

FANTA III

FOOD AND NUTRITION
TECHNICAL ASSISTANCE



USAID
FROM THE AMERICAN PEOPLE

Multi-Sectoral Nutrition Global Learning & Evidence Exchange East and Southern Africa

Meeting Highlights

March 8–10, 2016

FANTA
FHI 360
1825 Connecticut Ave., NW
Washington, DC 20009-5721
Tel: 202-884-8000 Fax: 202-884-8432
fantamail@fhi360.org www.fantaproject.org

fhi
360
THE SCIENCE OF
IMPROVING LIVES

This report is made possible by the generous support of the American people through the support of the Office of Health, Infectious Diseases, and Nutrition, Bureau for Global Health and the Office of Food for Peace, U.S. Agency for International Development (USAID), under terms of Cooperative Agreement No. AID-OAA-A-12-00005, through the Food and Nutrition Technical Assistance III Project (FANTA), managed by FHI 360.

The contents are the responsibility of FHI 360 and do not necessarily reflect the views of USAID or the United States Government.

Recommendation citation: Food and Nutrition Technical Assistance III Project (FANTA). 2016. *Multi-Sectoral Nutrition Global Learning & Evidence Exchange East and Southern Africa Meeting Highlights, March 8–10, 2016*. Washington, DC: FHI 360/FANTA.

Contact Information

Food and Nutrition Technical Assistance III Project (FANTA)
FHI 360
1825 Connecticut Avenue, NW
Washington, DC 20009-5721
T 202-884-8000
F 202-884-8432
fantamail@FHI 360.org
www.fantaproject.org

Table of Contents

Acronyms	i
Executive Summary	1
Introduction	2
DAY 1-March 8th, 2016 – Evidence Updates	3
Welcome by USAID/Tanzania	3
Welcome by the Government of Tanzania.....	3
Keynote Presentation – The State of the Region and Multi-Sectoral Nutrition Programming	3
Overview of USAID Multi-Sectoral Nutrition Strategy.....	4
Technical and Programmatic Evidence Update	4
Breakout Sessions: Technical and Programmatic Knowledge	5
DAY 2-March 9th, 2016 – Tools and Approaches for MSN Program Design, Coordination, Implementation and M&E	7
Knowledge Café: Tools and Approaches for Program Design, Coordination, Implementation and M&E.....	9
Breakout Sessions: Technical and Programmatic Knowledge	10
DAY 3-March 10th, 2016 – Key Components of an Enabling Environment for Sustainable Multi-Sectoral Nutrition Programming	12
Key Components of Enabling Environment.....	14
Knowledge Café: Tools and Approaches for Creating an Enabling Environment for MSN Programming	15
Country Team Group Work.....	17
Annex 1. Meeting Agenda	27
Annex 2. Meeting Participants	31

Acronyms

A&T	Alive and Thrive
BFS	Bureau of Food Security
DNCC	District Nutrition Coordination Committee
DNSC	District Nutrition Steering Committee
ESA	East and Southern Africa
FANTA	Food and Nutrition Technical Assistance III Project
FFP	Food for Peace
FTF	Feed the Future
GAM	Global Acute Malnutrition
GH	Global Health
HDDS	Household Dietary Diversity Score
IDDS	Individual Dietary Diversity Score
IEC	Information, Education and Communication
IR	Intermediate Result
JSI	John Snow Inc.
M&E	Monitoring and Evaluation
MNS	Multi-Sectoral Strategy
MSN-GLEE	Multi-Sectoral Nutrition Global Learning & Evidence Exchange
NACS	Nutrition Assessment Counselling and Support
NHP+	Nutrition and Health Program Plus
NPDA	Nutrition Program Design Assistant
OHA	Office of HIV/AIDS
PEPFAR	President's Emergency Plan for AIDS Relief
PMO	Prime Minister's Office
PPR	Performance Plan and Report
QI	Quality Improvement
SBC	Social and Behavioral Change
SBCC	Social and Behavioral Change Communication
SDG	Sustainable Development Goals
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally
SUN	Scaling Up Nutrition
TIPS	Trials of Improved Practices
UNF	Uganda Nutrition Fellowship
UNFAO	United Nations Food and Agriculture Organization
USAID	United States Agency for International Development

WASH	Water Sanitation and Hygiene
WHO	World Health Organization
WRA	Women of Reproductive Age

Executive Summary

The U.S. Agency for International Development (USAID) through the Food and Nutrition Technical Assistance III Project (FANTA), convened a Multi-Sectoral Nutrition Global Learning & Evidence Exchange (MSN-GLEE) for East and Southern Africa (ESA) in Dar es Salaam, Tanzania from March 8-10, 2016. The MSN-GLEE was intended to provide a practical forum to review progress, share experiences and lessons learned in multi-sectoral nutrition programming based on country experiences to strengthen the implementation of USAID's Multi-Sectoral Nutrition Strategy.

The objectives of the MSN-GLEE ESA were to:

- Improve understanding of relevant evidence for multi-sectoral approaches to reduction of malnutrition and the priorities set in the 2014-2025 USAID Nutrition Multi-Sectoral Strategy, as well as specific technical topic areas of interest.
- Strengthen multi-sectoral nutrition program design, implementation, coordination and monitoring and evaluation (M&E) through the sharing of country experiences and tools and approaches used to support multi-sectoral nutrition program design, implementation, coordination, and M&E.
- Identify country needs for on-going technical assistance, tools, information and data related to multi-sectoral nutrition programming in order to better plan technical assistance and knowledge management support options for the future.

The MSN-GLEE ESA was attended by 89 participants, comprised of individuals from USAID Missions; USAID/Washington; host country governments; implementing partners in ESA countries; and USAID global projects (see Annex 2 for a list of meeting participants).

The agenda was organized around three main topic areas: technical and programmatic evidence updates; tools and approaches for MSN program design, coordination and implementation, and monitoring and evaluation (M&E); and tools and approaches to creating a sustainable enabling environment for sustainable MSN programming; and was designed to allow for formal presentation of scientific information and programmatic experiences, group work by countries present as well as breakout sessions. This design fostered significant dialogue and exchange among participants (see Annex 1 for the meeting agenda).

The group work by countries focused on discussion on five main points: 1) what a multi-sectoral nutrition program looks like; 2) challenges to multi-sectoral nutrition programming; 3) solutions or lessons learned about multi-sectoral nutrition programming; 4) needs that countries have to improve multi-sectoral nutrition programming; and 5) action steps that will be taken by countries when they return home (see pages 18-27).

Introduction

The U.S. Agency for International Development (USAID) through the Food and Nutrition Technical Assistance III Project (FANTA), convened a Multi-Sectoral Nutrition Global Learning & Evidence Exchange (MSN-GLEE) for East and Southern Africa (ESA) in Dar es Salaam, Tanzania from March 8-10, 2016. The MSN-GLEE was intended to provide a practical forum to review progress, share experiences and lessons learned in multi-sectoral nutrition programming based on country experiences to strengthen the implementation of USAID's Multi-Sectoral Nutrition Strategy.

The objectives of the MSN-GLEE ESA were to:

- Improve understanding of relevant evidence for multi-sectoral approaches to reduction of malnutrition and the priorities set in the 2014-2025 USAID Nutrition Multi-Sectoral Strategy, as well as specific technical topic areas of interest.
- Strengthen multi-sectoral nutrition program design, implementation, coordination and monitoring and evaluation (M&E) through the sharing of country experiences and tools and approaches used to support multi-sectoral nutrition program design, implementation, coordination, and M&E.
- Identify country needs for on-going technical assistance, tools, information and data related to multi-sectoral nutrition programming in order to better plan technical assistance and knowledge management support options for the future.

The MSN-GLEE ESA was attended by 89 participants, comprised of individuals from USAID Missions; USAID/Washington; host country governments; implementing partners in ESA countries; and USAID global projects (see Annex 2 for a list of meeting participants).

The agenda was organized around three main topic areas: technical and programmatic evidence updates; tools and approaches for MSN program design, coordination and implementation, and monitoring and evaluation (M&E); and tools and approaches to creating a sustainable enabling environment for sustainable MSN programming; and was designed to allow for formal presentation of scientific information and programmatic experiences, group work by countries present as well as breakout sessions. This design fostered significant dialogue and exchange among participants (see Annex 1 for the meeting agenda).

This report is intended to provide a summary of the key highlights from each of the three MSN-GLEE ESA meeting days. The PowerPoint slides from the technical presentations are also available at <http://www.fantaproject.org/news-and-events/fanta-hosts-msn-gee-tanzania>.

DAY 1-March 8th, 2016 – Evidence Updates

Welcome by USAID/Tanzania

Daniel Moore, Director, USAID/Tanzania

Welcome by the Government of Tanzania

Joyceline Kaganda, Acting Managing Director, Tanzania Food and Nutrition Center

The presentation provided detailed information on Tanzania's nutritional status and the five-year strategy plan it is currently implementing to achieve the Sustainable Development Goals (SDGs), World Health Assembly targets, and Tanzania Vision 2025. The speaker noted that through the country's new five-year strategy, some of the encouraging results so far included: 20 million Tanzanians reached with fortified food; the decline in the prevalence of child stunting from 42 percent in 2010 to 32.7 percent in 2014; global acute malnutrition (GAM) below 5 percent; and the decline in child underweight from 16 percent in 2010 to 13.4 percent in 2014. Additionally, some of the accomplishments achieved through multi-sectoral nutrition programming were an annual joint multi-sectoral nutrition review, the development and use of a multi-sectoral nutrition scorecard, and the 11 percentage point increase in vitamin A supplementation for 6–59 month olds due to increased human and financial resources and improved coordination within the health system. Dr. Kaganda also noted that though there has been some success in nutrition outcomes, there are still about 2.7 million stunted children under 5 years of age. If no investment in nutrition is made, 580,000 children will die of stunting, while an effective investment in nutrition could save 125,000 children's lives. She concluded by saying that tackling nutrition issues is a long-term vision that will contribute to the achievement of Tanzanian social and economic goals so the need to sustain gains and accelerate progress is very essential.

