

District Nutrition Coordination Committee Initiative: Year 2 Lessons Learned

December 2017



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Abbreviations and Acronyms

ASSIST	Applying Science to Strengthen and Improve Systems
BCC	behaviour change communication
CAO	Chief Administrative Officer
CDI	Wageningen Centre for Development Innovation
CHC	Communication for Healthy Communities
DDP	District Development Plan
DNAP	District Nutrition Action Plan
DNCC	District Nutrition Coordination Committee
FANTA	Food and Nutrition Technical Assistance III Project
LLG	lower local government
MoLG	Ministry of Local Government
MSP	multi-stakeholder partnership
NCC	Nutrition Coordination Committee
OPM	Office of the Prime Minister
OWC	Operation Wealth C
SNCC	Sub-County Nutrition Coordination Committee
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally
UNAP	Uganda Nutrition Action Plan
UNICEF	United Nations International Children and Education Fund
USAID	U.S. Agency for International Development

1 Background

Nutrition, especially that of young children and women of reproductive age, is a priority in the Uganda Vision 2040, which seeks to transform Uganda into an upper middle-income country by 2040. Addressing the high prevalence of malnutrition among Ugandan children, which negatively affects health, school achievement, and economic development, is a necessary step in this transformation. There are multiple causes of malnutrition at the individual, household, and societal levels that must be jointly addressed by all sectors and departments, including health, agriculture, gender and social development, education, planning and administration, water, and trade and industry, for improvement in nutrition, social, and economic outcomes to be achieved.

Recognizing the multi-sectoral causes of malnutrition, the Uganda Nutrition Action Plan 2011–2016 (UNAP) provides a coordination framework (see Annex 1) to improve the nutrition situation in Uganda. District nutrition coordination committees (DNCCs) have an important role to play within the nutrition coordination framework. They are responsible for providing nutrition technical assistance to local governments and departments, planning and budgeting for multi-sectoral nutrition interventions, and monitoring and reporting on nutrition implementation.

The Office of the Prime Minister (OPM) Nutrition Secretariat and the Ministry of Local Government (MoLG), in collaboration with the U.S. Agency for International Development (USAID), and with technical support from the Food and Nutrition Technical Assistance III Project (FANTA) and the Wageningen Centre for Development Innovation (CDI), undertook a 2-year initiative (2014–2016) to strengthen the capacity of DNCCs to fulfil their roles and responsibilities. This effort, called the DNCC Initiative, had three main objectives:

- To strengthen the national oversight and support structure for the DNCCs
- To enhance awareness of and commitment to nutrition among local stakeholders, including technical and political leaders, implementing partners, and community members
- To strengthen DNCC capacity to plan, budget, leverage existing resources for, advocate for, and monitor nutrition activities

The DNCC Initiative focused on 10 districts, five in the southwest (Kamwenge, Kasese, Kisoro, Ntungamo, and Sheema) and five in the north (Amuru, Dokolo, Lira, Masindi, and Oyam).

The first year of the DNCC Initiative concentrated on building consensus among stakeholders about the process of strengthening DNCCs and more clearly defining DNCCs' roles and responsibilities. Activities were undertaken to ensure that the DNCCs in the 10 target districts were formed, met regularly, and started to assume their responsibilities to plan, support, and monitor nutrition activities. Detailed information on year 1 activities is available in the [DNCC Initiative Year 1 Lessons Learned report](#). Activities undertaken during year 2 of the DNCC Initiative built on the progress made and lessons learned during year 1. Table 1 below highlights key achievements during the 2-year initiative.

Figure 1: DNCC Initiative Districts

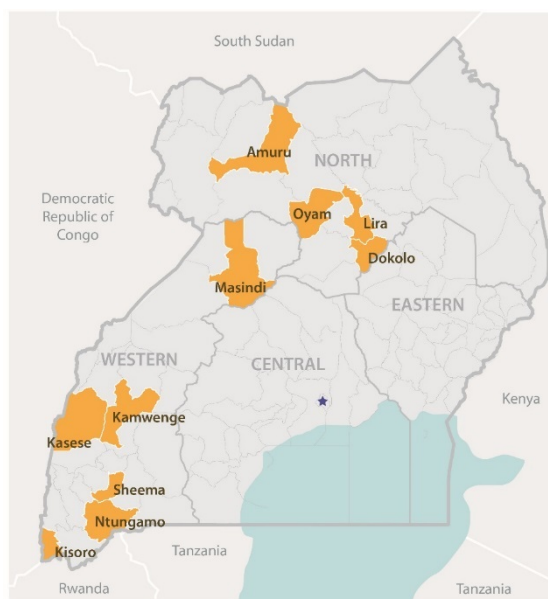


Table 1: DNCC Initiative Key Achievements

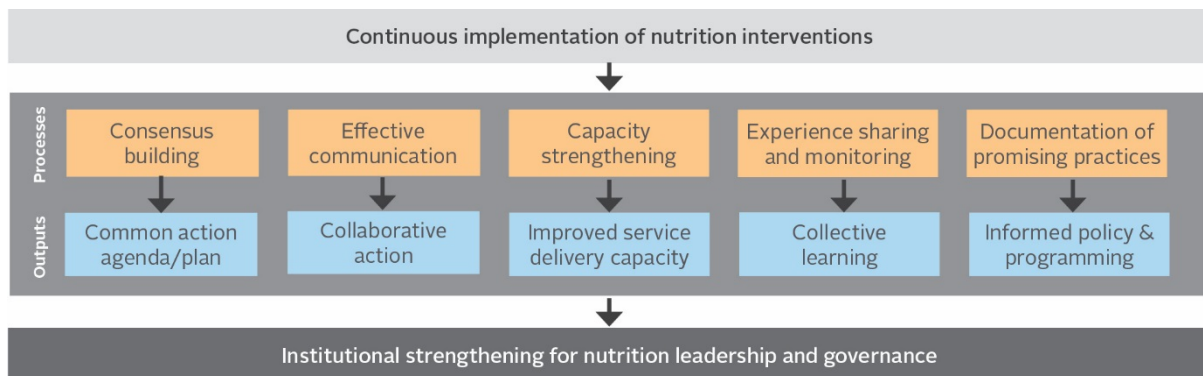
Year 1	Year 2
<ul style="list-style-type: none"> • Built stakeholder consensus to define DNCC roles, responsibilities, and performance benchmarks. • Brought on board the Ministry of Local Government as a key partner in implementing DNCC Initiative. • Developed and oriented DNCCs on the National Nutrition Planning Guidelines 2015, which led to integration of nutrition in DDPs. • Built DNCCs capacity to develop district nutrition action plans (DNAPs) and advocate for approval by district councils. 	<ul style="list-style-type: none"> • Supported integration of nutrition into district annual work plans and budgets. • Built capacity of stakeholders on the application of the multi-stakeholder partnership (MSP) approach to facilitate collaboration and scale up of nutrition programs. • Built DNCC capacity in nutrition advocacy and facilitated the development of district advocacy implementation plans to support resource mobilization to support DNAP implementation. • Developed standard DNCC monitoring and supervision checklist. • Supported monitoring and support supervision visits to 10 DNCC initiative districts to check on DNCC functionality and DNAP implementation. • Built capacity of DNCC members and implementing partners on orientation of nutrition coordination committees and the nutrition action planning process for scale up to other districts and LLGs.
Ongoing	
<ul style="list-style-type: none"> • Provided technical support to DNCCs and implementing partners to strengthen capacity in multi-sectoral nutrition governance. • Trained departments on nutrition to strengthen nutrition integration and implementation. • Advocated for implementation of nutrition activities at the district level. • Shared experiences across districts and documented lessons learned. • Developed guidelines and materials, including the Multi-Sectoral Nutrition Toolkit website, to facilitate scaling up the approach. 	

The lessons learned from the 2-year DNCC Initiative will be used to inform the way forward to scale up and strengthen nutrition governance throughout Uganda. Plans to scale up support extend beyond DNCCs to include nutrition coordination committees (NCCs) at all levels of local government, including municipalities, town councils, sub-counties, and divisions.

