

Consultancy to Develop the Food and Nutrition Department
Strategy and Strengthen the Institutional Capacity of the Federal
Ministry of Budget and Economic Planning (FMBEP), Nigeria

September 04, 2026

**Deadline for receipt of submissions:
September 15, 2026, at 11.59pm Ottawa time**



TECHNICAL ASSISTANCE TO SUPPORT THE INSTITUTIONAL STRENGTHENING AND OPERATIONALIZATION OF THE FOOD AND NUTRITION DEPARTMENT, FMBEP, NIGERIA

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

Nigeria continues to face a significant burden of malnutrition, requiring effective coordination and implementation of nutrition actions across multiple sectors of government. The multisectoral nature of nutrition requires Ministries, Departments and Agencies (MDAs) to work collaboratively, with clearly defined roles, appropriate institutional structures, and effective systems for planning, budgeting, implementation, monitoring and accountability. In 2021, Nutrition International (NI) supported an In-depth Assessment of the Capacity of Government Institutions for Effective Coordination and Implementation of Nutrition Actions in Nigeria. The assessment examined leadership, management and operations, stakeholder management, programming, monitoring and evaluation, and multisectoral coordination capacities. It identified institutional and systemic gaps affecting national nutrition coordination, including the need to strengthen structures, systems, staffing, strategic planning, stakeholder engagement, monitoring and accountability.

The assessment identified a number of institutional and systemic gaps affecting the effectiveness of nutrition coordination and implementation. In particular, it highlighted the need to strengthen the institutional capacity of the Federal Ministry responsible for national nutrition coordination, including strengthening structures, systems, staffing, strategic planning, stakeholder engagement, monitoring and accountability. The findings were subsequently presented to the National Council on Nutrition (NCN), which mandated Ministries to establish dedicated nutrition departments to strengthen institutional ownership, coordination and accountability. In response, the Federal Ministry of Budget and Economic Planning (FMBEP) established a Food and Nutrition Department (FND).

The establishment of the FND provides an important opportunity to strengthen Nigeria's national nutrition governance architecture. As a newly established structure, the Department requires clear strategic direction and fit-for-purpose organizational structures, operating systems, procedures, capabilities and accountability arrangements to discharge its mandate effectively.

NI is therefore supporting FMBEP through a broader institutional-strengthening programme. The consultancy described in this ToR is a source of specialist technical capacity within that programme. FMBEP will retain institutional ownership and decision-making authority; NI's Nutrition Governance Unit will provide programme direction, technical stewardship and quality assurance; and the consultant will provide embedded technical analysis, facilitation, drafting, coaching and implementation support.

PURPOSE OF THE CONSULTANCY

The purpose of the consultancy is to provide specialist technical assistance to FMBEP and NI to strengthen and operationalize the Food and Nutrition Department, moving from institutional diagnosis and strategic design through development, practical application and institutionalization of the systems and capabilities required for effective multisectoral nutrition coordination.

The consultancy will contribute to, but will not substitute for, FMBEP ownership of institutional decisions or NI's stewardship of the overall institutional-strengthening process.

Specifically, the consultancy will:

1. Refresh and synthesize the institutional baseline, building on the 2021 capacity assessment and current FMBEP/FND realities, to identify priority institutional constraints and capabilities required.
2. Facilitate a participatory process to develop a strategic framework for the FND that defines its mandate, strategic priorities, core functions, coordination role, strategic results and implementation approach.
3. Support FMBEP to translate the agreed strategy and functions into a fit-for-purpose organizational architecture, including roles, reporting relationships, staffing and competency requirements.
4. Co-develop practical operating systems, SOPs, coordination guidelines, planning, monitoring, reporting, accountability, stakeholder engagement and knowledge-management arrangements.
5. Strengthen staff capability through co-working, coaching, orientation and practical application of the new systems, rather than through training alone.
6. Support testing and refinement of priority systems and identify the approvals, resources, routines and accountabilities required to institutionalize them.
7. Develop an operationalization and institutionalization roadmap that identifies remaining actions, owners, approval pathways, timelines and sustainability requirements beyond the consultancy period.
8. Transfer knowledge and institutional-strengthening capability to FMBEP and NI counterparts throughout the assignment.

