

STRENGTHENING MULTI-SECTORAL NUTRITION PROGRAMMING IN UGANDA

Background

In 2011, the Government of Uganda launched the first multi-sectoral Uganda Nutrition Action Plan (UNAP) to address the high prevalence of malnutrition among women and children, which threatens the country's health, education, and socio-economic development potential. Working across sectors, FANTA helped develop the UNAP and supported its implementation by strengthening nutrition policies, programs, plans, and activities from district to national level. By working with key players—from new graduates to seasoned government staff—FANTA helped create an environment in which improving nutrition is acknowledged as a top priority, and stakeholders are equipped with the knowledge, tools, and support to move the nutrition agenda forward.

With the overall goal to strengthen nutrition programming to promote good nutrition, prevent malnutrition, and manage and treat malnutrition, FANTA focused on three intermediate result areas, highlighted below.

Overall Objective

Strengthen nutrition programming to promote good nutrition, prevent malnutrition, and manage and treat malnutrition

IR1

Awareness of and commitment to addressing malnutrition increased

IR2

Leadership and technical capacity to plan for, deliver, and monitor integrated nutrition services strengthened across sectors

IR3

Coordination, information-sharing, and learning among partners strengthened



WHO WE WORK WITH

- Ministry of Gender, Labor and Social Development
- Ministry of Health
- Ministry of Agriculture, Animal Industry and Fisheries
- Office of the Prime Minister
- Ministry of Local Government
- Uganda Action for Nutrition Society (UGAN)
- UN Agencies
- USAID Implementing Partners

GEOGRAPHIC TARGETS

National level support to government ministries and partners and local support to strengthen nutrition governance in 10 districts: Kamwenge, Kasese, Kisoro, Ntungamo, Sheema, Amuru, Dokolo, Lira, Masindi, and Oyam

FANTA supported implementation of the UNAP by:

- Strengthening stakeholders' effectiveness in advocating for increased commitment to nutrition
- Strengthening district-level nutrition governance in collaboration with the Office of the Prime Minister and Ministry of Local Government
- Improving the quality of nutrition service delivery and data management
- Supporting integration of nutrition into the agriculture and social development sectors
- Strengthening the professional and leadership capacity of young nutrition graduates through the Uganda Nutrition Fellowship
- Coordinating experience- and knowledge-sharing among government and non-governmental stakeholders to inform scale-up of nutrition best practices and learn what has worked well, what challenges remain, and how to address the challenges

Awareness of and Commitment to Addressing Malnutrition Increased

In collaboration with key stakeholders, FANTA worked to increase awareness of and commitment to addressing malnutrition through a number of activities:

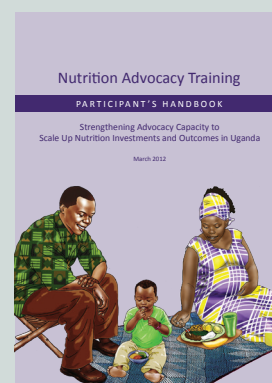
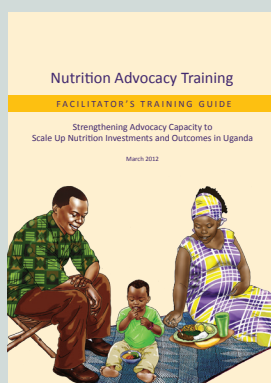
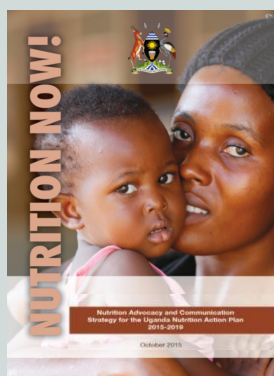
- Updated and disseminated PROFILES¹ estimates on the impact on development if nutrition does not improve in the next decade
- Helped develop and implement the national nutrition advocacy strategy
- Used PROFILES estimates to develop advocacy materials, including the Advocacy Package, that promote investment in and implementation of nutrition interventions for various audiences



The Right Honorable Prime Minister of Uganda (left) being recognized as a champion in supporting Uganda multi-sectoral nutrition implementation by the Chairperson of the Parliamentary Forum on Nutrition.

