



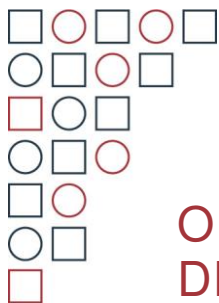
Expression of Interest No: 13-03-2024

# Organizational and System Development Consultant

March 13, 2024

**Deadline for receipt of submissions:  
31<sup>st</sup> March 2024 at 11.59pm Ottawa time**





## ORGANIZATIONAL AND SYSTEM DEVELOPMENT CONSULTANT

### TERMS OF REFERENCE (ToRs)

Nutrition International is recruiting an individual Consultant to perform the duties specified in this ToR. Nutrition International is committed to the fundamental principles of equal employment opportunity. Women are encouraged to apply.

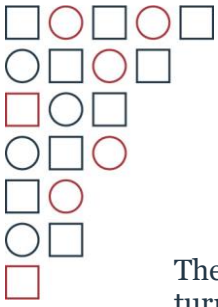
### BACKGROUND AND RATIONALE

Globally, stunting among children under 5 years of age is one of the most significant impediments to human development. It has long term consequences including increased risk of reduced cognitive development, poor school performance, reduced earnings as adults, and non-communicable diseases (NCDs) later in life. The World Health Assembly has a target to reduce childhood stunting among under-fives by 40% by 2025. Addressing stunting has therefore been one of the highest priorities for many countries, especially those where stunting rates are very high as in Timor-Leste.

According to the Timor-Leste Food and Nutrition Survey 2020, 47% of children under five years are stunted. Although the country has achieved an 11% decrease in childhood stunting since 2010, there is a need to accelerate action if the WHA and SDG2 targets are to be achieved. In addition, the prevalence of micronutrient deficiencies (in particular, anemia), remain high in men, women and children (DHS, 2016) and undernutrition is widespread across all municipalities, socioeconomic groups and in rural and urban areas. In addition, overweight and obesity is increasing in women of reproductive age (WRA) with a 3-fold increase since 2010 and a higher prevalence in urban areas.

In response to this situation, the Government of Timor-Leste is taking significant measures in its commitment to improving the nutrition situation in the country, escalating efforts to achieve the goals and targets outlined in the SDG2 Consolidated National Action Plan for Nutrition and Food Security (SDG2 CNAP-NFS). The measures include:

- Developing key policy documents, namely the National Strategic Development Plan (SDP) (2011-2030), the National Health Sector Strategic Plan II (2011-2030), the National Action Plan for a Hunger and Malnutrition-Free Timor-Leste (PAN-HAM-TIL) (2015-2025) and the National Health Sector Nutrition Strategic Plan (2022-2026). A National Stunting Action Plan is also now under development.
- Establishing a National Mission Unit for Combating Stunting (UNMICS), through Decree Law 91/2002, and through the IX Constitutional Government's Organic law article 14<sup>th</sup>, of Decree Law no. 46/2023 defined for UNMICS to directly report to the Vice Prime Minister and Coordinator Minister for Social Affairs.
- Pledging 10 million Dollars of new funding to implement health sector priorities in the SDG2 CNAP-NFS



- Approval of the International Code of Marketing of Breast-milk Substitutes.
- Signing up to the SUN Movement in 2022.

The Government of Timor-Leste is therefore taking concrete measures in policy, and to turn policy into action. Development partners are actively supporting nutrition-specific and nutrition-sensitive programs and interventions. However, this greater complexity in policy and action creates demands on organizational and systems capacity that must be addressed, while calling for greater alignment and effective coordination across agencies and sectors. As such, the Government of Timor-Leste has expressed the need for technical assistance (TA) in coordination and monitoring (including tracking and reporting) mechanisms in support of its targets for the reduction of all forms of malnutrition.

Since December 2022, Nutrition International (NI) has been in discussions with the key members of UNMICS to better understand technical assistance needs for addressing malnutrition in Timor-Leste. By signing a Memorandum of Understanding (MoU) with UNMICS on February 22, 2024, Nutrition International has expressed its commitment to provide technical assistance and evidence-based knowledge to UNMICS that will strengthen the Government's efforts to combat child stunting and other forms of malnutrition.