APPROACH AND WAYS OF WORKING

The assignment will be undertaken as a joint institution-building process. The consultant is expected to work as an embedded technical resource to the NI-FMBEP Institutional Strengthening Core Team. The following principles will apply:

- Government ownership: FMBEP owns institutional choices, approvals and implementation.
- Co-creation: analytical frameworks, consultation tools, institutional options and major drafts will be developed and reviewed iteratively with NI and FMBEP.
- Function before form: organizational structures and staffing recommendations must derive from agreed mandate, functions and capabilities.
- Capability through doing: FND staff should participate in analysis, design and application of systems so that capability remains after the consultancy.
- Practicality and feasibility: recommendations must be tested against relevant Nigerian Federal public-service rules, decision-making processes and institutional realities.
- Systems before documents: key products should identify the owner, user, approval route, implementation mechanism and review cycle; priority systems should be tested in practice where feasible.
- Adaptive management: emerging evidence may require adjustments to sequencing, methods or products, subject to agreement with the Core Team.
- Knowledge transfer: the consultant will make methods, tools, analysis and working materials available to NI and FMBEP throughout the assignment.

SCOPE OF WORK AND RESPONSIBILITIES

The consultancy will be implemented in four complementary phases between October and March 2026.

Phase 1: Mobilization and Refreshed Institutional Baseline

- Review the findings and recommendations of the 2021 In-depth Assessment of the Capacity of Government Institutions for Effective Coordination and Implementation of Nutrition Actions in Nigeria.
- Agree with the Core Team an institutional-strengthening analytical framework and simple maturity baseline covering, at minimum: mandate/strategy, leadership/governance, organizational structure, staffing/competencies, multisectoral coordination, operating systems, planning/MEAL/accountability, stakeholder engagement/partnerships and sustainability.
- Map priority stakeholders by decision authority, technical contribution, implementation role and influence.
- Review relevant national nutrition policies, strategies and plans, including the National Policy on Food and Nutrition and the National Multisectoral Plan of Action for Food and Nutrition.
- Review relevant FMBEP institutional documents and available information on the mandate and functions of the newly established Food and Nutrition Department.
- Identify key institutional and strategic issues that should be addressed through the Department's strategy.
- Prepare the inception report, detailed workplan, consultation schedule, risk assumptions and proposed decision points.

Phase 2: Strategy and Institutional Positioning

- Conduct targeted individual and group consultations with FMBEP leadership, FND staff, relevant federal MDAs, national nutrition coordination actors and selected stakeholders agreed with FMBEP and NI.
- Analyze the FND's mandate, expected value proposition, core functions, institutional relationships, coordination role, strategic priorities, resource requirements and sustainability considerations.
- Prepare a concise consultation and institutional diagnosis synthesis identifying the principal institutional choices requiring FMBEP decision.
- Co-facilitate a strategy development process with FMBEP and NI to agree vision, mission, mandate, core functions, strategic objectives, priorities, results/indicators, coordination and partnership functions, implementation arrangements and sustainability considerations.
- Prepare the draft strategy iteratively, support technical review and validation, and finalize it following FMBEP/NI guidance.

Phase 3: Organizational Architecture and Operating Model

- Translate agreed mandate and functions into required capabilities, organizational structure, roles, reporting relationships, staffing and competency requirements.
- Develop/refine internal reporting, accountability, coordination and decision-making arrangements.
- Co-develop practical SOPs and operational tools for priority FND functions, including coordination with sectoral MDAs; convening and management of coordination meetings; joint planning; stakeholder and partnership management; communication and information sharing; monitoring, reporting and accountability; and documentation/knowledge management.
- Develop an initial departmental operational/work plan, strategy performance framework, reporting/accountability arrangements and staff capacity-development plan.
- For each proposed system, identify institutional owner, users, approval requirements, implementation steps and review cycle.

Phase 4: Application, Capacity Strengthening and Institutionalization

- Support FND staff to apply selected priority systems in actual or simulated departmental processes and capture implementation lessons.
- Provide targeted coaching and orientation on the Department's mandate, strategy, roles, SOPs, coordination, results-based management, stakeholder engagement and other priority capabilities identified through the baseline.
- Facilitate a departmental retreat focused on role clarity, practical use of institutional systems, immediate implementation priorities and ownership of the first workplan.
- Refine priority systems based on application and user feedback.
- Assess operational readiness and remaining institutional gaps against the agreed maturity baseline.
- Prepare a final operationalization and institutionalization roadmap covering outstanding approvals, staffing/capability actions, systems, resources, responsible units, timelines, sustainability and post-consultancy priorities.
- Conduct structured knowledge-transfer and close-out sessions with FMBEP and NI.