Keynote Presentation – The State of the Region and Multi-Sectoral Nutrition Programming

Boitshepo Giyose, Senior Nutrition Officer, UN/FAO

The keynote speaker provided in-depth information on the nutritional state of the region, and multi-sectoral nutrition programming progress and challenges. She noted that though nutrition has achieved more attention in global policy discourse in developing countries, the rates of malnutrition are still staggering. Furthermore, malnutrition is robbing people of productive potential and is affecting the economic and social development potential of the population. In addition to undernutrition, the rising levels of overweight/obesity in developing countries even in children under 5 is of great concern. Hence investing in nutrition will not only be a moral imperative but also improve productivity and economic growth; reduce health care cost and promote education; intellectual capacity and social development. The speaker also stated that nutrition investments should address both nutrition-specific and nutrition-sensitive issues using a multi-sectoral approach. She concluded her presentation by stating that to ensure best investments to produce improved nutrition outcomes for the region, nutrition requires a systemic approach and solutions; continued and sustained conversations and advocacy; more policy convergence and coherence, building capacities across all sectors and levels; more investments for targeted key priorities; better data, evidence, and metrics; better collaboration, coordination, and governance; and vertical and horizontal accountability.

Overview of USAID Multi-Sectoral Nutrition Strategy

Anne Peniston, Nutrition Division Chief, USAID/GH

The speaker shared that the USAID Multi-Sectoral Nutrition Strategy was developed to guide the agency's policies and programs for nutrition in both emergency and development contexts with the goal of improving nutrition to save lives, build resilience, increase economic productivity, and advance development. She stated that the strategy draws from the evidence from the Lancet 2013 series of Maternal and Child Undernutrition and supports the World Health Assembly 2025 nutrition targets. The Multi-Sectoral Nutrition Strategy highlights the need to prioritize high-impact interventions to achieve targets such as reducing stunting by 20 percent and the maintaining of Global Acute Malnutrition (GAM) below the emergency threshold of 15 percent. Hence, for USAID to achieve its vision, it will set and monitor nutrition targets, focus on evidenced-based high impact nutrition specific- and nutrition-sensitive actions and manage funds and programs in a rigorous manner to achieve results. The speaker noted that there will be 25 technical guidance briefs to support the Multi-Sectoral Nutrition Strategy. The speaker concluded by stating that the strategy's multi-sectoral approach addresses both direct and underlying causes of malnutrition and its focus on linking humanitarian assistance with development programming helps build resilience to shocks in vulnerable communities.

This session enabled participants to better understand the background and the rationale of the Multi-Sectoral Nutrition Strategy (MNS) as well as its significance to USAID and country partners. Additionally, it provided a platform for participants to discuss the vision and key components of the strategy including the MNS results framework.

TECHNICAL AND PROGRAMMATIC EVIDENCE UPDATE

Evidence for nutrition-specific and nutrition-sensitive actions was reviewed at the MSN-GLEE. Current evidence presented showed that reducing malnutrition globally requires a combination of both nutrition-specific and nutrition-sensitive interventions. Though timely nutrition-specific interventions at critical points in the lifecycle are essential, nutrition-specific interventions alone will not eliminate malnutrition. However, a multi-sectoral approach that combines nutrition-specific and nutrition-sensitive interventions has the potential to enhance the effectiveness of nutrition investments worldwide to produce positive and improved nutrition outcomes. Highlights from speakers for nutrition-specific and sensitive actions are below:

Nutrition-Specific Actions: What Works and Why?

Deborah Ash, Tanzania Project Manager, FANTA/FHI 360

The presenter indicated that 90 percent of the global burden of malnutrition is accounted for by 34 countries, and 20 percent of stunting in the 34 high-burden countries would be reduced if 10 nutrition-specific interventions are scaled up to 90 percent coverage. She added that approaches to tackling malnutrition must go beyond the health sector and that progress is being held back by inadequate investments (for example, although only 4 percent of donor funding goes to malnutrition, 13 of 29 donors allocated less than 1 million US dollars to nutrition-specific interventions in 2013), inadequate coordination for delivering interventions, inadequate coverage and focus on life course, and inadequate focus on social determinants and nutrition governance. The speaker concluded by stating that it is essential to support country plans to set and monitor nutrition targets, rigorously manage nutrition funds and programs, focus on high-impact actions and increase impact and improve cost-effectiveness by better integration across multiple sectors to reduce malnutrition.

Nutrition-Sensitive Actions: What Works and Why?

Katherine Dennison, Nutrition Advisor, USAID/BFS

The speaker presented evidence on how water, sanitation, and hygiene (WASH) and agriculture specifically affect nutrition as well as how agriculture serves as a means to women's empowerment. She indicated that when food is produced and consumed, the human body obtains calories, protein, and micronutrients. Additionally, agricultural produce can be sold to provide income and this income can be invested in diversifying diets, purchasing nutrient rich foods and health care. Furthermore, agriculture serves as a means for women's empowerment through maximizing women's control of income. The speaker also provided evidence on how sanitation and clean environments, safe drinking water, handwashing, and food hygiene have positive effects on nutrition outcomes. She concluded by indicating that to achieve better nutrition outcomes, designing nutrition-sensitive agriculture activities, outcomes, and indicators that link with nutrition-specific activities in co-located areas and also reference the frameworks, principles, and pathways associated with the activities is very pertinent.

BREAKOUT SESSIONS: TECHNICAL AND PROGRAMMATIC KNOWLEDGE

Following presentations and discussion on nutrition-specific and nutrition-sensitive actions, breakout sessions were conducted to allow participants to discuss and learn more about specific technical topics. Highlights of each breakout session is presented below:

An Overview of Mycotoxins in the Food Production Chain and the Nutrition and Health Impacts

Ahmed Kablan, International Nutrition and Public Health Advisor, USAID/BFS

The speaker talked about how while foodborne toxins, such as mycotoxins, have been looked at as an agriculture/production-related problem that can lead to cancer in humans or to death in cases of acute exposure, they are also strongly associated with childhood growth impairment. However, much attention has not been given to the potential effects on child growth impairment conditions such as stunting. The scientific evidence linking child stunting to mycotoxins, particularly aflatoxins, was reviewed. The speaker also indicated that although we don't understand the exact mechanism by which aflatoxin causes child stunting, there have been several proposed theories which include: immunomodulation associated with aflatoxin exposure that causes recurrent infection in children and can lead to growth impairment; changes in intestinal integrity that could make hosts more vulnerable to intestinal foreign microbes; down-regulation of genes associated with energy production and fatty acid metabolism; impairment of protein synthesis and the inability to mobilize fat; and changes in hepatic metabolism of vitamins and micronutrients. Interventions to reduce aflatoxins in the food system include biocontrol, biotechnology/breeding, dietary chemo-prevention, improved dietary diversity, improved agricultural practices, improved sorting, drying, food storage, and Hepatitis B vaccinations. A systematic review of nutrition programs has shown that even well-designed programs usually only address the causes of approximately one-third of stunting, at best. To conclude his presentation, the speaker noted that there is an urgent need for controlled experimental studies on the associations between mycotoxins and stunting and listed key, ongoing multi-disciplinary research projects funded by Feed the Future that will add to the evidence base on mycotoxins and stunting. These research projects are associated with the Peanut/Mycotoxin Innovation Lab, Nutrition Innovation Lab, AflaSTOP Post Harvest Storage Structures, Aflatoxin Policy and Program for East African Region (APPEAR) and Regional East Africa for Aflasafe.

Nutrition for Adolescent Girls and Women

Kavita Sethuraman, Senior Advisor, Maternal and Child Health and Nutrition, FANTA/FHI 360

According to the speaker, adolescent girls and women of reproductive age (WRA) represent approximately 25 percent of the population in East and Southern Africa and the nutritional status of adolescent girls are poorer than their adult peers. A significant proportion of women begin childbearing during adolescence and the first-born children born to adolescent girls in Sub-Saharan Africa are 33 percent more likely and those born in South Asia are 38 percent more likely to be stunted compared to babies born to mothers who are older than 19 years of age. Hence, investing in adolescents will ensure longer term sustainable results for reduced poverty, food insecurity, fertility, and malnutrition. Additionally, current efforts and investments during the first 1,000 days that focus on preventing stunting in children will be more effective and sustainable if the nutrition of adolescent girls and women improves. When we invest in adolescents and women we prevent intergenerational transmission of malnutrition; food insecurity and poverty; accelerate the fight against poverty, inequity, food insecurity, and gender discrimination; consolidate global gains in early and middle childhood (health, nutrition, and universal primary education); and fulfill child rights. There are challenges, lessons learned, and recommendations associated with nutrition programming for adolescent girls and women. Some of the challenges mentioned were the significant lack of research on adolescent nutrition and how to improve it, lack of policy attention, resources, and targeted activities to address adolescent health and nutrition and lack of sex- and age-disaggregated data to understand adolescent nutritional status. Some of the lessons learned included the need to prioritize the reduction of adolescent marriage and/or childbearing and keeping girls in school to sustainably reduce the prevalence of stunting in young children in the next generation and the limited but promising knowledge of what works to improve adolescent nutrition. Some of the recommendations included: 1) Investing in multi-sectoral resources in adolescence and youth with the aim of preventing adolescent pregnancy and keeping girls in school; and 2) Adopting a multi-sectoral legislative and policy framework to allocate resources to meet the unique needs of adolescents comprising both nutrition-specific and nutrition-sensitive approaches. The speaker concluded by reiterating the importance of investing in adolescent nutrition now to improve women and children's nutrition and protect and sustain investment in the 1,000 days.

