A Nutrition Governance Framework: Why It Matters for Scale-up and Sustainability
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Why is Progress Not Faster in Reducing Malnutrition?

- Inadequate investments
- Inadequate coordination for delivering interventions
- Inadequate coverage
- Inadequate focus on life course
- Inadequate focus on social determinants
- Inadequate nutrition governance

*Source: Chizuro Nishida, WHO: “What do we know now and what do we still need to know?”*
Analyzing Policy Change and Process

Political economy analysis:

- Why do some countries strongly committed to reducing malnutrition effectively deliver on nutrition actions, while others make insufficient or no progress?
- Why and when does government become accountable to the needs of the most vulnerable?
- How do advocacy efforts coalesce around a common narrative to reduce malnutrition?
Why Undernutrition Requires a Strong Focus on Governance

- Multiple determinants (biological, social, cultural, economic)
- Limited understanding of its impact on national development
- Difficulty of measuring improved nutrition or attributing impact to isolated policy decisions or actions

These challenges require

- Concurrent, coordinated actions by many actors across sectors and levels of government
- Strong leadership at multiple levels
- Incentives, drivers of political commitment
Policy Process Analysis

• Rationale for a strong focus on governance in nutrition
Challenge of Coordinating across Sectors
Understanding Governance in Nutrition

• “Traditions and institutions by which authority is exercised in a country”
• Institutional framework, systems, relationships among actors and organizations
  ▪ Vertical (national to local and community)
  ▪ Horizontal (multi-sectoral)
  ▪ “Scaling down” of central power/resources for sustainable scale up
• Decision-making processes and incentives
• Involves power, capacity and commitment to act
• Requires accountability, responsiveness, and transparency
“If You Want to Do Development, You Have to Do Politics”

...but nutrition governance is not only an issue for policymakers and politicians

Key cross-cutting issue at immediate (individual), underlying (household, community), and basic (national and global) levels

Related to power, capacity, commitment, accountability, and responsiveness

Crucial for all levels of action, not just the policy level
Measuring Nutrition Governance

- Governance scores on commitment and willingness (WHO Landscape Analysis)
- Accountability and commitment (SUN)
  - Institution and capacity building
  - Planning, budgeting, accountability
Core Drivers of Good Governance

- Strong leadership
- An executive coordinating body
- Capacity, accountability, and responsiveness
  - Regular collection and management of key data on trends and drivers
  - Quality and scale
  - Maximize nutrition sensitive programming
  - Resource mobilization
  - Strategic capacity and adaptive management skills
Good Nutrition Governance

- Countries rated “strong” by WHO have:
  - Governments committed to having national nutrition strategies and plans
  - Nutrition plans embedded in the national development plans
  - Functional inter-sectoral coordinating committees
  - Nutrition information routinely collected and reviewed
  - Budgets allocated for nutrition strategies and action plans
Translating Governance Analysis into Effective Interventions and Scale-up

- Multisectoral nutrition planning (1970s)
- WHO Landscape Analysis (2009)
- Undernutrition: What Works?
- Action Against Hunger (2010)
- Mainstreaming Nutrition Initiative (Pelletier et al, 2011)
- IDS Analysis of Nutrition Governance (2012)

- Scaling Up Nutrition
- USAID Multi-sectoral Nutrition Strategy
- UNREACH country process
Figure 1: USAID Multi-Sectoral Nutrition Conceptual Framework

Adapted from UNICEF, 2013© and Black et al., 2013©

Optimal Nutrition

Adequate Dietary Intake
- Sustainable household food security
- Access to sufficient safe and nutritious foods
- Stability and resilience
- Adequate time, space, and support for care
- Appropriate education and knowledge

Low Disease Burden
- Appropriate maternal and infant and young child feeding and care
- Access to effective health services
- Delivery of essential health and nutrition services
- Access to safe water and sanitation
- Appropriate hygiene practices

Nutrition Enabling Environment
- Gender equality, women's empowerment, and girls' education
- Country commitment and capacity, leadership, financial resources for nutrition, knowledge and evidence, health and food systems, trade/private sector
- Socio-cultural, economic, environmental, and political context

