



# Strengthening Multisectoral Governance for Nutrition

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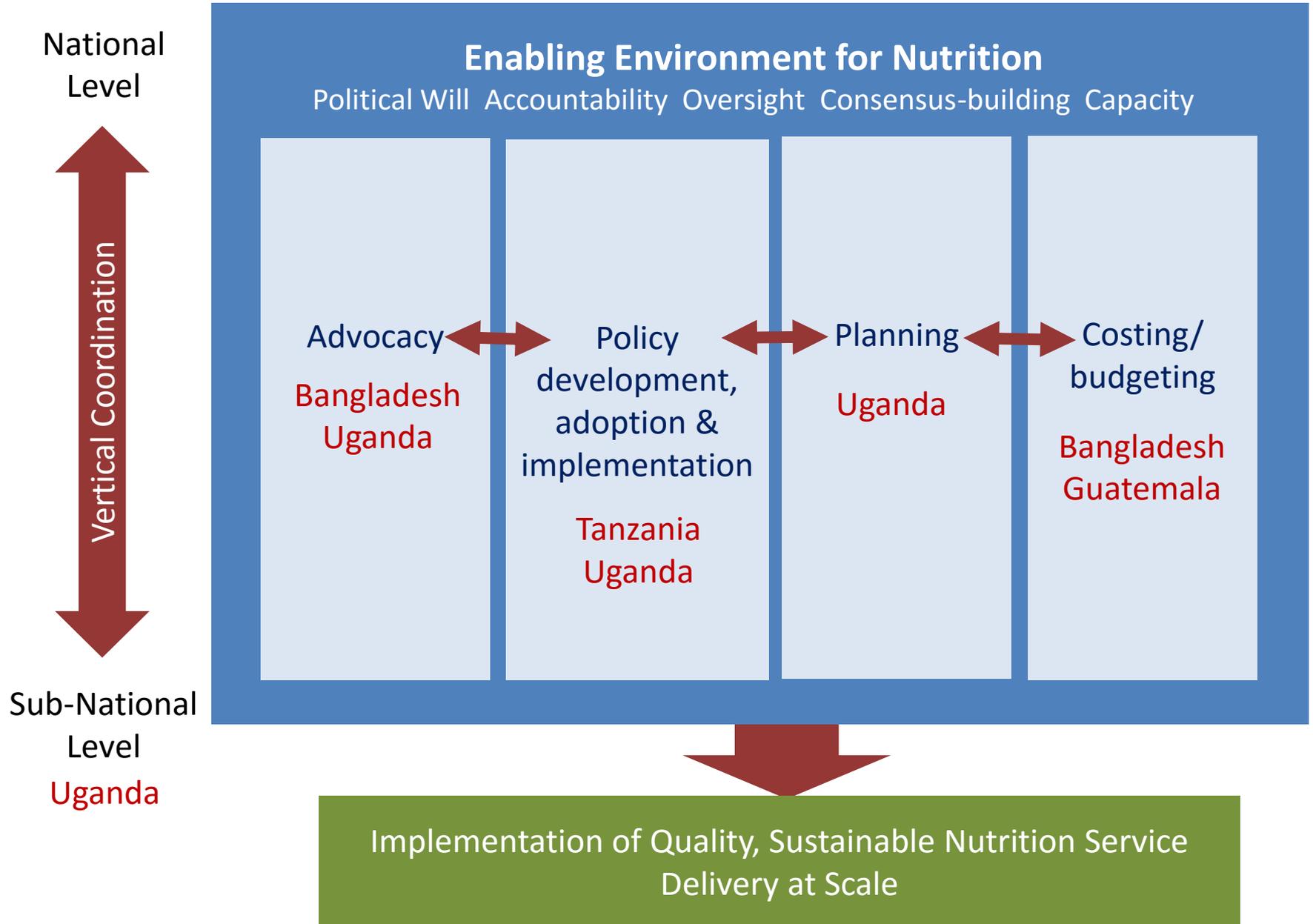


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# Components of Multisectoral Nutrition Governance



# Nutrition Requires a Strong Focus on Multisectoral Nutrition Governance

- Multiple determinants (biological, social, cultural, economic)
- Limited understanding by leaders and decision makers 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

# Understanding Multisectoral Nutrition Governance

- “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 (multisectoral)
  - “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

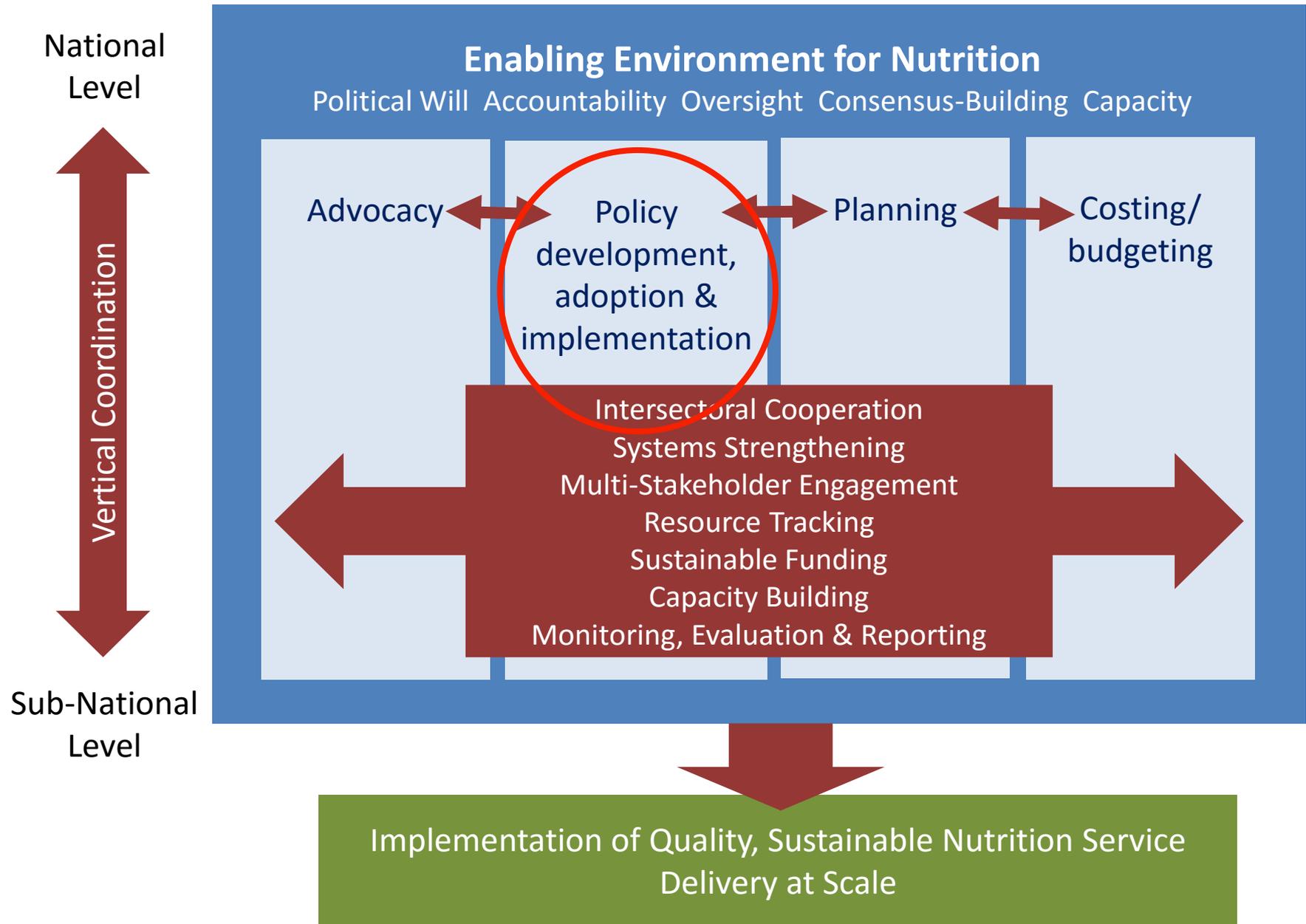
# Measuring Nutrition Governance

- Governance scores on commitment and willingness (WHO Landscape Analysis)
  - Accountability and commitment (SUN)
    - Institution and capacity building
    - Planning, budgeting, accountability
- Multisectoral nutrition planning (1970s)
  - WHO Landscape Analysis (2009)
  - World Bank (2002–2011)
  - Undernutrition: What Works?
  - Action Against Hunger (2010)
  - Mainstreaming Nutrition Initiative (Pelletier et al., 2011)
  - IDS Analysis of Nutrition Governance (2012)

# 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
- Strong collaboration across multi-stakeholder platforms





# Strengthening Multisectoral Nutrition Governance in Tanzania

- Revision of National Food and Nutrition Policy (1992)
- Policy Implementation Strategy
- Institutional framework for nutrition
- PMO Directive to form District Nutrition Steering Committees
- Appointment of regional and district nutrition officers
- Budget code and guidelines for nutrition
- Multisectoral Nutrition Action Plan and CRF

