

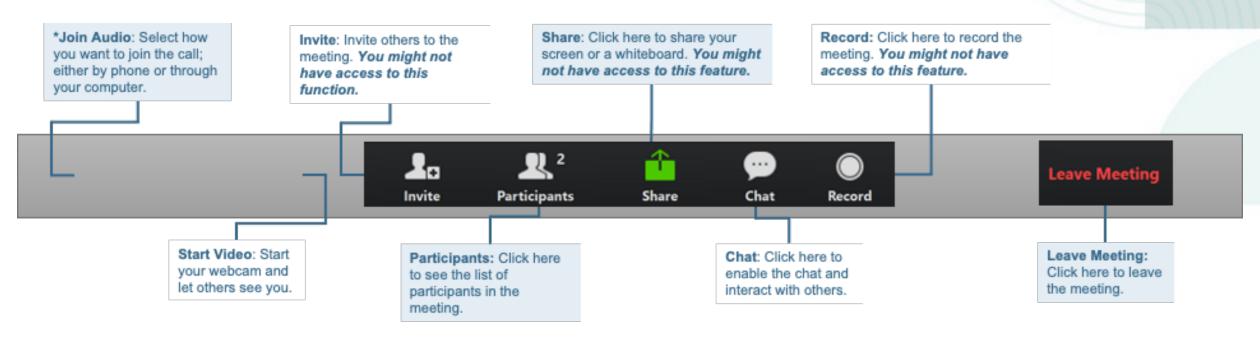
# Objectives

- 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**

Opening Remarks	Takahiro Tsuda, Alternate Executive Director for Japan, World Bank Group & Juan Pablo Uribe, Global Director of Health Nutrition and Population and the Global Financing Facility, World Bank		
Presentation of Report	Co-Authors: Julie Ruel-Bergeron, Ali Winoto Subandoro, Silvia Holschneider		
Country Experiences	Guatemala, Indonesia, Rwanda, Cambodia		
Q&A	Moderated by Leslie Elder		
Partners Panel	USAID, World Bank, UNICEF		
Closing Remarks	Gerda Verburg, Coordinator of the Scaling Up Nutrition Movement		

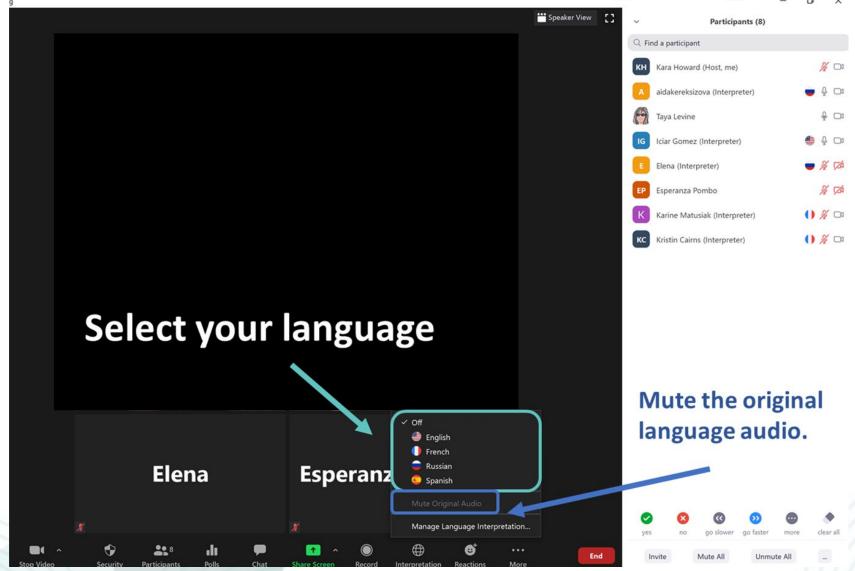
# Navigating Zoom Panel





<sup>\*</sup>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.

# Choose Your Language



# **Engaging with Chat**

1. Click on the **Chat tab** to enable the chat box.



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

\*Private chats are saved and are able to be viewed by the host after the meeting.