2 An Evolving Approach – Adaptation through Learning

The multi-stakeholder partnerships (MSP) approach was used to navigate the complex network of stakeholders from across all levels of government required to come together to strengthen nutrition governance in Uganda. At the start of the DNCC Initiative, a framework (Figure 2) to strengthen multi-sectoral nutrition governance at the district level in Uganda was developed based on the MSP approach¹.

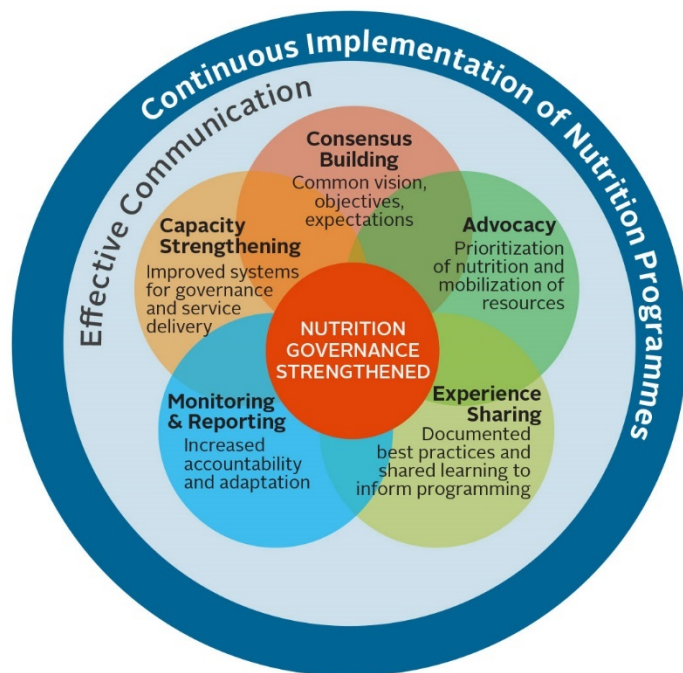
Figure 2: Year 1 framework for strengthening nutrition governance



During implementation of year 1 activities, the approach was adapted in response to on-the-ground needs and the framework was updated in year 2. The revised framework (Figure 3) reflects the overlapping processes that make up the overall approach, rather than the more linear illustration of the concepts as envisioned at the start of the Initiative.

Advocacy was not included as a key process in the original framework. However, during the development of district nutrition action plans (DNAPs)², it became clear that ongoing advocacy was critical to ensure that departments bought in to their district's DNAPs and for technical and political district leadership to approve them. Therefore, the updated framework emphasizes the need for effective advocacy. In addition, the updated framework separates monitoring from experience sharing and adds an emphasis on reporting, which was lacking in the original framework. In the original framework, experience sharing and monitoring were included as a single process. In the revised framework, monitoring and reporting remain linked to experience sharing in terms of dissemination of learning and information, but the important aspect of accountability that comes from a strong monitoring and reporting system has been identified as a separate and important

Figure 3: Revised Framework to Strengthen Nutrition Governance



¹ To learn more about MSP visit www.mspsguide.org

² District nutrition action plans (DNAPs) are now commonly referred to as multi-sectoral nutrition action plans (MSNAPs). However, DNAPs has been maintained for the purpose of this report as this was the terminology used at the time of activity implementation.

outcome of the monitoring and reporting process. Without mechanisms to ensure accountability, there is no way to ensure that the framework will be implemented fully, as agreed upon by stakeholders. Capacity strengthening and consensus building remain as key processes in the revised framework.

The revised framework features two cross-cutting aspects. **Effective communication** is presented as cross-cutting because it influences all aspects of the framework and is critical to maintaining stakeholder coordination and promoting learning. As in the original framework, strengthening nutrition governance happens during the **continuous implementation of nutrition programs** by working through and strengthening existing systems and structures, helping to avoid the creation of parallel structures. The five key processes and outputs featured in the revised framework are detailed below.

- **Consensus-building to agree on a common vision, objectives, and expectations:** The consensus-building process helps stakeholders agree on and define the problem to be addressed, clarifying expectations about stakeholder partnerships, and addressing conflicts that may arise due to differing views and competing priorities. Providing forums for open discussion helps to ensure joint understanding and ownership of the process. A key activity that supports consensus-building is to orient DNCCs and their stakeholders on national level policies and frameworks and DNCC roles and responsibilities. This opens the dialogue about how to initiate multi-sectoral nutrition activities in local governments.
- **Advocacy to encourage prioritization of nutrition and mobilization of resources:** Effective advocacy helps community members and political, technical, and traditional leadership appreciate and prioritize nutrition. DNCC members need advocacy skills to help them secure this buy-in, lobby for the approval of multi-sectoral nutrition action plans by councils, and secure funding for planned activities. An important activity that helps prepare DNCCs to take on an advocacy role is holding a local government-level advocacy planning workshop to develop an advocacy plan and talking points for key audiences.
- **Capacity strengthening to improve systems for governance and service delivery:** Two main areas of capacity strengthening are required: (1) nutrition governance capacity strengthening, through training on planning, budgeting, monitoring, and reporting; advocacy; and consensus building; and (2) department-specific trainings to strengthen nutrition capacity and technical skills. Governance training targets all DNCC members, whereas department-specific trainings target local government technical staff, such as health workers, agriculture extension workers, and community development officers, to ensure they have the necessary skills to integrate nutrition into their regular responsibilities.
- **Monitoring and reporting to promote increased accountability and adaptation:** A strong monitoring and reporting system facilitates learning, creates linkages between bottom-up and top-down structures, and generates accountability. With a well-functioning monitoring and reporting system, DNCCs can respond to the dynamic settings in which they work, adapting strategies and activities or seeking support as needed to ensure targets are met and results are achieved. Joint support supervision visits are a critical part of monitoring and reporting. These visits should include national- and local-level governments and stakeholders who track fulfilment of roles and responsibilities, identify problems, and plan supportive actions.
- **Experience sharing to document and share best practices to inform programming:** Through sharing district experiences, promising practices, and challenges faced in other districts, stakeholders learn how to deal with challenges and conflicts. Additionally, national-level stakeholders learn from local government experiences, which encourages institutional changes that are responsive to local needs, such as developing national policies, guidelines, and strategies to facilitate improvements in local government processes. DNCCs and their stakeholders from the district and national level should meet at least once a year to discuss their achievements, challenges, and lessons learned. This reinforces effective communication while also encouraging the application of promising practices and lessons learned across levels of government.

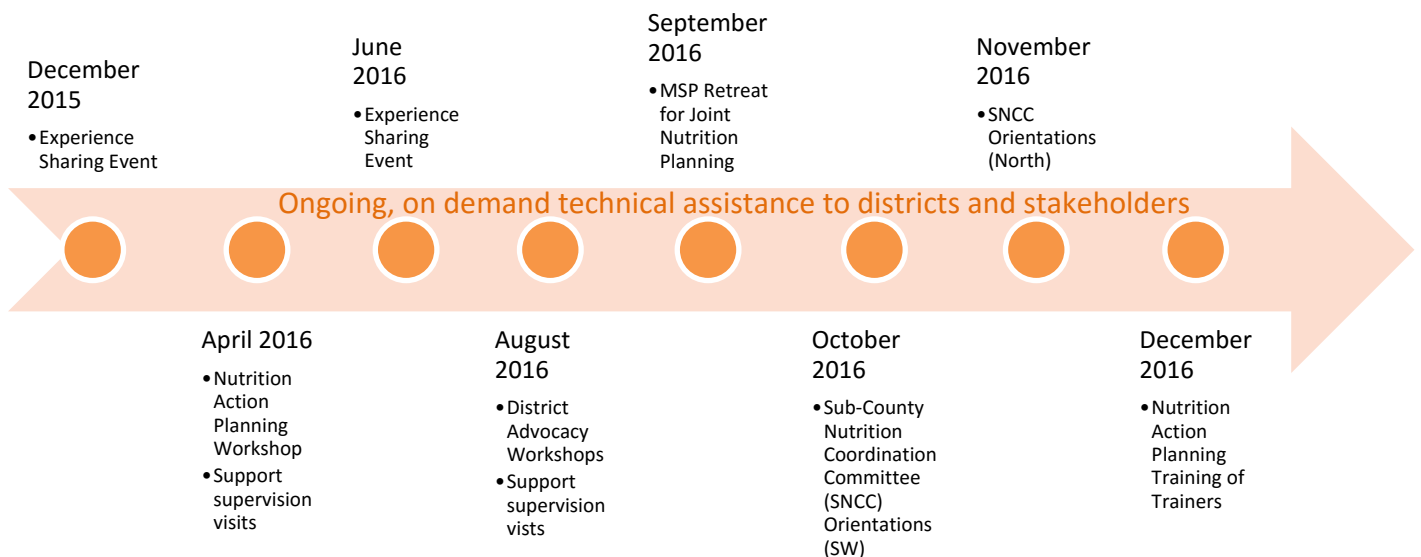
3 Year 2 Activities

Year 2 of the DNCC Initiative sought to build upon the progress made and lessons learned during year 1. The following areas were highlighted as recommended actions in the DNCC Initiative Year 1 Lessons Learned Report:

- **Ongoing advocacy** to strengthen national-level coordination and monitoring mechanisms and to ensure continued planning and budgeting for nutrition activities at district level
- **Capacity strengthening** in the areas of advocacy, planning and budgeting, and monitoring and evaluation to strengthen nutrition governance as well as sector-specific nutrition technical training to ensure quality service delivery
- **Creating accountability** by establishing clear monitoring and reporting systems and identifying national-level indicators to track progress
- **Encouraging continuous learning** through ongoing experience sharing and incorporating lessons learned and best practices into policies and plans, such as the UNAP II
- **Achieving sustainability** by transitioning DNCC activities and resources to OPM and its partners and through the development of a multi-sectoral nutrition toolkit to guide stakeholders through the replication and scale-up of the DNCC Initiative approach

In addition to seeking to address these recommendations, year 2 activities focused on the institutionalization of activities supported during DNCC Initiative. This was done through capacity strengthening, development of monitoring tools, and continuation of experience sharing events. The specific activities undertaken during year 2, and their contribution to addressing the recommended actions from year 1, are described in the sections below, organized by the five thematic areas of the DNCC Initiative Framework. Figure 4 depicts a timeline of year 2 activities.

Figure 4: Year 2 Activity Timeline



3.1 Consensus Building

Consensus building activities in year 2 continued to strengthen national-level coordination and oversight mechanisms by strengthening stakeholder skills in consensus building and providing opportunities for dialogue between national- and district-level stakeholder groups. In addition, the

February 2016 elections brought newly elected and appointed officials to the DNCC Initiative districts, which required additional consensus building efforts at the district level. Leadership changes required orienting new officials on the importance of nutrition in their districts and on the roles and responsibilities of the DNCCs to ensure that previous consensus building efforts around a common nutrition vision and objectives were brought into and supported by new officials.

Orientation Activities

An important part of consensus building is ensuring that all stakeholders have a common understanding of the task at hand. One way the DNCC Initiative achieved this was by orienting DNCC members and their stakeholders on the nutrition situation, national policy guidance and frameworks, and DNCC roles and responsibilities. Orientations were conducted in all districts in the lead-up to the DNCC Initiative, however, as mentioned above, due to changes in political and technical leadership, additional orientations were required in year 2 of the Initiative. Additionally, after year one of DNCC Initiative implementation, many partners were eager to start working with the NCCs at the lower local government (LLG) level and wanted to begin the process of orienting sub-county nutrition coordination committees (SNCCs). Recognizing the need for additional orientations, FANTA supported OPM to update the original orientation materials to reflect improvements in the definition of NCC roles and responsibilities as well as monitoring and reporting mechanisms. Two trainings of trainers were conducted, one in the Southwest (October 2016) and one in the North (November 2016), to enable DNCCs and implementing partners to orient LLG NCCs.

Following the trainings of trainers on the NCC orientation materials, some districts have started the process of orienting their SNCCs. Ntungamo has oriented 3 sub-counties while other districts are in the process of mobilizing resources from partners to support the orientation of SNCCs in early 2017.

Partners such as Community Connector took initiative to orient newly elected district councilors on nutrition in all the northern region districts, including Amuru, Masindi, Dokolo, Oyam, and Lira. Other partners, including World Vision Uganda and Concern Worldwide, engaged trained staff from DNCC Initiative districts to support orientation activities in new districts.

Strengthening Stakeholder Consensus Building Skills

The consensus building activities that took place during year 1 helped key stakeholder groups—national- and district-level government and their implementing partners—identify a common vision for strengthening nutrition governance, which included crafting a clear definition of DNCC roles and responsibilities. The next step was for stakeholders to undertake joint planning to achieve this shared vision, which occurred during a multi-stakeholder partnership (MSP) retreat, held in September 2016. Through an iterative and participatory process, stakeholders reflected on the six DNCC roles and responsibilities (see Annex 2), and developed a shared action agenda to guide the strengthening of nutrition governance over the next five years. During the retreat, stakeholders identified concrete actions that they could take to support communication and coordination, which were identified as gaps during year 1, and proposed the following actions for the OPM Nutrition Secretariat to take to strengthen national oversight and coordination:

- Create more clarity on the nutrition coordination framework: appoint a technical committee to assess its effectiveness under the UNAP and its impact on UNAP implementation, and incorporate lessons learned into the development of the UNAP II.
- Advocate for upgrading the Nutrition Secretariat to the unit level within the Policy Monitoring and Coordination Division of OPM, with a coordination plan, budget, and additional technical resource persons.
- Identify appropriate parliamentary sub-committees as forums to advocate for and promote the nutrition agenda.

- Advocate for the inclusion of nutrition indicators in performance contracts for accounting officers (permanent secretaries, chief administrative officers, and senior assistant secretaries).
- Strengthen the coordination of nutrition partners, particularly to improve the equitable distribution of resources to the districts and their sub-counties.
- Provide stronger supervision and clarity on roles and progress reporting, linking national and district accountability mechanisms.

In support of these actions, stakeholders committed to pursue the following actions in their respective sectors and organizations:

- Support sustainability through strengthened partnership and coordination with government, including joint planning and supervision in support of nutrition action plans.
- Mobilize resources to close technical, financial, and human resource gaps, and strengthen mechanisms to ensure efficient resource use and accountability.
- Strengthen monitoring and evaluation systems by helping to identify data gaps and support the collection, analysis, application, and dissemination of information to inform policy, planning, and standards.
- Recruit, orient, and deploy critical staff to support multi-sectoral nutrition activities at all levels and establish reward mechanisms for performance.
- Offer capacity strengthening and support to new districts starting multi-sectoral nutrition planning and implementation.
- Support platforms for dialogue on nutrition policies, guidelines, and strategies and that promote accountability, linking with global examples.

Several of these proposed activities have been taken into consideration as part of OPM's next work plan. Specific examples include the addition of staff to support OPM's coordination role, with support from UNICEF, and an annual work plan for the secretariat that includes conducting stakeholder mapping to strengthen planning and coordination. There are also efforts to strengthen monitoring and reporting through the development and use of appropriate tools such as monitoring and support supervision checklists and reporting templates.

3.2 Advocacy

At the end of year 1, several advocacy gaps were identified. DNCC members required strengthened advocacy skills to secure buy-in from district officials into the DNAP to ensure its approval. In addition, members needed to be able to identify critical audiences for nutrition advocacy and develop compelling messages targeting those audiences, and they needed to lobby for resources to support the planned activities after the DNAP's approval. Also, because of changes in political leadership in the DNCC Initiative districts due to elections and transfers, DNCC members had to make the case for planning for and investing in nutrition to new officials.

The DNCC Initiative advocacy work was informed by the Nutrition Advocacy and Communication Strategy for the Uganda Nutrition Action Plan 2015–2019, which was launched in October 2015, midway through the DNCC Initiative. The strategy emphasizes the importance of nutrition advocacy and communication at all government levels. The strategy's four pillars—protecting individuals during the first 1,000 days, promoting healthy diets, promoting positive role models, and accountability—were emphasized during the DNCC Initiative advocacy activities.

