

# MOZ-03 - TA to Develop Mozambique Nutrition Financial Tracking, Budgeting and Resource Mobilization Framework

## 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.

The national burden of malnutrition in Mozambique is significant. Stunting affects 43% and wasting affects 6% of children under five years old<sup>1</sup>, anaemia affects 64% of women of reproductive age and 54% of children under five<sup>2</sup>. Mozambique is among the 34 countries accounting for 90% of the stunting burden in the world. The prevalence of undernutrition and micronutrient deficiencies among children and women is not showing adequate annual reductions, with rates currently at critical levels as per World Health organization (WHO) classification, indicating high public significance. The cost of undernutrition in Mozambique is high; 10.9% of Gross Domestic Product (equivalent to 1.8 billion USD) is lost every year because of the nutrition burden<sup>3</sup>.

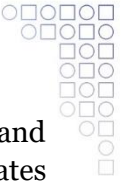
A number of significant developments that have happened at the global, regional and country level have all created a momentum to positively impact nutrition outcomes in Mozambique. These include the Five-Year Plan of the Government of Mozambique (PQG 2015-2019) which includes the reduction of chronic undernutrition and the reduction of chronic food insecurity as an indicator in the human and social development pillar. The second National Strategy for Food Security and Nutrition (ESAN II– 2008-2015) further supports this commitment. ESAN III development is currently underway.

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<sup>1</sup> Technical Secretariat for Food Security and Nutrition (SETSAN), 2013

<sup>2</sup> Malaria, HIV/AIDS Survey, 2015

<sup>3</sup> The Cost of Hunger in Africa (COHA) study, 2016



An official decree on 6 December 2017 approved the creation of the National Council for Food and Nutrition Security (CONSAN), a Ministerial Council, chaired by the Prime Minister. In turn, this elevates the coordination in Food Security to a high level in Mozambique, and increase the responsibilities of the Technical Secretariat for Food Security and Nutrition (SETSAN). This Decree (No. 58/2017) determined the restructuring of SETSAN.

SETSAN, chaired by the Ministry of Agriculture and Food Security, convenes key ministries at the central level, coordinates the implementation of the PAMRDC at provincial level through working groups and is the SUN Movement Focal Point. The approval of CONSAN and key strategies and plans in development create an opportunity for the Government of Mozambique (GoM) and partners to work together with other stakeholders to accelerate efforts towards the elimination of hunger, food insecurity and all forms of malnutrition.

The GoM, a member of SUN Movement since 2010, has continued to re-affirm its commitment to ensuring good nutrition for all its citizens. Several SUN networks, including the UN Network, the Civil Society and the Business networks are active and work together towards accelerating progress in food and nutrition security.

The multi-sectoral platform (MSP) for nutrition in Mozambique; which is convened by the Technical Working Group of the 2010-2020 Programme for the Reduction of Chronic Undernutrition (GT-PAMRDC) through SETSAN; has ensured capacity building for provincial technical groups on the inclusion of nutrition into provincial and district economic plans<sup>4</sup>. Although this has resulted in the design and approval of provincial multi-sectoral nutrition plans which complement the national level plans, there remains a major challenge in identifying funds allocated specifically for nutrition. Presently, only a few sectors are able to track amounts allocated for nutrition in provincial and national budgets.

The SUN Annual Review of 2016 Report for Mozambique identified the development of a financing and budgeting framework as high priority for SUN and the Mozambique nutrition sector. Past evaluation of PAMRDC and ESAN II also asserted that without establishing an analytical basis to improve system tracking of expenditures (through rationalized and systematic review of funding gaps and resource mobilization) at sector and local levels would be very challenging. The Ministry of Economics and Finance (MEF) also emphasizes that with GoM undertaking reform of its overall budget and finance system, it will be very important to bridge the gaps in the current system in order to achieve maximum impact for PMARDC and ESAN III. The importance of in-country resource availability and mobilization have been highlighted as some of the challenges countries face in tracking resources allocated for nutrition. Better measurement of nutrition financing means better use of nutrition resources for reaching the most vulnerable populations, and stronger case for advocacy. It is in this context that technical assistance (TA) is sought to support the Government of Mozambique track funds allocated to nutrition and to define an effective funding mechanism.

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<sup>4</sup> Scaling Up Nutrition (SUN) Movement (2017). Mozambique SUN Movement Annual Progress Report 2017.



This TA will support the GoM in Scaling Up Nutrition by developing an overall financing and budgeting framework including resource mobilization, tracking of allocation and expenditures in nutrition. It is envisioned that this support will have long lasting impact on nutrition work at all levels, including national and provincial. In addition, the benefits of transparency in nutrition budget and expenditures can result in increased resource allocation and improved tracking for monitoring and management during implementation.