Dietary Diversity and SBC

Katherine Dennison, Nutrition Advisor, USAID/BFS

This session aimed to improve the understanding of participants on why dietary diversity is important, and explored methods of how to assess dietary diversity. The speaker indicated that the Household Dietary Diversity Score (HDDS) measures household dietary diversity as a proxy measure of household food access or socio-economic status of household and Individual Dietary Diversity Score (IDDS) as a proxy measure of the nutritional quality of an individual's diet. The HDDS monitors seasonal fluctuations in food access, the impact of a project on household food access, and serves as an indicator within an early warning system. Evidence from studies from Ghana, Burkina Faso, and Rwanda on household food production on dietary diversity was reviewed. The speaker concluded by noting that half of the first 1,000 days window of opportunity is related to the mother's nutrition and health, hence an intensive nutrition program targeting dietary diversity needs regular, quality contacts with mothers. Messages related to dietary diversity should also be data driven and must be reinforced by government, communities, and media.

DAY 2-March 9th, 2016 - Tools and Approaches for MSN Program Design, Coordination, Implementation and M&E

Tools and Approaches for MSN Program Design, Coordination, Implementation and M&E – Three Country Case Studies

This panel presentation provided three country examples of multi-sectoral nutrition programming design, coordination, implementation and M&E. These presentations created a platform for countries to discuss the challenges they face in these areas and learn some solutions from countries that have successfully overcome those challenges. The following are highlights from each presentation.

Rwanda: Examples of Coordination and Monitoring Across Technical Sectors

Silver Karumba, Nutrition Specialist, USAID/Rwanda

USAID/Rwanda has focused on the “breaking down the silos” in the implementation of multi-sectoral nutrition programming and has examples of how coordination and monitoring across technical sectors works. Challenges and lessons learned from implementation of multi-sectoral nutrition programming were presented. Some of the challenges noted were that the goals of the multi-sectoral nutrition program were hampered due to key ministries prolonging implementation and the disconnection between social cluster ministries and technical working groups. Some of the lessons learned were around the need to involve cross-sectional teams when implementing multi-sectoral nutrition interventions programs to obtain successful outcomes and the need to involve host government officials during all phases of implementation to avoid delays or rejection at a later date. The speaker concluded by noting that if leadership supports multi-sectoral nutrition programming and prioritizes multi-sectoral approaches to nutrition policy and strategies that the implementation of multi-sectoral programs becomes easier.

Ethiopia: Multi-sectoral National Nutrition Program-Lesson Learned 2013-2015

Mary Harvey, Nutrition Advisor, USAID/Ethiopia

USAID/Ethiopia featured examples of multiple projects working together to implement multi-sectoral national nutrition programs. The presentation focused on how nutrition fits in Comprehensive Africa Agriculture Development Programme (CAADP) and the USAID/Ethiopia Development Objective 1, as well as how Feed the Future projects in Ethiopia fit into the agriculture-nutrition pathway. The presenter mentioned some challenges and lesson learned in implementing multi-sectoral projects in Ethiopia. Some of the challenges included the low awareness in sectors and communities of national nutrition programs, budget constraints, lack of nutrition professionals and absence of structure and ownership. For lessons learned, the speaker elicited that multi-sectoral nutrition programming is a process and requires patience, time and exchange visits help to conceptualize how multi-sectoral approaches and/or coordination works. The speaker concluded by stating that the multi-sectoral approach in Ethiopia needs alignment with government priorities and sometimes those priorities may not be nutrition. Convergence or layering of interventions of projects or programs is also key for maximum impact but approaches should be tried out or contextualized. The importance of ensuring capacity building for nutrition professionals to use multiple approaches, target multiple sectors, and implement at different levels is also critical.

Kenya: FHI 360 Nutrition and Health Program Plus

Brian Njoroge, Nutrition Specialist, NHP+ Kenya

NHP+/Kenya presented highlights from their project on how inclusive planning contributes to success. The speaker noted that strengthening the capacity for multi-sectoral nutrition programs at sub-county levels required joint work planning, capacity building of multidisciplinary teams, support supervision and dissemination, and contextualization of guidelines. He also stated that some of the actions that took place to help in effective design of implementation of their program included the harmonization of multi-sector calendar of events, an integrated approach to needs or gap assessment analysis at all levels, standardization of multi-sectoral service delivery and reporting systems, and support for cross training for multi-sectoral activities. The challenges faced included parallel reporting systems, lack of multi-sectoral M&E framework to track key indicators, lack of funding for multi-sectoral nutrition-sensitive activities at national and county levels and weak decentralization of multi-sectoral coordination mechanisms to the county level. The speaker also iterated that the nutrition sector needs to make more effort to match and translate key nutrition information for specific audiences across sectors. He concluded by saying that effective coordination from planning to implementation is very essential because large-scale impact in multi-sectoral nutrition programming comes from better multi-sector coordination rather than from the isolated intervention of individual organizations.

Research to Action: The Use of Data for SBC Scale Up

Nearly all multi-sectoral nutrition programs have social and behaviour change as a core element, but oftentimes existing data and formative research is not optimally used to inform program design. USAID invests heavily in social and behavioral change activities, so this is a critical area for examination. This session aimed at providing information on the use of data for SBC scale up and understanding key determinants of behavior through formative research to inform program design and implementation. Highlights from the presentations on moving from research to action are presented here:

Lesson Learned from Alive & Thrive SBC Programs

Desta Kebede, Associate Director, Field Operations, Alive& Thrive/FHI 360

The speaker provided a framework for scaling up nutrition, practical tools, examples, and insights to groups working across sectors with an at-scale mindset. He also presented examples on how to use data to choose a few priority small doable actions for strategic focus; shift social norms through intensity, by addressing multiple audiences through several channels, and use emotion and apply behavior change theory to help people to modify their behaviors. Furthermore, the speaker discussed several formative tools and how to use formative results to develop sound program designs and implementation approaches.

Giving Participants a Voice in Program Design: The Use of Trials of Improved Practices (TIPS) in the FFP Amalima Project in Zimbabwe

Melissa Antal, Nutrition and Agriculture Specialist, Manoff Group

The speaker presented on how Trials of Improved Practices (TIPS) assisted in the design of program strategies and activities focused on behavioral change. Using the Food for Peace (FFP) Amalima Project as an example, she noted how TIPS was used to pretest concepts and the willingness to change behaviors which provided feedback that was then utilized for program design through a strategic process.

Improving Infant and Young Child Feeding: Lessons from Market-Based and Hybrid Delivery Models

Marti van Liere, Director, GAIN

The speaker shared about how multi-sectoral nutrition programming requires continuous and pro-active support of a backbone organization to ensure that the contributions of individual partners create a multiplier effect for collective impact. Poor vulnerable populations are consumers who make choices and decisions based on their specific wants and aspirations, which need to be taken into considerations when designing impactful social and behavioral change and communication (SBCC) interventions. Creating an aspirational campaign identity, executing rigorously across multiple channels, prioritizing and simplify messages, not only knowledge, but also emotions as motive to change, and working with commercial creatives and media planners can help improve infant and young child feeding. The speaker also shared the example of the Project Baduta to illustrate the collective impact approach. She concluded by stating lesson learned from the collective impact approach in multi-sectoral nutrition programming, which include aligning and brokering multiple partners and channels to create collective impact, creating aspirational campaign identity and executing rigorously across multiple channels.

KNOWLEDGE CAFÉ: TOOLS AND APPROACHES FOR PROGRAM DESIGN, COORDINATION, IMPLEMENTATION AND M&E

This session created an environment for participants to engage with subject matter experts on tools and approaches for program design, coordination, implementation and M&E through a knowledge café setting. Each tool/approach presented in this session is described below:

Nutrition Program Design Assistant (NPDA)

Kristen Cashin, Technical Advisor, Maternal and Child Health and Nutrition, FANTA/FHI 360

The NPDA is a tool to help organizations design the nutrition component of their community-based maternal and child health, food security, or other development program. The tool focuses on prevention and also provides guidance on recuperative approaches that are needed when there is a high prevalence of acute malnutrition. The tool has two components: (1) a reference guide for understanding the nutrition situation and identifying and selecting program approaches, and (2) a workbook to record information, decisions, and decision-making rationale. The workbook is available as a pdf or Word file, and includes a separate Excel file with adaptable templates to use as needed for data collection and developing a Logical Framework. More information about the NPDA can be found at <http://www.fantaproject.org/tools/nutrition-program-design-assistant-npda>

mNutrition: Behavior Change through Mobile Channels (Examples from Health and Agriculture Platforms)

Marti van Liere, Director, GAIN

The mNutrition project seeks to embed nutrition information in either existing mobile health or mobile agriculture services across 12 priority countries. All messaging is based on global evidence and best practice, aligned with national priorities, policies and programs, and validated by government authorities, to ensure consistency and accuracy, and generating demand for services they can access. Further, all messages are designed with user insights in mind and tested with the users to refine them, ensuring they are understandable but also actionable. Participants in this session had the opportunity to learn about application of the tool and its effectiveness, and how the tool can be adapted to other contexts. More information about mNutrition can be found at: <http://www.gainhealth.org/knowledge-centre/mnutrition-new-nutrition-landscape-analyses-reports-now/>

