

TERMS OF REFERENCE

Health and Nutrition Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Bissau, Guinea-Bissau, remote + travel
DURATION OF CONTRACT	4 months

Purpose of Assignment

The purpose of this consultancy is to provide technical and operational support to UNICEF Guinea-Bissau and national partners for the effective implementation, coordination, monitoring and documentation of priority interventions in health and nutrition, with a particular focus on: i) Community health; ii) Nutrition; iii) Climate-resilient health and nutrition systems; vi) Integrated primary health care (PHC) service delivery in vulnerable, rural and hard-to-reach communities.

Scope of Work

Background:

Guinea-Bissau stands at a critical juncture, shaped by persistent political instability, recurrent institutional disruptions, limited fiscal space, weak institutions, and exposure to climate shocks. These factors continue to constrain governance, public service delivery, and long-term planning, while compounding the country's fragility. The country faces severe health-related human capital deficits, reflected in some of the highest maternal and child mortality rates globally. The maternal mortality ratio remains very high, at around 505 deaths per 100,000 live births, while child survival remains fragile despite some progress. Chronic malnutrition continues to undermine child development, learning, and future productivity. Declining immunization coverage also signals weaknesses in primary healthcare delivery and continuity of essential services. In addition, adolescent fertility remains high, at approximately 82 births per 1,000 girls aged 15–19, compounding health risks and limiting girls' life opportunities. These challenges contribute to low overall human capital outcomes.

Children born in Guinea-Bissau today are at risk of achieving only a fraction of their full productive potential due to persistent gaps in health, nutrition, education, and protection systems. Ending preventable maternal, newborn and child deaths, reducing malnutrition, and promoting the health and development of children and adolescents are therefore critical priorities for advancing child rights, strengthening human capital, and achieving the Sustainable Development Goals.

In addition, children in Guinea-Bissau are among the most vulnerable to climate change in the world. According to UNICEF's Climate Risk for Children Report 2026, children are increasingly exposed to multiple and overlapping climate shocks, including floods, droughts, extreme heat, and coastal hazards, while also facing limited access to resilient health, nutrition, WASH, and education services. This dangerous combination threatens children's survival, development, protection, and learning, particularly in rural and hard-to-reach communities where service delivery systems are already fragile. The report calls for urgent, child-centered climate action to strengthen shock-responsive social services and community systems, ensuring that the most vulnerable children are protected and better equipped to withstand the growing impacts of climate change.

In recent years, the Ministry of Public Health validated the National Health Development Plan 2023–2028, which aims to reduce maternal, neonatal and infant mortality, and to control and eliminate vaccine-preventable diseases. The country. The National Strategy on Maternal, Neonatal and Adolescent Health and Every Newborn Action Plan aim to improve the availability and quality of maternal and neonatal care, including through efforts to

reduce preventable newborn deaths. In addition, a new Community Health Strategy is being prepared.

Guinea-Bissau has recently secured strategic and high-value investment opportunities that will shape the future of the country's health and nutrition sector. These include the Global Fund GC8 proposal, with a growing emphasis on health systems strengthening, community health, climate and health, and resilience-building interventions; the Gavi 6.0 investment cycle, aimed at strengthening immunization and primary health care systems; the World Bank's performance-based budget funding and the development of UNICEF's new Country Programme Document (CPD). These interconnected processes present a unique opportunity to strengthen national systems, mobilize resources, and advance integrated, child-centered and climate-resilient approaches to health and nutrition. They are also critical for reinforcing UNICEF's strategic positioning, demonstrating its comparative advantage, and ensuring that future investments contribute to accelerated and sustainable improvements in maternal, newborn, child and adolescent health and nutrition outcomes across Guinea-Bissau. The development of the new Country Programme provides a critical opportunity to reassess strategic positioning, strengthen partnerships, and identify innovative approaches that enhance sustainability, effectiveness, and value for money.

Within this context, UNICEF Guinea-Bissau seeks to recruit a Health and Nutrition Consultant to help UNICEF Guinea-Bissau define a focused and feasible role for its health and nutrition programme in the next Country Programme. The consultant will work under the direct supervision of the Chief CSD.

Scope of work:

The consultant will provide strategic and technical support to UNICEF Guinea-Bissau and national partners to inform the 2028–2032 Country Programme and strengthen equitable, integrated and sustainable health and nutrition services. The assignment will cover community health, immunization, nutrition, and climate resilience, with particular attention to underserved populations and government ownership.

The consultant will review relevant policies, programme reports, evaluations, financing information and available data; consult UNICEF, government counterparts and relevant partners; and undertake a mission to Guinea-Bissau to inform the analysis and discuss recommendations. The consultant will be responsible for preparing the following analyses, strategic documents and actionable roadmaps.