- Supported **96** district-level nutrition champions to develop advocacy plans that include specific activities they can promote
- Established the *Parliamentary Forum on Nutrition*, whose mission is to champion legislation that promotes improved nutrition and to advocate for increased funding for nutrition
- Oriented **39** members of parliament on the crucial role nutrition plays in the health, education, and economic productivity of Ugandans
- Trained **186** stakeholders (including members of parliament) to advocate for an increase in resources for nutrition and to improve and expand nutrition service delivery
- Established the *Uganda Multi-Stakeholder Nutrition Advocacy and Communication Platform* to sustain an enabling environment for improved nutrition

¹ PROFILES is an evidence-based spreadsheet tool used for nutrition advocacy.



Left: Nutrition Now! Nutrition Advocacy and Communication Strategy for the Uganda Nutrition Action Plan 2015–2019
Right: Nutrition Advocacy Training Guides

Technical Leadership and Capacity to Deliver Integrated Nutrition Services Across Sectors Strengthened

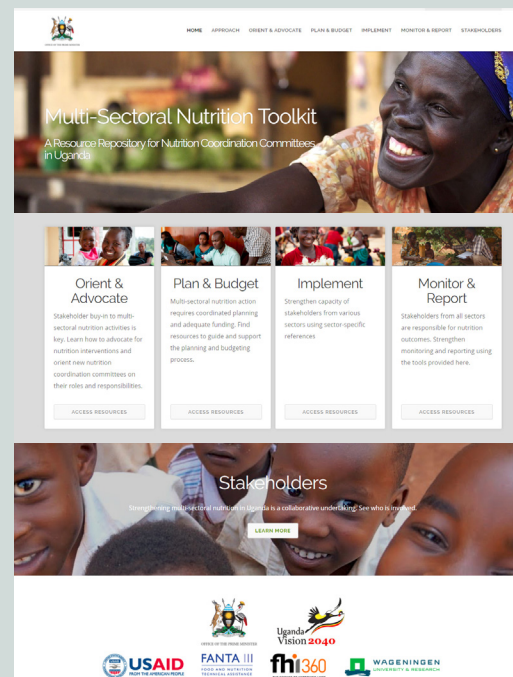
STRENGTHENING MULTI-SECTORAL NUTRITION GOVERNANCE AT THE NATIONAL AND DISTRICT LEVELS

FANTA collaborated with nutrition stakeholders at all levels of government to strengthen the country's multi-sectoral nutrition leadership and governance, focusing on nutrition coordination committees (NCCs). FANTA strengthened capacity and technical leadership by:

- Training **95** facilitators on the development of nutrition action plans, and equipping them to train NCC members
- Training **298** NCC members and stakeholders on planning, budgeting, and monitoring nutrition activities
- Supporting the development, approval, and implementation of **10** Multi-sectoral Nutrition Action Plans
- Hosting **3** NCC experience-sharing and learning events to inform improvement and expansion of nutrition governance activities
- Hosting **2** regional advocacy experience-sharing events to identify promising practices and inform future advocacy activities

FANTA also developed several technical resources, including:

- National Nutrition Planning Guidelines
- Multi-Sectoral Nutrition Coordination Committee Orientation Guide
- Multi-Sectoral Nutrition Action Planning Training Materials
- Nutrition Advocacy Planning Workshop Guide for Districts and Lower Local Governments
- Support Supervision Checklist
- Multi-Sectoral Nutrition Toolkit Website