Optifood

Kavita Sethuraman, Technical Advisor, Maternal and Child Health and Nutrition, FANTA/FHI 360

Optifood is a linear programming software application that allows public health professionals to identify the nutrients people obtain from their local diets, and to formulate and test population-specific food-based recommendations to meet their nutritional needs. Optimization analyses help these professionals specify the lowest cost combination of local foods that will meet or come as close as possible to meeting the nutrient needs of specific target groups. Optifood was developed by WHO in collaboration with the London School of Hygiene and Tropical Medicine, FANTA, and Blue-Infinity. Participants in this session had the opportunity to learn more about the application of Optifood and discussed how to use it in their own country settings. More information about Optifood can be found at:

<http://www.fantaproject.org/tools/optifood>

Multi-sectoral Approaches to Anemia Planning, Programming, and Coordination

Nancy Adero, Research Advisor, SPRING/JSI

This presentation shared practical experiences from establishing a multi-sectoral, multi-stakeholder platform for national anemia programming and coordination in Uganda. Participants also learned about new tools currently under development for carrying out a national anemia landscape analysis and for collecting district-level anemia data. More information about this tool can be found at:

<https://www.spring-nutrition.org/about-us/activities/multi-sectoral-anemia-platforms-strengthening-maps-strengthening-anemia>

Tools to Ensure Formative Research Findings Inform SBC Materials

Desta Kebede, Associate Director, Field Operations, Alive& Thrive/FHI 360

In this session, Alive & Thrive (A&T) presented how a multichannel/comprehensive approach is effective by citing examples on how mothers who participated in more A&T activities were more likely to adopt the behavior. The expert also shared a tool that ensures a program's key formative findings are reflected in strategies, materials, and messages. Participants also had the opportunity to learn how a set of simple, low-cost, and user-friendly materials bring impact in a large scale intervention. More information on Alive & Thrive tools for both mass communication and interpersonal communication can be found here: <http://aliveandthrive.org/resources-main-page/tools-library/>

BREAKOUT SESSIONS: TECHNICAL AND PROGRAMMATIC KNOWLEDGE

Breakout sessions were organized to allow participants to discuss and learn more about tools and approaches for multi-sectoral nutrition programming design, coordination, implementation and M&E. The breakout sessions were as follows:

Climate Change, Food Security and Nutrition

Katherine Dennison, Nutrition Advisor, USAID/BFS

Mike Manske, Nutrition Advisor, USAID/FFP

The presenters spoke about how climate change poses major risks due to erratic temperatures, precipitation changes, rising sea levels and the increase in frequency and severity of extreme weather events. Due to climate change, small-holder farmers, pastoralists and fishers especially are vulnerable as their production systems often lack the resources to manage an effective response to climate threats. Additionally, climate and weather affect nutrition through agricultural production, health and disease and can exacerbate undernutrition through impacts on household access to sufficient, safe and

adequate food; impacts on care and feeding practices; and impacts on environmental health and access to health services. Sources of early warning information for nutrition were presented and it was noted how nutrition is being more formally integrated into early warning, but still considered a lagging indicator. Typical activities done for project-level early warning include: the identification of key information stakeholders, establishing applicable indicators and monitoring/collection mechanisms, determining stress/shock levels and severity thresholds for response and reviewing available response strategies and designing response strategy frameworks.

WASH and Nutrition

Kyla Gregoire, WASH Advisor, USAID/FFP

This session provided a country setting viewpoint on USAID investments in WASH in support of nutrition. The speaker elaborated on the direct and indirect linkages between WASH, food security and nutrition and the quality and strength of scientific evidence available for including them in multi-sectoral programming. She also stated the importance of developing WASH strategies that also have goals related to nutrition outcomes and address the importance of sustainability. High impact WASH interventions such as safe feces disposal, handwashing with soap, drinking water supply and drinking water treatment and safe storage as well as food hygiene were discussed. The session also created an opportunity for participants to engage in discussion on the challenges and way forward with regards to the implementation of USAID-supported integrated WASH and nutrition projects.

NACS - A Systems Approach to Integrating Nutrition Assessment, Counseling and Support within Health Services through Quality Improvement

Tim Quick, Senior Nutrition Advisor, USAID/OHA

NACS is a systems approach to integrating nutrition assessment, counseling and support within health services. NACS is embraced within the 2014-2025 USAID Multi-sectoral Nutrition Strategy, as providing a unifying framework for assuring that all individuals consistently receive the nutrition-specific and nutrition-sensitive interventions that constitute an acceptable standard of care. While human resources, training, information systems, and commodity procurement and supply chain management are all key elements of a systems approach, quality improvement (QI) is absolutely critical to providing nutrition services and support consistently and comprehensively. The speaker summarized the NACS/QI approach applied within PEPFAR to participants and advocated for its broader extension within health programs. He also noted that human resources and training is not sufficient to ensure provision of the standard of care for nutrition and health but how services are most efficiently, consistently and sustainably provided at the clinic and community levels established through quality improvement is essential.

Monitoring and Evaluation (M&E) for MSN Programming

Raphael Makonnen, USAID/GH

Anne Swindale, M&E Senior Program Advisor, Nutrition Advisor, USAID/BFS

Elizabeth Bontrager, Nutrition Advisor, USAID/GH

The cross-agency Nutrition M&E Working Group presented eight new Required if Applicable Performance Plan & Report (PPR) indicators for feedback from the field. This cross-agency M&E effort is being undertaken by staff from the Bureau for Global Health, Bureau for Food Security, Office of Food for Peace, and Office of Foreign Disaster Assistance. Reporting on these new PPR indicators will be required for all mission and implementing partner activities that contribute to the results the indicators measure. The indicators are part of a broader process to develop an M&E plan to measure progress over the ten years of USAID's Multi-sectoral Nutrition Strategy. In this session, the speakers shared the intra-

agency guidance to measure progress against the agency's Multi-Sectoral Nutrition Strategy as well as broad set of indicators that will be used to measure progress across the MSN Strategy Goal, Strategic Objective, and intermediate results (IR) levels as well as identify sub-set of indicators that will be collected through the PPR process to participants. Participants were split into country working groups to examine the indicators in more depth, including identifying and disaggregating which indicators are relevant to their programs, and how indicator data might be collected. The participants also explored ideas on how to measure integration in a field context.

DAY 3-March 10th, 2016 — Key Components of an Enabling Environment for Sustainable Multi-Sectoral Nutrition Programming

Delivering a National, Multi-sectoral Response to Improve Nutrition: Three Country Case Studies

This panel offered three country case studies that looked at how national nutrition governance can be strengthened and made more sustainable. Highlights of the three country cases presented are as follows:

Tanzania: Coordinating Multi-sectoral Stakeholders to Address Nutrition

Obey Assery, Assistant Director, PMO/Tanzania

The Tanzania case study focused on coordination and its effects in multi-sectoral nutrition programming. The speaker shared that the Prime Minister's Office has a defined role and authority to coordinate across line ministries, local government authorities. He stated that because of Tanzania's high commitment to nutrition, the country has revised its national food and nutrition policy; developed a policy implementation strategy and an institutional framework for nutrition; appointed regional and district nutrition officers and has a budget code and guidelines for nutrition. Tanzania is also strengthening its nutrition governance through the development of a national multi-sectoral action plan and multi-sectoral national nutrition advocacy plan. PROFILES, other advocacy materials, a multi-sectoral score card, budgeting guides, and capacity building in key line ministries were some of the tools used to appeal to policy-makers. The speaker concluded by listing some challenges associated with coordination of multi-sectoral efforts to address nutrition. The challenges included the lack of capacity necessary to take up roles and responsibilities in the institutional framework thus limits the operationalization of policies; limited tools, training, time and supportive supervision required for decentralization; and the lack of coordination of government priorities and plans with development partners.

Malawi: Integration of Nutrition Curriculum into Universities, Lessons Learned

Victoria Orchardson, Nutrition Specialist, USAID/Malawi

USAID/Malawi presented lessons learned from efforts to integrate nutrition curriculum into medical colleges and agriculture and natural resources universities. The speaker said that the nutrition curriculum developed in Malawi was competency based and focused on practical training. The curriculum was modeled after programs in South Africa and the United States of America and also included needs assessment, stakeholders input, literature reviews and reviews of government of Malawi's policies and strategies. However, one of the lessons learned was that an in depth analysis of the skills Malawians wanted in a dietitian and what was required for that training should have been conducted. In conclusion, some of the elements seen as critical for a successful curriculum development and integration into an existing curriculum include: hiring a local team or creating a working group to

facilitate collaboration and local ownership; conducting a thorough needs assessment; and working with an institution with a variety of experts or consultants rather than with just an individual consultant.

