Operationalizing Multisectoral Nutrition Programs To Accelerate Progress: A Nutrition Governance Perspective

January 19, 2022
7:30–9:00AM EST | 9:30–11:00PM UTC | 1:30–3:00PM CET
Objectives

1. Highlight the critical role of governance in operationalizing large-scale multisectoral nutrition program.

1. Synthesize lessons learned from 7 countries with strong nutrition governance features.

1. Identify on what needs to be done by countries and development partners to strengthen the governance aspects.
## Session Overview

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<td>Co-Authors: Julie Ruel-Bergeron, Ali Winoto Subandoro, Silvia Holschneider</td>
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You will need a functioning mic on your computer or a headset with mic capabilities to use computer audio. The join audio icon will change to the mute icon.
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Engaging with Chat

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2. Use the Chat to send a message to everyone in the meeting or to send a private message to a specific participant.

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Virtual Meeting Norms

Be present and engaged.
Take advantage of this rare opportunity to engage and learn.

Be curious and ask questions. Use the chat box to capture questions in the moment.

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Takahiro Tsuda

Alternate Executive Director for Japan, WBG
Juan Pablo Uribe

Global Director of Health Nutrition and Population and the Global Financing Facility, World Bank
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OPERATIONALIZING MULTISECTORAL PROGRAMS TO ACCELERATE PROGRESS

A Nutrition Governance Perspective

Julie Ruel-Bergeron
Ali Winoto Subandoro
Silvia Holschneider

JANUARY 19, 2022
Introduction

Objectives of report

• Document and synthesize implementation experiences, challenges and opportunities in 7 countries as seen through a nutrition governance lens

• Facilitate cross-country learning
Multisectoral Nutrition Governance Framework
Which of these 3 dimensions of multisectoral governance, in your context, has been the most challenging to implement or address?

A. Advocacy, leadership, and institutional support for multisectoral nutrition.

A. Management capacity and financing.

A. Results measurement, monitoring, and accountability.
1. Advocacy, leadership, and institutional support for multisectoral nutrition
   - Evidence-based advocacy for positioning nutrition improvement within a broader development agenda
   - High-level leadership, vision, and strategy for a whole-of-government approach
   - Institutional and implementation arrangements for operationalizing the multisectoral strategy
2. Management capacity and financing

- Management capacity and accountability systems at the subnational level
- Integrating multisectoral nutrition program into regular planning and budgeting process
- Leveraging results-based financing to drive results
3. Results measurement, monitoring, and accountability

- Strengthening performance monitoring systems and promoting the use of data to improve program implementation
- Citizen engagement, community mobilization, and social accountability
Looking ahead

• **Invest in data quality and data systems**, including
  • routine data systems
  • improved integrated financial management information systems
  • technologies that improve collection and availability of high-quality data

• **Conduct implementation research** to measure programmatic and implementation processes including:
  • Impact of governance interventions on process outcomes
  • Sectoral capacity to implement multisectoral interventions at national/subnational levels
  • Entry points for convergence
  • Budget evaluations review
  • Citizen engagement and social accountability

• **Impact evaluations on**
  • efforts to enhance the quality of nutrition services
  • mix of interventions for convergence

• **Improve use of data for decision making**
Country Presentations
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Lizett Guzman

Secretary of the Secretariat for Food Security and Nutrition from the Government of Guatemala
PROGRAMAS Y ESTRATEGIAS PARA REDUCIR LA DESNUTRICIÓN CRÓNICA Y LA MALNUTRICIÓN
Estructura orgánica del SINASAN
(Decreto Número 32-2005)
COMISIONES MUNICIPALES DE SAN
(COMUSAN)

GOBERNANZA
• 22 CODESAN
• 333 COMUSAN
PROGRAMAS Y ESTRATEGIAS PARA REDUCIR LA DESNUTRICIÓN CRÓNICA Y LA MALNUTRICIÓN
Gran Cruzada Nacional por la Nutrición

Priorización geográfica:

Basado en un análisis combinado de desnutrición crónica en menores de cinco años, pobreza extrema e inseguridad alimentaria y nutricional, fueron priorizados 10 departamentos. Se utilizó el Censo Nacional de Talla en Escolares de Primer Grado de Primaria, para priorizar los municipios con prevalencias de desnutrición crónica mayores o iguales a 40%.