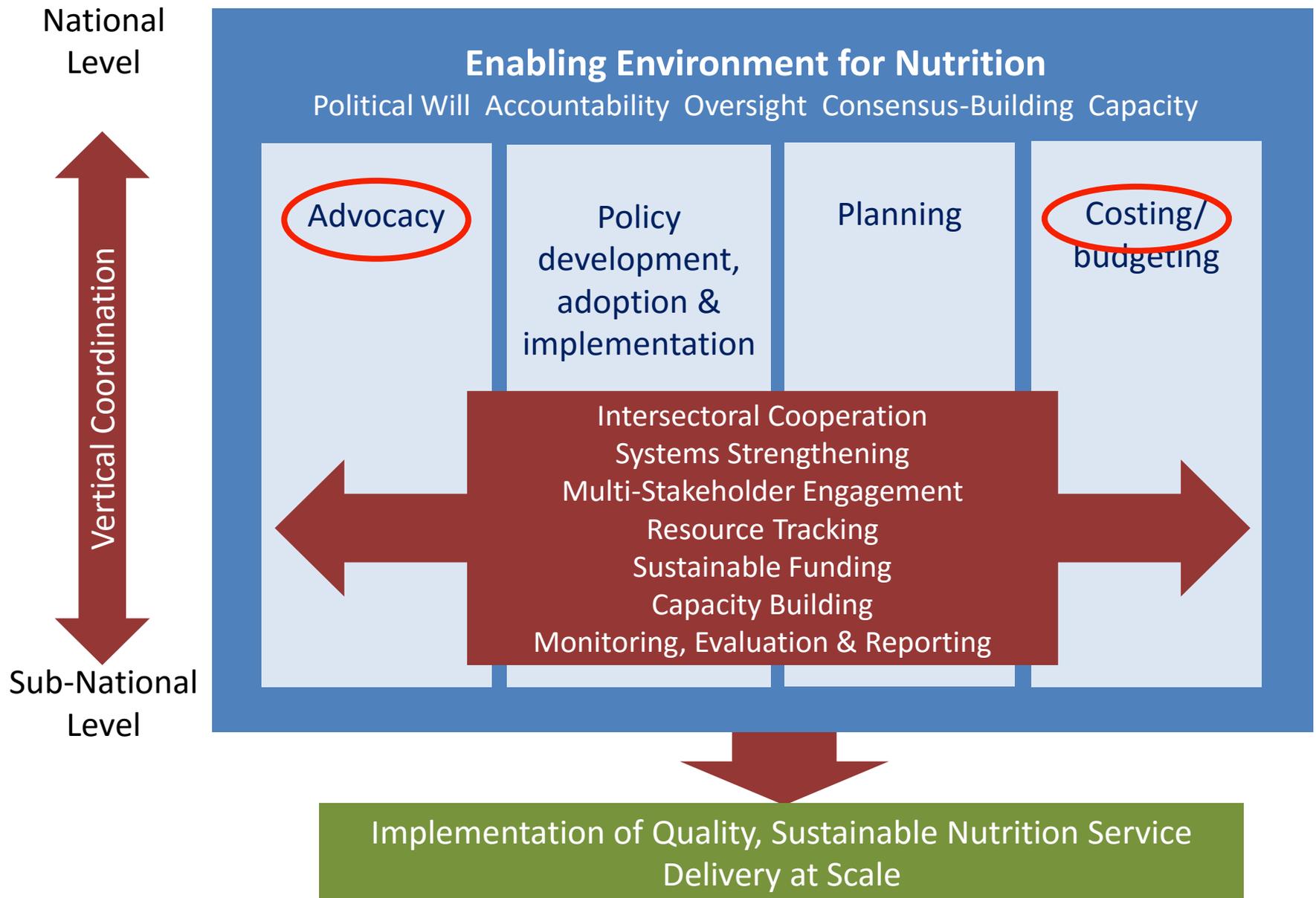
# Tanzania PMO – Coordination

- Prime Minister's Office has a defined role and authority to coordinate across line ministries
- Direct coordination with the Local Government Authorities for decentralized action
- Coordination of government business – multiple responsibilities coordinating multi-sector response

# Moving the Multisectoral Nutrition Agenda

- Increase exposure among policy makers to the magnitude of the nutrition problem
- Capacity building in the key line ministries - beyond focal points
- Tools and indicators to support sector action
- Increase decentralization of nutrition action
- Capacity building across all levels
- Define policy and program research needs
- Partner with the private sector to find healthy solutions

# Nutrition Advocacy and Costing to Build Commitment and Accountability



# What Is Nutrition Advocacy and Why Is It Important?

## What

- A **process** to strengthen nutrition governance and promote accountability for nutrition
- Planned and deliberate process to ignite social change for movement toward greater political and social commitment to improve the nutrition situation
- Defined and shaped by specific country context
- Can support a country at any stage of commitment

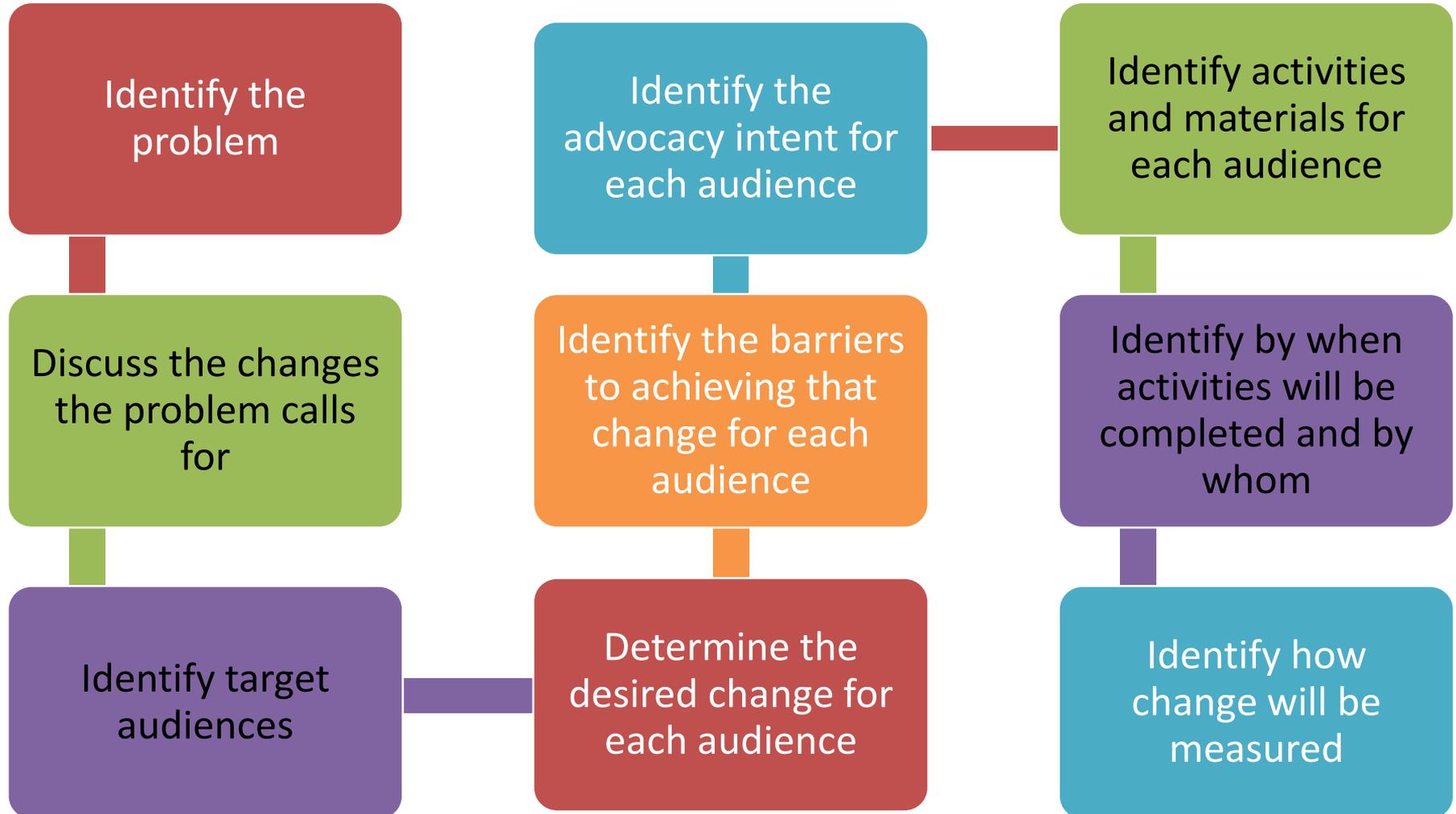
## Why

Essential to:

- Increase political action and accountability among government and stakeholders
- Ensure adequate resources and structures for nutrition services at national, regional, and district levels
- Create awareness and understanding of the importance of nutrition among the public and within government

# What Process Have We Used?

A first step in the *nutrition advocacy process* is to develop a nutrition advocacy strategy using a 4-day participatory workshop to serve as a framework for coordinated action



# Why and How Is a Nutrition Advocacy Strategy Helpful?

- Promotes a shared vision for nutrition to harmonize efforts and speak with “one voice” on nutrition
- Serves as a framework and roadmap to work in a unified way to raise commitment, accountability, and investment in nutrition and strengthen nutrition governance

# Nutrition Advocacy Process in Summary

## PROFILES and Nutrition Costing are helpful in situations where:

- The prevalence of many forms of malnutrition are high
- Investment, commitment, governance, and accountability for nutrition is low
- Nutrition services are fragmented and not holistic

## Advocacy processes for nutrition need to:

- Be based on a sound understanding of the current country context for nutrition (scale of problem, visibility, commitment, investment, and accountability)
- Be systematic, planned, and deliberate, involving key stakeholders and targeting key audiences
- Be part of a collaborative effort at the country level including multiple stakeholders (government and nongovernment)
- Be multisectoral, obtaining buy-in of stakeholders across sectors
- Target key audience segments that are influential and that can promote accountability and good governance

## Tools such as PROFILES and Nutrition Costing provide:

- Insight for action
- Consensus building and a shared vision for nutrition (“one voice”)
- Accountability and goal setting for investment in nutrition across the lifecycle, including services along a continuum of care for the prevention and treatment of malnutrition

# Nutrition Advocacy with the Government of Bangladesh (GOB)

## Using the Estimates for Advocacy

Created a multisectoral advocacy strategy and implementation plan with key stakeholders

Disseminated PROFILES and costing final results in June 2012

Developed targeted materials and conducted advocacy efforts with 20 members of parliament, including the chief whip; 20 high-level GOB policy makers; 30 CSOs; 15 development partners; and several representatives of political parties.