## Objectives

### Overall objective

The overall objective of the TA is to support SETSAN establish a financing and budgeting mechanism that includes resource mobilization, tracking of allocation and expenditures in nutrition, aligned with the Government's Five Year Plan, PAMRDC, ESAN III and other sectoral policies, strategies and programs and the country's administrative and financial procedures.

### Specific objectives

The specific objectives of the TA are as follows:

1. Current budgeting system analyzed in relation to PAMRDC, ESAN III and overall multi-sectoral nutrition programmes; and strengths, weaknesses and gaps documented.
2. Current financing system analyzed in relation to PAMRDC, ESAN III and other relevant policies and strategies.
3. Overall multi-sectoral nutrition programmes; and strengths, weaknesses and gaps documented
4. Develop comprehensive financing and budgeting framework to include resource mobilization and tracking of allocation and expenditures in nutrition.
5. Develop a TOT training package for the training of MEF and sectors on the financing and budgeting framework sectors
6. Develop a training package for local level administrative units and personnel for the adoption of financing and budgeting framework

## Expectations

This TA is expected to bring a significant contribution to the government's ability to scale up nutrition in the country. The overall financing and budgeting framework including resource mobilization, tracking of allocation and expenditures in nutrition will help to capture any investment that supports the scale up of those interventions identified in PAMRDC and ESAN III including research, governance and policy support; and to identify nutrition investments across sectors, allowing for tracking in a more integrated way.

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

- SWOT analysis on current nutrition budgeting and finance system.



- Validated financing and budgeting framework including mobilization of resources, tracking of allocation and expenditures in nutrition.
- Training package for sectors and provincial level leaders developed; various stakeholders sensitized and their capacity strengthened on roles/expectations in ensuring successful financing of multi-sector interventions.
- Nutrition financial tracking integrated in routine Nutrition Sector reporting
- Established capacity for resource mobilization and allocation, as well as resource utilization (expenditure) tracking for the SAN;
- Strengthened capacity to track investment allocated to the implementation of PAMRDC, ESAN III, as well as other sectoral policies, strategies and programs - including research, governance and training.
- Methodological guidance for the establishment of a budget line for nutrition, in coordination with the Ministry of Economy and Finance, to ensure that all relevant sectors promote the allocation of a proportion of their budgetary resources to nutrition, through the implementation of all relevant stages of budget implementation and expenditure.

## 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:

- [NI integration of gender considerations checklist](#)
- [NI background document on gender and nutrition](#)
- [NI PowerPoint presentation \(Gender 101\)](#)

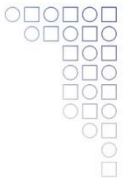
## Scope of Work

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:** Current budgeting and finance system analyzed in relation to PAMRDC, ESAN III and overall multi-sectoral nutrition programmes; and strengths, weaknesses and gaps documented.

### Activities

- Hold consultation with SETSAN, PAMRDC Technical Working Group, multiple stakeholders and Multi-Stakeholder/ Sector Platform (MSP) in Nutrition to define the scope and goals of the overall financing and budgeting framework including mobilization of resources, tracking of allocation and expenditures in nutrition.



- Hold consultations with the Center for the Development of Financial Information Systems (CEDSIF).
- Conduct a review of secondary data resources (global and national) assessing best practice related to financing and budgeting framework including mobilization of resources, tracking of allocation and expenditure in nutrition.
- Conduct a mapping of the financial gaps in different sectors.
- Review current budget and finance systems in relation to PAMRDC, ESAN III, multi-sectoral nutrition programmes and other relevant structures with the aim of identifying strengths, weaknesses, gaps and opportunities.
- Review in-country mechanisms for nutrition priority setting and data coordination and identify best practices to be used in the overall financing and budgeting framework including mobilization of resources, tracking of allocation and expenditures in nutrition.

#### Deliverables:

- Detailed work plan for the TA which should include schedule, detailed methodology, risks and mitigation strategies.
- Inception and stakeholder consultation reports.
- Desk review with best practices in financing and budgeting framework including mobilization of resources, tracking of allocation and expenditure in nutrition.
- Contextualized financing approach aligned to the SUN Movement guidance.

**Under Objective 2:** Develop comprehensive financing and budgeting framework to include mobilization of resources and tracking of allocation and expenditures in nutrition.