DELIVERABLES

#	Deliverable	Indicative timing
1	Inception package: methodology, analytical framework, detailed workplan, consultation schedule, stakeholder map and baseline approach.	Oct 2026
2	Refreshed institutional baseline and synthesis of the 2021 assessment/current evidence, including maturity assessment and priority institutional constraints.	Oct 2026
3	Stakeholder consultation and institutional diagnosis synthesis, including key institutional choices requiring decision.	Oct-Nov 2026
4	Draft and final FND Strategy, including strategic results and implementation arrangements; strategy development/validation documentation.	Nov-Dec 2026
5	Organizational architecture: structure/organogram, functions, roles and responsibilities, reporting/accountability arrangements, staffing and competency framework.	Jan 2027
6	Priority SOPs, coordination guidelines, internal workflows and stakeholder/partnership arrangements, with implementation/approval notes.	Jan-Feb 2027
7	Departmental operational/work plan, strategy performance/MEAL and reporting/accountability framework, and staff capacity-development plan.	Feb 2027
8	Capacity strengthening and application package: coaching/orientation sessions, departmental retreat, practical application/testing notes and refinements.	Feb-Mar 2027
9	Final operational readiness/maturity assessment, operationalization and institutionalization roadmap, knowledge-transfer package and concise consultancy close-out report.	Mar 2027

TIMELINE

- The consultancy will be conducted over a maximum of 60 working days between October 2026 and March 2027, with an estimated level of effort of approximately fifteen (10) days per month for up to a total of 60 days.

STATION / LOCATION

- The Consultant will be based in Nigeria, FMBEP Abuja Office. There may be some local travel as and when required during the assignment. Local travel under this consultancy will be supported by Nutrition International based on prior approval by NI team. Travel allowance will be based on the standard rates of the Nutrition International.

MANAGEMENT AND REPORTING/COORDINATION MECHANISM

The Consultant will report to the Nutrition International Director, Policy and Systems Manager. S/He will work closely with the Nutrition International Manager, Nutrition Governance, Africa, Country Office and other units at NI HQ as may be needed.

The consultant will work closely with the Federal Ministry of Budget and Economic Planning throughout the assignment. FMBEP will provide overall government leadership and facilitate access to relevant officials, departments and stakeholders. NI will provide technical oversight, coordination and quality assurance.

The consultant will be responsible for coordinating all technical aspects of the assignment and ensuring timely delivery of high-quality outputs.

PROFILE/ QUALIFICATIONS OF CONSULTANT

NI is seeking a Consultant with demonstrated experience in supporting government institutions to develop strategies, strengthen organizational systems and operationalize institutional mandates.

Essential qualifications and experience

The consultant should have:

1. An advanced university degree in Public Administration, Public Policy, Organizational Development, Governance, Nutrition, Development Studies, Management or a related field.
2. At least 10–15 years of relevant professional experience, preferably including substantial experience working with government institutions in Nigeria.
3. Demonstrated experience in institutional strengthening, organizational development and public sector capacity development.
4. Strong knowledge and understanding of nutrition governance and multisectoral nutrition coordination in Nigeria.
5. Demonstrated experience in developing institutional or departmental strategies and operational frameworks.
6. Experience developing Standard Operating Procedures, organizational structures, roles and responsibilities, governance arrangements and operational systems.
7. Experience facilitating strategic planning processes involving senior government stakeholders.
8. Strong qualitative research, analytical and synthesis skills.
9. Excellent stakeholder engagement and facilitation skills.
10. Demonstrated ability to translate assessment findings and stakeholder perspectives into practical institutional recommendations and strategies.
11. Excellent report writing and communication skills.

Desirable experience

Preference will be given to consultants with:

1. Previous experience working with the Federal Ministry of Budget and Economic Planning or its predecessor ministry.

2. Familiarity with the National Committee on Food and Nutrition (NCFN) and national nutrition coordination structures.
3. Previous experience supporting the development or implementation of Nigeria's national nutrition policies, strategies or plans.
4. Experience working on institutional reforms within the Federal Government of Nigeria.
5. Experience supporting the establishment or operationalization of government departments, directorates or coordination units.
6. Familiarity with Nigeria's public service structures and procedures.

Key competencies

The consultant should demonstrate:

1. Strategic thinking and institutional analysis.
2. Strong understanding of government systems and decision-making processes.
3. Ability to work collaboratively with government counterparts.
4. Strong facilitation and consensus-building skills.
5. Ability to work independently while maintaining regular coordination with NI and FMBEP.
6. Ability to deliver high-quality outputs within tight timelines.
7. Commitment to government ownership and sustainability.

APPLICATION PROCESS

Interested Consultants are invited to submit the following by email to TechnicalAssistance@NutritionIntl.org , copying ematiri@nutritionintl.org by, **Tuesday September 15, 2026, 23:59pm in Ottawa.**

- Up-to-date curriculum vitae or resume.
- 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.