Worked with each audience to move the nutrition agenda forward through discussions and roundtables

## Outcome Highlights

Within GOB, cost estimates guided national budget allocation for nutrition for the next 5 years

Raised the visibility, commitment, and accountability for nutrition in Bangladesh among GOB and development partners

Parliamentarians requested to join nutrition task force after discussions

# Nutrition Advocacy with Media in Bangladesh

## Using the Estimates for Advocacy

Held trainings with media houses targeting media gatekeepers (editors and newsroom leaders) and journalists to strengthen understanding of nutrition issues and investigative reporting skills

Created training modules, fact sheets, and a handbook for media

Developed a fellowship program for journalists

Conducted media outreach including organizing two talk shows highlighting nutrition issues that candidates in the upcoming election should be focused on

## Outcome Highlights

Resulted in a marked increase in the amount of news coverage, especially in-depth reports and features, of nutrition issues as well as in the quality of reporting (i.e., clarity and readability)

19 percentage point increase, on average, in coverage of nutrition after the intervention

Articles that were considered clear and compelling to read rose from about 1% to about 70%

Of the 565 articles considered very clear and compelling to read during the follow up monitoring, 345 of them were written by journalists trained by FANTA

# Nutrition Advocacy in Uganda

## Using the Estimates for Advocacy

Convened multisectoral national task force

Launched PROFILES results and held advocacy activities with key audiences

Developed advocacy materials focused on nutrition and sectors and also targeted media, CSOs, donors, policymakers, district level officials, faith leaders, and community-based services officers

Created nutrition advocacy training for district-level officials to help them develop advocacy implementation plans and talking points

## Outcome Highlights

Culminated in the development and adoption of a multisectoral Uganda Nutrition Action Plan operationalized by the Office of the Prime Minister

Worked with policymakers to contribute to the development of the National Nutrition Policy

Established a Parliamentary Forum on Nutrition (PFN) whose objective is to bring forth nutrition issues in parliament and ensure appropriation of resources for nutrition

10 districts are now implementing their advocacy plans to support integration of nutrition into sector work plans and budgets

# What Is Nutrition Costing and Why Is It Important?

## What

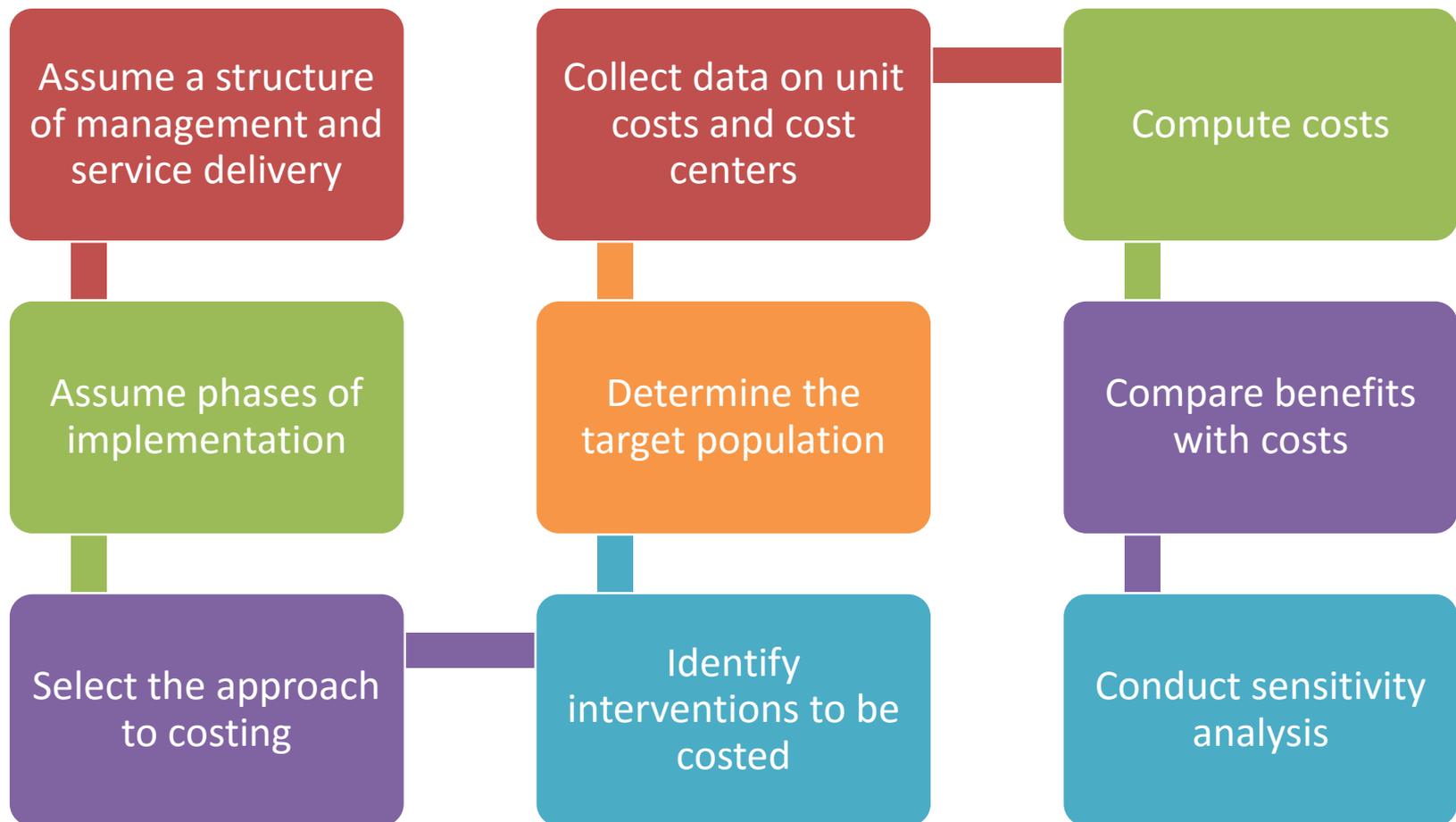
- Estimates costs of implementing a comprehensive set of nutrition programs in a country or prioritized geographic area over a specific time period.
- Involves a collaborative process to:
  - Identify an appropriate structure for the nutrition program
  - Select interventions and activities
  - Determine a management structure
  - Select an approach to service provision
  - Identify inputs and obtain unit costs

## Why

- Allows a country to calculate how much it would cost to provide nutrition services or interventions and subsequently how much to invest to make those nutrition services or interventions available.
- Governments must know how much to request for nutrition in the annual budget process in order to allocate and invest adequate funds to ensure nutrition interventions are implemented and reach the targeted population.
- Costing is an important exercise undertaken to accurately forecast and plan budget allocations required for specific services. The results are also a useful tool to advocate for adequate budget.

