 June 2019, 1700 EST (Ottawa, Canada). Only complete applications will be reviewed.

• 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. Applicants are requested to indicate the Level of Effort (LoE) for each activity.
- 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.).

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