



**TERMS OF REFERENCE FOR CONSULTANTS AND INDIVIDUAL CONTRACTORS
Syria Country Office**

ASSIGNMENT SOURCE:

National

International

TITLE OF THE CONSULTANT: INTERNATIONAL CONSULTANT TO SUPPORT THE DEVELOPMENT OF THE NATIONAL MULTI-SECTORAL NUTRITION STRATEGY (2026 TO 2029) FOR SYRIA

SECTION IN CHARGE: NUTRITION

BACKGROUND (RATIONALE AND CONTEXT):

The children of Syria have endured close to 14 years of a humanitarian crisis resulting in a devastating impact on their health and nutrition situation. Prior to the crisis, Syria was on track to achieve its global targets for nutrition however, during the crisis most of the indicators have either stagnated or are veering off track. The end of 2024 saw significant military, economic, social, and political changes, culminating in the collapse of the Syrian government led by Bashar al-Assad and the ushering in of the transitional government led by HTS. The beginning of 2025 is a new dawn characterized the shaping of the transitional government including restructuring and redefining institutional leadership and governance. While the nutrition leadership in Syria is confined to the Ministry of Health there is no documented strategy clearly articulating the strategic direction on how to protect and achieve the rights of women and children to good nutrition. Moreover, available evidence from the Lancet Series (2008) and subsequent updates indicate that the health sector is just one of the many sectors that contribute good nutrition and underscores the importance of multisectoral collaboration. To achieve good nutrition, UNICEF global nutrition strategy 2020-2030 calls for a systems approach which involves 5 key systems: Health, WASH, Education, Social Protection, and the Food system.

From a programmatic point of view, the current leadership transition is an opportunity for advocacy to elevate nutrition as a top priority that contributes to sustainable economic development of a new Syria. Thus, the Ministry of Health in collaboration with UNICEF and the nutrition community in Syria is leading the development of multisectoral national nutrition strategy to serve as a roadmap informing the new authorities and partners on the strategic direction necessary to take Syria back on the trajectory to achieve its global nutrition goals.

The National Multi-Sectoral Nutrition Strategy will broadly define what Syria will do over a span of four years (2026-2029) to protect and promote the rights of children and women to good nutrition. It serves as a road map that guides the government in setting priorities, allocating resources required to reverse the current trend and bring Syria back on track and accelerate the achievement the global nutrition goals. By aligning government resources around common goals and strategies, the National Multi-Sectoral Nutrition Strategy will enable government and partners to achieve greater coherence and impact in their early recovery and development efforts. Additionally, it will help development partners to make strategic choices and prioritization, ensuring that resources are focused on the most critical areas for advancing the right to good nutrition of the most vulnerable. The National Multi-Sectoral Nutrition Strategy will also act as a vital communication tool, articulating what government aims to achieve for children and how it plans to contribute to the Sustainable Development Goals. It will provide a clear framework for engaging with donors, partners and government authorities while fostering accountability for delivering results.

OBJECTIVES OF THE CONTRACT (PURPOSE OF THE ASSIGNMENT):

Based on the above analysis and justification, UNICEF seeks to recruit a suitably qualified international consultant to support the Ministry of Health and partners to develop a National Multi-sectoral Nutrition Strategy. The process will include the following five key phases:

Phase 1: Analysis

Taking stock of the nutrition situation of women and children and the changes required to put Syria back on track with the global nutrition goals. This phase entails conducting multiple strands of comprehensive analyses to guide the development of the strategy. The analysis phase will involve a detailed desk review of the existing evidence and developing future projection of trends. This may include field visits to engage with service providers including where applicable holding key informant interviews with stake holders.

Phase 2: Strategy

Building on the insights from the analysis phase, this phase will define the What and How including linking results, strategies, and enablers. The strategy phase will focus on developing the conceptual and causal logic of the entire strategy that will lead to an outcome-focused strategy geared to a level that is significant enough to see the changes that can be generated through multisectoral collaboration. This phase will develop a high-level theory of change that responds to the key findings and outlines clear pathways for accelerating progress towards the global nutrition goals. The theory of change will help government to define priorities to achieve the desired results and will reflect contributions from across the spectrum of relevant sectors.

Phase 3: Results and measurements

Based on the theory of change developed in phase 2, this phase will outline the proposed results at the impact, outcome and output levels, and corresponding indicators to measure progress. This phase will define the results chain and framework for the new strategy, including results, targets, and indicators.

Phase 4: Consolidation and drafting.

This phase will consolidate the analyses and recommendations derived from the development of the theory of change and the results framework into a cohesive narrative for the nutrition strategy and the drafts of the related suite of supporting documents its annexes. The consolidated draft will be presented to stakeholders for refinement and endorsement from stakeholders.

Phase 5: Communication and finalization

The final consolidated strategy will be summarized in PowerPoint form for high level advocacy to stakeholders including government officials, heads of agencies and donors.

LOCATION (GEOGRAPHIC AREA/ DUTY STATION): (Damascus - Hybrid working modality)

On-site working days: 14 days Subject to the VISA approval, otherwise, the assignment cannot be done fully remotely.

Off-site working days: 66 days.

Field Missions/Travel: 0

DURATION:

The selected consultant will work for the period of 80 working days within 12 months period. It is envisaged that 66 workdays will be spent out of the county and 14 workdays in the country. The exact schedule of the activities will be

agreed with the consultant based on the consultancy implementation progress. The deadline for submission of final deliverables to UNICEF is by the end of the contract.