Incluye cinco prioridades de atención del Gobierno:

1. Prevenir la desnutrición crónica y anemia, mediante el fortalecimiento de la Atención Primaria en Salud Ampliada.
2. Reducir la morbilidad y mortalidad materna e infantil.
3. Promover la SAN de la población guatemalteca, mediante acciones que aseguren el acceso y la disponibilidad a los alimentos.
4. Fortalecer en todo el país los servicios básicos de salud, dotándolos de medicamentos e insumos esenciales y necesarios en forma permanente y oportuna.
5. Prevenir las enfermedades infecciosas y crónicas
Metodología de la evaluación de impacto de la GCNN

| Tamaño de muestra basal de niños y niñas y hogares para detectar una reducción de siete puntos porcentuales en la prevalencia de desnutrición crónica en niños y niñas menores de cinco años |
|---|---|---|---|
| **1** | **2** | **3** |
| 93 municipios priorizados | 22 municipios priorizados (Proyectos OPS, UNICEF, PMA) * | Resto del país no priorizado |
| Tamaño de muestra de niños/as | 2,386 | 2,358 |
| Tamaño de muestra de hogares | 5,423 | 4,829 |
| Número de sectores cartográficos | 181 | 161 |
|  |  | 187 |

* 22 municipios de Proyectos OPS, UNICEF, PMA: incluye Cobán que no está priorizado en GCNN 22 + 93 = 115 municipios
**Sector Cartográfico**: es el conglomerado de viviendas que integran la “Unidad Primaria de Muestreo” del marco maestro de muestra, vigente en Guatemala.
Desafíos y/o próximas etapas en este tema

- Fortalecer el trabajo interinstitucional para lograr objetivos de la Gran Cruzada Nacional por la Nutrición 2020-2024.
- Incrementar la cobertura efectiva de los programas de las instituciones que conforman el SINASAN.
- Fortalecer la Gestión por Resultados.
- Incrementar la participación activa de las Municipalidades, Sociedad Civil y Sector Privado.
- Finalizar la actualización de la POLSAN y actualizar el PESAN.
- Atención al cambio climático y sus efectos: Plan de resiliencia en SAN.
http://www.sesan.gob.gt
Budiono Subambang
Director of Regional Development at Ministry of Home Affairs, Government of Indonesia
Managing Capacity Building at the Subnational Level to Improve the Convergence of Nutrition Interventions

R. Budiono Subambang
Director of Synchronization of Local Government Affairs III
Directorate General of Regional Development
Ministry of Home Affairs
Republic of Indonesia
**Background**

- Prevention of stunting will best succeed if nutrition-specific and -sensitive interventions are coordinated and jointly targeted at priority groups to increase simultaneous utilization by 1,000-day households (HHs).
- This *convergence* of nutrition interventions requires integration of sectoral planning, budgeting, and monitoring processes to ensure the availability and quality of services to 1,000-day HHs.
- As Indonesia is *highly decentralized*, convergence requires not only horizontal coordination across sectors, but also *vertical coordination across multiple levels of government*: i.e., Central, 34 Provinces, 514 Districts, and 75,244 Villages.
- Districts have the primary responsibility for delivering key stunting interventions, while stunting rates and local government capacities vary widely across the country.
- Strengthening convergence at the District level is critical to achieving better harmonization across services managed by different offices and villages within the District.

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**5 Strategic Pillars of the National Strategy to Accelerate Stunting Prevention**

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<th>PILLAR 1</th>
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<th>PILLAR 3</th>
<th>PILLAR 4</th>
<th>PILLAR 5</th>
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<td>National Leadership</td>
<td>National Campaign and Behavior Change Communication</td>
<td>National, Regional, and Village Program Convergence</td>
<td>Nutritional Food Security</td>
<td>Monitoring and Evaluation</td>
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Strengthening the convergence at district level is a part of pillar 3.

Role of Ministry of Home Affairs (MoHA) is to strengthen the subnational governments’ capacity to converge the national, regional, and village programs.
Managing Capacity Building for 34 Provinces & 514 Districts

Key Instruments

- **8 Convergence Actions** by Districts for improving evidence-based planning, budgeting, and targeting the interventions
- **District performance assessments** by Provinces for strengthening accountability and feedback loop, providing reliable and comparable measure of district performance
- **Technical Assistance (TA) Pool** experts to provide implementation support and build capacity of Provinces and Districts

1. **The Goals**

- To increase the capacity of the **provincial governments** to guide, monitor, and evaluate the district governments in converging programs based on the result of **District Performance Assessments**
- To increase the capacity of **District governments** in converging programs through **8 Convergence Actions**

2. **The Strategy**

Mobilize **Regionally Based TA Pools** to support MoHA in:

- Enabling provinces and districts to conduct stunting diagnostics, develop local solutions, and to converge the priority interventions at the priority locations (village or subdistrict level)
- Developing district performance assessments for program convergence
- Facilitating good practice learning between districts

3. **The TA Pool Approach**

- **Demand Driven**: TA agenda is determined based on District needs
- **Data Driven**: Strengthen the practice of using data and information to assist decision-making processes
- **Multi sector approach**: Encouraging a cross-sector approach and strengthening coordination among sectors
- **Institutionalized**: Capacity building is based on strengthening existing systems (planning and budgeting), not ad-hoc
TA Pool Scope of Work

1. Reinforce local commitment related to stunting prevention efforts through strategic advocacy
2. Train district/provincial stunting teams to improve technical skills related to the implementation of the convergence actions, including:
   ■ Stunting Diagnosis, Convergence Action Plan, and Stunting Summit at local level
   ■ Improving the quality of district data systems
   ■ Mobilization of the role of the village in stunting prevention/reduction agenda
3. Document good practices and facilitating learning among districts
4. Provide relevant references, identifying sectoral capacity building needs and link with resource persons from related sectors
5. Develop guidance/training materials
6. Develop online platforms and tools to maximize outreach with limited resources
   • e-learning and other distance learning instruments
   • Monitoring of Convergence Actions implementation
   • District Performance Assessment
TA Pool Structure and Compositions

Central TA Pool in MOHA

- Institutional Development Specialist/Team Leader
  - Planning and Budgeting Specialist
  - Management Information and Data System Specialist
  - Monitoring and Evaluation Specialist
  - Training and Learning Specialist
  - Knowledge and Management Specialist

Regional TA Pools in 6 Hubs

- Regional Institutional Specialist/Regional Team Leader
  - Planning and Budgeting Specialist
  - Data Management Specialist
## Achievements and Remaining Challenges

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<th>Achievements</th>
<th>Challenges</th>
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<tr>
<td>• Nationwide coverage of technical assistance outreach to all Provinces and Priority Districts</td>
<td>• Differing capacity and commitment of local governments</td>
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<tr>
<td>• Local resources for capacity building mobilized</td>
<td>• Limited quality of data to support (baseline) situation analysis</td>
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<tr>
<td>• Provincial role to support Districts enhanced</td>
<td>• Limited coordination at the central level impacted local government efforts to improve convergence</td>
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<td>• Local champions emerged</td>
<td>• Local governments’ expectations of TA support on sectoral interventions</td>
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<td>• Multi sectoral cooperation improved</td>
<td>• Internet challenges for online meetings (given COVID-19 restrictions)</td>
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<tr>
<td>• Awareness on the importance of data increased</td>
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Thank you
Gilbert Munyemana
Deputy Director General, National Child Development Agency, Rwanda
Rwanda: Strengthening performance monitoring systems and promoting the use of data to improve multisectoral nutrition program implementation

N4G Summit Side-Event – 19th January 2022
01 Background

Over the last 20 years, Rwanda has made remarkable progress in improving Maternal and Child Health, reducing poverty levels, increasing agricultural production and improving environmental health.

Strong, high-level commitments to accelerate the reduction of stunting in the country

Integrated early childhood development Policy/ strategies in place to fill the gaps in different areas.

Performance monitoring systems and use of data: Key drivers

To accelerate the reduction of stunting.

Availability and quality of data in multisectoral nutrition programs is critical

To enhance program implementation, inform decision-making, enable course correction and improve accountability.
2. Strengthening performance monitoring systems and promoting the use of data to improve program implementation

2.1 Integrated Early Childhood Development (ECD) Monitoring Dashboard
To track progress and take data-driven decisions for strengthening the implementation of National ECD Strategic Plan. Key performance indicators with data visualization and analytics function.

2.2 Roll out Child Scorecard
To track access to 22 priority nutrition services delivered by community service providers. It helps in identifying service gaps and trigger corrective actions by local government and partners to enhance simultaneous access of services to targeted households.

2.3 Interoperability Across Data Systems
Interoperability of social protection information system, health management information system and national ID for seamless identification and delivery of benefits to eligible families and children (e.g., NSDS). The interoperable system is supported by improved Civil Registration and Vital Statistics system (CRVS).
18. Household has toilet
19. Household has clean drinking water
20. Household has handwashing facility
21. Insecticide treated bed nets
22. House has kitchen garden
Improving the nutrition resources tracking to improve the efficiency of spending

**Nutrition Budget Tagging and Tracking System**

**Ministerial Instruction and Budget Circular Note**

Provides the guidance to all sectors to prioritize nutrition services in their planning and budgeting process.

