



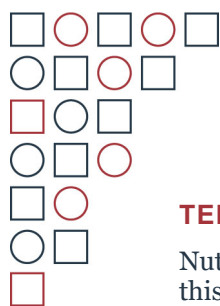
# Expert on Strengthening Multi Sectoral Nutrition Interventions

Date of Issue: October 1<sup>st</sup>, 2026

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**Deadline for receipt of submissions:  
9 October 2026 at 11.59pm Pakistan time**





## 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.

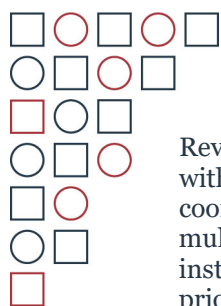
## BACKGROUND AND RATIONALE

Malnutrition both drives and results from poverty, making it a critical constraint on human capital development. Therefore, addressing malnutrition is one of the priorities of the national governments. In Punjab, while the wasting and stunting prevalences have declined over time, they continue to be high. According to MICS 2024, stunting and wasting rate in Punjab are 27.3% and 1.9% respectively. This is linked to a combination of food insecurity, suboptimal dietary behaviors, structural inequalities, and uneven access to essential services which requires coordinated action across multiple sectors. Govt. of Punjab (GoP) has made concerted efforts to strengthening multisectoral collaboration through inter-departmental coordination structures and mechanisms designed to support joint planning, implementation, and monitoring of nutrition-related actions.

One of the important policy measures is the Multisectoral Nutrition Strategy (MSNS) which aims to guide coordinated action for improved nutrition outcomes across key sectors. The GoP has been drafting this multi-year strategies since 2015. This was revised in 2024, through a consultative process engaging key stakeholders to reflect on implementation experience, identify key gaps and priorities, and inform the development of the new strategy. New global evidence on malnutrition as well as country level data on malnutrition rates were also taken into consideration during this process. The goal of this strategy is to improve nutritional status of Punjab's population throughout the lifecycle by providing a framework to all key sectors to prioritize, design and implement high impact nutrition specific and sensitive interventions in order to achieve the SDG by 2030.

Although the MSNS 2024 outlines comprehensive strategic areas and corresponding strategies, implementation remains challenging, particularly in the absence of a dedicated action plan. The other challenges in implementation of MSNS include weak multisectoral and multi stakeholder coordination, fragmented planning and budgeting processes, limited use of data for timely decision-making, and underutilization of existing monitoring and dashboard systems. In addition, linkages between sectoral plans, budgets, and nutrition priorities remain weak, affecting efficient resource allocation and tracking of expenditures.

Addressing these gaps require a strong multisectoral engagement and improved delivery of nutrition-specific and nutrition-sensitive programs across key sectors. To support this, the Government of Punjab (GoP) has established several coordination mechanisms, including, Provincial Steering Committee, District Malnutrition Addressing Committees (DMACs), Tehsil Malnutrition Addressing Committees (TMACs), and Union Council Malnutrition Addressing Committees (UMACs) at the national and sub-national levels These platforms are intended to facilitate the planning, coordination, monitoring, and review of nutrition interventions. However, over time, some coordination and monitoring functions have weakened, and several structures are no longer fully operational which has limited their ability to support sustained implementation and accountability. For example, the Multi-Sectoral Nutrition Centre (MSNC) provided technical backstopping and coordination platform for aligning and converging sectoral nutrition-specific and nutrition-sensitive contributions between 2017 and 2022, but currently it is dormant.



Revitalizing these mechanisms should therefore be a priority. This can be achieved by working with the Planning and Development Board (P&DB), Government of the Punjab to restore regular coordination processes, strengthen decision-tracking, and ensure the effective functioning of multisectoral platforms. As the province's apex planning and development coordination institution, the P&DB is responsible for aligning policies, plans, and resources with development priorities and coordinating action across departments. Although the Board mandate is not specific to nutrition; it has a proven track record of supporting the multisectoral nutrition agenda. Under Punjab's previous Multisectoral Nutrition Strategy (MSNS), a steering committee chaired by the Chairman of the P&DB brought together key sectors, including Agriculture, Food, Social Protection, WASH, and Education, while the operated under the P&DB to facilitate implementation and intersectoral coordination. Given the multisectoral nature of malnutrition, the P&DB's convening and coordination role provides a strong institutional foundation for strengthening cross-sectoral collaboration, implementation, and accountability.