# What Process Have We Used?

A consultative process with key stakeholders and various national data sources

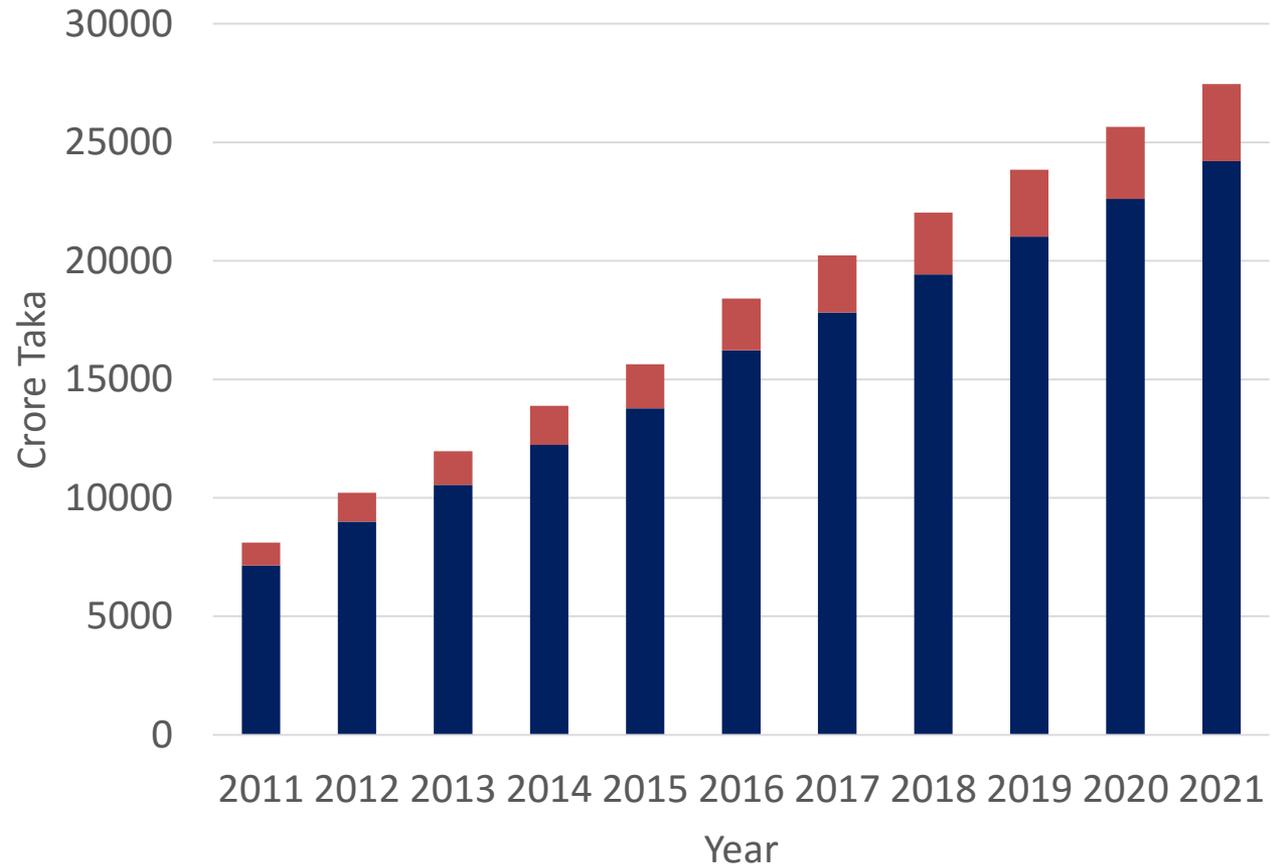


# Why and How Is Nutrition Costing Helpful? Results from Bangladesh

Cost from 2011–2021:  
9,000-12,000 Crore Taka  
(USD 1.3 to 1.7 Billion)

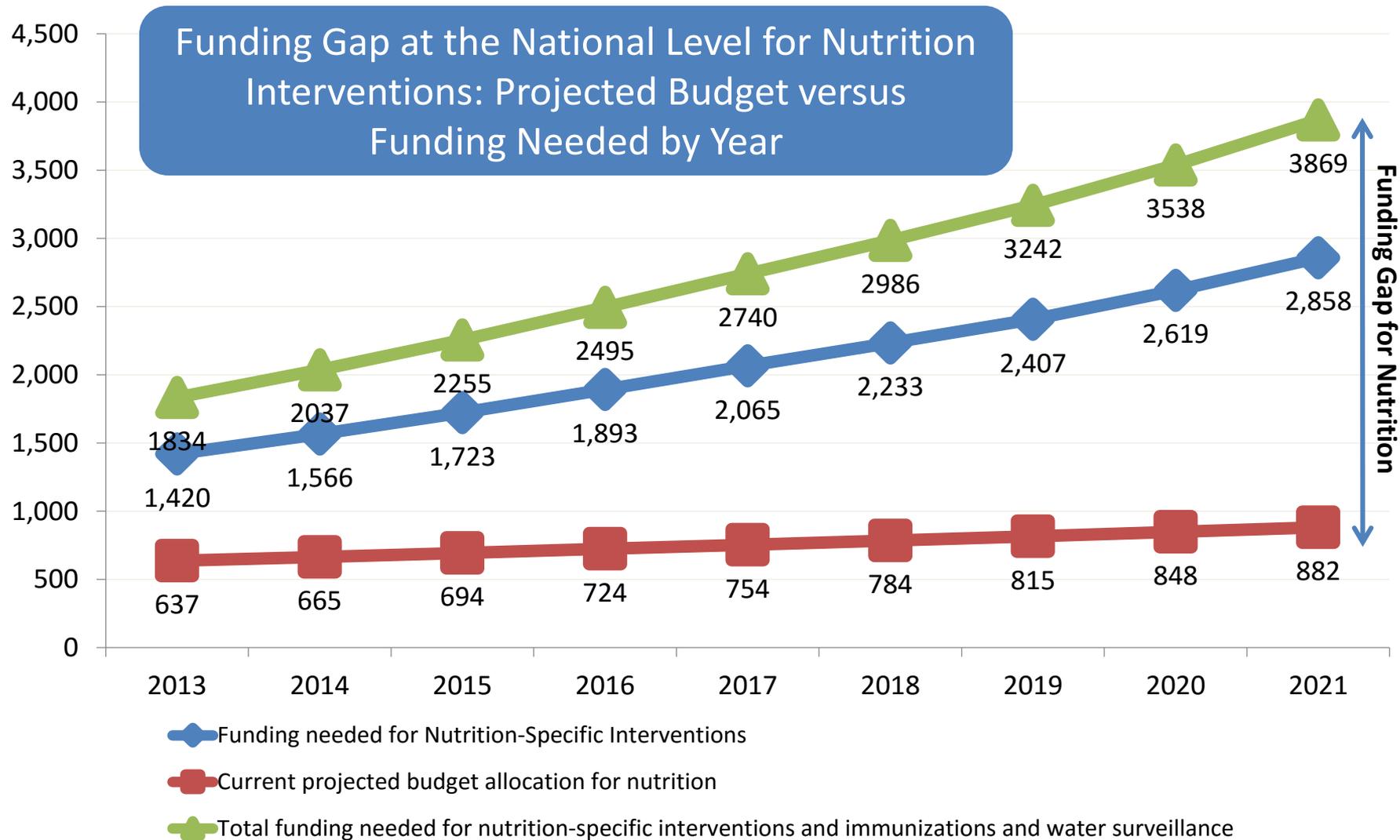
Cost Per Year:  
900-1200 Crore Taka  
(USD 130 to 170 Million)

- Investment required for nutrition is within the means of the national budget
- Increase of 1.24% over the current health budget of 5.5%



- Additional funding required for nutrition service delivery at scale
- Current projected health sector funding

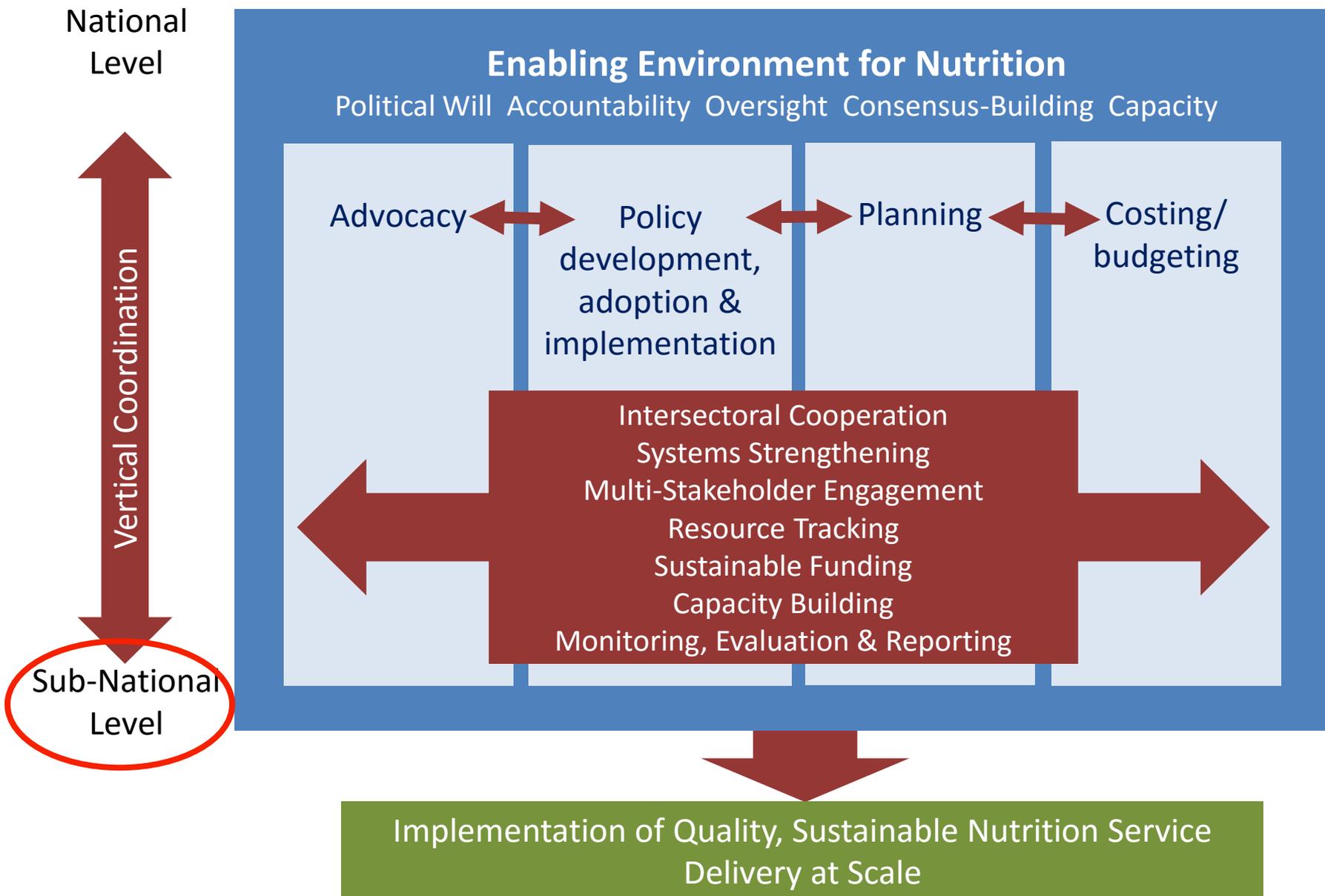
# Why and How Is Nutrition Costing Helpful? Results from Guatemala