MULTI-SECTORAL NUTRITION TOOLKIT

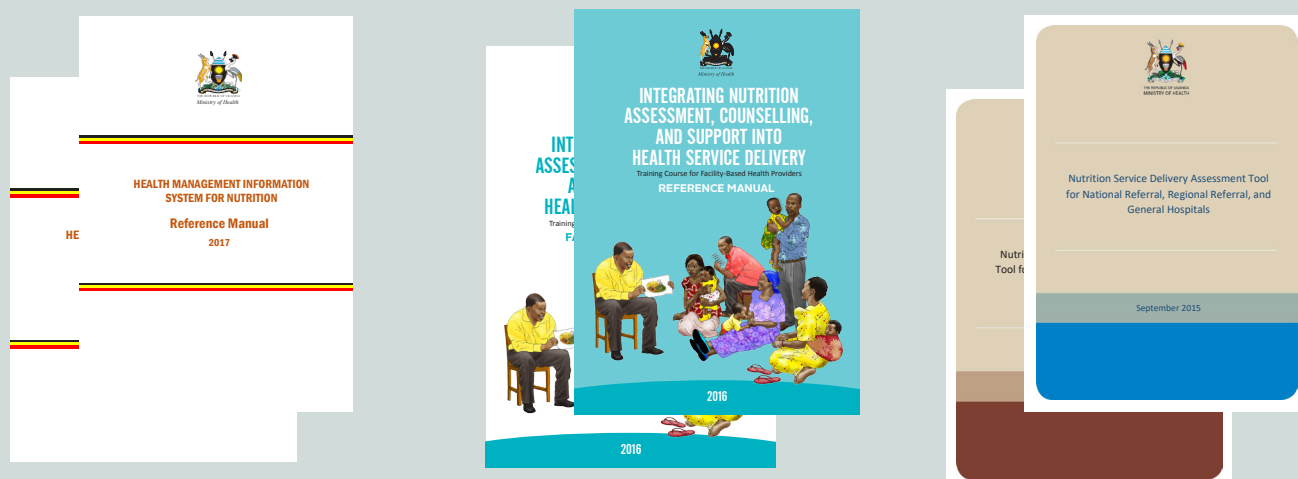
The Multi-Sectoral Nutrition Toolkit is a consolidated source of information on Uganda's national approach to strengthening nutrition governance that nutrition coordination committees (NCCs) and their partners can use to obtain resources and tools to improve the scale and quality of implementation of nutrition activities. In Uganda, multi-sectoral nutrition policy is turned into local action by working through NCCs that oversee the coordination, planning, budgeting, and monitoring of nutrition activities in their local governments.

<https://nutrition.opm.go.ug/>

INTEGRATING NUTRITION IN HEALTH SERVICE DELIVERY

In collaboration with the Ministry of Health, FANTA strengthened technical leadership and capacity to deliver integrated nutrition services by:

- Completing the *Health System Performance Assessment for IMAM/NACS in Uganda: Considerations for Delivery of Nutrition Services*, this assessment identified strengths and gaps in the health system affecting the successful implementation of IMAM/NACS and provided concrete and practical recommendations for strengthening the delivery of these and other nutrition services in Uganda
- Developing the Nutrition Service Delivery Assessment (NSDA) tool to help planners, policy makers, program managers, implementing partners, and service providers generate reliable information on the status and function of health facilities and on their capacity to provide quality nutrition care and support services
- Training **68** health facility staff on the NSDA so that it can be used in their health facilities
- Developing Nutrition Assessment, Counseling, and Support (NACS) training materials
- Training **266** service providers on NACS
- Supporting the integration of nutrition indicators into the Health Management Information System (HMIS) to strengthen the monitoring and evaluation of nutrition service delivery within the health sector
- Developing the Uganda HMIS for Nutrition Training Package
- Training **399** health facility staff on the revised HMIS for nutrition
- Coordinating and providing technical assistance to **6** U.S. Government-funded implementing partners in the Partnership for HIV-Free Survival Initiative (PHFS 2012-2014), which employed the NACS framework to integrate nutrition into routine health service delivery at the facility and community level using quality improvement methods



Left: Health Management Information System for Nutrition Guide and Manual
 Center: Nutrition, Assessment, Counselling, and Support (NACS) Facility-Level Training Materials
 Right: Nutrition Service Delivery Assessment (NSDA) tools

INTEGRATING NUTRITION IN COMMUNITY DEVELOPMENT

FANTA and the Ministry of Gender, Labour, and Social Development (MGLSD) strengthened the capacity of community development officers (CDOs) to improve food and nutrition security in their communities by developing the following materials:

- The *Community Mobilisation on Food and Nutrition Security: A Guide for Community Mobilisers* (flip chart and training materials) provides guidance to district and municipal CDOs and implementing partners on integrating food and nutrition security into community mobilisation activities
- A monitoring and supervision tool that enables the MGLSD to assess the progress and status of integration of food and nutrition security and early childhood development into community development programming