Advocacy for DNAP Approval

Through the DNAP approval process, which began in year 1 and extended into year 2, key actions that districts can use to advocate for district councils to approve DNAPs were identified. One was the creation of a team of two to three people to guide the DNAPs through the approval process. The teams used several tactics to ensure DNAP approval, including holding one-on-one meetings with the Chief Administrative Officer (CAO) to gain support, identifying an appropriate sectoral committee to present the DNAP to the District Executive Committee, preparing presentations and talking points to present to the various district committees, and preparing summary versions of the DNAP. Teams also used district data, liaising with the district biostatistician, to support their case for the importance of nutrition. By the end of year 2, all DNCC Initiative DNAPs were approved by their respective district councils.



District leaders reaffirmed their commitment to nutrition by signing commitment forms at the district-level advocacy training in August 2016. Photo credit: Anita Komukama/FANTA

District-Level Advocacy Workshops

To meet advocacy needs, a district-level nutrition advocacy planning workshop guide was developed in year 2 and two regional advocacy workshops were held in August 2016 to build upon the advocacy skills DNCC members gained during the DNAP approval process. The workshops focused on generating support for nutrition services through bottom-up as well as top-down advocacy for approval of DNAPs and allocation of funding for nutrition activities. During the workshop, districts developed advocacy implementation plans that identified key audiences in each district and determined a specific call to action to encourage each audience to play its part in improving the nutrition situation in their district. DNCC members also developed talking points based on their plans targeting specific audiences.

Following approval of the DNAPs and using the skills and outputs generated through the advocacy workshops, DNCC members shared copies of their DNAPs and used their talking points to gain support from government and partners to implement planned activities. For example, in Dokolo and Lira, DNCC members advocated for partners to support the orientation of their SNCCs. In response, USAID/ASSIST has committed funds so that DNCC members can orient three sub-counties in each district. Other districts have advocated for government-led programs to support their nutrition activities. Masindi DNCC members successfully lobbied for Operation Wealth Creation to plant fruit trees rather than pine trees in the district. Other districts have linked with schools and parents to discuss nutrition and school feeding programs. More evidence of ongoing support for nutrition activities has been seen during support supervision visits to the districts, discussed below in section 3.4 on monitoring and reporting.

3.3 Capacity Strengthening

As in year 1, the DNCC Initiative strengthened capacity in two areas: nutrition governance and technical capacity in nutrition for specific departments. Capacity strengthening activities to improve nutrition governance focused on orientation of DNCCs, nutrition action planning, and advocacy. Sector-specific trainings in nutrition were conducted for DNCC members from sectors/departments across the 10 districts.

Nutrition Governance

The development of DNAPs was a major accomplishment during the first year of the DNCC Initiative. However, the recommended actions from year 1 emphasized continued capacity strengthening in planning, budgeting, and monitoring and evaluation in order to continue to strengthen district-level systems for nutrition governance. In response, the DNCC Initiative continued to build capacity of local stakeholders to facilitate the nutrition action planning process, which includes budgeting and monitoring and evaluation (M&E). Two activities to strengthen nutrition planning capacity took place during year 2: a nutrition action planning workshop to introduce implementing partners and their districts to the nutrition action planning process (April 2016) and a training of trainers to ensure the institutionalization and sustainability of the nutrition action planning process (December 2016).

The nutrition action planning workshop was attended by implementing partners³ and DNCC members from the partners' priority target districts (Napak, Nakapiripirit, Kitgum, Kibaale, Kole, and Amuria). DNCC members from DNCC Initiative districts also attended and served as co-facilitators and resource persons to support the new partners and their district participants. During the workshop, the six new partner-supported districts began drafting their respective DNAPs, and their implementing partners took on the responsibility of supporting them to finalize their DNAPs for approval. In

³ Strengthening Decentralization for Sustainability (SDS), Concern Worldwide, Community Connector, Regional Health Integration to Enhance Services in South Western Uganda (RHITES-SW), Strengthening Partnerships Results In Nutrition Globally (SPRING), World Vision Uganda.

addition, participants provided feedback on the workshop materials, which was used to finalize the materials for a formal training of trainers held in December 2016.

Twenty-five participants from district- and national-level sectors were trained to facilitate the nutrition action planning process. During the training, the nutrition action planning workshop materials, which include a facilitator guide, participant handbook, and accompanying PowerPoint presentations, were finalized. Compared to the skepticism many national- and district-level officials demonstrated at the beginning of year 1, there was a noticeable increase in appreciation for the nutrition planning process and its relevance to their sectors/departments among the participants in the facilitator training. During the training, the officials showed that they had become very strong nutrition advocates.

The DNCC Initiative planning process has been used by several partners in other regions of Uganda. Concern Worldwide, whose staff attended the April 2016 planning workshop, have used the nutrition action planning package to support the planning process in West Nile and Karamoja regions. World Vision Uganda supported Isingiro and Kyenjojo districts in the Southwest and Western regions, respectively. Additionally, partners have enlisted the support of district-level staff from the DNCC Initiative districts to help facilitate and support the planning process in these new regions. Progress towards DNAP approval has varied across the new districts, highlighting the importance of continued advocacy and engagement with DNCC members and political leadership.

In addition to the planning activities, as mentioned in section 3.1, FANTA updated the nutrition coordination committee orientation package adding new content, including the DNCC roles and responsibilities as defined by stakeholders during year 1. The project also conducted two trainings of trainers on the orientation materials. Advocacy training was also undertaken, as described in section 3.2.

Sector-Specific Capacity Strengthening

FANTA supported department-specific trainings alongside DNCC Initiative activities in the 10 target districts. While a strong DNCC with robust skills in nutrition governance is key to effective coordination of nutrition activities in the districts, department staff, including health workers, production officers, and community development officers, also need the skills required to implement the nutrition plans set out by the DNCC. Additionally, having a greater understanding of nutrition and how it directly intersects with their day-to-day work can help increase buy-in to nutrition and ensure that activities are implemented on the ground.

Department-specific trainings targeted staff from the health, production, and community development departments. See Box 1 for the types of trainings conducted. Trainings were followed up with mentoring and support supervision to ensure quality of service delivery.

Box 1: Trainings by Department

Health

Nutrition assessment, counseling, and support (NACS) training for health facility staff

Orientation on use of the Nutrition Service Delivery Assessment Tool

Training on nutrition indicators in the health management information system

Production

Orientation on the guidelines for integrating nutrition into agriculture enterprise mixes

Community Development

Community mobilization for food and nutrition security

Orientation on using the monitoring and support supervision tool for community mobilization



In Oyam, the DNCC began using available district land as a demonstration farm to enhance food production. Photo credit: Anita Komukama/FANTA.

3.4 Monitoring and Reporting

Strong monitoring and reporting systems are key to ensuring accountability. The need to strengthen accountability, within the districts and between national and district levels, was emphasized by stakeholders at the end of year 1. This was due, in part, to a lack of district ownership of nutrition implementation at the start of the Initiative. Nutrition activities were primarily implemented and funded by implementing partners and departments had not yet taken up the oversight roles and responsibilities of active DNCC members. Additionally, monitoring and reporting mechanisms were weak or non-existent. In year 2, efforts were made to address systems for monitoring and reporting, with a focus on monitoring and supportive supervision visits.

Strengthening Monitoring and Reporting Systems

To address the accountability issues identified in year 1, national government level representatives (including OPM and various ministries) and implementing partners made two joint support supervision visits (April and August 2016) to all 10 DNCC Initiative districts. The purpose of the visits was to track progress towards fulfilment of DNCC roles and responsibilities, including progress made on DNAP approval and implementation, and to provide recommendations on areas for improvement. In addition, the visits were used to develop tools and guidance for monitoring and support supervision that could be applied to DNCCs nationally and used by DNCCs to conduct monitoring and support supervision of LLG NCCs. During each visit, a summary report was developed and provided to both the DNCC and OPM as a record of the visit.