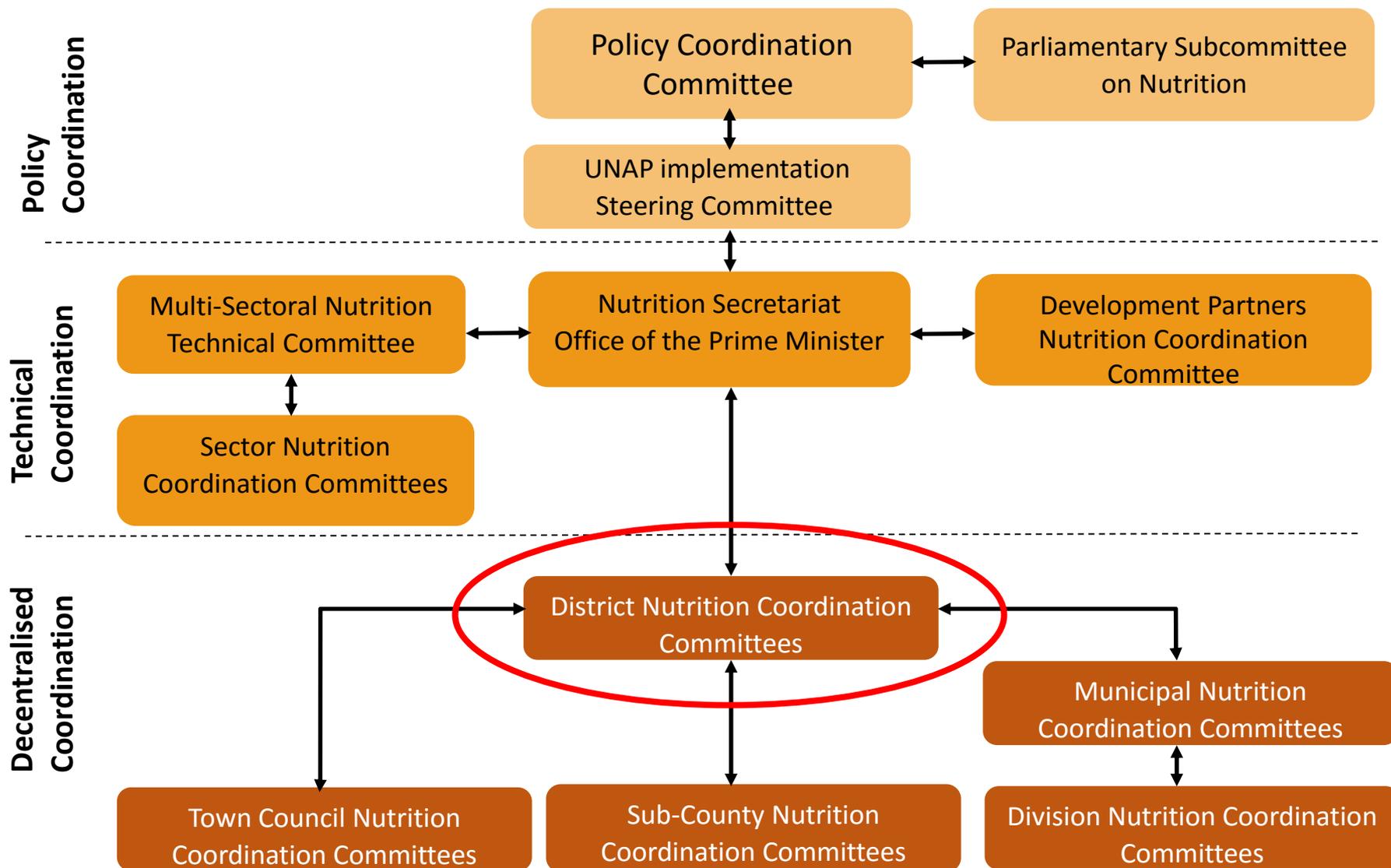
# Key Takeaways

- Both nutrition advocacy and costing are essential tools to strengthen nutrition governance and support policy development, adoption, and implementation and planning efforts.
- Nutrition advocacy and costing can:
  - Increase commitment and resources for nutrition, and promote better coordination across government, leading to better nutrition service delivery
  - Promote greater accountability for nutrition

# Translating National Multisectoral Nutrition Policy into Local Action



# Uganda Nutrition Coordination Framework



# DNCC Initiative (2014–2016)

Implemented by FANTA in partnership with OPM, MoLG in 10 districts to:

- Strengthen national oversight and support structure for DNCCs
- Enhance awareness and commitment to nutrition
- Strengthen DNCC capacity to plan, budget, leverage existing resources for, advocate for, and monitor nutrition activities

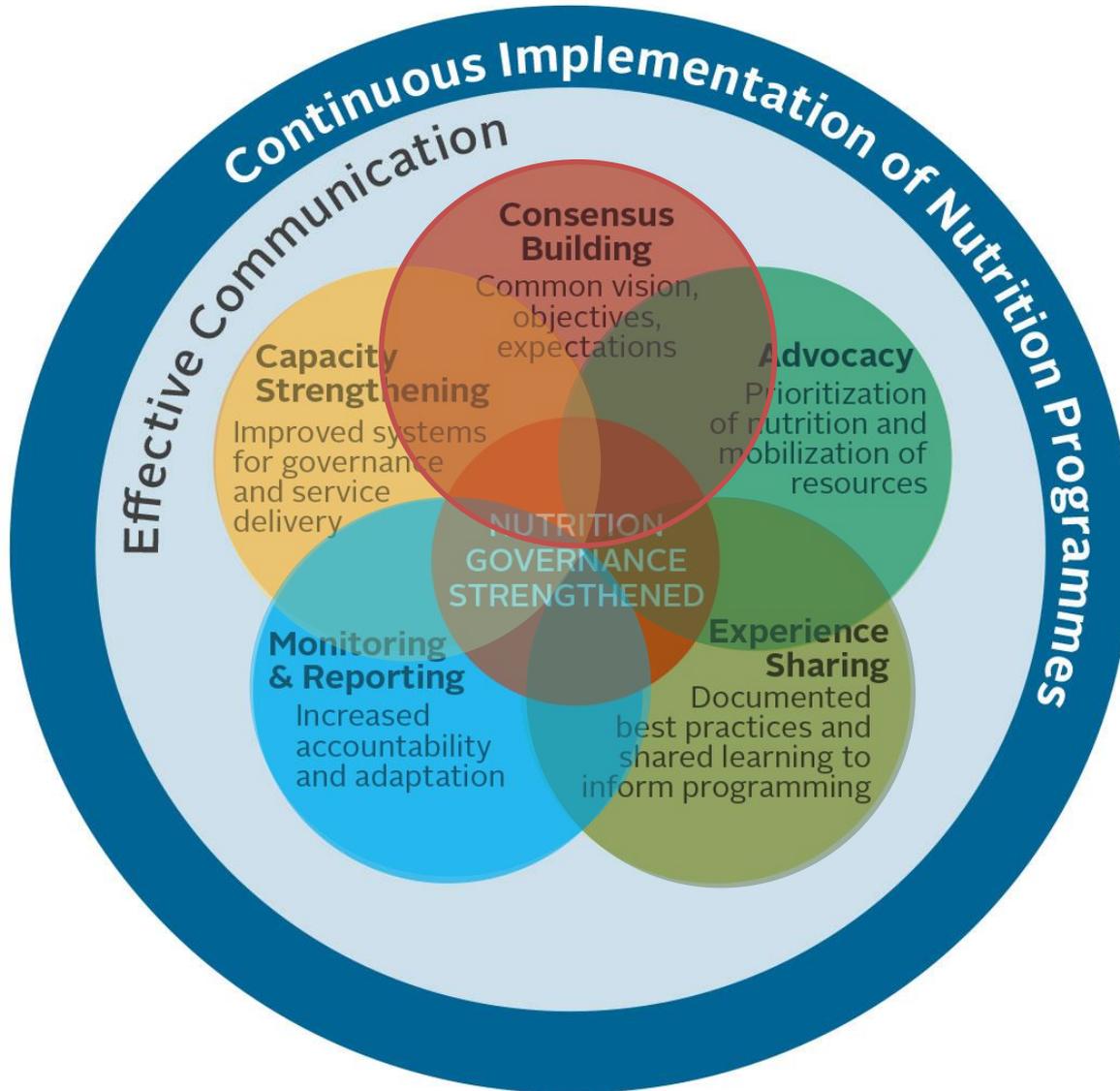
DNCC Initiative Target Districts



# DNCC Initiative Process

- Ongoing process focused on learning and adapting
- Use of multi-stakeholder partnerships (MSP) theory and principles
  - MSP is used to navigate complex networks of stakeholders to help them come together around a common goal
  - MSP principles were adapted to the Uganda nutrition context