Nutrition International, in consultation with the P&DB, has designed the technical assistance to strengthen government systems and is directly responsive to the Punjab Government's priorities as embedded in the revised MSNS 2024. The proposed area is well aligned with Punjab's commitment to SDG targets, and the P&D Board's mandate to lead multisectoral planning & coordination. Through this project, Health Nutrition and Population (HNP) Section of the P&DB will develop the capacity to make better decisions, hold sectors accountable, and allocate resources more efficiently, leading to improved coverage of nutrition specific and nutrition sensitive interventions and, ultimately, better nutrition outcomes.

## OBJECTIVES

### Overall objective

The overall objective of this Consultancy is to support the Government of Punjab, and more specifically, the Planning and Development Board, Punjab, to strengthen multisectoral nutrition governance, planning and coordination through the operationalization of the Punjab Multisectoral Nutrition Strategy (MSNS).

### Specific objectives

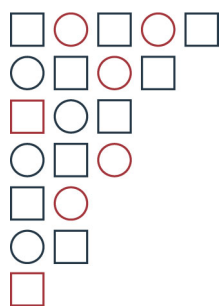
- Review existing MSNS 2024 to identify priority strategies and accordingly develop a gender responsive Multi-sectoral Nutrition Action Plan (MS-NAP) with clear sector roles and a results-based MEL framework.
- Revitalize multisectoral coordination platforms at the province and selected districts, including the Provincial Steering / Technical Committee and Divisional level meetings of DMACs.

## SCOPE OF WORK

To achieve the above objectives, a **Consultant– Technical Advisor** will be engaged, who will work under the guidance of the Senior Chief Health, P&D Board, Punjab and NI CO and global team.

### Objective 1: MSNS review, alignment, and MS-NAP

- Develop a methodology and workplan for the MSNS review and development of nutrition action plan.
- Conduct a review MSNS and assess the alignment with relevant provincial development priorities, sectoral policies, plans, programmes and financing frameworks to identify key gaps, overlaps and opportunities for greater convergence.



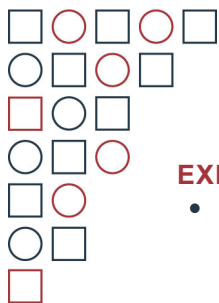
- Facilitate multisectoral stakeholder consultations to validate the review findings, identify implementation bottlenecks, and establish and prioritize strategic and operational actions based on nutrition impact, feasibility, equity, resource availability and implementation readiness
- Develop MSN Action Plan, including clear results, priority actions, responsible agencies, implementation timelines, resource requirements, financing sources and key milestones to ensure alignment with PC1 and sectoral annual plans.
- Conduct an assessment to gauge the need, purpose and scope for costing and its alignment with the budgeting process.
- Conduct a financing gap analysis for priority MSNS actions and identify the actions that are/ can be financed by the government resources.
- Develop a results-based MEL framework, including indicators, baselines, targets, data sources, reporting responsibilities and mechanisms for periodic joint performance review and learning.

## Objectives 2: Revitalize Multisectoral Coordination Mechanisms

- Updating Terms of Reference (ToRs), standardizing meeting agendas, regularity and decision-tracking, and follow-up mechanisms for provincial and district level coordination platforms.
- Build capacity of HNP section/P&DB in organizing and smooth functioning of PSC/Technical Committee and Divisional level coordination meetings of DMAC, including scheduling, logistical arrangements, and coordination with relevant departments and stakeholders.
- Support preparation of meeting agendas and documentation of discussions, decisions, and follow-up with relevant departments and stakeholders on agreed actions points.
- Facilitate communication between sectors and external stakeholders, and support timely sharing of updates and information required for meetings and reviews.