# 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



Use "mute" when not speaking to avoid background noise

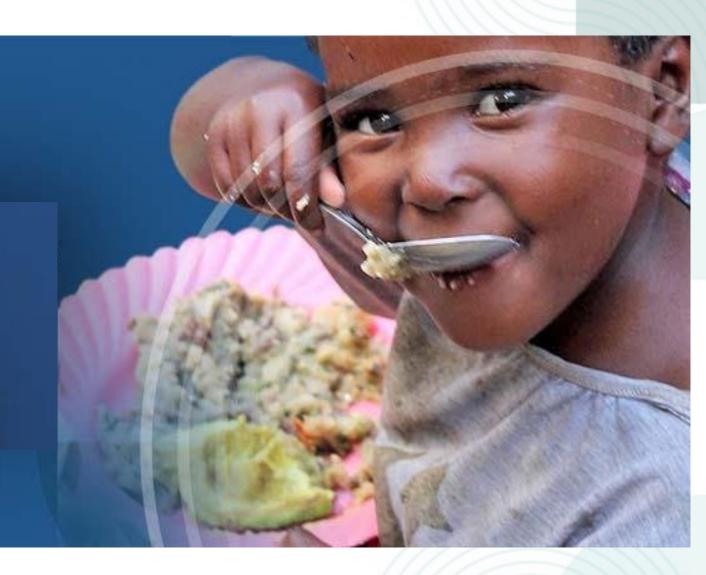


#### **Takahiro Tsuda**

Alternate Executive Director for Japan, WBG







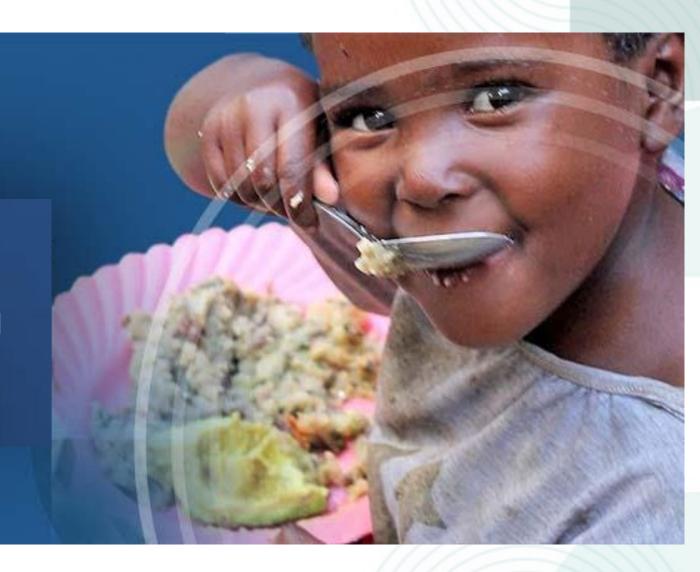


#### Juan Pablo Uribe

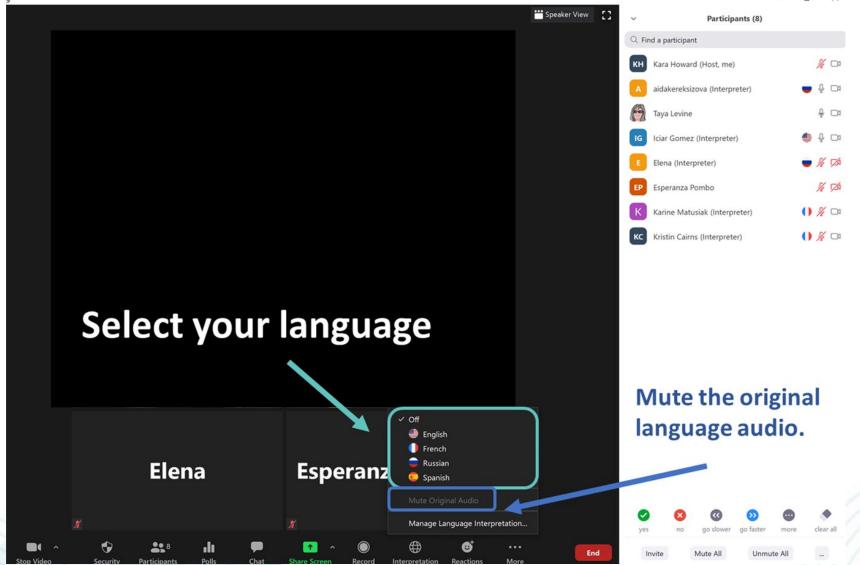
Global Director of Health Nutrition and Population and the Global Financing Facility, World Bank







# Reminder: Choose Your Language









# OPERATIONALIZING MULTISECTORAL PROGRAMS TO ACCELERATE PROGRESS

**A Nutrition Governance Perspective** 

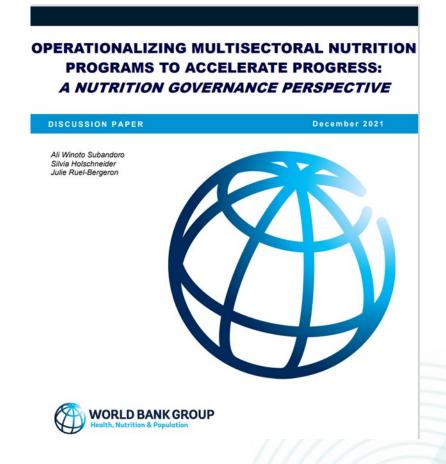
Julie Ruel-Bergeron Ali Winoto Subandoro Silvia Holschneider