# DNCC Initiative Approach to Strengthen Nutrition Governance



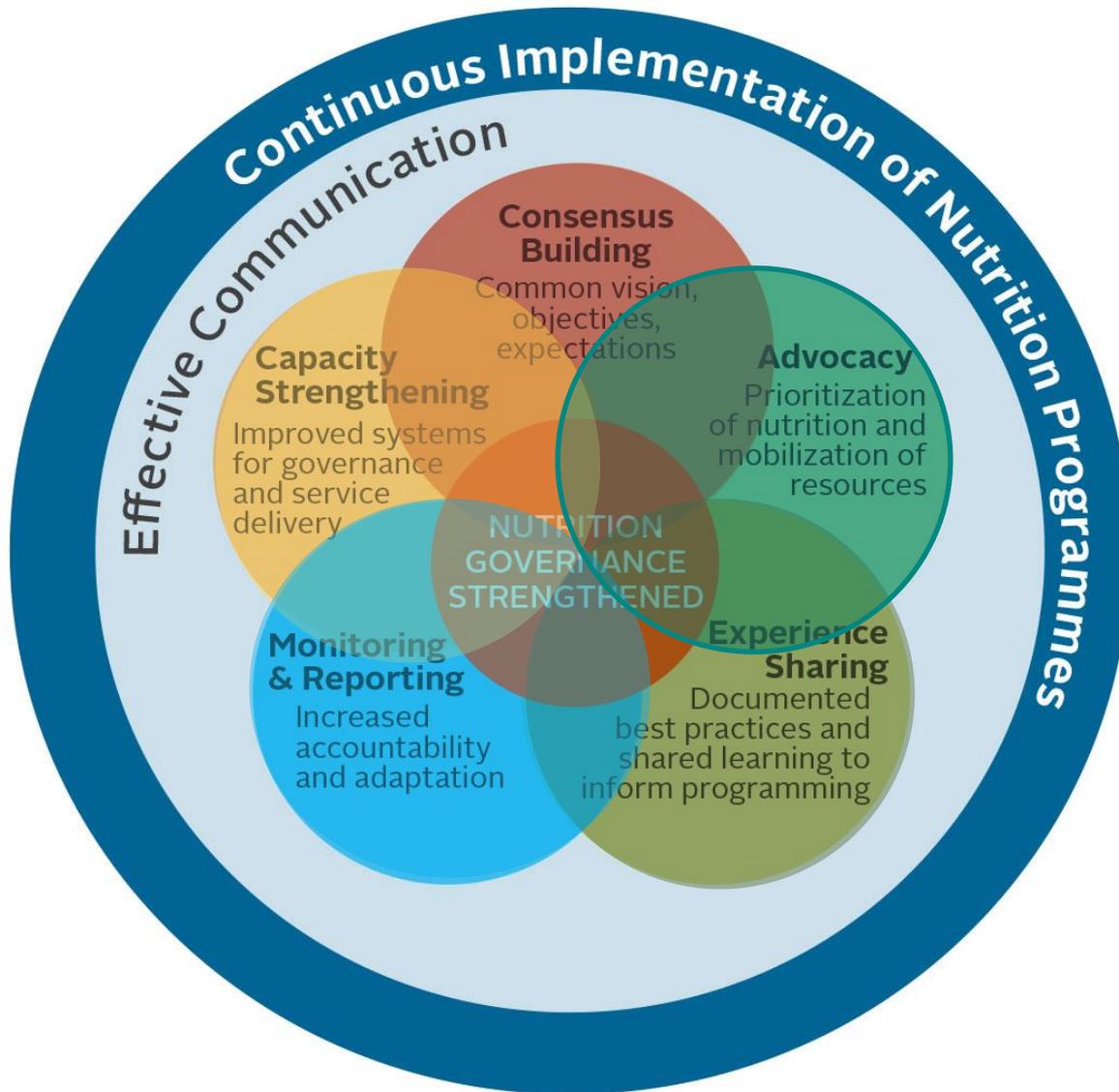
## Key Activities:

- National and Regional Consensus Building
- MSP Retreat
- Orientations

## Key Outputs:

- Defined DNCC Roles and Responsibilities
- Stakeholder Action Plan

# DNCC Initiative Approach to Strengthen Nutrition Governance



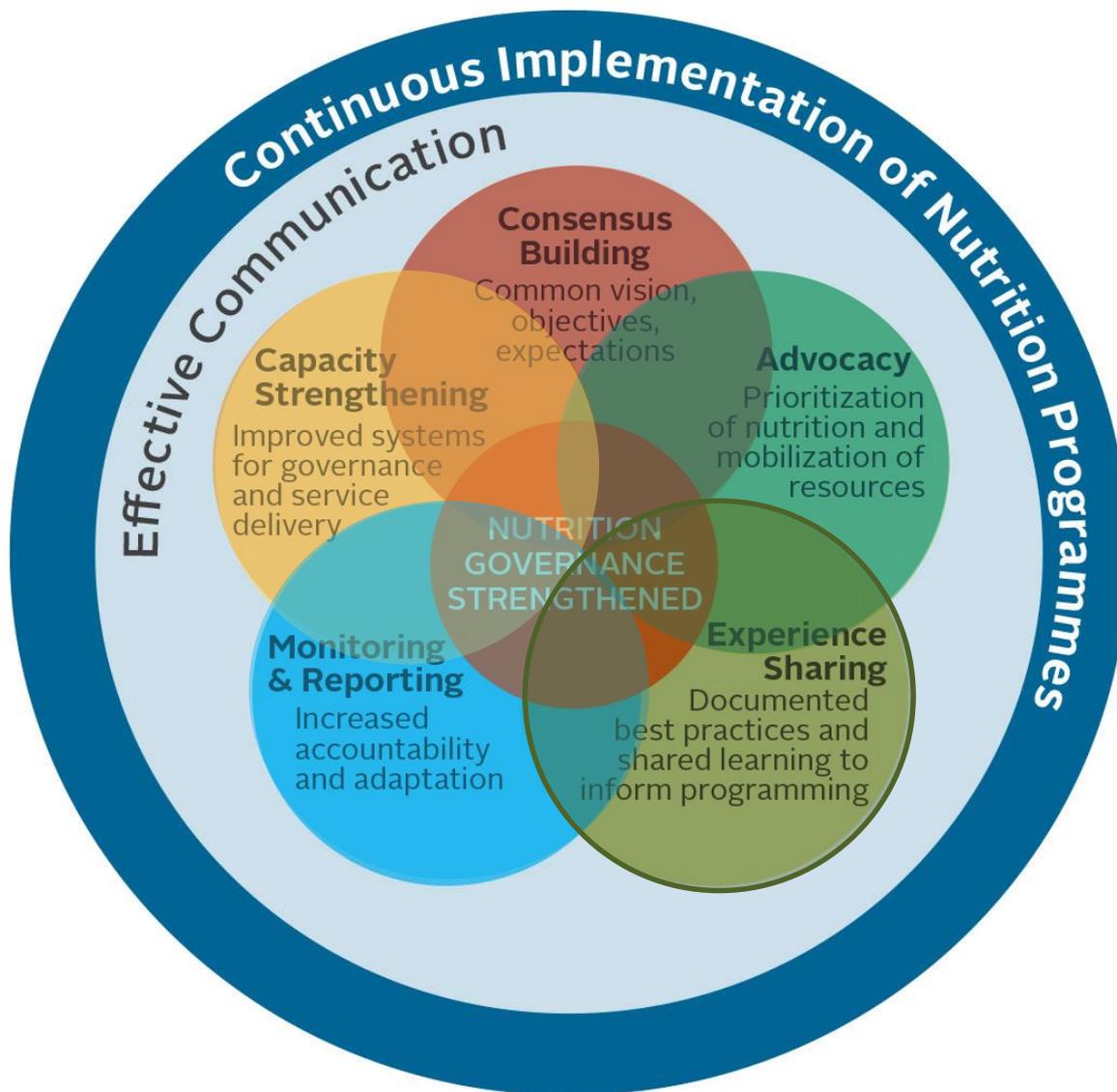
## Key Activities:

- District Level Advocacy Workshops

## Key Outputs:

- District Nutrition Action Plans approved by all 10 districts
- Nutrition included in all 10 districts' Annual Work Plans and Budgets
- District Nutrition Advocacy Implementation Plans developed