Uganda: Integration of Multi-sectoral Nutrition Interventions into Development Planning Process at the District Level

Brenda Shenute Namugumya, Senior Technical Officer, FANTA/Uganda

The speaker presented a two-year process used to strengthen nutrition leadership and governance in Uganda. The process involved the strengthening of District Nutrition Coordination Committees (DNCC) capacity to plan for multi-sectoral nutrition interventions and budget and leverage existing resources, as well as advocate for and monitor nutrition activities. Some of the challenges faced during this process included inadequate technical capacity for multi-sectoral nutrition planning, the lack of agreed multi-sectoral nutrition indicators and reporting system that is representative of the district and the difficulty in planning without allocated resources. The speaker also noted that technical expertise and support was critical for developing a local government-owned nutrition agenda as well as integrating nutrition into existing government systems and structures for accountability and local level ownership helps to identify nutrition resources and streamline implementation of nutrition interventions. She concluded by stating that engaging political and technical stakeholders early to ensure prioritization of nutrition in planning processes and foster ownership of the agenda is very important. Furthermore, building consensus among sectors and stakeholders will help achieve multi-sectoral nutrition planning and implementation.

National Leadership for Nutrition—Government Representative Panel

The keynote speaker, Boitshepo Giyose, led a discussion with a panel of Eastern and Southern African government representatives from Ethiopia, Zambia, Malawi, Kenya, Tanzania, Zimbabwe and Uganda to highlight national perspectives and key insights on nutrition governance and leadership. Some of the responses to questions posed to the government representative are summarized below.

1. *Uganda: If you had a chance to talk to your President right now about nutrition what would your message be?* The President has committed to transform Uganda to a modern, productive middle income economy by 2040. That type of socio-economic development requires skilled human resources. So, because malnutrition hinders human capital development, it remains a barrier to social transformation and is quietly undermining his efforts. Adequate investments in nutrition would therefore increase educational attainment, reduce costs to the health system, and increase productivity and employability of adult Ugandans. Furthermore, investing in nutrition will transform the country and Uganda will have returns of \$16 US for every dollar invested in nutrition.
2. *Kenya: How are you translating nutrition strategies in your country to action planning and implementation?* Kenya has a national food security policy and a five-year nutrition action plan with 11 strategic objectives and an M&E framework that outlines how to monitor on annual basis. Each year, annual work plans are based on the selection of certain objectives and activities to implement from national nutrition action plan. This process also happens at the county level, with annual work plans based on county nutrition action plans.
3. *Ethiopia: How are you elevating or improving nutrition curricula in academia for long-term professional development? What tools are available? What is missing?* The Ministry of Agriculture and Natural Resources is working with the Ministry of Education to ensure that nutrition is part of mid-level agriculture curriculum. The ministries are defining nutrition-sensitive core competencies and capacity building for universities to deliver competency and standards-based courses. This will include organizing demonstration sites, gender and nutrition-sensitive agricultural research and

disseminating evidence to communities and establishing an academic center for excellence in nutrition-sensitive agriculture.

4. *Zambia: What should donors be focused on to improve nutrition capacity to keep the nutrition agenda moving forward?* To help build capacity in professional fields, Zambia had its first cohort of nutrition degree holders last year. The nutrition policy decisions makers at high levels also need to be educated. Most institutions are now training low-level staff on just undernutrition whilst there is also a need to tackle overnutrition. Nutrition is cross-cutting, but staff are unaware of the linkage between nutrition, agriculture and other sectors. Hence, donors need to build the capacity in other sectors outside of health to understand relationships with nutrition.
5. *Tanzania: How useful have costing exercises around nutrition been in Tanzania and how are you using the data?* After costing the national nutrition strategy, Tanzania started implementing and took on a public expenditure review to see how much funding was being used. It was found that the level of expenditure has never gone beyond 0.2%. Some councils were also not budgeting for nutrition. Based on this information, an advocacy plan to argue for investments in nutrition was developed. As of now, instructions have been given to budget a specific amount of resources for nutrition. Budget guides on this procedure are done yearly.
6. *Malawi: How has the private sector been able to contribute to nutrition goals in Malawi?* In Malawi, there are public private partnerships and the private sector is well-organized in production, processing and marketing of fortified and complementary foods (e.g. vitamin A fortified sugar). Private partners and companies also collaborate with Ministry of Trade to ensure legislation is adhered to.

KEY COMPONENTS OF ENABLING ENVIRONMENT

A Nutrition Governance Framework: Why It Matters to Scale Up and Sustainability

Deborah Ash, Country Lead, Project Manager, FANTA/FHI 360

The WHO landscape analysis indicates that inadequate nutrition governance is slowing progress in reducing malnutrition. Addressing undernutrition requires a strong focus on governance because there are multiple determinants and governance is necessary to convince stakeholders across sectors, with limited understanding of the role/impact of nutrition in national development, to invest. Without governance it is hard to measure improved nutrition or attribute improvement to specific policies or action. Concurrent coordinated actions, strong leadership, incentives and drivers of political commitment are also needed by people at all levels and sectors of government. Additionally, process-driven nutrition governance should look into specific mechanisms of political commitment around nutrition, focus on the formation and sustainability of nutrition coalitions and seek to measure and extract practical policy advice for scaling-up nutrition efforts. The speaker concluded by recommending ten ways for a successful nutrition governance, including: the involvement of an executive branch of government, effective bodies to coordinate nutrition actions, the framing of nutrition as an integral part of the national development agenda, local ownership of nutrition programs and outcomes, and government financial mechanisms to protect nutrition funding and use it transparently.

Conflict of Interest Among Stakeholders in Nutrition

Katherine Hagen, Consultant

The speaker shared that tackling nutrition requires a multi-sectoral approach because it is linked to the SDGs, and multiple sectors as well as multiple stakeholders. She also added that an enabling environment is needed because each stakeholder recognizes the benefits of collaboration and every

stakeholder brings something, such as information, expertise, capacity and local practices that adds value to collaboration. The speaker also noted that tackling nutrition through a multi-sectoral approach in an enabling environment is associated with challenges such as dealing with divergent and often conflicting interest, visions and operating strategies, power imbalances and lack of transparency and legitimacy. She also stated that to overcome these challenges and create an enabling environment, written policies should be in place for conflict of interest, effective leadership is required, clear definition of stakeholders and roles should be specified, specific attention to the role of private sector and community focus is essential, regional harmonization of basic norms and third party oversight of accountability is crucial. The speaker highlighted the importance of understanding the difference between conflict and conflict of interest, institutional versus individual conflict of interest, multiple platforms and possibilities and the need to develop multi-sectoral data and indicators. She concluded by recommending that creation of enabling environment for nutrition can be strengthened by mapping exercise on key sectors and stakeholder, integration of nutrition into country-level strategies for reaching the 2030 Agenda for Sustainable Development, identification of Scaling Up Nutrition (SUN) champions, preparation of written policy frameworks defining roles, disclosure requirements and conflict of interest management, and linking up national strategies to community level initiatives.

Private Sector Solutions—An Example from VALID Nutrition

Andrew Chinguwo, General Manager, VALID Nutrition/Malawi

According to the speaker, VALID Nutrition a private sector player believes that market based solutions, which create and nurture consumer demand for good nutrition in low-income populations, are key to ending global malnutrition. This entails a significant change from the traditional aid and supply driven model. He also indicated that the role of private sector is becoming more essential because global humanitarian organizations supply is growing and in order to provide quality products, organizations such as WFP is working with private sector partners such as VALID Nutrition to develop new products for specific needs. The speaker also indicated that WFP is collaborating with VALID Nutrition to develop an improved 20g LNS-SQ that would optimize nutrient delivery for chronic malnutrition. In conclusion, he stated that VALID Nutrition is investing in R&D on nutritional products aiming to generate evidence on efficacy, cost effectiveness and local production to drive local economy in Malawi.

KNOWLEDGE CAFÉ: TOOLS AND APPROACHES FOR CREATING AN ENABLING ENVIRONMENT FOR MSN PROGRAMMING

This session provided an opportunity for participants to learn about tools and approaches for creating an enabling environment for MSN programming through a knowledge café setting. Each tool/approach presented in this session is described below:

PROFILES and Costing

Kavita Sethuraman, Senior Advisor, Maternal and Child Health and Nutrition, FANTA/FHI 360

PROFILES consists of a set of computer-based models that calculate consequences if malnutrition does not improve over a defined time period and the benefits of improved nutrition over the same time period, including lives saved, disabilities averted, human capital gains, and economic productivity gains. PROFILES estimates are based on reduction in the prevalence of several nutrition problems, such as iron deficiency anemia; low birth weight; vitamin A deficiency; iodine deficiency; suboptimal breastfeeding practices; and childhood stunting, underweight, and wasting. In contrast, nutrition costing estimates the costs of implementing a comprehensive set of nutrition programs in a country or prioritized geographic area over a specific time period. Participants were given the opportunity to hear about these two

complementary approaches and discuss how to use it in their setting. More details on the PROFILES and Costing can be found at <http://www.fantaproject.org/focus-area/country-level-nutrition-advocacy>.

Capacity Building: Uganda Nutrition Fellowship Program

Bridget Ralph, Program Officer, FANTA/FHI 360

In 2013, USAID/Uganda and FANTA established the Uganda Nutrition Fellowship (UNF), a continuation of a successful nutrition internship program pioneered in Uganda in 2010. The UNF places recent graduates in nutrition positions with host organizations where they are provided with a unique mix of work experience, professional development, and mentorship in order to promote skill-building in leadership, teamwork, communication, and nutrition technical topics. Through these activities, UNF aims to develop skilled nutrition leaders while also providing host organizations with highly motivated, well-qualified young professionals to support their nutrition work. Participants were given an opportunity to learn about the UNF and discussed how a fellowship program could be adapted to their own country context. More details on the Uganda Nutrition Fellowship Program can be found at <http://www.fantaproject.org/countries/uganda/uganda-nutrition-fellowship-unf>.