**Regular monitoring of financial data generated through Integrated Financial Information Management System (IFMIS)**

Better track the resources for nutrition and strengthen the accountability for results.

**Comparing the financing data with performance monitoring data**

Enables the government to evaluate the efficiency of nutrition spending and improve resource allocation.
Thank You!
Chey Sambatphalla

Director of Policy Analysis and Development Division and Cambodia Nutrition Project Manager, National Committee for Sub-national Democratic Development Secretariat, Royal Government of Cambodia
CITIZEN ENGAGEMENT TO IMPROVE ACCOUNTABILITY:
THE CAMBODIA EXPERIENCE
January 19, 2022
SNA Council:
- Commune councils are elected by citizens.
- Capital, Provincial, Municipal, District and Khan councils are elected by commune councilors.
- Public monthly meetings organized every month
- Public consultation forums with citizens organized regularly
- Local participation in 5-year development plan and 3-year investment rolling program process is ensured.

Ombudsmen:
Each council sets up an independent ombudsmen to receive and handle the complaints of citizens regarding their service delivery and all administrative management issues.

Social Accountability:
Social accountability framework is designed and being implemented at district and commune levels to improve transparency, access to information and promote citizen-led monitoring on performance of local governments.
COMMUNITY ENGAGEMENT AND SOCIAL ACCOUNTABILITY: IMPORTANT CONTRIBUTORS TO IMPROVED NUTRITION OUTCOMES

• Community engagement is essential to:
  • Encourage local participation in setting nutritional goals;
  • Demand accountability for quality services through community scorecards;
  • Address knowledge and behavioral and cultural barriers to malnutrition through Social Behavior Change Communication (SBCC).

• Community-level actors help with:
  • Local advocacy and awareness-raising;
  • Provide nutrition-related information, services, and referrals;
  • Mobilize constructive feedback on services;
  • Participate in planning and resource allocation.

• The National Committee for Sub-National Democratic Development (NCDDS) utilizes various channels and platforms to regularly engage with national and sub-national actors in both the government and non-government sectors (e.g. civil society and private sector) to discuss, gain insights on and strengthen government’s policies and policy implementation that aim to improve nutrition outcomes of individuals, households and communities at large.
In CNP, the NCDDS implements community-based interventions in seven priority provinces to:

- **Stimulate demand**;
- **Increase utilization of facility-based priority services**; and
- **Encourage adoption of improved reproductive, maternal, newborn, child and adolescent health and nutrition (RMNCAH-N) behaviors**.

Specifically, CNP’s Component 2, implemented by NCDDS, aims to:

- **Strengthen the links** between the subnational administration (SNA), public health providers, and citizens;
- **Create demand and increase access** to priority health and nutrition services;
- **Strengthen public sector commitment and accountability** to improve availability and quality of priority health and nutrition services; and
- **Use performance-based grants to improve SNA delivery** and sustainable financing of relevant social service activities linked with CNP’s priority services.
• The Commune Program for Women and Children (CPWC) is the community platform for health and nutrition promotion.
• Village Health Support Groups (VHSG) are the frontline implementers of a package of activities aimed at facilitating community's access to health/nutrition information and increasing utilization of health/nutrition services among households.
• Various forms of financing to Communes/Sangkats are utilized to enable them to implement CPWC. One of these is the Commune/Sangkat Service Delivery Grant (C/S-SDG), a performance-based financing scheme aimed at improving service delivery and strengthening accountability among service providers at the sub-national level.
• Routine performance assessments of communes are made using a community scorecard that measures inputs, processes, and outcomes related to multisectoral nutrition interventions.
As part of CPWC implementation, the C/S Chief shall ensure participation from and engagement with citizens and community, esp. women, children and indigenous people, through:

- Discussion to identify their problems and needs
- CPWC activity planning
- CPWC activity implementation
- Evaluation of VHSG performance
- Provision of feedback/complaints on CPWC activities, service delivery by health centers, VHSG performance, etc., and response to such feedback

This element of community engagement is also made explicit in the C/S-SDG routine assessment to make sure it is carried out.
THANK YOU.
PARTNERS PANEL

Shawn Baker, Chief Nutritionist, USAID
Laura Rawlings, Lead Economist, Human Capital Project, World Bank
Grainne Moloney, Senior Nutrition Advisor, UNICEF

Moderator: Leslie Elder, GFF
Gerda Verburg
Coordinator of the Scaling Up Nutrition Movement