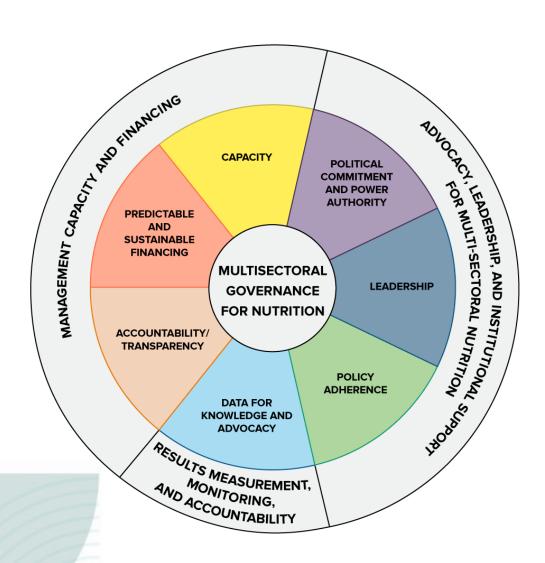


# Introduction

#### **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



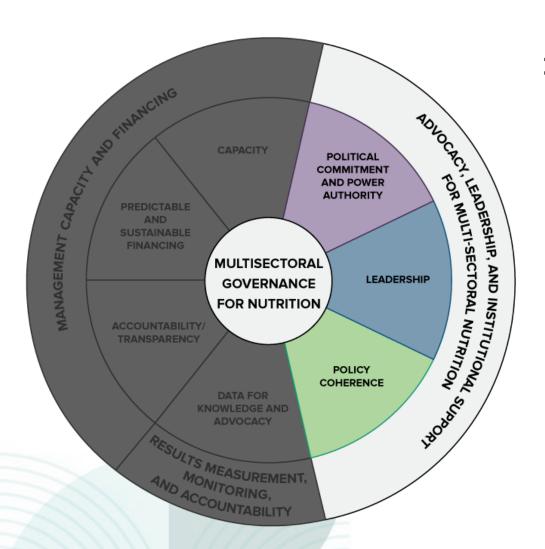


# Which of these 3 dimensions of multisectoral governance, in your context, has been the most challenging to implement or address?

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

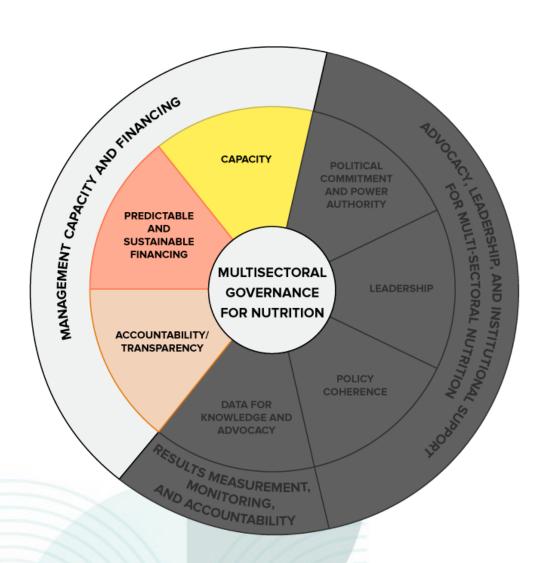
A. Management capacity and financing.

A. Results measurement, monitoring, and accountability.



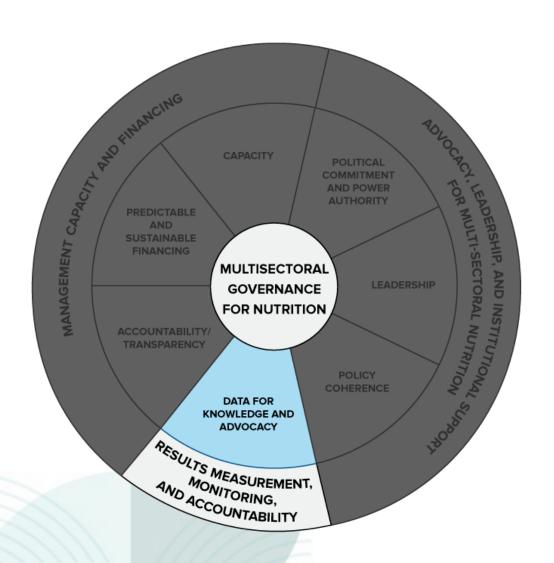
# 1. Advocacy, leadership, and institutional support for multisectoral nutrition