Pathways to Nutrition: A Budget Tracking Tool

Nancy Adero, Research Advisor, SPRING/JSI

Countries are introducing decentralized multi-sectoral plans of action to improve service delivery and tailor programs to local populations' needs and preferences. SPRING developed the District Assessment Tool for Anemia (DATA) to assist countries in strengthening anemia programming at the district level. DATA is a Microsoft Excel-based tool that has the dual intent to assist in the prioritization of district level action on anemia, and also increase awareness of the multi-factorial nature of anemia and the multi-sectoral effort needed to prevent and treat anemia. Participants had the opportunity to 'test' the DATA tool, discussed the suitability for their programs, and established contacts for future collaboration. More details on the Pathways to Nutrition: Budget Tracking Tool can be found at <https://www.spring-nutrition.org/about-us/activities/developing-process-guide-and-tool-nutrition-budget-analysis-uganda>.

Nutrition-Sensitive Agricultural Programming Online Course

Kristen Cashin, Technical Advisor, Maternal and Child Health and Nutrition, FANTA/FHI 360

While one of the core objectives of the USAID Multi-Sectoral Nutrition Strategy is to make agricultural programming more nutrition-sensitive, it isn't always clear how to do this. This session introduced participants to a 3-hour online course that explores the links between nutrition and agriculture and provides practical guidance to make agriculture programs more nutrition-sensitive. Module 1 of the course was shown to participants and the course content and approach created a platform for further discussion. More details on the Nutrition-sensitive Agricultural Programming Online Course can be found at <http://www.fantaproject.org/tools/e-learning-introduction-nutrition>.

Tools and Templates for Managing Conflict of Interest among Stakeholders

Katherine Hagen, Consultant

The 2030 Agenda for Sustainable Development Goals (SDGs) recognizes the importance of nutrition in SDG 2 – end hunger, achieve food security and improved nutrition and promote sustainable agriculture. Specific commitments are made under SDG 2.1 and 2.2, but the 2030 Agenda calls on everyone to work together across sectors and among stakeholders. This session looked at: putting nutrition actions into a multi-stakeholder context; understanding how to distinguish between divergent interests among stakeholders and conflicts of interest, with an emphasis on the private sector and, identifying the kinds of trust-building tools that are needed for multi-stakeholder collaboration and partnerships, with an

emphasis on the private sector. To learn more about conflict of interest tools go to: <http://gsogeneva.ch/>.

SWAHILIWOOD, the Use of Drama for Behavior Change

John Riber, Tanzania Country Director, Media for Development International

Media For Development International is harnessing the youthful energy of Tanzania's commercial film industry, called Swahiliwood, to design and deliver nutrition focused entertaining feature films that can reach vast audiences across Tanzania (and wider into the Swahili speaking region). Locally produced, low cost, nutrition-focused entertainment films are marketed and distributed commercially through a network of video libraries and bandas (make-shift nickelodeons) scattered across rural and urban Tanzania. This presentation highlighted an effective way to access hard-to-reach populations across Tanzania with behavior change communication using a popular and commercially viable entertainment format: the feature film. To learn more about MFDI's work, go to: <http://mfditanzania.com/about-mfdi/>.

COUNTRY TEAM GROUP WORK

There were several interactive sessions throughout the MSN-GLEE that brought country groups together to discuss what they thought defined a multi-sectoral nutrition program, their greatest challenges with multi-sectoral nutrition programming; solutions to address these challenges; and what is needed to strengthen multi-sectoral programming in each country.

The group work also gave each country team the opportunity to discuss at least one thing they could commit to doing as an action item when they returned to their countries. Each country team was given opportunity to report their group work to a larger plenary. Below are results of the group work by country.

COUNTRY: MALAWI

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- An existence of a local coordinating structure or institution that is linked to other existing sectoral coordinating structures (e.g., Area Nutrition Coordinating Committee (ANCC) comprising supervisors of various frontline workers, Village Nutrition Coordinating Committee (VNCC) comprising sectoral frontline workers and Community Leaders for Actions on Nutrition (CLANs) linked to area development committees, village development committees and AECs).
 - MSN program must use existing infrastructure and structures as entry points (e.g. CBCC, schools, WASH structures, health facilities, village, civil protection committees, village health committees etc.).
 - The program must have as many nutrition-specific and nutrition-sensitive interventions as possible to the community, effectively tailored to the needs of the communities (e.g. UBALI and NJIRA projects).
 - The program must have care groups and beneficiary involvement at planning, implementation, monitoring and evaluation etc. (community empowerment) levels.

CHALLENGES

- Lack of coordination at community level
- Ownership and recognition (visibility of partners) for impact results (e.g. who gets credit for the results)
- Harmonization of indicators etc. (common database)
- Inadequate women empowerment
- Limited value chains (e.g. High legumes and low animals)
- Positioning of the national nutrition coordinating body as well as coordination problems at lower levels
- Inadequate resources (0.01% of budget)
- Recurrent natural disasters (drought, floods that leads to food insecurity)

SOLUTIONS/LESSONS

- Development of database for emerging results from program
- All USAID partners in Malawi report similar results
- Leveraging of resources (co-location, coordination and collaboration)
- More coordination and collaboration from FNHA through local government
- Strengthening capacity at the local level for MSN programming
- Improving social protection in nutrition
- Including objectives related to resilience (climate change) in nutrition
- Resource mobilization (financial, materials and humans)
- Resource tracking (where invest, how we package what we already have)

NEEDS

- Resources at district council (nutritionist, materials, finances etc.)
- Support from key partners at district level
- Coordination meeting at community level

NEXT STEPS/ACTIONS:

- Based on the lack of coordination at community level we need to advocate to have nutritionist at district council to coordinate FNO and DN
- Need to advocate for resources for nutritionist at district council with clear terms of reference (TOR)
- Advocate for donors to do mapping
- Advocate for area committee leaders in action

COUNTRY: RWANDA & BURUNDI

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- Components:
 - ENA, WASH, Family planning, MIYCF/N, GMP, Policy support, Bottom-up approaches
- Integration and Coordination
 - Economic growth
 - Agriculture (extension, food systems, ASF, bio-fortification)
- Qualified human resources

CHALLENGES

- Coordination
- Policy gaps
- Budget allocation
- Mandate
- Private sector
- Capacity development
- Food safety
- Gender/Culture

SOLUTIONS/LESSONS

- Improve coordination
- Capacity development (human resource and training)
- Ownership needed (government partners)
- New countries culture of documentation
- Data quality improvement

NEEDS

- Human resource for nutrition programming
- Evidence on effective multi-sectoral programming
- Commitment and ownership
- Awareness of multi-sectoral programming and intervention (specifically for Burundi)

NEXT STEPS/ACTIONS:

- Human resource planning
- Training needs assessment
- Testing feasibility approaches for multi-sectoral programming
- Nutrition education schools and curriculum (specifically for Burundi)
- Capacity building on nutrition, WASH etc. at all levels (specifically for Burundi)

COUNTRY: MOZAMBIQUE

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- Common language
- Gender and women empowerment
- Integration and Coordination
- Engagement of other sectors: Education etc.
- Community empowerment
- Communication structures
- Harmonized (IEC materials) and SBCC strategy

CHALLENGES

- Prioritization of interventions
- Community knowledge of the problem
- Roll out of provincial plans translating to actionable actions at district levels
- Lack of resources
- Allocation of resources
- Coordination
- Buy-in of other stakeholders

SOLUTIONS/LESSONS

- Elevation of problem does not always work: think differently
- Use opportunities available (e.g.: new structures and community health workers)

NEEDS

- DVIP common vision in reality: beyond plan that is available
- Identifying small doable actions
- Increase understanding of nutrition across sectors
- Technical assistance needed in working with Ministry of Education

NEXT STEPS/ACTIONS:

- Meet up with the Ministry of Education on the process to integrate nutrition into curriculum
- Develop joint action plan based on real action
- Develop district level plans in a few districts where partners will be working intensively

COUNTRY: UGANDA

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- Coordination committee structures at all levels –NNCC, DNCC, SNCC, CSO and partner platform
- Clarity of roles in implementation of UNAP
- Overarching policy and planning framework –UNAP
- Joint planning with key stakeholders
- Holistic communication and reporting for resource persons and beneficiaries
- Common result framework-integrated MSN reporting and feedback
- Community situation and need analysis
- Linkages between intervention or programs related to nutrition
- Documentation of country’s investments towards nutrition

CHALLENGES

- Weak reporting
- Inadequate resources (human and finance)
- Weak conceptualization of MSN programming
- Weak understanding of investment case for nutrition
- Weak understanding of nutrition across sectors
- Unavailability of context specific data
- Weak reporting system and poor feedback
- Low functional capacity for multi-sectoral coordination

SOLUTIONS/LESSONS

- Strong monitoring and accountability tools within the framework
- Standalone resources for nutrition
- Capacity strengthening (technical function, financial)
- Advocacy and SBCC simple enough and comprehensive
- It is possible to have integrated MSN programming though it is gradual, allowing for learning, adaptation and needs resource as we identify milestones necessary to achieve total integration of MSN programming

NEEDS

- Train community workers (e.g.: UHT, agriculture extension officers) on how to integrate nutrition into their work
- Functionalize and strategize M&E indicators across sectors
- Feedback loop/mechanism across all levels and sectors
- Sustainability and accountability

NEXT STEPS/ACTIONS:

- Institutionalize OPM (Regional forum to national forum)
- Advocate for theme for next national meeting on Multi-sectoral nutrition
- Follow up on budget for nutrition

COUNTRY: TANZANIA

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

A multi-sectoral program has:

- ECD
- WASH
- Good infant and young child feeding practices
- Dietary interventions

It should also depend on community needs that follows Tanzania’s national nutrition strategy

CHALLENGES

- Multi-sectoral strategy exists in policy but not yet rolled out to district or community level
- Insufficient donor funding to cover all target areas
- Insufficient allocation of government funding for MNS
- Lack of standard tools and approaches to implement community programs
- Inadequate support for development of MNS rollout plan
- Difficulty in engaging with private sector
 - Work to support their working habits (scheduling meetings)
 - Engage them in ways that support their interest
- Insufficient amount of innovation in programming
- Lack of human resources and budget available to deliver services required for MNS

SOLUTIONS/LESSONS

- Place nutrition units at district levels with two officers-one general and the other multi-sectoral
- Send directive to all councils to budget 500tsh per head for children under five. This will increase every year
- Sub-national level meeting on planning: budgeting to support funds needed for nutrition
- Place a cadre of district nutrition officers who have been trained on key nutrition interventions

NEEDS

- Frontline workers missing knowledge in nutrition in their curriculum.