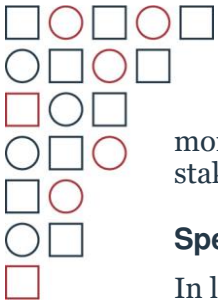
The leadership of UNMICS has requested NI to support the design, testing and establishment of a national coordination system, and to support the design and implementation of a progress monitoring, tracking and reporting mechanism, which will cover all aspects of government and partner actions in nutrition-specific and nutrition-sensitive programming. A scoping visit was organized by NI to Timor-Leste in February 2024 to develop a better understanding of the nutrition context in the country. It was observed that while there is alignment across different ministries and sectors related to nutrition, specific efforts need to be undertaken to ensure that there is strengthened and sustained coordination at the national and municipal levels. It was also emphasised that the strengthening of the coordination system and establishment of a monitoring mechanism will enable the Vice Prime Minister and Coordinator Minister for Social Affairs to oversee and ensure accountability of the work by key ministries and the assistance provided by cooperating partners, in addressing the major nutrition challenges.

Within the scope of the Memorandum of Understanding, this Terms of Reference covers the provision of an Organizational and Systems Development Consultant to UNMICS to support the design, development, and operationalization of i) a strengthened coordination system and ii) a monitoring, tracking and reporting mechanism. These will enable UNMICS fulfil its mandated role in pursuit of the national mission and established targets for the reduction of child stunting and improvement of nutrition, through a multi-sectoral and multi-level approach.

## **OBJECTIVES**

### **Overall objective**

The overall objective of this Consultancy is to support the Government of Timor-Leste, and more specifically, UNMICS, to develop and operationalize a strengthened national coordination system to optimize the gains from the efforts of all involved Ministries, agencies and cooperating partners, and also to develop and operationalize a system for

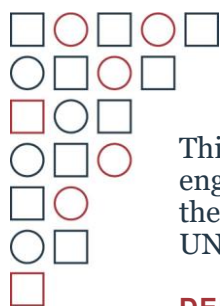


monitoring, tracking and reporting on the programming and delivery by all key stakeholders to reduce child stunting and improve nutrition.

### **Specific objectives**

In line with the priorities outlined in SDG2 CNAP-NFS, the National Action Plan for Stunting and the UNMICS action plan, using global and national best practice experience and working with national and sub-national counterparts, in close consultation with all key stakeholders, the specific objectives and activities of this Consultancy are the following:

1. Building on existing arrangements, to consult on, propose and design a state-of-the-art national coordination system for the effective strategic management, oversight and guidance by the Government of programming efforts to improve nutrition in all its forms, which will encompass all involved national planning and implementing Ministries as well as all key cooperating partners, including by proposing details of the management, support and ongoing operation of the coordinating mechanism, which may operate distinctly at both strategic and technical levels.
2. Related to the first objective above, to review, recommend and support the implementation of the best means of coordination on nutrition-specific and nutrition-sensitive programming and implementation, in a sustained manner, between the national-level mechanism and the relevant Municipality-level agencies and authorities.
3. To consult on, propose, design and support the implementation of a mechanism for the monitoring, tracking, reporting on, and periodic assessment of, all significant nutrition-specific and nutrition-sensitive programming, spending and implementation activities by national Ministries, and the support provided and activities implemented by all cooperating partners, to address the various main forms of malnutrition, in relation to national and sub-national targets.
4. To propose and elaborate the means of data and information collection for the monitoring, tracking and reporting mechanism above; the management and staffing of the mechanism; the resources, contributions and levels of effort required from various agencies for its effective functioning; and the means of information analysis, reporting and assessment of implementation and gaps in progress, spending and resource provision to be generated by the mechanism.
5. To provide technical and operational support to UNMICS in order to effectively establish, test, refine and institutionalize the strengthened coordination system and the monitoring, tracking and reporting mechanism on a well-functioning, ongoing basis at national level, with linkage to the Municipality level as agreed.
6. To support UNMICS in developing communication materials and content for the dissemination of activities and achievements in the fight against malnutrition in Timor-Leste through various online virtual platforms.
7. Other, related technical support to UNMICS as may be needed and agreed, including in its function as Scaling Up Nutrition (SUN) national coordination unit.



This Organizational and Systems Development Consultancy forms part of a wider engagement of Nutrition International in support of UNMICS and the Government in the fight against malnutrition, as envisaged by the MOU. The consultant, placed with UNMICS, will be mandated to achieve only those objectives mentioned in this ToR.