- 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



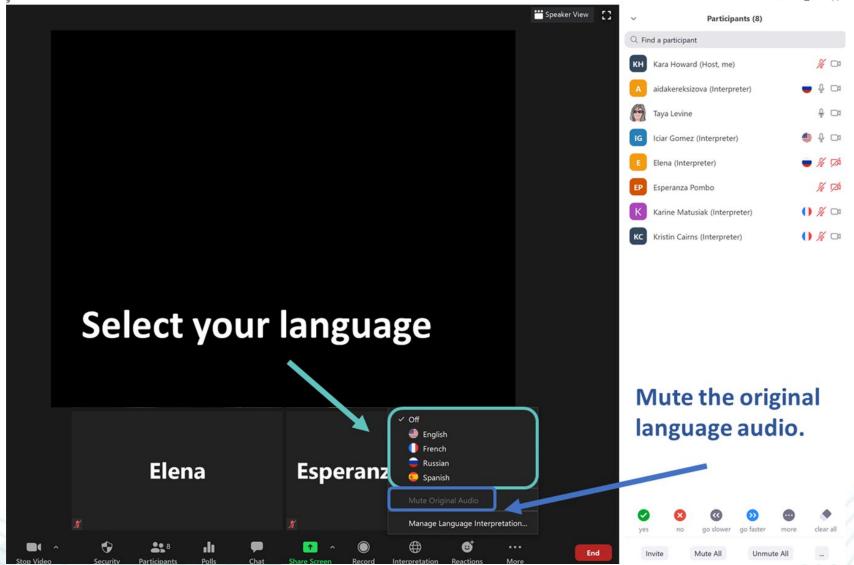
## **Country Presentations**







# Reminder: Choose Your Language





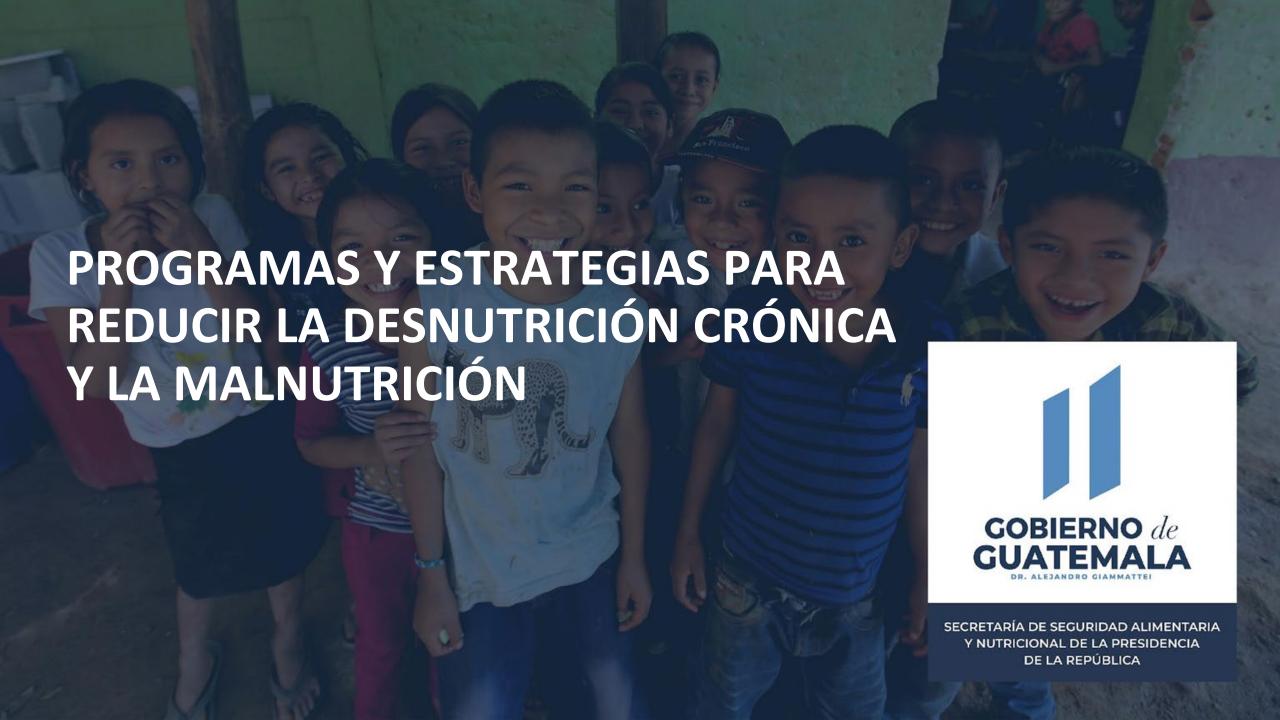
#### **Lizett Guzman**

Secretary of the Secretariat for Food Security and Nutrition from the Government of Guatemala









# Estructura orgánica del SINASAN (Decreto Número 32-2005)





- SESAN
- MAGA
- MSPAS MINEDUC
- MARN
- MICIVI
- MINECO
- MINFIN
- MINTRAB
- MIDES (no está en la Ley por su fecha de creación)
- SCEP
- SOSEP
- (ANAM / Comisión de SA Congreso )
- 2. Rep. Sector Empresarial
- 5. Rep. Sociedad Civil

**Cooperación** internacional

Consejo Nacional de Seguridad Alimentaria y Nutricional -CONASAN-Secretaría de Seguridad Alimentaria y Nutricional -SESAN-Grupo de Instancia de Consulta Instituciones de y Participación Social Apoyo -GIA--INCOPAS-

Sociedad Civil por Sectores: Indígena, Campesino, Empresarial, Iglesias, Académico, ONG, Mujeres, Colegios Profesionales.

