

Strengthening Policy Actions and Governance for Nutrition

May 7, 2015



Presentation Goals

- Share findings of complementary research by **SPRING** and **Nutrition Innovation Lab** on policy processes
- Demonstrate value to USAID of better understanding institutional and capacity constraints to ‘scaling up’ nutrition plans and programs
- Recommend that more attention be paid to ‘the how’ of policy and programming, not just ‘the what’

Presentation Outline

- Introduction on why **stakeholder analysis matters at policy level**, not just at community or project levels
- **Common framework** through which SPRING and Nutrition Innovation Lab research are linked
- **Empirical findings from Nepal and Uganda** relating to nutrition programming and policy goals
- Recommend **how such analyses help** identify bottlenecks and can guide capacity-building efforts with governments



The need for institutional and policy level stakeholder analysis is widely recognized:

The research on policy processes for



This is part of the global call for more understanding about 'nutrition sensitive' actions

“How much do they know about nutrition?
What do they think could be done differently?
What do they see as trade-offs?”

Meeker and Haddad (2013)

Why Analyze Nutrition Policy?

USAID Nutrition Strategy (2014, IR 2.2), enabling environments for nutrition are shaped by:

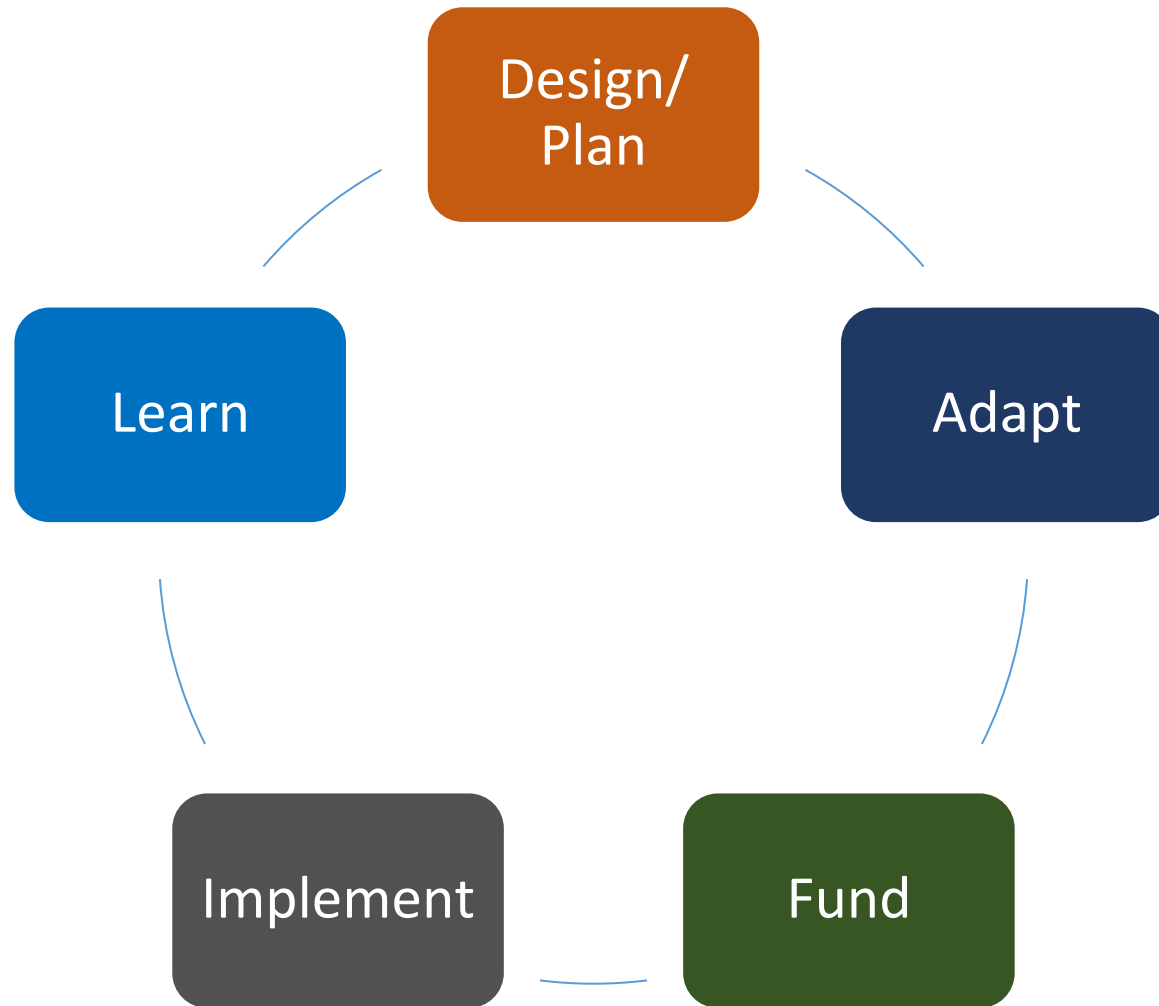
- **Knowledge and Evidence**
- **Politics and Governance**
- **Capacity and (Financial) Resources**