The first two support supervision visits were used to pretest a monitoring and support supervision checklist, which underwent further refinement following the visits. The final checklist is based on the six DNCC roles and responsibility areas and has been adopted by OPM to guide all future support supervision visits. There are plans for the DNCC monitoring and support supervision checklist to be adapted for use by DNCCs during monitoring and support supervision visits made to LLG NCCs.

On-the-ground experience and learning from these support supervision visits produced guidance on how to effectively conduct supervision visits. This guidance has been integrated into the monitoring and supervision checklist and is summarized below:

- **Conduct visits jointly with national-level and DNCC partners:** Since part of OPM's mandate is to oversee the operations of DNCCs, it is critical that OPM, along with national-level sector representatives, participates in support supervision visits alongside the DNCC's supporting partners. Involvement of the national level government officials and partners demonstrates the importance of nutrition and the DNCCs' activities to the national development agenda and reinforces to DNCC members that they are being held accountable for ensuring that multi-sectoral nutrition activities are well coordinated, implemented, and monitored.
- **Meet DNCC members as a group:** During the support supervision visits, dialogue meetings with DNCC teams should be held to discuss and complete the supervision checklist. The most practical process is to meet DNCC members as a group, ensuring representation from as many of the key sectors as possible. The participation of the district nutrition focal person, the planner, and CAO (or representative) is critical to ensure a comprehensive picture of nutrition in the district. Additionally, the CAO is the one ultimately responsible for the performance of the DNCC. Participation of all these individuals as a group helps ensure that the checklist is completed as comprehensively as possible.
- **Review relevant documentation:** When completing the supervision checklist, it is important to review DNCC meeting minutes, district work plans, and to revisit the DNAP to ensure that activities being implemented align to planned objectives. This also provides an opportunity to verify the information provided by DNCC members during the supervision visit.
- **Conduct visits quarterly:** Supervision visits should be conducted every quarter to allow for follow-up on activities included in NCC quarterly reports. This provides an opportunity to not only confirm what was reported but also to provide feedback to strengthen identified gaps.

Despite these improvements in monitoring and supervision systems, much remains to be done to strengthen the reporting that should accompany routine monitoring. During the supervision visits, districts frequently mentioned gaps in the reporting mechanisms between DNCCs and OPM. While some DNCCs provided reports to their district technical planning committees, none were routinely reporting to OPM. This was because there is no standard guidance on what they should report and there is no follow up from OPM requesting these reports. FANTA plans to work with OPM and DNCCs to address this gap.

Findings from Support Supervision Visits

The following sections highlight progress made by DNCCs in their six roles and responsibility areas as reported on during the two support supervision visits.

In most districts, DNAPs were approved by district councils only a few months prior to the April 2016 supervision visits. Because of this, much of the focus of the support supervision period was reporting on the status of DNAP approval and the actions taken to facilitate that process, as well as assessing progress toward the identification of partners and funding sources to support the implementation of their planned activities.

Technical Guidance

Much of the technical guidance provided by DNCCs was closely linked to advocacy and planning for nutrition. Orientations of political and technical leadership as part of the DNAP approval process were reported by most districts. Districts have had varying levels of success in reaching out to partners, sectors, and LLGs to provide additional technical guidance. There have been challenges with the timing of partner planning, which can make it difficult for DNCCs to provide technical input into partner plans so that they align with district nutrition priorities. The continued institutionalization and strengthening of nutrition planning and budgeting processes will help DNCCs to better fulfill this aspect of their technical guidance role. Some DNCCs began to support the establishment and orientation of LLG NCCs, which will help continue to strengthen partnerships between the DNCCs and their district stakeholders (see the section on monitoring and reporting for more information on DNCCs' support to SNCCs).

Coordination and partnership with nutrition stakeholders

Because DNAPs had recently been approved in most districts, the main focus of the DNCC members was on mobilizing resources to fund these plans; minimal activity implementation had started during the period that preceded the first support supervision visit. However, in the August supervision reports, some districts began to engage implementing partners and other ongoing government programs such as Operation Wealth Creation (OWC) to support implementation of some DNAP priorities. In the past, districts had expressed challenges with OWC providing agricultural inputs that were not aligned with district needs. Following the approval of the DNAPs, DNCC members have taken a more active role in directing and confirming that the inputs provided through this program are nutrition-sensitive and responsive to identified needs. For example, in Dokolo, the district leadership has made it a requirement of WASH contractors to plant fruit trees at newly constructed water points and sensitize communities on essential WASH actions prior to receiving contract payments. More information about partnerships is described under the section on planning, budgeting, and resource mobilization.

Monitoring and reporting

DNCCs in seven of the ten districts also began conducting joint support supervision visits to their LLG NCCs with support from their implementing partners. Additionally, all 10 districts conducted joint support supervision on community development activities with the Ministry of Gender, Labour, and Social Development and the District Community Development Officer who represents the department as part of the DNCC. The findings of the visits were shared with district leadership as part of DNCC reporting to the District Technical Planning Committee. For these early visits, sector-based tools were used, as an LLG-level supervision tool and reporting template for use by DNCCs was not available. FANTA and OPM plan to work together to further strengthen monitoring and reporting systems to better enable DNCCs to take up this role and provide oversight to LLG NCC activities.

Planning, budgeting, and resource mobilization

Potential funding sources for nutrition activity implementation including various government grants (see Box 2) and support from implementing partners and the private sector were noted in the support supervision reports from both supervision visits.

Private sector partners were engaged by the DNCC in Kamwenge and Kisoro. In Kisoro, the firm Virunga Dairies donated cows to support dairy production. In Kamwenge, the company Kamwenge Community Development has started offering advice to farmers on how to produce crops other than maize (the main crop the company promotes). However, some districts have been less successful. An experience in Oyam shows that a lack of engagement with new private sector actors can undermine the objectives of the DNAP. In this case, private millers encouraged the production and sale of crops, including soya, sunflowers, and sesame (*simsim*), even though there was concern that this could deter farmers from growing other traditional food crops that are consumed by the households. Despite this concern, Oyam went ahead without a formal agreement between the district and the millers. These two examples are important to share with other districts that may be seeking opportunities to increase their resources for nutrition activities and to encourage formal engagement with all potential stakeholders to promote the best possible nutrition outcomes.

Box 2: Government Funding Sources for Nutrition Activity Implementation

District Discretion Equalization Grant (administration)

School Facility Grant (education)

Production and Marketing Grant (production)

Operation Wealth Creation (production)

Primary Health Care Grant (health)

Community Driven Demand Grant (community development)

Youth Livelihood Grant (community development)

Water and Sanitation Grant (water and works)

Advocacy

Advocacy activities were primarily directed towards the District Technical Planning Committee and District Council related to the passage of the DNAP and to sectors and partners to ensure allocation of resources to nutrition activities. As described in the section above on planning, budgeting, and resource mobilization, DNCCs have had success in identifying and securing resources to begin the implementation of nutrition activities. The development of the nutrition advocacy implementation plans and identification of key target audiences likely contributed to this success. However, there is need to strengthen and expand advocacy efforts beyond the DNCC members by identifying nutrition champions who can continuously advocate for mainstreaming nutrition into ongoing programs and to ensure that nutrition remains a priority of political and technical leadership throughout the 5-year DNAP period and beyond. Nutrition advocacy activities are described in further detail in section 3.2 of this report.

Nutrition behavior change communication (BCC) and social mobilization

Because activity implementation was just starting to get underway at the time of the August supervision visit, there has been limited action in this area. Many districts have worked with the Communication for Healthy Communities (CHC) project to develop nutrition BCC messages. These messages have been shared through a variety of platforms including community gatherings, barazas, and funerals. A few districts have earmarked radio airtime provided by implementing partners or have utilized the 1-hour government airtime allowed by each local FM radio station as an opportunity to share nutrition messages with a larger audience. As DNCCs move further into their activity implementation, a greater emphasis on the coordination of messaging and the need to social mobilization will be required.