Comisiones SAN: CODESAN, COMUSAN, COCOSAN

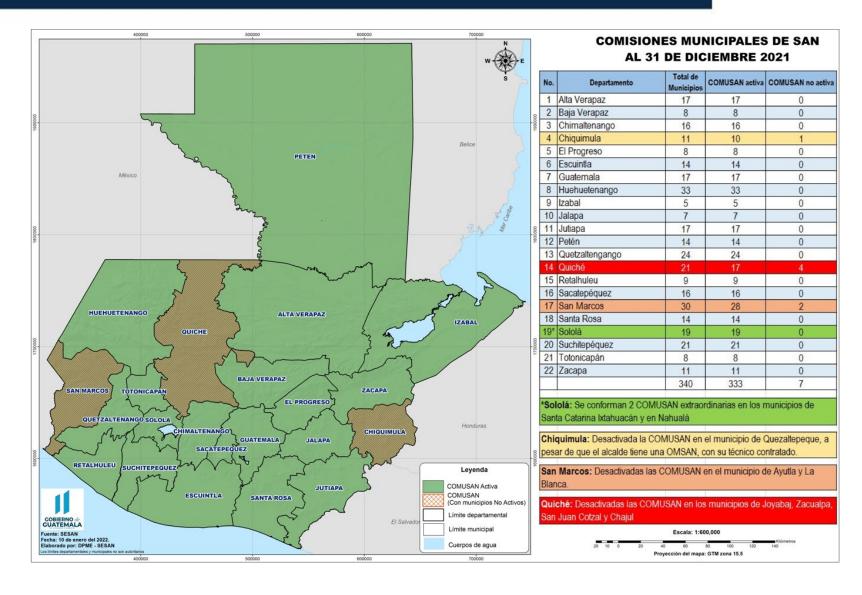
SECRETARÍA DE SEGURIDAD ALIMENTARIA Y NUTRICIONAL DE LA PRESIDENCIA DE LA REPÚBLICA