FANTA also supported:

- Orientation of **167** district and lower local government CDOs on the Community Mobilisation Package
- Training of **145** lower local government CDOs on the monitoring and support supervision tool
- Implementation of **1** experience-sharing event for CDOs to share best practices in integrating nutrition in community mobilization activities



The Community Mobilisation Package (flip chart and two training books)



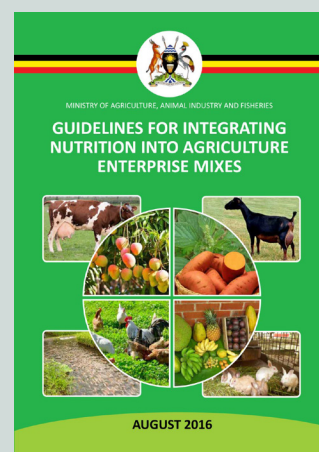
Launch of the Food and Nutrition Handbook for Extension Workers

INTEGRATING NUTRITION INTO AGRICULTURE ENTERPRISE MIX

In collaboration with Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), FANTA strengthened the capacity of production officers and agriculture extension workers to integrate nutrition-sensitive considerations in their work. This enabled farmers to select crops or agriculture activities that support both profit and improved nutrition outcomes. FANTA and MAAIF developed the following materials:

- The *Food and Nutrition Handbook for Extension Workers and Guidelines for integrating Nutrition into Agriculture Enterprise Mixes* (Facilitator's Guide)
- The *Food and Nutrition Handbook for Extension Workers*

FANTA also supported the training of **163** agriculture extension workers on the Agriculture Mix Guidelines, which include training in how to assist farmers in selecting an enterprise mix that addresses their income needs and nutrition requirements.



Guidelines for Integrating Nutrition into Agriculture Enterprise Mixes

CREATING YOUNG LEADERS IN NUTRITION

The centrepiece of FANTA's youth-oriented work was the Uganda Nutrition Fellowship (UNF) program. The competitive Fellowship, which placed recent graduates at nutrition- or agriculture-related host organizations, focused on building the technical capacity of the fellows to deliver integrated nutrition services across sectors.

- **19** fellows graduated from the program.
- After completing the fellowship, some fellows enrolled in graduate programs to further their education, a number were hired as full-time employees at their host organization, and others used the experience they gained to launch their own nutrition businesses.

In another effort to encourage youth to become actively involved in nutrition and strengthen their capacity, FANTA and the Uganda Action for Nutrition Society hosted the first Inter-Universities Youth Symposium on Nutrition.

- Over **100** students from five universities pursuing degrees in nutrition and dietetics, along with selected experts in nutrition, attended.



Fellows working together during a professional development workshop.



UNF 2013–2014



UNF 2015–2016

Coordination and Knowledge-sharing Among Nutrition Partners Strengthening

From helping implementing partners share field-based learning and helping the government coordinate nutrition-related events, to holding experience-sharing and learning meetings, FANTA worked to improve nutrition programming through learning and sharing of promising nutrition practices. This was accomplished by:

- Co-hosting the National Nutrition Forum (2014) in collaboration with Office of the Prime Minister. Over **200** representatives from the government, USAID implementing partners, development partners, civil society organizations, academia, the private sector, and the media participated. The forum included mapping of nutrition activities by partners, a technical workshop, an advocacy event, and a display of materials
- Hosting experience-sharing meetings on integration of nutrition into routine service delivery and on the progress in integrating food and nutrition security and early childhood development into community mobilisation
- Coordinating **5** USAID quarterly Nutrition Implementing Partners' meetings