SUPERVISOR: The consultant will be supervised and report to UNICEF Nutrition Manager. The consultant will work on daily basis with the Nutrition Section in Damascus.

CHILD SAFEGUARDING:

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

Yes No If Yes, check all that apply:

Direct contact role: Yes No

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role: Yes No

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

DESCRIPTION OF ASSIGNMENT (TASKS, SMART DELIVERABLES, DEADLINES):

Tasks/Milestone	End Products/ Deliverables	Duration/ Deadline	Estimate Budget
Review and synthesize publicly available multi-sectoral knowledge and evidence to inform the development of the nutrition strategy.	One analytical paper (max 5 pages) summarizing the multisectoral analysis of the nutrition situation of women and children	12 working days to be completed remotely. To be delivered after 6 weeks from the signing of the contract.	Daily rate X 12 working days
Define the What and How: linking results, strategies, and enablers from multiple sectors contributing to nutrition.	One synthesis paper (max 5 pages) summarizing the conceptual and causal logic of the entire nutrition strategy	16 working days of which 4 days will be in country to organize the in-country workshop. To be delivered 12 Weeks from deliverable one.	Daily rate X 16 working days

Define the results framework for the nutrition strategy, including results, targets, and indicators.	One results framework including results chain and measurement indicators	16 working days completed, out of which 5 days should be completed in-country for the physical presentation and validation of the results framework by stakeholders. To be delivered 8 weeks from deliverable two.	Daily rate X 16 working days
Consolidate steps 1 to 3 above and develop a full set of the nutrition strategy documents, including the narrative, Theory of Change, and Results Framework.	One consolidated national multisectoral nutrition strategy and results framework	26 working days completed remotely. To be delivered 8 weeks from deliverable three.	Daily rate X 26 working days
Disseminate the new strategy to stakeholders.	One PowerPoint file presented to stakeholders summarizing the strategy and its development process	10 working days completed out of which 5 days should be completed in-country presentation of the final documents. To be delivered 8 weeks from deliverable four.	Daily rate X 10 working days

REPORTING REQUIREMENTS (IF APPLICABLE): As indicated in the above table

TRAVEL CONSIDERATIONS (PLEASE CHECK IF APPLICABLE):

None Commencement travel Mission travel (schedule/itinerary required):

From Home country to Damascus, Syria _____

Should “mission travel” be required, UNICEF will pay for travel-related expenses directly on the contract, upon consumption. However, this will be subject to the following prerequisites: Security Clearance through the Travel Request Information Process (TRIP) system, the BSAFE Security Training, Travel Visa, and liability waiver.

Travel cost shall be calculated based on economy class travel, regardless of the length of travel. Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC at <http://icsc.un.org>). The consultant must travel on UNICEF-approved airlines.

Remark:

Individuals engaged under a consultancy contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein; such as sick leave; adoption leave, Paid Time Off or any other kind of leave within the period of their contracts. Consultants are responsible and certify that they are fully covered by adequate medical/health insurance and that, if required to travel beyond commuting distance from their usual place or residence to UNICEF (other than to duty station(s) with hardship ratings “H” and “A”, under the list available at icsc.un.org) the Consultant’s medical/health insurance covers medical evacuations.

Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants. Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

QUALIFICATION REQUIREMENTS:

1. Academic qualifications:

- Master's degree in public health/nutrition or a related field.
- A first-level university degree with additional 2 years of required relevant experience may be accepted in lieu of the advanced university degree.

2. Work experience / Technical competencies:

- Minimum of 8 years of experience and knowledge of policy and strategy development.
- Demonstrated evidence of having worked on developing public health policies or strategies at global or country level.
- Demonstrated writing and oral communication skills, in particular for the development of technical documents.

3. Competencies:

UNICEF competencies:

- Demonstrates Self Awareness and Ethical Awareness (2)
- Works Collaboratively with others (2)
- Builds and Maintains Partnerships (2)
- Innovates and Embraces Change (2)
- Drive to achieve results for impact
- Manages ambiguity and complexity
- Thinks and acts strategically

4. Language requirement:

Fluency in English (both written and verbal) is required. Knowledge of Arabic language is a MUST.

EVALUATION PROCESS (OF APPLICATIONS):

Qualified candidates are requested to submit:

1. Applications through UNICEF's Talent Management System (TMS)
2. Cover Letter
3. CV.
4. Financial quote as lump sum for professional fees only, Travel & Daily Subsistence Allowance (DSA) will be covered by UNICEF Syria.
5. Examples of previous work/proposed methodology/approach to managing the project
6. At least 3 Referees from Direct Supervisors

Shortlisted applicants may be invited for further technical assessment. Final recommendation will be made based on "best value for money", i.e. the hiring section/office shall normally select the individual who quoted the lowest fee from among the candidates who are assessed as suitable for achieving all tasks on time, as per the criteria stipulated in this ToR, and based on the outcome of the evaluation/assessment conducted.

PAYMENT SCHEDULE:

Select proposed methodology: By Deliverable

The payment of professional fees will be made in five installments, as indicated in the Description of Assignment schedule, against the submission of the deliverables and UNICEF acceptance and approval.

UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.