# DNCC Initiative Approach to Strengthen Nutrition Governance



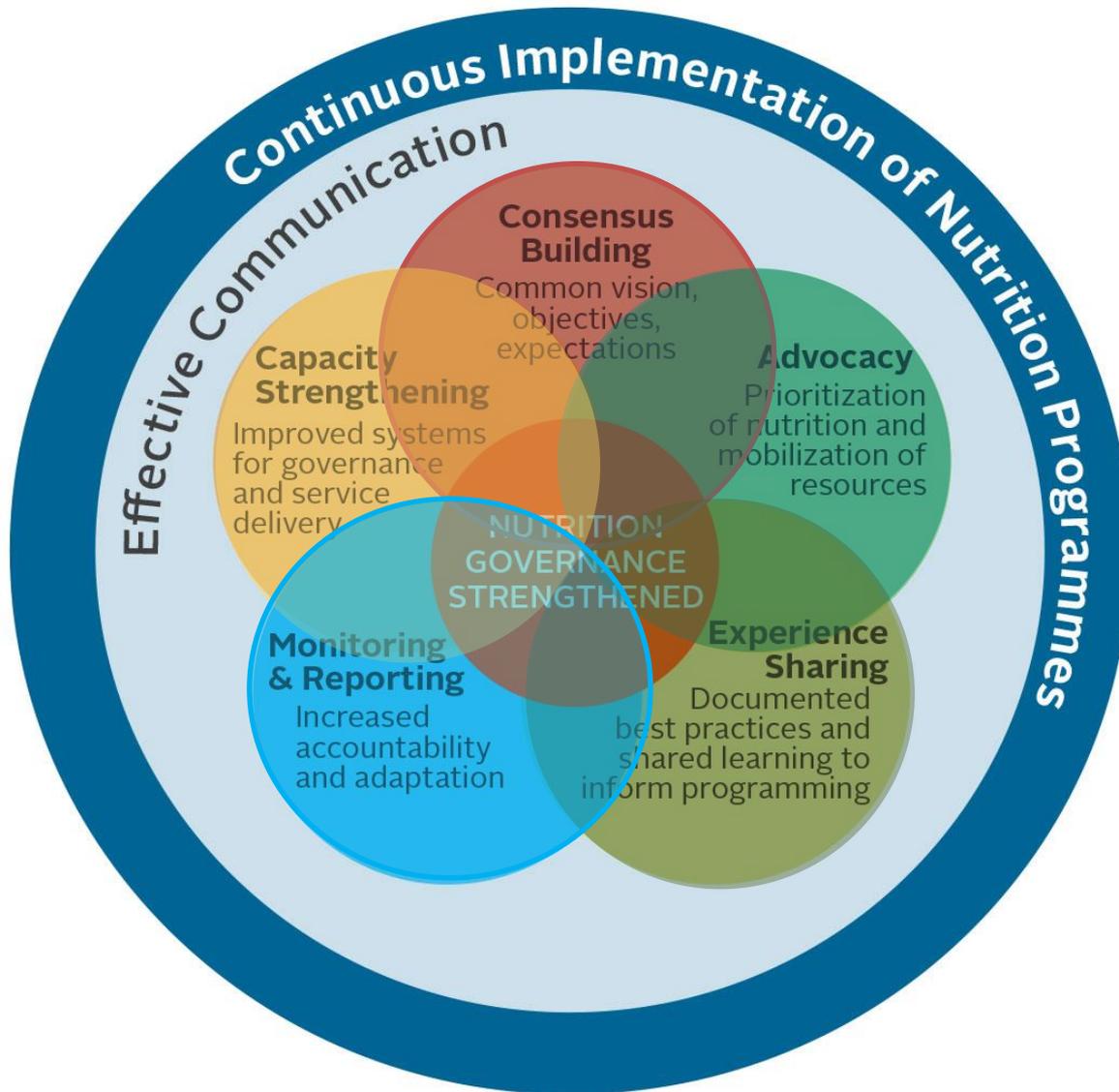
## Key Activities:

- National and Regional Experience Sharing Events

## Key Outputs:

- Ongoing engagement of DNCC members
- Engagement of partners to scale-up DNCC Initiative Approach to additional districts
- Learning across districts facilitated

# DNCC Initiative Approach to Strengthen Nutrition Governance



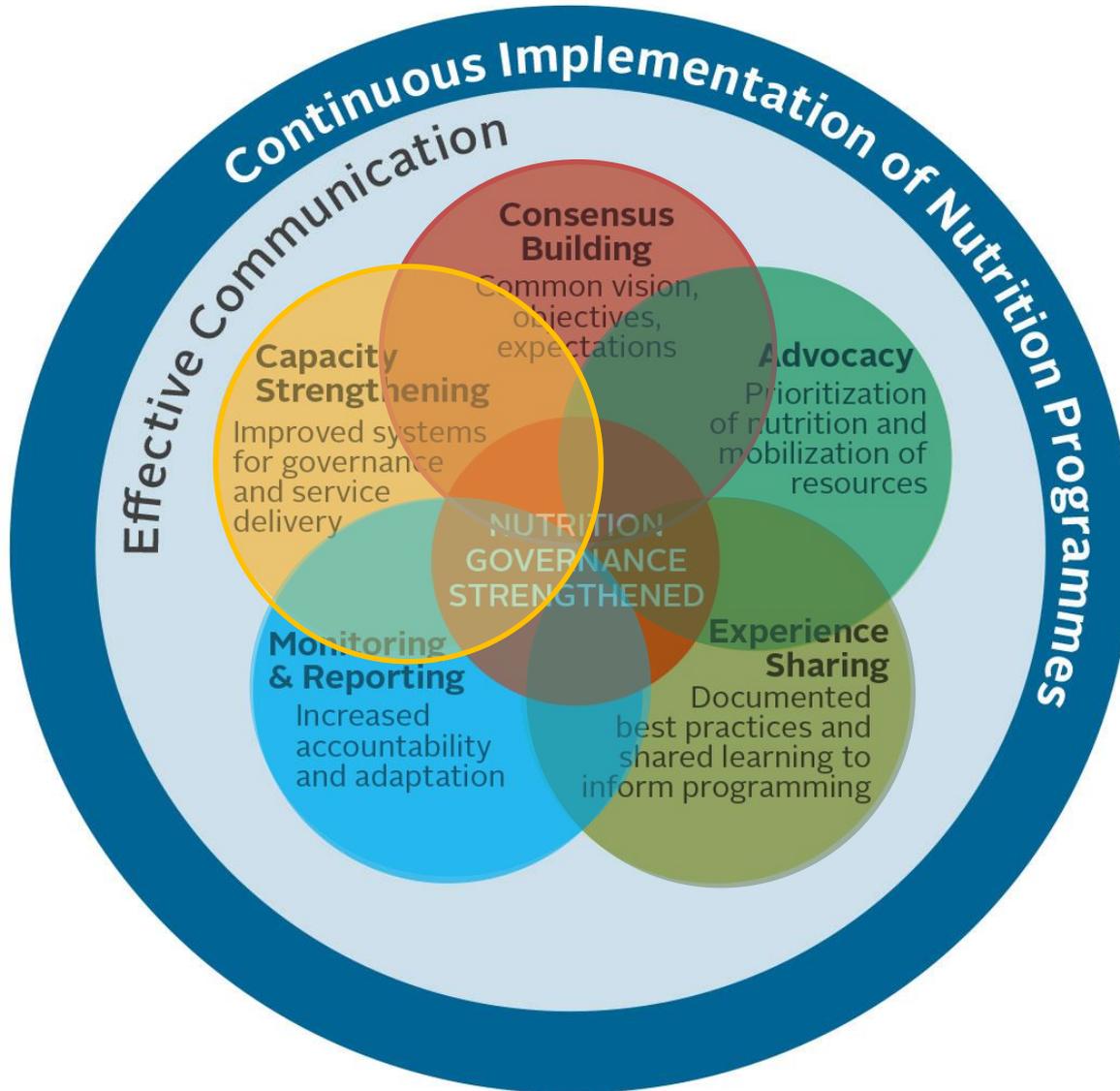
## Key Activities:

- Integrated M&E plans into Nutrition Action Plans
- Support Supervision Visits

## Key Outputs:

- Nutrition Coordination Committee Quarterly Reporting Template
- Support Supervision Checklists