# COMISIONES MUNICIPALES DE SAN (COMUSAN)



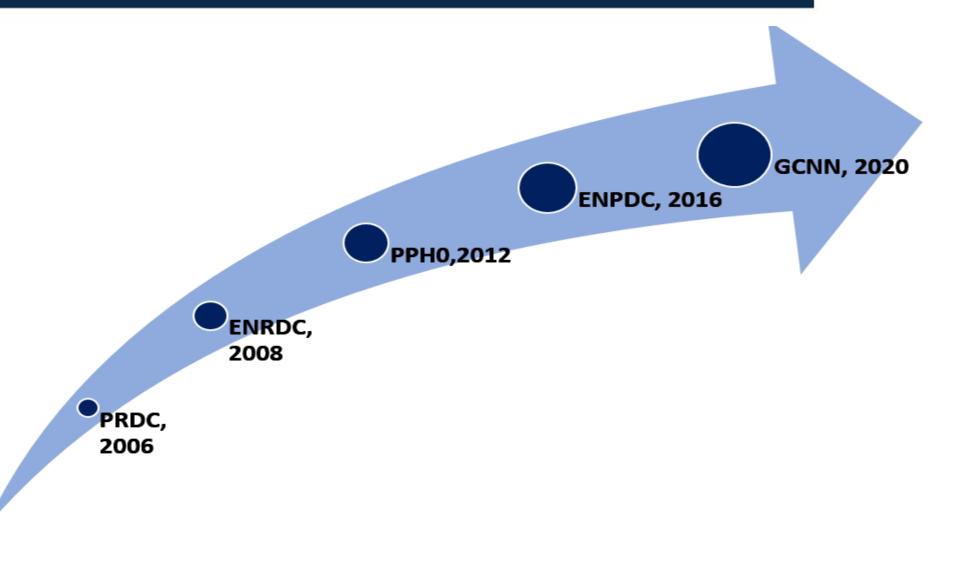
#### **GOBERNANZA**

- 22 CODESAN
- 333 COMUSAN



# PROGRAMAS Y ESTRATEGIAS PARA REDUCIR LA DESNUTRICIÓN CRÓNICA Y LA MALNUTRICIÓN





#### **Gran Cruzada Nacional por la Nutricion**



#### 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.
- 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



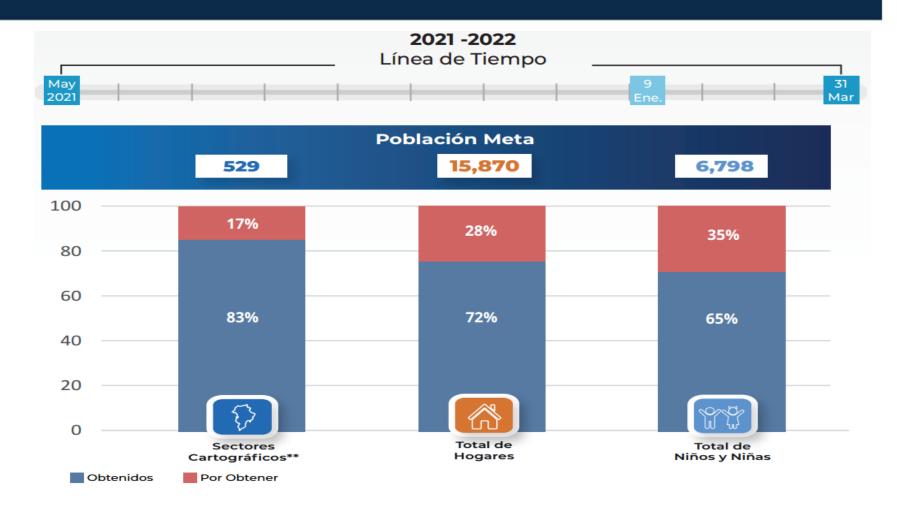
Tamaño de muestra basal de niños y niñas y hogares para detectar una reducción de siete puntos porcentuales en la prevalencia de desnutrición crónica en niños y niñas menores de cinco años

	93 municipios priorizados	2 municipios priorizados (Proyectos OPS, UNICEF, PMA) *	Resto del país no priorizado
Tamaño de muestra de niños/as	2,386	2,358	2,054
Tamaño de muestra de hogares	5,423	4,829	5,607
Número de sectores cartográficos	181	161	187

<sup>\* 22</sup> municipios de Proyectos OPS, UNICEF, PMA: incluye Cobán que no está priorizado en GCNN 22 + 93 = 115 municipios

# AVANCE DE LA LINEA DE BASE A NIVEL NACIONAL





<sup>\*\*</sup>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.





SECRETARÍA DE SEGURIDAD ALIMENTARIA Y NUTRICIONAL DE LA PRESIDENCIA DE LA REPÚBLICA

www.globalfinancingfacility.org



gffsecretariat@worldbank.org



@thegff

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

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

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5
National Leadership	National Campaign and Behavior Change Communi- cation	National, Regional, and Village Program Convergence	Nutritional Food Security	Monitoring and Evaluation