3.5 Experience Sharing

To continue to enable cross-district learning and to understand the lessons learned and best practices employed by the DNCCs, two experience sharing events were held during year 2, one national-level event held in Kampala in December 2015 and a regional-level event held in Mbarara in June 2016.

These two experience sharing events provided the districts with the opportunity to share their achievements, reflect on challenges faced, and look ahead to next steps. At the December event districts reflected on year 1 of the Initiative and began to plan a way forward for year 2. Some key recommendations from this event that were addressed through year 2 activities included a need for strengthened advocacy skills to ensure final DNAP approval and secure resources for implementation; formation and orientation of NCCs; and strengthening of monitoring and reporting systems. During the June event, districts reported on progress made on implementation since their DNAPs were approved and identified next steps to strengthen implementation, such as increasing support supervision to the LLG NCCs, improving advocacy and BCC, and identifying resources.

Experience-sharing events also served as an opportunity to bring new partners on board, including SDS, RHITES SW, and CHC, allowing them to become familiar with the DNCC Initiative process and meet key DNCC members from the districts where they were starting up activities. Likewise, these events gave DNCC members a chance to plan with these partners about how they can work together to address identified challenges and gaps. For example, through presentations and sessions held during the experience sharing events, SDS shared with districts the available resources to support coordination of DNCC operations, CHC requested districts to come up with SBCC-related DNAP activities which may require support from CHC, and RHITES SW pledged to support DNCC activities in their districts of operation.

Finally, lessons learned, challenges, and proposed next steps were used to inform the progression of DNCC Initiative activities, the finalization of the approach to strengthening nutrition governance, and the development of additional resources and materials to assist DNCCs and their partners to undertake nutrition governance activities. Several key DNCC Initiative products, including the Multi-Sectoral Nutrition Coordination Committee Orientation, the Multi-Sectoral Nutrition Action Planning Training Module, and the Multi-Sectoral Nutrition Toolkit website were improved and refined using feedback from stakeholders gathered during the experience sharing activities.

4 District Progress

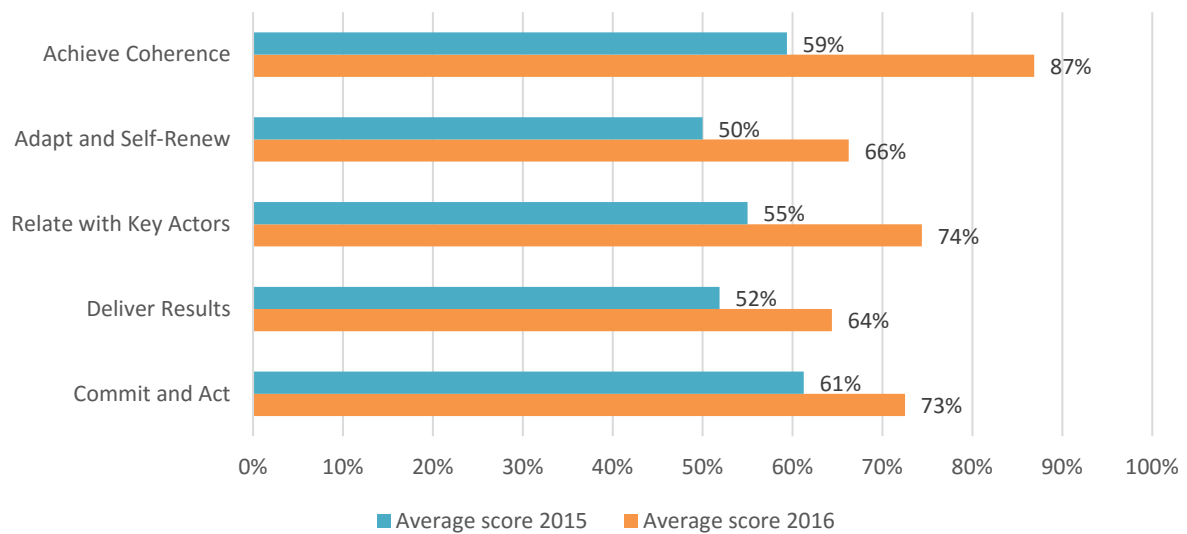
At the June 2016 experience sharing event, DNCC members took a capabilities assessment to compare results with the assessment given during the regional consensus building event in May 2015. There was a 47 percent overlap between the district representatives who took part in the first 2015 district self-assessment and the second self-assessment in 2016. All districts except for Lira had at least one member who took both assessments; however, all those who took the final assessment had participated in multiple DNCC Initiative events and provided informed feedback about district progress and activities.

The basis for the self-assessment instrument is the 5 Capability (5C) approach⁴. This tool looks at five capabilities: the capability to commit and act, to deliver results, to relate with key actors, to adapt and self-renew, and to achieve coherence. The 5C tool assessed different elements of the DNCC capability to strengthen nutrition leadership and governance and enhance implementation of multi-sectoral nutrition programs. For each of the five capabilities, DNCC members were asked to consider four statements about their capability in the area and score each statement on a four-point scale with 1 being very poor and 4 being excellent. DNCC members also provided a rationale for the selected score. The capabilities were contextualized for use by DNCCs as presented below:

- **Capability to commit and act:** Are district leaders able to inspire key partners to make commitments to improve governance and nutrition?
- **Capability to deliver results:** Can DNCC members produce the necessary outputs (e.g., guidance, reflection notes, M&E structure, exchange between stakeholders) to improve the nutrition situation at the district level?
- **Capability to relate with key actors:** Can a strong network of engaged partners be built, expanded, and maintained to support the DNCCs throughout the initiative and beyond?
- **Capability to adapt and self-renew:** Can the partners in the DNCC Initiative design and implement a helpful M&E learning framework? Can they learn from M&E results to be adaptive and innovative in delivery of nutrition services?
- **Capability to achieve coherence:** Can the partners provide a coherent strategy and implementation support for DNCCs?

Across districts, there was improvement in all five capabilities (Figure 5) over the one-year period. For district-specific results, see Annex 3.

⁴ Developed for FANTA by Centre for Development Innovation, Wageningen UR 2015. Based on the work developed by European Centre for Development Policy Management (ECDPM) (Baser and Morgan, (2)008; Keijzer et al., (2)0(1)(1))

Figure 5: DNCC Capabilities Assessment - Improvement from 2015 to 2016

Districts' capability to achieve coherence and the capability to relate showed the greatest amount of improvement between 2015 and 2016. Regarding the capability to achieve coherence, the assessment specifically asked whether districts had revisited their vision, mission, and strategies and about the overall coherence across sectors as represented in the DNAP. The process of DNAP development took place between the assessments, which contributed to the high scores in this area. The capability to relate with key actors received high scores under the areas of stakeholder engagement through participation in planning and improved collaboration on activity implementation; visits to target groups and beneficiaries, which increased due to quarterly support supervision visits that were undertaken in some districts; and the presentation of nutrition issues to the technical planning committee. The greatest variation in scoring under this capability was related to engagement with SNCCs, as some districts, such as Amuru, had started conducting quarterly supervision to their SNCCs while others, including Sheema, had not established any SNCCs.

The capability to deliver on nutrition interventions showed the least amount of improvement over the 1- year period—participants had the lowest scores in this category for both years. This was due, in part, to inadequate resources to implement nutrition interventions. This part of the capability assessment included a question about whether services provided met beneficiary needs. Because of weak M&E systems, minimal or disjointed use of existing tools, and sector-centric rather than integrated M&E for nutrition, progress was difficult to track. Similar issues relating to weak M&E systems and lack of skills on M&E and data analysis were cited related to the capability to adapt and self-renew, which was also a low-scoring area with only moderate improvement.

Finally, the least amount of progress was made in the capability to act and commit, despite this being the highest-scoring area in 2015. Districts felt that procedures to make decisions were clear and that leadership was responsive to the nutrition agenda. However, there was a great variation across districts when it came to capability of staff to do nutrition-related work. Some districts felt they had adequate staff with the necessary skills to complete nutrition work whereas others felt staff nutrition skills were very limited. Another challenge that was echoed across the majority of the districts was a lack of incentives, both financial and non-financial (such as training opportunities and access to resources, such as internet and office equipment), therefore reducing staff motivation and having an impact on retention.