NEXT STEPS/ACTIONS:

- Incorporate nutrition into the curriculum of frontline workers (community/village health care workers/volunteers, agriculture extension workers, education officers at ward levels- a focus on pre-service and in-service nurses)
 - Short term approach: crash course or short courses
 - Long term approach: academic institution to incorporate nutrition and clinical nutrition into their curriculum
- Advocate for theme for next national meeting on Multi-sectoral nutrition
- Follow up on budget for nutrition

COUNTRY: ETHIOPIA

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- Using existing Kebele administration to plan and train
- Development agent and HEW work together (e.g.: farmer training center)
- Use of adult education techniques (Education ministry)
- Health development army
- Model Farmer Approach
- Village Economic and Savings Groups (e.g. VESA by CRS)

CHALLENGES

- Competing priorities
- Socio-cultural barriers at community and household level
- Bringing on board new ministries (e.g.: livestock)
- Lack of capacity at all levels
- Lack of careers for nutrition graduates
- Accountability not clear
- Lack of mandatory fortification standard or policy

SOLUTIONS/LESSONS

- Ensure accountability systems at all levels
- Involving political leadership is a crucial step
- Women empowerment is crucial
- Das and HEWs must work together
- Cascading national nutrition program to all levels
- Engage in different reviews of policy to ensure nutrition gets attention

NEEDS

- Push/advocate for decision on fortification standards and run micronutrient forum
- Technical assistance on fortification
- Visit to Uganda or other countries that have regulation on fortification

NEXT STEPS/ACTIONS:

- Use momentum of Sekota declaration to prioritize nutrition so that it is at the same level as maternal mortality
- Increase courses and programs in nutrition
- Value chain projects contribution to community nutrition
- Prepare letter to PMO so that the nutrition office should be accountable to the PMO
- Create a career structure for nutrition professionals mostly in government

COUNTRY: KENYA

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- Coordinated with involvement of different resource groups
- Integrates industry, business, education, agriculture, social protection, financing and health
- Incorporate access to markets, availability and research
- All sectors have key messages for nutrition

CHALLENGES

- Funding mechanism restrictions
- Lack of guidelines for MSN programming
- Silo programming, no integration into other programs
- Targeting individual rather than lifecycle approach
- Contextualization to each of key sectors
- Devolution of health, agriculture services, against national law
- Food safety is a multi-sectoral issue that has been ignored based on placement in ministry. For e.g. food production is done in MOALF and food safety in MOH

SOLUTIONS/LESSONS

- Engagement of other sectors. For example: education curricula review for inclusion of nutrition.
- Communication to different sectors that is matching key messages to key audience
- No need for funding
- Advocacy using SUN platforms that is contextualization of key messages to be sector specific.

NEEDS

- Practical guidelines for MSN programming (no documents or action plan)
- Food and nutrition plan policy exist but no strategy for implementation
- Flexibility in program funding
- Address communication gaps strategy and increase opportunities to information sharing
- Data collection across country need to be consistent

NEXT STEPS/ACTIONS:

- Stakeholders meeting for information sharing
- Use SUN forum to develop packages that need to be strengthened with one clear message for advocacy for higher level engagement as well as county levels
- County action plan needs to be finalized and implemented
- Develop and updated nutrition profile to support advocacy

COUNTRY: ZIMBABWE

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- Roll down and strengthen the multi-sectoral food and nutrition security committees to the community (village) level

CHALLENGES

- Enforcement and implementation of policy on FNSSC
- Poor governance
- Little or no funding at district level for food and nutrition activities
- Capacity and skills needs to be improved

SOLUTIONS/LESSONS

- Capacity building on management, coordination, reporting and strategy
- Develop sector specific strategy and implementation plan
- Pilot underway
- Financial incentives help committees to function (government needs to allocate resources for dependency and sustainability)
- Create demands at community level
- Create a culture of accountability

NEEDS

- Improve nutrition governance at all levels
- Nutrition is sector specific to some extent (MOH)
- Utilize existing structures like SUN, civil society networks for nutrition advocacy (evidence building, use PROFILES and Costing)
- For USAID mission, conscientious of MSN within the mission and provide 2-page plan to present to the Mission Director
- Communities and governance needs to be improved at sub national level (lack of convening power)

COUNTRY: ZAMBIA

DESCRIPTION OF MULTI-SECTORAL PROGRAM:

- Build family planning and ECD into nutrition approaches and strategies
- Nutrition and WASH relevant SBCC should include agriculture, gender, income, community participation, M&E and local leadership

CHALLENGES

- Geographic misalignment of extension staff (MOH, MOA etc.)
- HMIS has W for A indicator but there are few standardized tools to collect and record data
- Increase resource investment in only 14 out of 107 districts
- DNCC in 14 districts (SUN) only
- Donors have own competing interest-need for alignment
- Nutrition surveillance system is not operational
- Disconnect between agronomists and nutritionists. E.g. produce varieties that take too long to cook

SOLUTIONS/LESSONS

- Strong nutrition/health resources, tools, guidelines to align different actors
- Allow extension staff to do what they do best
- Engage private sector in support of nutrition
- Use DDCC to create links between extension staff
- Every district has one nutrition plan towards which diverse stakeholders should contribute

NEEDS

- Harmonize nutrition messages within and across projects
- NFNC has mandate but little resource or authority
- Leverage expertise of different stakeholders to deliver relevant meaningful activities
- Food based dietary guidelines needs to be developed
- Consider requesting FANTA support for PROFILES and Nutrition Costing for advocacy
- Resuscitate national nutrition surveillance system
- More money
- Training for government staff in nutrition-sensitive programming
- Create fellowship program to identify young nutrition professionals

NEXT STEPS/ACTIONS:

- Demonstrate feasibility approaches for capturing indicators in HMIS
- Request immediate support for PROFILES and Nutrition Costing
- Advocate for inclusion of high nutrition indicators in HMIS for strengthening surveillance
- Create nutrition-sensitive resources/tools for government
- Request support from FAO for food based dietary guidelines

Annex 1. Meeting Agenda

DAY 1: March 8, 2016 – Welcome, Background and Evidence Updates

Time	Session Description	Presenters
8:30–9:30	Welcome by USAID/Tanzania	Daniel Moore, Acting Mission Director, USAID/Tanzania
	Welcome by the Government of Tanzania	Joyceline Kaganda, Acting Managing Director, Tanzania Food and Nutrition Center
	Security briefing	David Raimo, ARSO
	Overview of goals and objectives of the meeting	Sandy Remancus, FANTA
9:30–10:00	Keynote presentation: The state of the region and multi-sectoral nutrition programming	Boitshepo “Bibi” Giyose, FAO
10:00–10:45	Overview of the USAID Multi-Sectoral Nutrition Strategy	Anne Peniston, USAID/GH
10:45–11:00	TEA BREAK	
11:00–11:30	Ice breaker – Introductions	Marydean Purves, GLEE Coordinator
11:30–12:30	Country team group work: Defining MSN programming, challenges, solutions and needs	Sandy Remancus, FANTA Leslie Koo, USAID/GH
12:30–1:15	Country team group work: Report out	Sandy Remancus, FANTA Leslie Koo, USAID/GH
1:15	GROUP PHOTO	
1:15-2:30	LUNCH	
2:30–3:30	Review of the Evidence: Technical and programmatic knowledge Sandy Remancus, FANTA, Moderator	
	Nutrition-Specific Actions: What works and why	Deborah Ash, FANTA
	Nutrition-Sensitive Actions: What works and why	Katherine Dennison, USAID/BFS
3:30–3:45	TEA BREAK	
3:45–4:45	Breakout Sessions: Technical and programmatic knowledge	
	An overview of mycotoxins in the food chain and the nutrition and health impacts	Ahmed Kablan, USAID/BFS
	Nutrition for adolescent girls and women	Kavita Sethuraman, FANTA
	Dietary diversity and SBC	Katherine Dennison, USAID/BFS
4:50–5:20	Summary of the day/Reminders	Sandy Remancus, FANTA
5:30-6:30	Feed the Future Listening Session (optional)	
6:30–7:30	Reception	

DAY 2: March 9, 2016 – Tools and Approaches to Program Design, Coordination, Implementation and M&E