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

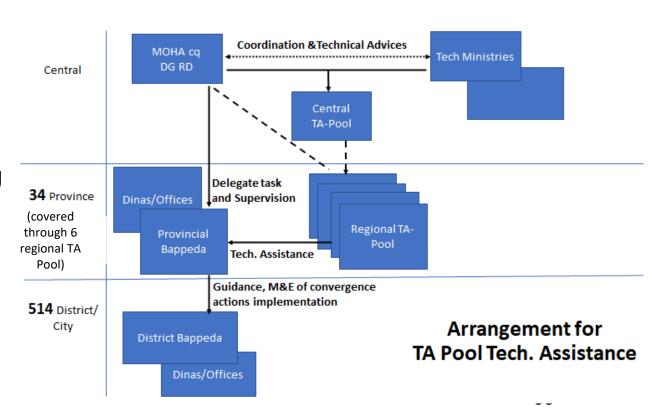
#### 3. The TA Pool Approach

- 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

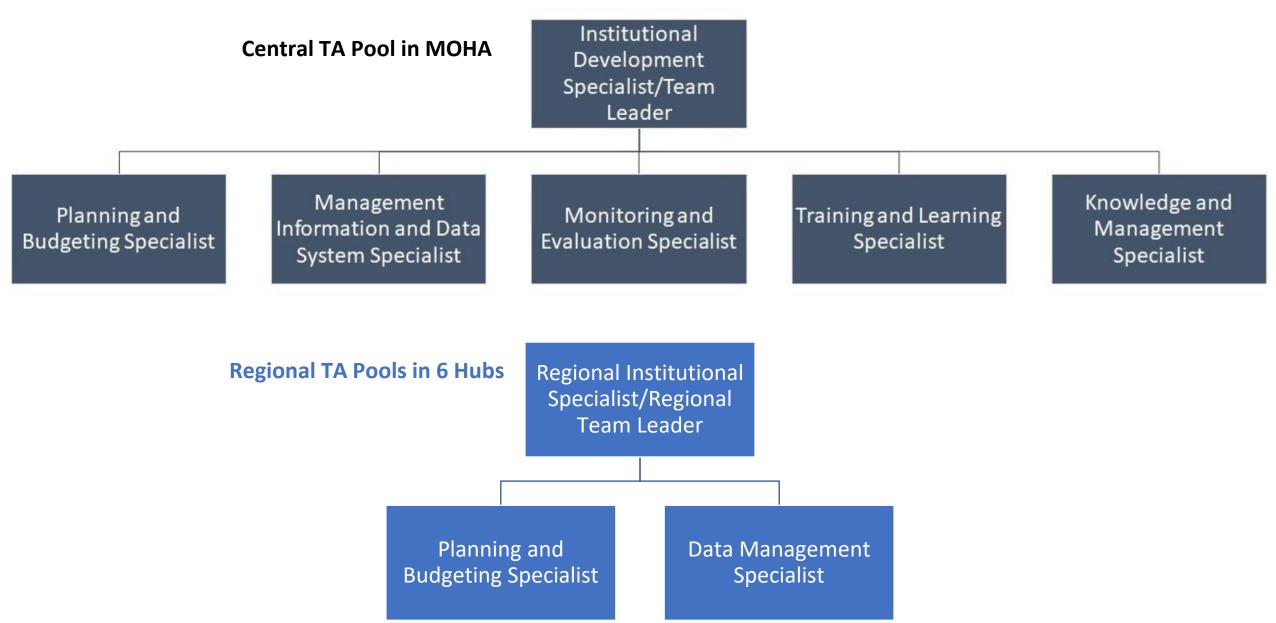
#### **TA Pool Scope of Work**

- 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**



#### **Achievements and Remaining Challenges**

Achievements	Challenges
<ul> <li>Nationwide coverage of technical assistance outreach to all Provinces and Priority Districts</li> <li>Local resources for capacity building mobilized</li> <li>Provincial role to support Districts enhanced</li> <li>Local champions emerged</li> <li>Multi sectoral cooperation improved</li> <li>Awareness on the importance of data increased</li> </ul>	<ul> <li>Differing capacity and commitment of local governments</li> <li>Limited quality of data to support (baseline) situation analysis</li> <li>Limited coordination at the central level impacted local government efforts to improve convergence</li> <li>Local governments' expectations of TA support on sectoral interventions</li> <li>Internet challenges for online meetings (given COVID-19 restrictions)</li> </ul>

# Thank you



#### **Gilbert Munyemana**

Deputy Director General, National Child Development Agency, Rwanda







### National Child Development Agency

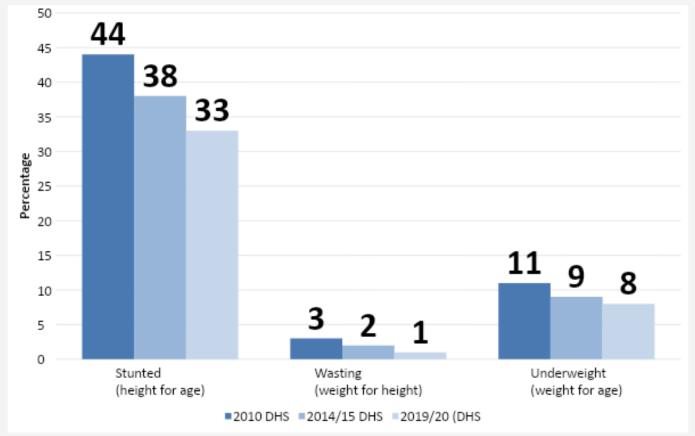
Rwanda: Strengthening performance monitoring systems and promoting the use of data to improve multisectoral nutrition program implementation

N4G Summit Side-Event – 19<sup>th</sup> 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.

02

# Strengthening performance monitoring systems and promoting the use of data to improve program

#### implementation 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

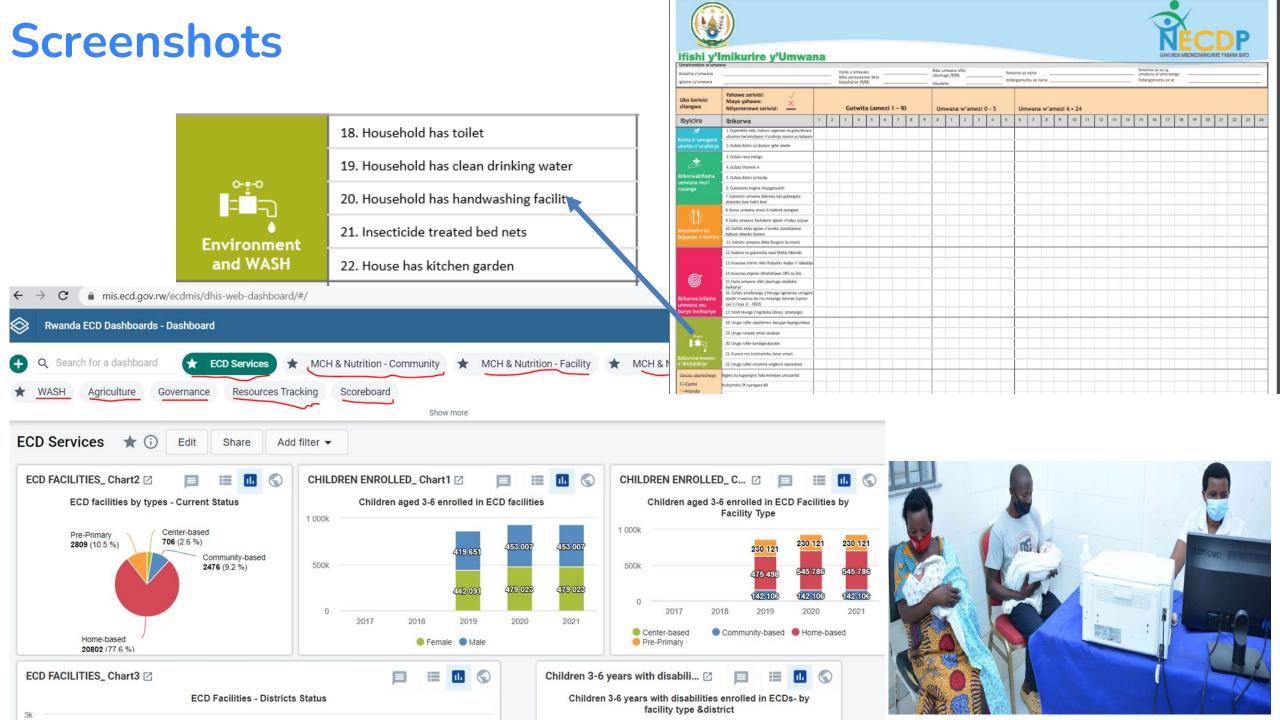
To track access to 22 priority nutrition services delivered by community service providers. It helps in identifying service gaps and trigger corrective actions by local government and partners to enhance simultaneous access of services to targeted households.