### DELIVERABLE

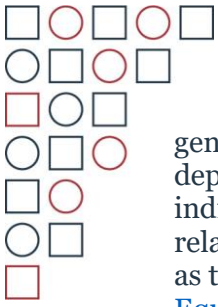
Item	Deliverables	Expected Completion Date
1	Review of existing arrangements for inter-sectoral and multi-level coordination, based on consultation	Month 1
2	Proposal of options for strengthening of the coordination system, taking international best practice into account	Month 2
3	Detailed design and procedures for the strengthened coordination system	Month 3
4	Support to UNMICS to launch the strengthened coordination system	Month 4
5	Report with options and recommendations for design and operation of a Multisectoral Monitoring, Tracking and Reporting mechanism for nutrition-specific and nutrition-sensitive programming, taking international best practice into account	Month 5
6	Ongoing support to UNMICS for the operationalization, refinement, and maintenance of the agreed Monitoring, Tracking and Reporting mechanism	Month 6 – 10
7	On-going support to UNMICS for implementation and refinement of the coordination system	Month 6 – 10
8	On-going support to UNMICS for the development of reports and communication materials for the assessment and dissemination of progress	Months 2 – 10

### EXPECTED RESULTS

The result of the Consultancy will be the establishment of a strengthened and sustained Multi-sectoral Nutrition coordination system and a related monitoring, tracking and reporting mechanism, with the full involvement of all key national Ministries and cooperating partners, which provides the Government with strategic oversight and detailed analysis of programme progress and actions taken towards meeting the national nutrition goals as a result of programme delivery across all key sectors.

### 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



gender equality integration 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. Nutrition International's gender equality strategy as well as tools to support gender mainstreaming can be accessed here: [Program Gender Equality Strategy](#).

#### **TIMELINE**

The consultant will be hired for a period of 10 months, starting from May 2024.

#### **STATION / LOCATION**

- The consultant will be located in the office of UNMICS in Dili, Timor Leste.
- There will be some travel to the municipalities within Timor-Leste as and when required. Local travel under this consultancy will be supported by Nutrition International based on prior approval by NI team and Executive Director of UNMICS. Travel allowance is as per the standard rates of the organization.

#### **MANAGEMENT AND REPORTING/COORDINATION MECHANISM**

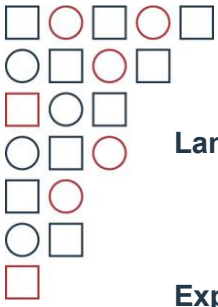
- The Consultant will report to the Nutrition International HQ Technical Lead and the Asia Regional Manager, NTEAM as well as to the UNMICS Executive Director.
- The Consultant will work under the direct, day-to-day supervision of Executive Director of UNIMICS, under the Coordinator Minister for Social Affairs.
- NI will provide the funding for the assignment, and payments will be subject to satisfactory performance by the Consultant and the reaching of the deliverables agreed upon at the time of contract signing.

#### **PROFILE/ QUALIFICATIONS OF CONSULTANT**

The Consultant should have the following profile:

##### **Education:**

- Post-graduate qualification in social development, health, nutrition, or behaviour sciences.
- Knowledge of nutrition policy issues, government structure, and programming will be an advantage.



### Language Skills:

- High written and oral capability in English.
- Proficiency in Tetum is mandatory.

### Experience:

- At least 5 years of successful experience of working in relevant sector with government and development partners in Timor Leste.
- Demonstrated good understanding of government structure and bureaucracy.
- Relevant experience in organizational and systems development will be an advantage.
- Demonstrated application of gender equality principles to practical development situations.
- Demonstrated ability to develop various communication materials for nutrition and health campaigns.

### APPLICATION PROCESS

Interested Consultants are invited to submit the following by email to [TechnicalAssistance@NutritionIntl.org](mailto:TechnicalAssistance@NutritionIntl.org) , copying [rmorgan@NutritionIntl.org](mailto:rmorgan@NutritionIntl.org) by March 31, 23:59pm in Ottawa.

1. Up-to-date curriculum vitae or resume.
2. Cover Letter/ Suitability statement for the consultancy.

Additionally, applicants are expected to complete the [Technical Assistance Provider Recruitment Form - Nutrition International \(nutritionintl.org\)](https://nutritionintl.org).

\* The award of this Consultancy contract will be contingent on project funding availability.