Time	Session Description	Presenters
8:30–8:45	Day 2 kick off / Pop quiz	Gwyneth Cotes, SPRING
8:45–9:45	MSN program design, coordination, implementation and M&E: Three country case studies Gwyneth Cotes, SPRING, Moderator	
	Rwanda: Examples of coordination and monitoring across technical sectors	Silver Karumba, USAID/Rwanda
	Ethiopia: Multi-sectoral National Nutrition Program-Lessons Learned 2013-2015.	Mary Harvey, USAID/Ethiopia
	Kenya: Nutrition and Health Program Plus	Brian Njoroge, NHP+ Kenya
9:45–10:45	Research to Action: The use of data for SBC scale up Mike Manske, USAID/FFP, Introduction	
	Lessons learned from Alive & Thrive SBC programs	Desta Kebede, A&T/Ethiopia
10:45–11:00	TEA BREAK	
11:00–12:00	Knowledge Café: Tools and approaches for program design, coordination, implementation and M&E Gwyneth Cotes, SPRING, Introduction	
	Nutrition Design Program Assistant (NPDA)	Kristen Cashin, FANTA
	mNutrition: Behavior change through mobile channels	Marti van Liere, GAIN
	OPTIFOOD	Kavita Sethuraman, FANTA
	Multi-sectoral approaches to anemia planning, programming, and coordination	Nancy Adero, SPRING
	Tools to ensure formative research findings inform SBC materials	Desta Kebede, A&T
	Fortification Assessment Coverage Tool (FACT)	Enock Musinguzi, GAIN
12:00–1:00	Research to Action: Beyond focus groups – Understanding key determinants of behavior to inform program design and implementation Mike Manske, FFP/USAID, Introduction	
	Giving participants a voice in program design: Trials of Improved Practices (TIPS) in the FFP Amalima Project in Zimbabwe	Melissa Antal, Manoff Group
	Improving infant and young child feeding: Lessons from market-based and hybrid delivery models	Marti van Liere, GAIN
1:00–2:15	LUNCH	
2:15–3:15	Breakout Sessions: Technical and programmatic knowledge	
	Climate change, food security and nutrition	K. Dennison, USAID/BFS Mike Manske, USAID/FFP
	WASH	Kyla Gregoire, USAID/FFP
	NACS – A systems approach to integrating nutrition assessment, counseling and support within health services through quality improvement	Tim Quick, USAID/OHA Grey Saga, USAID/Tanzania

3:15-3:30	TEA BREAK	
3:30-5:00	M&E for MSN Programming	Gwyneth Cotes, SPRING, Introduction Raphael Makonnen, USAID/GH Anne Swindale, USAID/BFS Elizabeth Bontrager, USAID/GH
5:00-5:30	Summary of day/Reminders	Gwyneth Cotes, SPRING
5:30-6:30	Feed the Future Listening Session (optional)	

DAY 3: March 10, 2016 – Key Components of an Enabling Environment for Sustainable Multi-Sectoral Nutrition Programming

Time	Session Description	Presenters
8:30–8:45	Day 3 kick-off / Pop quiz	Deborah Ash, FANTA/Tanzania
8:45–9:45	Delivering a national multi-sectoral response to improve nutrition: Three country case studies Deborah Ash, FANTA/Tanzania, Moderator	
	Tanzania: Coordinating multi-sectoral stakeholders to address nutrition	Obey Assery, PMO/Tanzania
	Malawi: Integration of nutrition curriculum into universities, lessons learned	Violet Orchardson, USAID/Malawi
	Uganda: Integration of multi-sectoral nutrition interventions into the development planning process at the district level	Brenda Namugumya, FANTA/Uganda
9:45–10:00	TEA BREAK	
10:00–11:00	National leadership for nutrition – Government representatives panel Boitshepo “Bibi” Giyose, FAO, Moderator	
11:00–12:15	Key Components of the Enabling Environment Deborah Ash, FANTA/Tanzania, Moderator	
	A nutrition governance framework: Why it matters for scale up and sustainability	Deborah Ash, FANTA/Tanzania
	Conflict of interest among stakeholders in nutrition	Katherine Hagen, GSO
	Private sector solutions – an example from VALID Nutrition	Andrew Chinguwo, VALID
12:15–1:30	LUNCH	
1:30–2:30	Knowledge Café: Tools and approaches for creating an enabling environment for MSN programming Marydean Purves, Introduction	
	PROFILES and costing	Kavita Sethuraman, FANTA
	Capacity building: Uganda Nutrition Fellowship Program	Bridget Ralph, FANTA
	Pathways to better nutrition budget tracking tool	Nancy Adero, SPRING
	Nutrition-sensitive eLearning course	Kristen Cashin, FANTA
	Tools and templates for managing conflict of interest among stakeholders	Katherine Hagen, GSO
	SWAHILIWOOD, the use of drama for behavior change	Jon Riber, Media for Development Int.
2:30–3:00	TEA BREAK	
3:00–4:00	Country team wrap-up work	Sandy Remancus, FANTA Leslie Koo, USAID/GH
4:00–4:30	MSN–GLEE ESA synthesis	Mike Manske, USAID/FFP
4:30–4:45	Closing	Gary Linden, USAID/BFS Anne Peniston, USAID/GH

Annex 2. Meeting Participants

First Name	Last Name	Affiliation
Girmay	Abadi	Catholic Relief Services/CARE International
Robert	Ackatia-Armah	International Potato Center
Nancy	Adero	SPRING/JSI
Leila	Akinyi	Government of Kenya
Marla	Amaro	Ministry of Health, Mozambique
Melissa	Antal	Manoff Group
Agness	Aongola	Ministry of Health, Zambia
Deborah	Ash	FANTA/FHI 360
Obey	Assery	Government of Tanzania
Vincent	Assey	Government of Tanzania
Kebede	Atsebi	Ministry of Agriculture, Nutrition Case team, Ethiopia
Maureen	Bakunzi	Office of the Prime Minister, Uganda
Elizabeth	Bontrager	USAID/GH
Alfred	Boyo	USAID/Uganda
James	Browder	USAID/Mozambique
Emily	Burrows	CRS/Zambia
Kristen	Cashin	FANTA/FHI 360
David	Charles	USAID/Tanzania
Geoffrey	Chiduo	Tanzania Food and Nutrition Center
Jones	Chimpukuso	USAID/Njira Project
Andrew	Chinguwo	VALID Nutrition
Mpho	Chiringa	LEAD-Trust-FTFZ Crop Development
Kumbukani	Chirwa	USAID/Malawi
Helen	Chirwa	USAID/Zambia
Deborah	Collison	FANTA/FHI 360
Gwyneth	Cotes	SPRING/JSI
Gobane	Dea	Ministry of Health, Nutrition Unit, Ethiopia
Katherine	Dennison	USAID/BFS
Protase	Echessah	DAI
Habtamu	Fekadu	Save the Children/Ethiopia
Armanda	Gani	FANTA/Mozambique/FHI 360
Alemayehu	Gebremariam	CRS Rwanda
Bibi	Giyose	FAO
Brian	Grant	Africare Tanzania
Kyla	Gregoire	USAID/FFP

Katherine	Hagen	Consultant
Patrice	Hakizimana	USAID/Rwanda
Mary	Harvey	USAID/Ethiopia
Ahmed	Kablan	USAID/BFS
Joyceline	Kaganda	Tanzania Food and Nutrition Center
Rose	Kambarami	MCHIP Zimbabwe
Dalitso	Kang'ombe	Ministry of Health, Malawi
Andrew	Karlynn	USAID/East Africa
Silver	Karumba	USAID/Rwanda
Desta	Kebede	Alive & Thrive/Ethiopia/FHI 360
Leslie	Koo	USAID/GH
Edye	Kuyper	University of California, Davis
Karen	Kyampaire	USAID/Uganda
Lisha	Lala	DFID Tanzania
Norah	Langat	FANTA/FHI 360
Gary	Linden	USAID/BFS
Raphael	Makonnen	USAID/GH
Michael	Manske	USAID/FFP
Tracy	MCcraken	USAID/East Africa
Daniel	Moore	USAID/Tanzania
Mary	Mpinda	USAID/Ubali Project
Audace	Mpoziriniga	USAID/Burundi
Sarah	Mshiu	Government of Tanzania
Moses	Mtumbuka	Save the Children, Malawi
Karen	Mukaka Chendac	Ministry of Agriculture, Zambia
Pamela	Murakwani	International Medical Corps-Amalima Program
Enock	Musinguzi	GAIN/Tanzania
Joseph	Mwangi	USAID/Malawi
Nino	Nadiradze	USAID/Zimbabwe
Brenda	Namugumya	FANTA/FHI 360
Themba	Nduna	USAID/Zimbabwe
Brian	Njoroge	Kenya Nutrition and health Program Plus Project
Alice	Nkoro	FANTA/FHI 360
Beatrice	Okware	Uganda AIDS Support Organization
Mary	O'Neill	Concern
Violet	Orchardson	USAID/Malawi
Anne	Peniston	USAID/GH
Marydean	Purves	GLEE Coordinator

Tim	Quick	USAID/OHA
Bridget	Ralph	FANTA/FHI 360
Tamara	Ramos	USAID/Mozambique
Sandra	Remancus	FANTA/FHI 360
John	Riber	Media for Development
Grey	Saga	USAID/Tanzania
Janeth	Said	USAID/Tanzania
Kavita	Sethuraman	FANTA/FHI 360
Neema	Shosho	Irish Aid
Anne	Swindale	USAID/BFS
Lucia	Takundwa	USAID/Zimbabwe
Marti	Van Liere	GAIN
David	Wafula	East African Commission
Simeneh	Worku	Amhara Regional Health Bureau, Ethiopia
Ethel	Yandila	DFID Zambia