#### 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).









# Improving the nutrition resources tracking to improve the efficiency of spending



#### 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

monitoring data

#### **Nutrition Budget Tagging**

Enables the government the evaluate the efficiency of nutrition spending and improve resource allocation

Comparing the financing data with performance

#### and Tracking System

# Thank You!

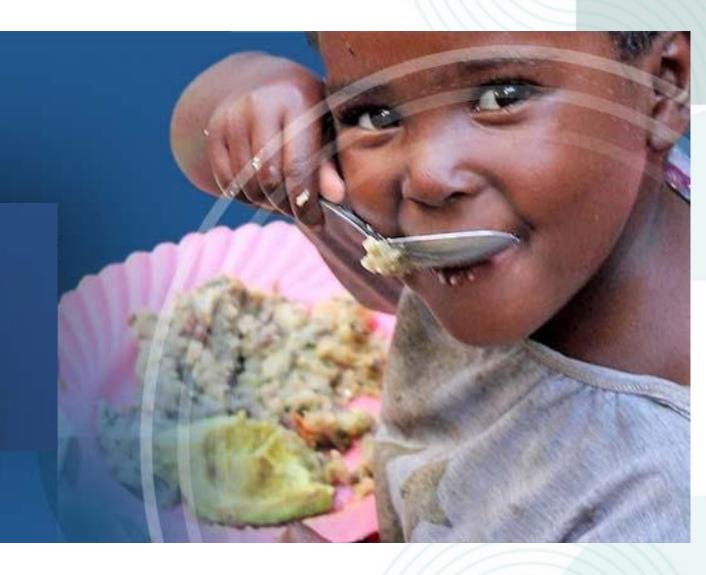


#### **Chey Sambatphalla**

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

#### CIVIC ENGAGEMENT OF THE EXECUTIVE BODIES AT SUB-NATIONAL ADMINISTRATION LEVEL (SNA)

#### **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.

# COMMUNITY ENGAGEMENT: THE CAMBODIA NUTRITION PROJECT (CNP)

- 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.

# IMPROVING COMMUNITY SERVICE QUALITY THROUGH PERFORMANCE-BASED FINANCING

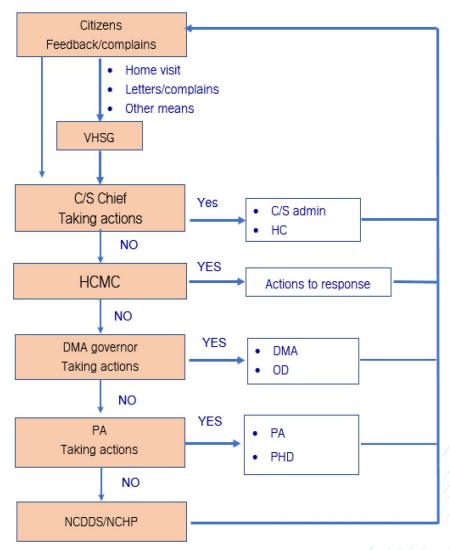
- The Commune Program for Women and Children (CPWC) is the community platform for health and nutrition promotion.
- Village Health Support Groups (VHSG) are the frontline implementers of a package of activities aimed at facilitating community's access to health/nutrition information and increasing utilization 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.

# ENGAGING COMMUNITY TO STRENGTHEN SERVICE PROVISION

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.



Citizen Feedback and Accountability Mechanism in the CPWC Guideline

# THANK YOU.



Food, Health, & Prosperity for All

**Q&A** 









Moderator: Leslie Elder, GFF



#### **Gerda Verburg**

Coordinator of the Scaling Up Nutrition Movemen**t** 