Progress on nutrition is simply not possible where governance systems are weak, or where political will is not demonstrated through financial support

The Spectrum of Policy Influence

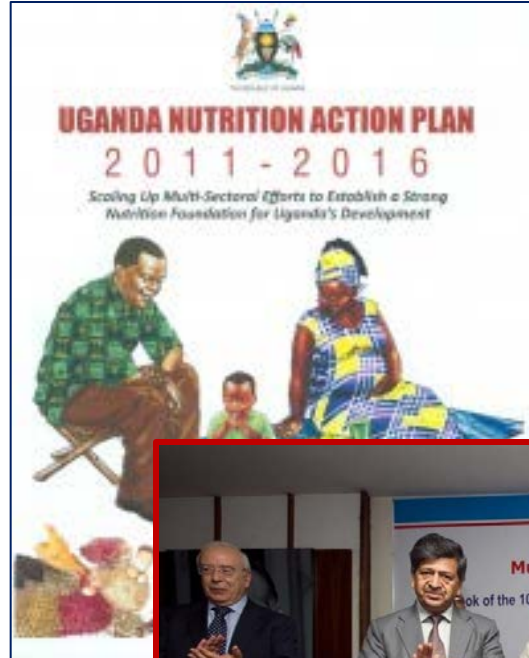


Framework for Policy Analysis



Multisectoral Nutrition Policy: Nepal and Uganda

- National nutrition plans instituted in Uganda (2011) & Nepal (2011)
- Features:
 - Multi-sectoral: Health, Agriculture, Local Affairs, Gender, Education, WASH (Nepal only), etc.
 - Propose new institutions: for championing, planning for, and implementing nutrition programs *at national- and local-level*