## DELIVERABLE

| Item | Deliverables                                                                                                                     | Expected Completion Date |
|------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 1    | Inception plan for the assignment                                                                                                | Month 1                  |
|      | <b>Objective 1</b>                                                                                                               |                          |
| 2    | Report on MSNS Review, Alignment and Priority Strategies                                                                         | Month 3                  |
| 3    | MSN Action Plan based on the Priority Strategies                                                                                 | Month 5                  |
| 4    | Report on assessment of need, purpose and scope for costing of the MSN Action Plan and its alignment with the budgeting process. | Months 6                 |
| 5    | Report on analysis of the financing gap of the MSN Action Plan                                                                   | Months 6                 |
|      | <b>Objective</b>                                                                                                                 |                          |
| 6    | Revised ToR, meetings calendar and templates for meeting notes and tracking actions                                              | Month 9                  |
| 7    | Guidance notes/ tools for effective organization and functioning of multisectoral nutrition coordination meetings.               | Month 11                 |
| 8    | Documentation for meetings organized during the period of consultancy and action taken report                                    | As per plan              |



## EXPECTED RESULTS

- A MSN Action plan—aligned with national and provincial priorities—will provide a clear framework for coordinated multisectoral nutrition action, results-based monitoring, and accountability.
- Assessment of costing need and financing gap will provide key information gaps and priorities for subsequent costing and resource mobilization respectively.
- Strengthened provincial and district coordination mechanisms (Provincial Steering / Technical Committee and DMACs), with regular meetings, will improve regularity of coordination, follow-up of decisions, and multisectoral governance of nutrition and ECD actions.
- Improved alignment of sectoral plans with MSNS priorities will enhance coherence and coordination of nutrition interventions across key sectors at provincial and district levels.

## 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 approximately 1 year, starting from November 2026 to October 2027.

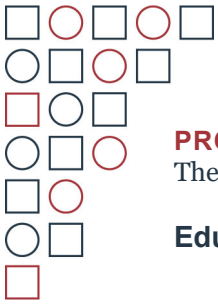
## STATION / LOCATION

The consultant will be based at the Planning and Development Board (P&D Board) office in Lahore, Punjab.

There will be some travel within Punjab as and when required. Local travel under this consultancy will be supported by Nutrition International based on prior approval by NI team and Senior Chief Health Planning and Development Board. Travel allowance is as per the standard rates of the organization.

## MANAGEMENT AND REPORTING/COORDINATION MECHANISM

- The Consultant will work under the day-to-day guidance of the Senior Chief Health, Planning and Development Board, Punjab, and in close coordination with the Nutrition International Pakistan Country Office and the Nutrition Governance team.
- Nutrition International will provide overall technical oversight and support to the assignment through the Pakistan Country Office and Nutrition Governance team, while the Consultant will coordinate closely with relevant government departments and stakeholders to ensure alignment with government priorities and institutional processes.
- Nutrition International 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:

- Postgraduate qualification in Public Health and Nutrition, Public Policy, Social Science or related discipline. Candidates with MBBS degrees will be preferred.
- Knowledge of nutrition policy issues, government structure, and programming will be an advantage.

### Language Skills:

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

### Experience:

- More than 15 years of experience in policy development and stakeholder engagement at national and provincial level
- Proven expertise in integrating gender in government policy documents
- Strong familiarity with Pakistan's nutrition ecosystem - institutional frameworks and key actors
- Demonstrated ability to engage and work effectively with multi-stakeholder and multisectoral coordination platforms at both national and sub-national levels.
- Demonstrated experience in monitoring, evaluation and learning (MEL), including nutrition indicators, data management, dashboard-based monitoring, reporting, and use of data for performance tracking.
- Working knowledge of government planning and budgeting processes, including experience in reviewing budget allocations, identifying gaps against program priorities, and supporting expenditure tracking.

## APPLICATION PROCESS

Interested Consultants are invited to submit the following by email to [proposalspakistan@NUTRITIONINTL.ORG](mailto:proposalspakistan@NUTRITIONINTL.ORG), copying [TechnicalAssistance@NutritionIntl.org](mailto:TechnicalAssistance@NutritionIntl.org) by October 09, 2026| 23:59pm in Pakistan.

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 \(nutritionintl.org\)](#).

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