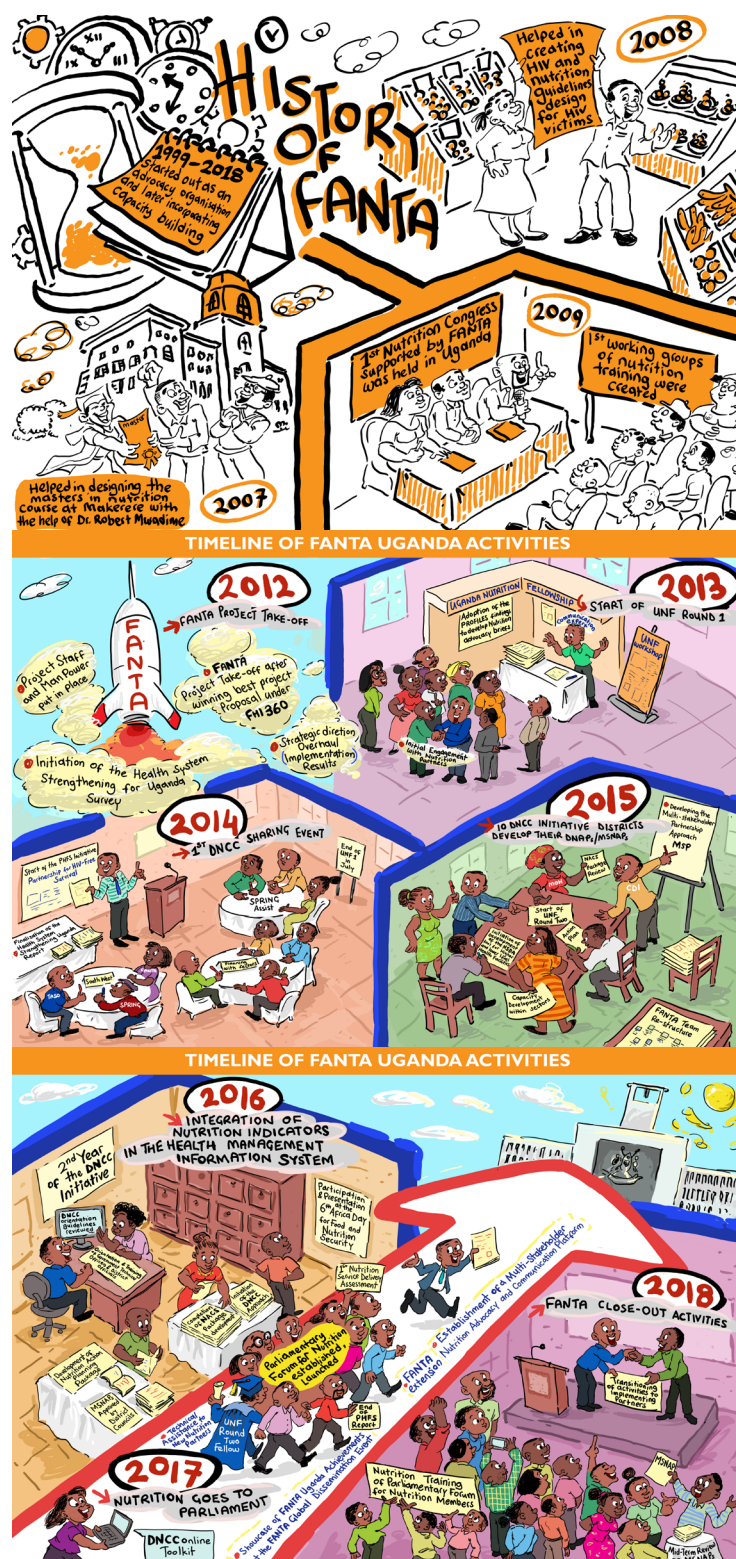


Inter-Universities Youth Symposium on Nutrition

Transition

In an effort to ensure a smooth transition of FANTA supported activities to partners and sectors, FANTA staff:

- Held meetings with sectors and partners to identify those willing to continue to support ongoing activities
- Hosted experience sharing meetings to share lessons learned during implementation
- Provided technical assistance to partners to transfer knowledge and best practices
- Worked with the Office of the Prime Minister and districts to solidify leadership within the DNCCs
- Conducted joint meetings with partners and district representatives to understand the current state of the DNCCs and identified partners to support specific districts
- Transitioned oversight and coordination of the Nutrition Implementing Partners' Advocacy Platform and the Parliamentary Forum on Nutrition to the Advocacy for Better Health project
- Handed over sector-specific activities and documents to respective sectors



Timeline of FANTA activities from 2007 to 2018



Attendees of the final FANTA/Uganda event in April, 2018

For more information on FANTA materials and activities, please visit our website: www.fantaproject.org.

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