1. Community health: strategic positioning, institutionalization and sustainable financing

- Assess the Community Health Worker Programme's implementation arrangements, results, bottlenecks and contribution to equitable access to health and nutrition services.
- Map key programme functions currently supported by UNICEF, including planning, capacity development, supervision, incentive payments, monitoring and reporting, and identify requirements for their progressive institutionalization.
- Consult national counterparts and partners to assess institutional capacity, clarify responsibilities and identify feasible approaches to strengthening government ownership.
- Prepare a concept note defining UNICEF's strategic priorities, comparative advantage, proposed interventions, partnerships, expected results and indicators for the 2028–2032 programme cycle.
- Develop a phased institutionalization roadmap specifying priority actions, responsible institutions, capacity requirements, milestones and arrangements for monitoring progress.
- Conduct a fiscal-space analysis covering current and projected programme costs, domestic and external financing, financing gaps and at least three feasible options for sustainable financing.

2. Immunization: programme performance, equity and sustainability

- Review immunization performance and analyse at least six critical bottlenecks, covering financing, service delivery, equity, integration with primary health care, cold chain and supply systems, human resources, and data quality.
- Assess domestic financing and vaccine co-financing constraints, dependence on external resources, and the operational financing required for routine and outreach services.
- Identify priority approaches to reach zero-dose and under-immunized children, informed by geographic and population-specific barriers to access.
- Examine opportunities to integrate immunization more effectively with community health and maternal and child health services.
- Define UNICEF's comparative advantage and recommended contribution under Gavi 6.0 and other relevant financing platforms.
- Facilitate technical discussions with UNICEF, government counterparts and partners to review and validate the findings and recommendations.
- Produce an immunization strategic reflection note and a costed priority action plan specifying actions, timelines, responsible actors, measurable indicators and indicative costs.

3. Nutrition: strategic priorities, investment and multisectoral integration

- Analyze available evidence on stunting, wasting, micronutrient deficiencies and other forms of malnutrition among children under five, adolescents, and pregnant and lactating women.
- Assess the main determinants, service-delivery bottlenecks and inequities affecting nutrition outcomes, including feeding practices, access to health services, food insecurity, gender-related barriers and climate-related shocks.
- Review the coverage and quality of preventive nutrition interventions and community-based approaches for early detection, referral and management of acute malnutrition.
- Identify opportunities to integrate nutrition interventions into community health, maternal, newborn, child and adolescent health services, WASH, education, social protection and food systems.
- Prepare a national nutrition fact sheet summarizing key indicators, inequalities, programme gaps and priorities, with clear identification of data sources and limitations.
- Develop a nutrition investment case presenting the cost of inaction, estimated investment requirements to achieve defined reductions in malnutrition, and expected returns, making assumptions explicit.
- Prepare a strategic concept note and an actionable roadmap for scaling up high-impact nutrition-specific and nutrition-sensitive interventions, including priorities, responsibilities, sequencing, financing needs and monitoring indicators.
- Discuss the proposed priorities with national stakeholders and identify opportunities to strengthen coordination, financing and sustainability.

4. Climate-resilient health and nutrition programming

- Identify the principal climate hazards, geographic vulnerabilities and service-delivery risks affecting children and women, particularly in rural and hard-to-reach communities.
- Assess the implications of these risks for community health, immunization and nutrition services, including continuity of access and delivery.
- Recommend at least five feasible, child-centered adaptation and resilience measures that can be integrated into health and nutrition programming.
- Propose measurable indicators for incorporation into the 2028–2032 Country Programme.
- Identify entry points within government plans and relevant financing mechanisms, including the Global Fund, Gavi and other partners.
- Consolidate the findings and recommendations into a concise analytical brief.

Across all components, the consultant will ensure coherence between the proposed strategies, apply an equity and gender lens, document evidence gaps and analytical assumptions, and incorporate consolidated feedback from UNICEF and relevant national counterparts into the final deliverables. All outputs will be submitted according to the deadlines specified in the deliverables table.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Provide strategic and technical support to strengthen UNICEF's contribution to the national Community Health Worker (CHW) Programme, with the objective of enhancing equitable access to quality community-based health and nutrition services for children, adolescents, and women. This will include developing strategic documentation to inform the next Country Programme. The assignment will support the development of a roadmap for the institutionalization of key CHW Programme functions implemented by UNICEF, and fiscal space analysis for financial sustainability.	Deliverable 1 1. A concise concept note defining UNICEF Guinea-Bissau's strategic priorities, comparative advantage, proposed interventions, partnerships, expected results and indicators for the 2028–2032 programme cycle; 2. A phased institutionalization roadmap identifying the key steps, approaches and milestones to ensure government ownership and sustainability of the Community Health Programme in Guinea Bissau 3. A fiscal-space analysis presenting current and projected programme costs, available domestic and external financing, the financing gap, and at least three feasible financing options for programme sustainability.	15.01.2027
Provide strategic and technical support to UNICEF and national partners to reflect on the current immunization programme in Guinea-Bissau, with particular attention to the country's challenges related to vaccine financing and sustainability. The assignment will include a review of key bottlenecks affecting immunization performance, including domestic financing gaps, reliance on external funding, operational costs for outreach services, cold chain and supply systems, human resources,	Deliverable 2 A validated immunization strategic reflection note and costed priority action plan that: • Analyses at least six critical bottlenecks affecting immunization performance, financing, equity, service integration, supply systems and data quality; • Identifies priority approaches for reaching zero-dose and under-	31.01.2027