# DNCC Initiative Approach to Strengthen Nutrition Governance



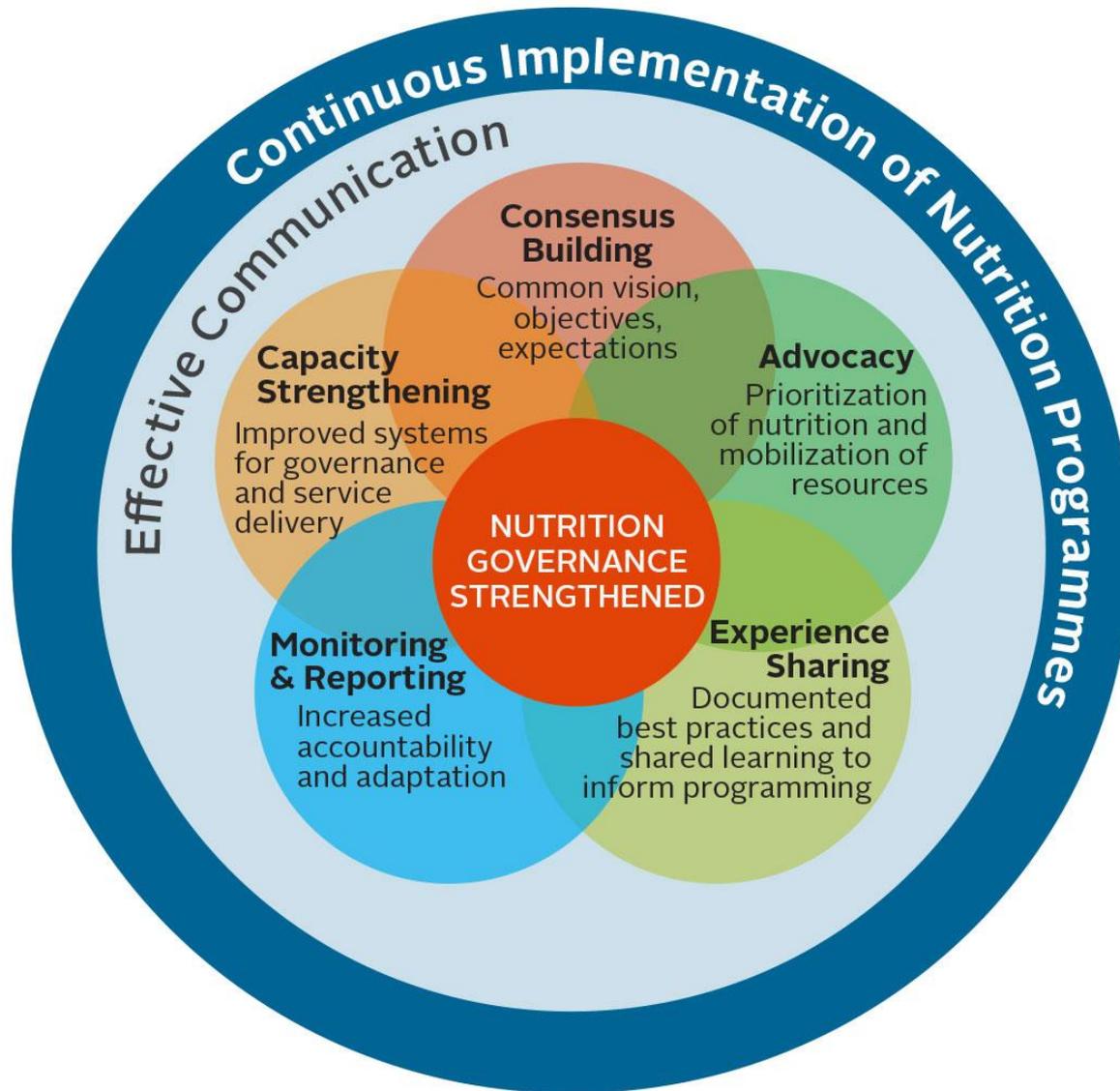
## Key Activities:

- Training on Governance Skills: Planning, Budgeting, M&E
- Sector-Specific Technical Trainings

## Key Outputs:

- Created local training capacity through Trainings of Trainers
- Strengthened governance skills of DNCC members
- Strengthened nutrition technical skills of department staff

# DNCC Initiative Approach to Strengthen Nutrition Governance

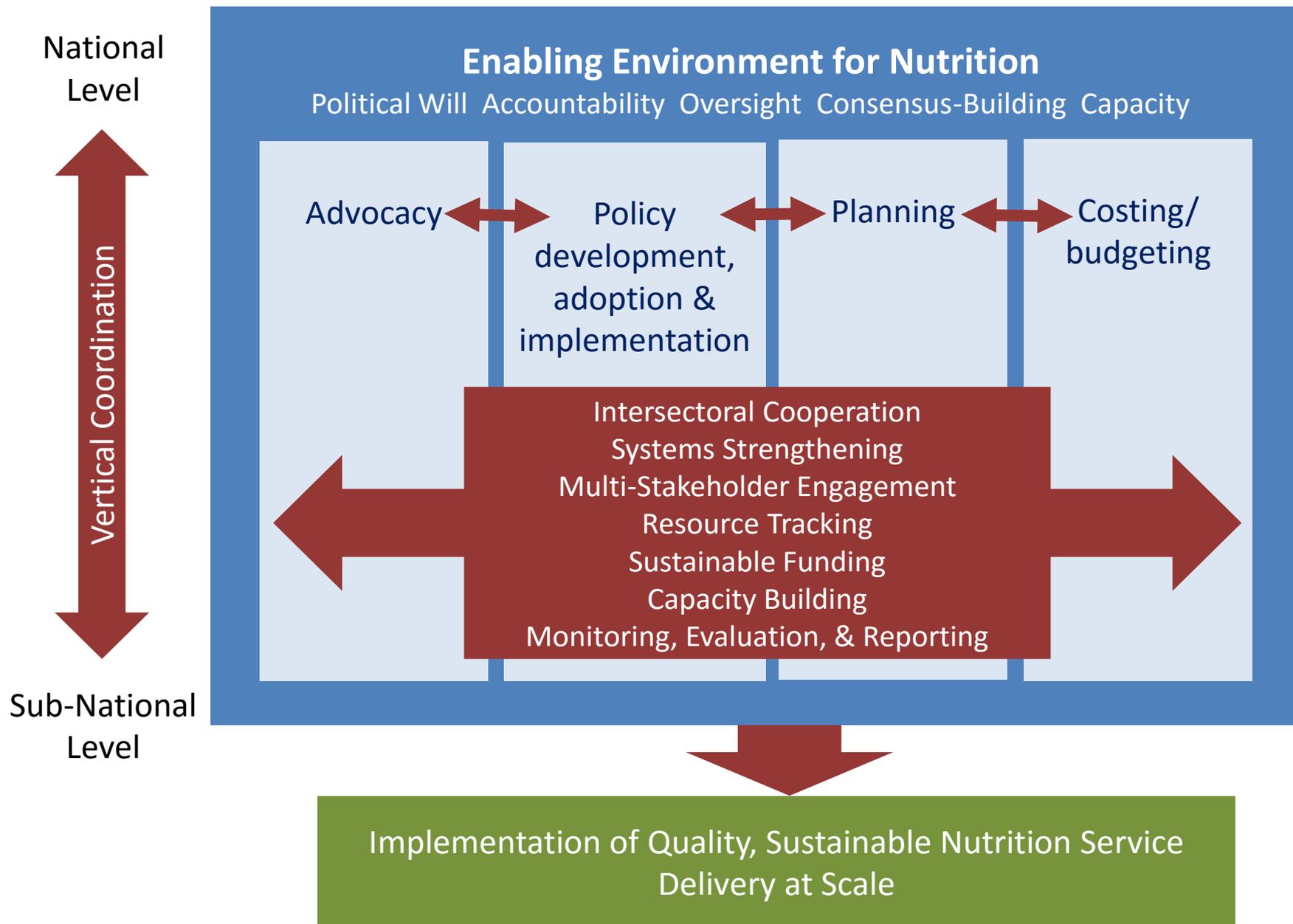


- OPM has adopted this approach to strengthen nutrition governance at all levels of local government throughout the country
- Multi-Sectoral Nutrition Toolkit website has been developed to facilitate scale-up

# Key Takeaways

- Strengthening nutrition governance is not a one time activity – it is an **ongoing process**.
- Engagement of stakeholders, including district political and technical leadership, is critical for success and sustainability.
- Securing stakeholder buy-in from multiple sectors requires time, patience, and commitment.

# In Conclusion



# Lessons Learned – National Level

- Understanding the impact of nutrition on national development is growing but it takes time.
- Focus on building country systems and institutionalizing efforts.
- Resource mobilization strategy is required to act at national scale.
- Nutrition advocacy approach increased consensus among multisectoral stakeholders and created a shared vision for nutrition.
- Important to show the impact of improving nutrition on key outcomes health, mortality, human capital, and economic productivity.

# Lessons Learned – National Level

- Stakeholders in countries appreciated having advocacy briefs targeted to key audiences.
- Country-led costing process led to realistic cost estimates that were attainable.
- Concrete steps at all levels of government to maintain momentum to improve nutrition.

# Lessons Learned – Sub-National Level

- Limited national-level policy guidance on local-level implementation; a harmonized approach is needed.
- Changes in district leadership required ongoing advocacy to maintain commitment to nutrition.
- Monitoring and reporting channels need to be strengthened.
- National Nutrition Policy to replace UNAP still to be completed.

# Lessons Learned – Sub-National Level

- The government entity responsible for multisectoral nutrition coordination must be able to direct all line ministries to plan, budget, and support implementation of nutrition.
- Donors should explicitly incorporate nutrition into projects that are expected to provide support.
- Ministries of finance and local government need to be engaged in the policy development process to avoid creating parallel structures at the implementation level.

# Key Takeaways from FANTA work

Nutrition governance is essential to assure quality nutrition service delivery at scale.

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
6. Multisectoral collaboration in designing, implementing, and monitoring nutrition interventions
7. Resource mobilization and government financial mechanisms to earmark nutrition funding



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