Illustrative Examples
- Agriculture Production/Income Generation for Dietary Diversity
- Food Processing
- Postharvest Storage
- Food Fortification
- Targeted Livelihood Activities
- Risk Mitigation Interventions
- Social Protection and Safety Nets
- Biofortification
- Early, Exclusive, and Continued Breastfeeding
- Appropriate Complementary Feeding
- Feeding During Illness
- Dietary Diversity for Pregnant and Lactating Women and Children
- Maternal Supplementation
- Caregiver Support and Protection
- Early Child Care and Development
- Treatment of Acute Malnutrition
- Micronutrient Supplementation or Fortification
- Nutrition Management of Diseases
- Prevention and Treatment of Infectious Diseases
- Family Planning and Reproductive Health Services
- Deworming in Children
- Nutrition Assessment and Counseling
- Safe Water Sources
- Sanitation Facilities
- Hand Washing with Soap
- Clean Family Living Environment
- Safe Food Handling
- Nutrition Advocacy
- Nutrition Resources Mobilization
- Multi-sectoral Coordination
- Human Resources for Nutrition
- Gender Sensitive Interventions
- Accountable Policies that Enable Participation and Transparency
Process-Driven Nutrition Governance

- Unpacks the notion of “political will” to look into specific mechanisms of political commitment around nutrition
- Focuses on the formation and sustainability of nutrition coalitions
- Seeks to measure and extract practical policy advice for scaling up nutrition effort
What Contributes to (Formulation of) Improved Nutrition Governance?

Examples of research findings:

• Policy dictators can make swift policy changes that may not be sustainable over the long run.

• Broad and inclusive nutrition coalitions are more likely to make sustainable nutrition policies and implement sustainable nutrition actions.
Analyzing Nutrition Governance Framework

Source: DFID/IDS

Multi-Sectoral Nutrition Strategy Global Learning and Evidence Exchange East and Southern Africa Regional Meeting
Intersectoral Cooperation

- How (and why) do government actors, donors, and other stakeholders cooperate with each other?
  - Are there formal or informal examples of cooperation/coordinating bodies/policy dialogue?
  - Is the Executive Branch directly involved?
  - Is nutrition part of the national development and poverty reduction agenda?
Multisectoral Coordination in Ethiopia

National Nutrition Coordinating Body (line ministries chaired by MOH)

Federal Ministry of Health

Agenda setting

National Nutrition technical committee (experts)

Coordination/implementation forum

Nutrition working group (DPs and MoH)

NDPG

Individual donors

Food Security Program

PSNP

Emergency nutrition

Source: IDS ANG

Multi-Sectoral Nutrition Strategy Global Learning and Evidence Exchange East and Southern Africa Regional Meeting
Analyzing the Nutrition Governance Framework

Multi-Sectoral Nutrition Strategy Global Learning and Evidence Exchange
East and Southern Africa Regional Meeting
What Makes Funding Work?

- Financing is likely to contribute to improved nutrition governance if:
  - The government has ownership and a share in nutrition funding—in state budgets and the political process (i.e., ring-fenced nutrition line).
  - Funding allocations are coordinated and transparent.
  - Institution provisions (earmarks, taxes, multiyear budgets) ensure long-term funding.
Analyzing the Nutrition Governance Framework

- Intersectoral cooperation
- Sustainable funding
- Vertical coordination

Policy frameworks
Technical capacity
Stakeholders

Nutrition outcomes

Monitoring
Advocacy
Vertical Coherence

• Local government will implement national policies if:
  - Decentralized structures facilitate local coordination.
  - Local authorities are motivated to comply with and influence national policies (upward).
  - Local authorities are accountable to the demands of civil society (downward).

• Vertical coordination will contribute to improved nutrition governance (implementation) if it:
  - Builds on existing decentralized structures
  - Generates greater local ownership
  - Reproduces intersectoral cooperation at national or sub-national level
Towards a comparative analysis of nutrition governance -- dashboards

• **Intersectoral coordination**
  - Inclusive, partially inclusive, not inclusive

• **Vertical coherence**
  - Effective, partially fragmented, fragmented

• **Funding**
  - Pooled, coordinated, uncoordinated
10 Recommendations for Successful Nutrition Governance (1)

1. Involvement of an executive branch of government
2. Effective bodies to coordinate nutrition actions
3. Nutrition framed as an integral part of the national development agenda
4. Single narrative about undernutrition’s severity and impact on national development
5. Local government capacity to oversee and deliver quality nutrition services
10 Recommendations for Successful Nutrition Governance (2)

6. Local ownership of nutrition programs and outcomes

7. Support to civil society groups to develop social accountability mechanisms

8. Regular collection of nutrition outcome data

9. Use of centralized funding mechanisms to incentivize cooperation in designing, implementing, and monitoring nutrition interventions

10. Government financial mechanisms to protect (earmark) nutrition funding and use it transparently

DFID/IDS Analyzing Nutrition Governance, 2012
IDS Analyzing Nutrition Governance

- Nine countries
- One dozen researchers
- 200 + interviews in four languages
- Similar questionnaire
- Working papers, research reports, and policy briefings
  [http://www.ids.ac.uk/nutritiongovernance](http://www.ids.ac.uk/nutritiongovernance)