data quality, and access to zero-dose and under-immunized children. In line with the Gavi 6.0 strategic direction, which emphasizes sustainable, country-led immunization financing, integration with primary health care, and prioritization of zero-dose and missed communities, the assignment will support the development of strategic recommendations to position immunization as an entry point for stronger, more equitable and resilient primary health care services in Guinea-Bissau. The work will also support UNICEF's engagement in policy dialogue and partner coordination around immunization sustainability, including identifying opportunities to strengthen national ownership, improve planning and budgeting, enhance integration with community health and maternal and child health services, and ensure that future investments under Gavi 6.0 and other financing platforms contribute to long-term system strengthening.	immunized children; • Defines UNICEF's comparative advantage and recommended contribution under Gavi 6.0 and other financing platforms; and • Presents prioritized actions, implementation timelines, responsible actors, measurable indicators and indicative costs for strengthening an equitable, sustainable and primary-health-care-integrated immunization programme.	
Provide strategic and technical support to UNICEF and national partners to strengthen the prevention and management of undernutrition among children under five years of age, adolescents, and pregnant and lactating women through integrated, multisectoral approaches. The assignment will include an analysis of the key determinants, bottlenecks, and inequities affecting nutrition outcomes, including access to quality health services, infant and young child feeding practices, micronutrient deficiencies, food insecurity, gender-related barriers, and the growing impact of climate-	Deliverable 3 Concept Note with Strategic recommendations and an actionable roadmap to scale up high-impact, nutrition-specific and nutrition-sensitive interventions, strengthen health and community systems, improve resilience to climate and other shocks, and accelerate equitable nutrition outcomes for children, adolescents, and women in Guinea-Bissau. Comprehensive National nutrition fact sheet and national nutrition investment case, including an analysis of the cost of inaction,	26.02.2027

related shocks on nutrition vulnerability. The work will support the development of a strategic roadmap to accelerate progress towards reducing stunting, wasting, and other forms of malnutrition, with a focus on high-burden and underserved populations. This will include identifying opportunities to strengthen the integration of nutrition interventions within community health, maternal, newborn, child and adolescent health services, social protection, WASH, education, and food systems. Particular attention will be given to strengthening community-based platforms for early detection, referral, and management of acute malnutrition, while enhancing preventive interventions across the life cycle. The assignment will also support policy dialogue and stakeholder engagement to improve coordination, financing, and sustainability of nutrition interventions.	required investment to achieve targeted reductions in malnutrition, and expected returns. Roadmap to accelerate progress towards reducing stunting, wasting, and other forms of malnutrition	
Provide strategic and technical support to identify and advance opportunities for integrating climate adaptation and resilience into health and nutrition programming. Contribute to the development and implementation of child-centered climate, health, and nutrition approaches, with a particular focus on vulnerable rural and hard-to-reach communities.	Deliverable 4 A concise analytical brief on climate-resilient health and nutrition programming that: • Identifies the principal climate hazards, geographic vulnerabilities and service-delivery risks affecting children and women in Guinea-Bissau; • Assesses their implications for community health, immunization and nutrition services; • Recommends at least five feasible, child-centered	15.03.2027

	adaptation and resilience-building measures; • Proposes measurable indicators for incorporation into the new Country Programme; and • Identifies potential entry points within government plans and major financing mechanisms, including the Global Fund, Gavi and other relevant partners.	
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Payment Schedule:

Payment will be made on submission and acceptance of deliverables. 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.

Important Notes

- Individuals engaged under a consultancy or individual 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 leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors 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.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

**QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES
(CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT**

- Minimum requirements:
- Education: Advanced university (Masters) degree in Public Health, Epidemiology, Health Services Management, and other relevant fields.
- Work Experience:
- At least 8 years of experience in maternal, newborn and child health, community health, primary healthcare and/or nutrition
- Experience supporting government-led health systems strengthening initiatives.
- Strong organizational, communication, and writing skills
- Skills:
- Strong knowledge of health systems, primary healthcare, community health and nutrition programming.
- Strong analytical, writing and documentation skills.
- Ability to facilitate technical discussions and coordinate with multiple stakeholders.
- Good understanding of results-based management and equity-focused programming.
- Experience in Fiscal Space analysis and development of costed action plans or programmes

- Knowledge of climate-resilient health systems and shock-responsive programming
 - Capacity to work independently and deliver quality outputs within tight deadlines.
 - Strong interpersonal and communication skills.
 - Language Requirements: English, Knowledge of Portuguese or Spanish is an advantage
 - Desirables:
 - Strong knowledge of health systems, primary healthcare, community health and nutrition programming.
 - Strong analytical, writing and documentation skills
 - Experience in Fiscal Space analysis and development of costed action plans or programmes
 - Strong analytical, writing and documentation skills.
 - Strong knowledge of data analysis, data interpretation, and the use of analytical tools to support evidence-based decision-making
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