Those districts with strong and active DNCC and district leadership, particularly CAOs and nutrition focal persons, made the most progress in terms of increasing their capability assessment scores. Those with less active leadership showed more stagnated progress. Partner presence and engagement also

played a role. For example, Ntungamo reported strong progress in strengthening its DNCC capabilities over the 1-year assessment period, due in part to support it received from the Uganda Multi-Sectoral Food Security and Nutrition Project, funded by the World Bank, which provided the DNCC with a great deal of support. In Kasese and Ntungamo districts, support came in the form of funding to hold DNCC monthly meetings, as well as direct activity implementation support for activities such as the sensitisation of parent groups, formation of school nutrition committees, and establishment of school gardens to enhance production and consumption of micronutrient rich foods.

While the improvement shown after one year is promising, gaps remain, particularly in the areas of nutrition and advocacy skills, monitoring and reporting, and securing of resources to support coordination and governance activities. Additional support to continue strengthening DNCC capacities also is needed. The following section highlights some of the most common challenges experienced by the districts and proposed next steps to be taken by stakeholders to address them.

5 Challenges and Recommended Stakeholder Actions

A great deal of progress has been made in strengthening nutrition governance during the 2-year DNCC Initiative. However, challenges remain as DNCCs work to take on more of their designated roles and responsibilities. New challenges also emerge as Uganda plans to continue the nutrition governance strengthening process by expanding into more districts and moving down to the LLG level. The following recommendations for multi-sectoral nutrition governance stakeholders are in response to identified challenges and will help to further institutionalize nutrition governance actions, building on the momentum of the past 2 years. These recommendations should also be considered during development of the National Nutrition Policy and the follow-on to the UNAP.

5.1 Ensuring Ongoing Advocacy

Year 2 of the DNCC Initiative encountered unique challenges posed by changes in district political and technical leadership. In addition to the election of new political leadership, there was also a challenge of some CAOs being transferred out of DNCC Initiative districts due to routine staff rotations initiated by MoLG. As discussed under section 3.1 on consensus building, changes in leadership required renewed efforts to orient district leadership on the importance of nutrition and expectations about DNCC activities. However, orientation alone is often not enough to ensure that knowledge about nutrition translates into supportive action. It is also dependent on an individual's personal commitment and motivation to promote nutrition. For example, the transfer of CAOs had both positive and negative impacts on DNCC Initiative districts, depending on the CAO's personal level of engagement. In Masindi, for example, where the CAO and the Assistant CAO were transferred, both of whom were very engaged and pro-nutrition, the DNAP approval was delayed for several months while the new CAO and Assistant CAO were brought on board. In contrast, Lira district, which was initially having challenges due to a less engaged CAO, was assigned a new, very active, pro-nutrition CAO who quickly took up and championed the DNAP approval process. Changes in leadership due to elections and government staff transfers are recurring and necessary functions of a healthy government, therefore strategies are required to manage and minimize potential negative impact of these changes. The following actions are recommended:

- **Undertake continuous advocacy with multiple stakeholders to keep nutrition high on the agenda:** Continuous engagement with district political and technical leadership is required from DNCC members to ensure that nutrition remains a priority in the district. This includes advocacy to ensure that activities put into the DNAP are translated into department annual work plans and that the work plan activities are funded. Identifying multiple champions from within the district will help to ensure that progress and momentum will be maintained should leadership change. Additionally, new leadership should also be quickly introduced and brought on-board and oriented on DNCC activities. Champions should come from various backgrounds, departments, and levels of local government to further diversify the support base for nutrition in the district.
- **Identify a strong nutrition focal person:** While the CAO remains a central figure in terms of driving the nutrition agenda at the district level, the nutrition focal person is also a critical figure. The CAO can appoint anyone as the nutrition focal person and experience has shown that this person should be an active and engaged member of the DNCC to ensure that nutrition remains high on the district agenda. Also, districts have been more successful in moving ahead with nutrition plans when the nutrition focal person is also a member of the technical planning committee, because it provides the nutrition focal person with a strong platform from which to advocate for nutrition activities and resource allocation. Districts with inactive or junior staff in the position of nutrition focal persons have had more difficulty making progress.

5.2 Strengthen Reporting and Accountability Mechanisms

Monitoring and reporting mechanisms remain a challenge. Some steps have been initiated to support DNCC-level reporting and monitoring, including the development of the monitoring and supervision checklist, as described in section 3.4. However, monitoring and reporting channels need further strengthening. This includes developing mechanisms for providing feedback to districts on findings from their supervision visits and mechanisms through which DNCCs report on their activities to district leadership and OPM. Challenges related to provision of feedback include a reliance on partner support to plan and facilitate the supervision visits as well as a lack of staff at OPM to manage the amount of work required to provide meaningful feedback to districts. In terms of reporting, there is still no standardized reporting template that DNCCs can use to report on their activities or established requirements in terms of the channels for reporting.

Monitoring and reporting is essential to holding DNCC members and the CAO accountable for fulfilling their nutrition governance roles and responsibilities. The following actions are proposed to strengthen these mechanisms:

- **Explore ways to systematize supervision feedback:** Currently, the monitoring and supervision checklist is a hard copy form, filled by hand during supervision visits. To enable rapid feedback and systematic tracking of progress within and across districts, mechanisms to digitize the supervision checklist should be explored. The creation of a database that stores standard questions and answers, as well as detailed narrative comments, will help to ensure that feedback and reporting can more easily be aggregated, reviewed, and shared with the districts and also enable better recordkeeping to determine if feedback given is being used and if DNCC performance is improving over time. In addition, a monitoring and supervision checklist that can be used by DNCCs for the monitoring of LLG NCCs needs to be developed.
- **Develop a standard reporting template for NCCs:** A reporting template is required to standardize the information that NCCs are reporting to district leadership and OPM. Standard reporting that reflects fixed expectations also provides a starting point when checking on district activities during supervision visits. The reporting template should be harmonized with the NCC roles and responsibilities and the monitoring and supervision checklist to ensure that progress on strengthening of nutrition governance is well captured. It should also provide a place for districts to report on progress made on DNAP implementation by providing summary data from departments on the activities that are being undertaken in support of district nutrition objectives. Once the reporting template is developed, OPM should communicate clear reporting requirements and channels to the CAOs. It is recommended that reporting happen on a quarterly basis and that reports be submitted to OPM via the CAO.

5.3 Promote a harmonized approach to support NCCs at all levels

At the start of the DNCC Initiative, Uganda had 112 districts, of which the DNCC Initiative targeted 10. With the number of districts continuing to grow, action must be taken to develop a harmonized and consistent approach to strengthening nutrition governance across the country. To ensure improved nutrition across Uganda, effective multi-sectoral nutrition activities must take place in all districts. There is a need for government-led scale up to ensure DNCCs in all districts are supported to plan and budget for nutrition and oversee implementation.

Harmonized partner and government activities promote consistency in implementation, which in turn reduces confusion on the ground. While engagement of new partners throughout the 2-year Initiative has been promising, more needs to be done to ensure that NCCs at all levels receive a consistent and harmonized package of support. This will ensure consistent implementation of NCC responsibilities across districts and at all levels of local government, allowing for smoother transitions should government officials be transferred to new posts. The use of harmonized materials, particularly for

activities such as NCC orientation and nutrition action planning, will ensure that the messages communicated about roles, responsibilities, and expectations are the same, therefore reducing confusion as officials and stakeholders transition in and out of districts. This will also make it easier for OPM to coordinate and monitor strengthening efforts and hold NCCs accountable for meeting a certain standard of performance.