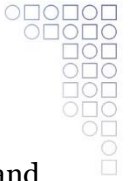
#### Activities

- Work with the M&E and finance units of SETSAN in order to link the financial and budgeting framework to include mobilization of resources and tracking of allocation and expenditures in nutrition.
- Work with the National Budget Directorate and the CEDSIF (MEF) to adjust the programmatic structure of the SAN interventions, allowing better prioritization of resource allocation, as well as tracking the allocated funds and expenditures in the area of SAN, incorporated in E-Sistafe.
- Design operational guidance for the incorporation of nutrition data into routine management information systems and tools for financial tracking at multiple levels.
- Develop a comprehensive financing and budgeting framework including resource mobilization and tracking of allocation and expenditure in nutrition with provision for short term, medium term and long-term guidance on financing nutrition programmes. The strategy will be aligned to PAMRDC, ESAN III and the SUN Movement guidelines on costing nutrition interventions.
- Develop a guidance document on resource mobilization, tracking of allocated funds and expenditures in nutrition.

#### Deliverables

- Nutrition financing data prioritization guide developed.
- Financing and budgeting framework including resource mobilization and tracking of allocation and expenditure in nutrition developed and validated.
- Resource mobilization guide developed aligned with the national system of public finances in Mozambique and validated.





**Under Objective 3:** Develop a training package for sectors and local level administrative units and personnel for the adoption of financing and budgeting framework including TOT for the training of MEF and sectors on the financing and budgeting framework.

#### Activities

- Map stakeholders across sectors using the 4W matrix.
- Develop strategies to fill the gaps identified from stakeholders mapping exercise (financial, geographic information, population coverage etc.)
- Train SETSAN and MEF staff and decision makers at national, provincial and district level to utilize the stakeholders mapping tool in tracking nutrition finances and in resource mobilization effectively.
- Train SETSAN, MEF and various stakeholders of different sectors in building effective partnerships and networking.
- Establish a system for partners and networks to regularly meet and follow up on the agreed upon decisions relevant for financing and budgeting framework including resource mobilization and tracking of allocation and expenditure in nutrition.
- Develop an information toolkit that provides briefing on financial and budgeting framework including resource mobilization and tracking of allocation and expenditure in nutrition.
- Work closely with SETSAN partners and networks to develop financing and budgeting capacity building work plans with identified ToTs and trainees.

#### Deliverables:

- Validated training and sensitization tools and manuals
- Capacity building work plans
- Training, mentorship and joint support supervision reports
- Minutes of engagement with partners and networks.

## Use of deliverables

Deliverables produced under this TA are intended for use by the Government of Mozambique and partners in the following ways:

- Increased transparency in nutrition budget and expenditures leading to increased resource allocation
- Improved tracking for monitoring and management of adjustments during implementation.

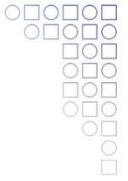
## Duty Station/Location

The Lead Consultant and team will be based at SETSAN for activities that require physical presence e.g stakeholder consultations and workshops. Travel to provincial level is expected. They can work from home when not travelling to the provincial level or presence at SETSAN is not required.

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 10 months, from August 2019 to May 2020. Specific Level of Effort (LoE) will be agreed upon in consultation with NI and SETSAN.



## Management and Reporting/Coordination mechanism

- The lead consultant will report to SETSAN Executive Secretary who is the SUN Focal Point or her designate.
- The SUN Focal Point will facilitate the operational linkages with MEF, PMARDC Technical Working groups, SUN Networks, line ministries and other stakeholders under this TA.
- 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.
- 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.

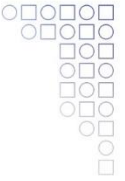
## Profile/qualifications of consultant

### Lead Consultant

- Post-graduate or doctoral-level qualifications the following fields; Finance, Planning, Economics, Public Health and Applied Sciences or related areas.
- A minimum of 10 years' experience in the field of development sector including consultancy work with the Government and development partners in nutrition, health, food security or related fields.
- Excellent knowledge of Mozambique health, food security and nutrition landscape and programmes.
- Specific experience in costing, budgeting, tracking expenditures and resource mobilization and multi-sectoral engagement in nutrition related areas.
- Experience of providing strategic policy advice to national and sub-national governments.
- Experience in program design and M&E in combination with specialized experience in food security, health or nutrition will be added 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 tight and/or frequently changing deadlines.

### Other Consultants

- At least 5-10 years of experience in planning, design, M&E, costing and tracking of nutrition, food security, health and other related programs
- Excellent knowledge of Mozambique food security and nutrition landscape and programmes.
- 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 financial tracking and resource mobilization
- Excellent communication, analytical and writing skills
- Demonstrated ability to deliver quality results within tight and/or frequently changing deadlines



- Experience developing capacity building materials and processes, and delivering associated activities.

### **Language Skills**

Fluency in written and spoken Portuguese and English is mandatory

- Applicants may consider a team of both national and international consultants

## **Application Process**

Proposals should be submitted by email to [TechnicalAssistance@nutritionintl.org](mailto:TechnicalAssistance@nutritionintl.org) before close of business, 13 July 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.
- 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 gender equality. Consultants are required to indicate how they will ensure that gender equality considerations are included in the provision of technical assistance.