Coordinated scale-up will become even more important as the government begins to scale up nutrition governance activities at the LLG level. Currently, only 10 percent of the 144 sub-counties in the 10 DNCC Initiative districts have SNCCs that have been oriented and are being provided support from DNCCs and their partners. Now that the government has extended coordination efforts to include LLG NCCs to also include municipalities, divisions, and town councils, in addition to the sub-counties, a systematic and coordinated effort will be needed to scale up support to all NCCs. To ensure a successful scale-up, stakeholders and the government should:

Identify and adopt a harmonized approach to scaling up nutrition governance and NCCs:

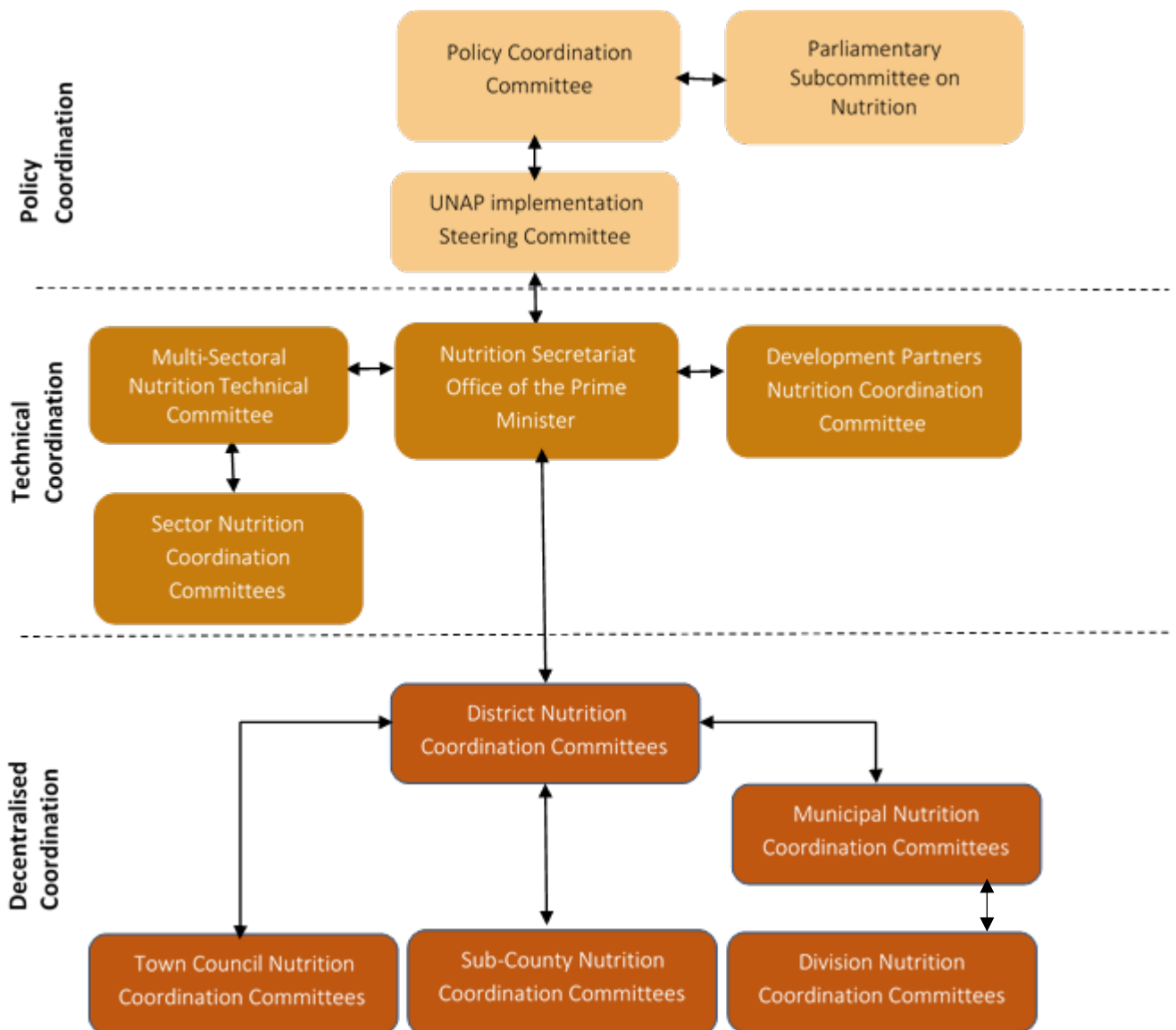
Through the DNCC Initiative several processes that are key to successful strengthening of nutrition governance have been identified and successfully applied. These include thorough orientation for NCCs and their stakeholders on expected roles and responsibilities; a collaborative, integrated approach to multi-sectoral nutrition planning and budgeting; ongoing advocacy to gain the buy-in and support of district leadership and stakeholders; and frequent monitoring and supervision coupled with feedback and follow-up. These core nutrition governance activities should be carried out in all districts and LLGs, using agreed upon procedures and resources. Technical nutrition activities delivered by departments should be customized to district and LLG needs, based on their DNAPs. When partners are supporting NCCs during scale-up they should work alongside OPM to ensure quality and consistency in the delivery of activities, ensuring they use up-to-date resources and qualified trainers.

To facilitate a harmonized approach to scaling up nutrition governance activities and to support the implementation of the DNCC Initiative framework to strengthen nutrition governance, a web-based multi-sectoral nutrition toolkit has been developed. The DNCC tool kit is a collection of systematically organized materials including NCC reports, briefs, training materials, handbooks, guidelines, and lessons learned collected during the 2-year DNCC Initiative. The toolkit can be used by any NCC stakeholder, including NCC members, to assist with the processes of NCC start-up; capacity strengthening; advocacy; and planning, implementing, and monitoring of nutrition activities at district and LLG levels. To access this resource visit: <https://nutrition.opm.go.ug/>

5.4 Strengthening Nutrition Governance through National Policy

The government is currently working on a National Nutrition Policy and a follow on to the UNAP. This is an important opportunity to look back at the lessons learned during the past 5 years, particularly those related to the implementation of the nutrition coordination framework. Through the DNCC Initiative, important steps have been taken to strengthen the framework, including the consensus on DNCC roles, responsibilities, supervision criteria, the establishment of a district-level nutrition action planning process, and the beginnings of a monitoring and reporting framework. It is important that this progress be institutionalized through these new policy documents. The challenges, lessons learned, and recommendations presented in this report should be taken into consideration during the review of the UNAP and the development of its follow-on.

Annex 1: Multi-Sectoral Nutrition Coordination Framework



Annex 2: NCC Roles and Responsibilities

Roles and Responsibilities

- **Technical guidance:** NCCs provide nutrition technical guidance at all local government levels, including to departments, partners, technical planning committees, and councils to ensure proper nutrition planning and quality of service delivery. This also includes identification of capacity strengthening needs.
- **Coordination and partnership with nutrition stakeholders:** The NCC provides a platform through which nutrition stakeholders from all departments can share information and build consensus on how best to address nutrition problems, use available resources, and harmonise the implementation of nutrition activities in the district/LLG. NCCs also have the responsibility to identify and build partnerships with nutrition stakeholders who can contribute to district/LLG nutrition goals and objectives.
- **Monitoring and reporting:** NCCs conduct joint monitoring and support supervision visits to their lower local government NCCs, departments, and partners to provide oversight to activity implementation. NCCs are also responsible for submitting quarterly reports. Reporting requirements capture progress on nutrition governance activities and on the implementation of activities in the multi-sectoral nutrition action plan.
- **Planning, budgeting, and resource mobilisation:** NCCs ensure integration and alignment of nutrition interventions in all local government development planning frameworks, including Development Plans, the MSNAP, annual work plans, and budgets. NCCs should also mobilise internal and external resources to address resource gaps (e.g., local revenues, partners, and through proposal development).
- **Advocacy:** NCCs should conduct advocacy to raise nutrition awareness among their district/LLG leaders. NCCs should also identify and work with nutrition champions to support advocacy efforts.
- **Nutrition behaviour change communication (BCC) and social mobilisation:** NCCs should utilise available platforms such as the media, community dialogue meetings (barazas), and community outreach to carry out behaviour change communication for nutrition. NCCs should also take the lead in ensuring that nutrition BCC messaging and social mobilisation efforts are harmonised across partners and lower local governments.

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