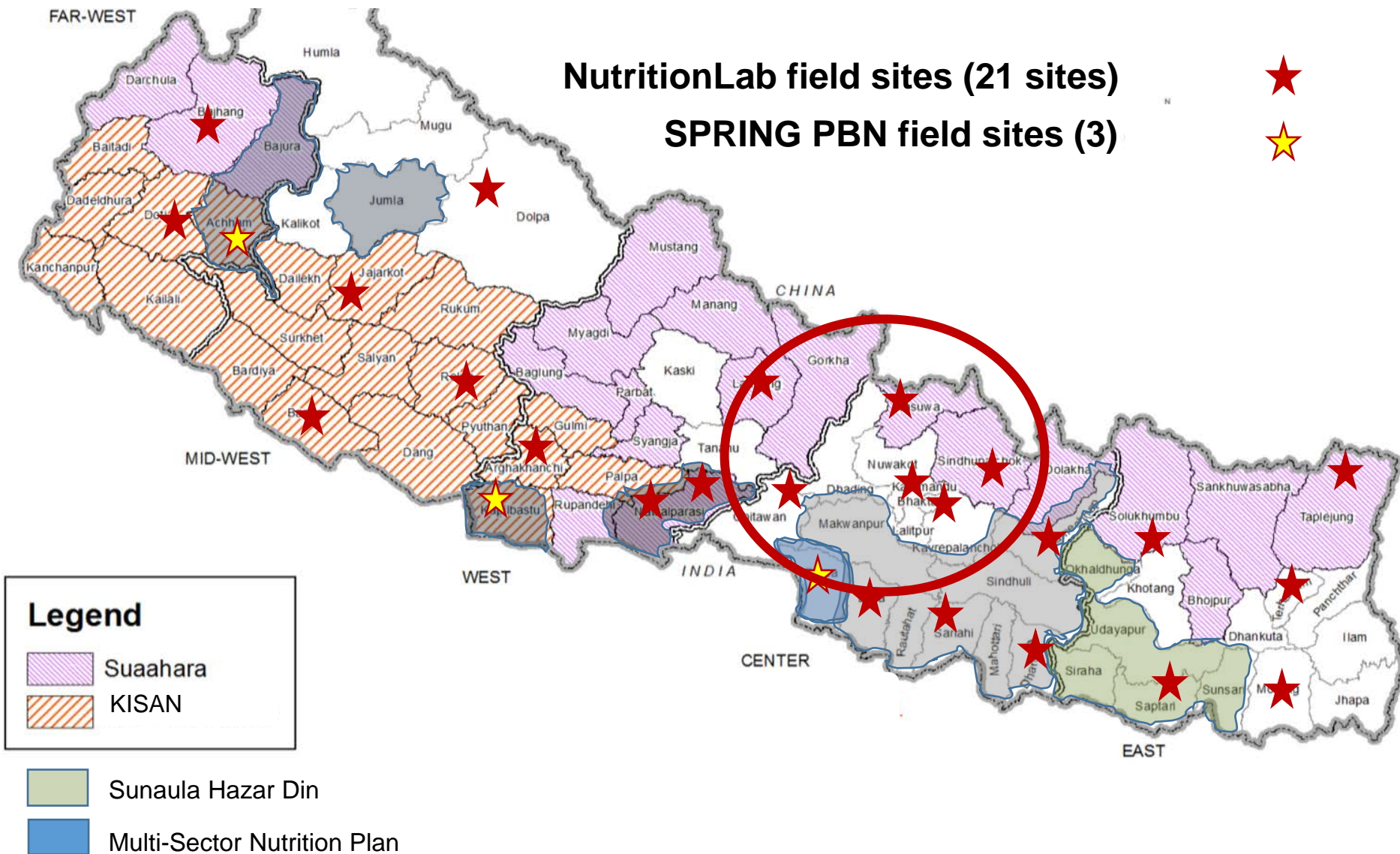


SPRING PBN and Nutrition Innovation Lab Work on Nutrition Policy

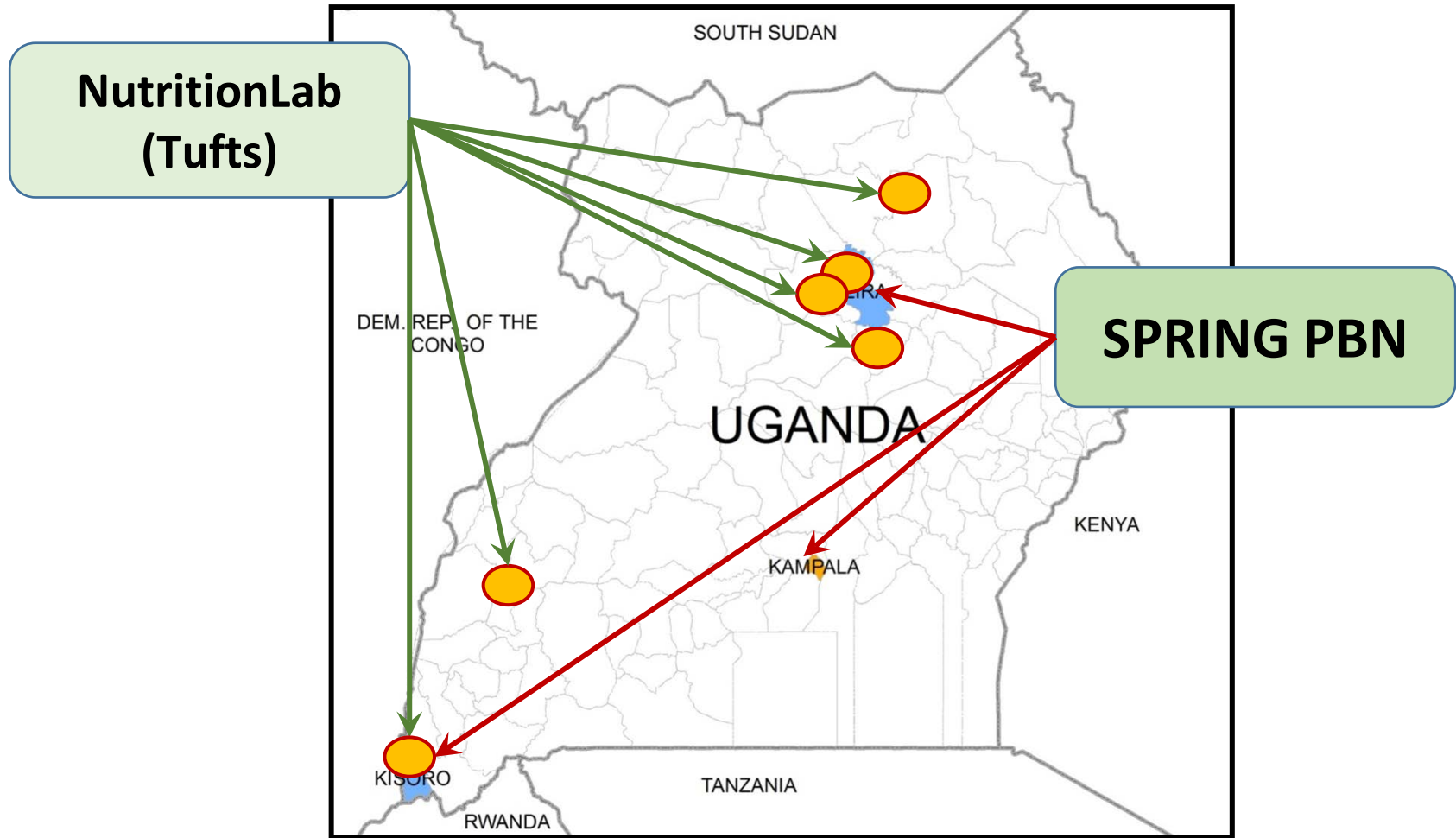
Innovative methods for capturing data on nutrition governance and financing:

- **Nutrition Innovation Lab (Nutrition Lab):** Large scale multi-sector mixed methods panel data collection at sub-national level
- **SPRING “Pathways to Better Nutrition” (PBN):** mixed methods approach looking at influence of national plans on nutrition budgeting and implementation

Nepal



Uganda

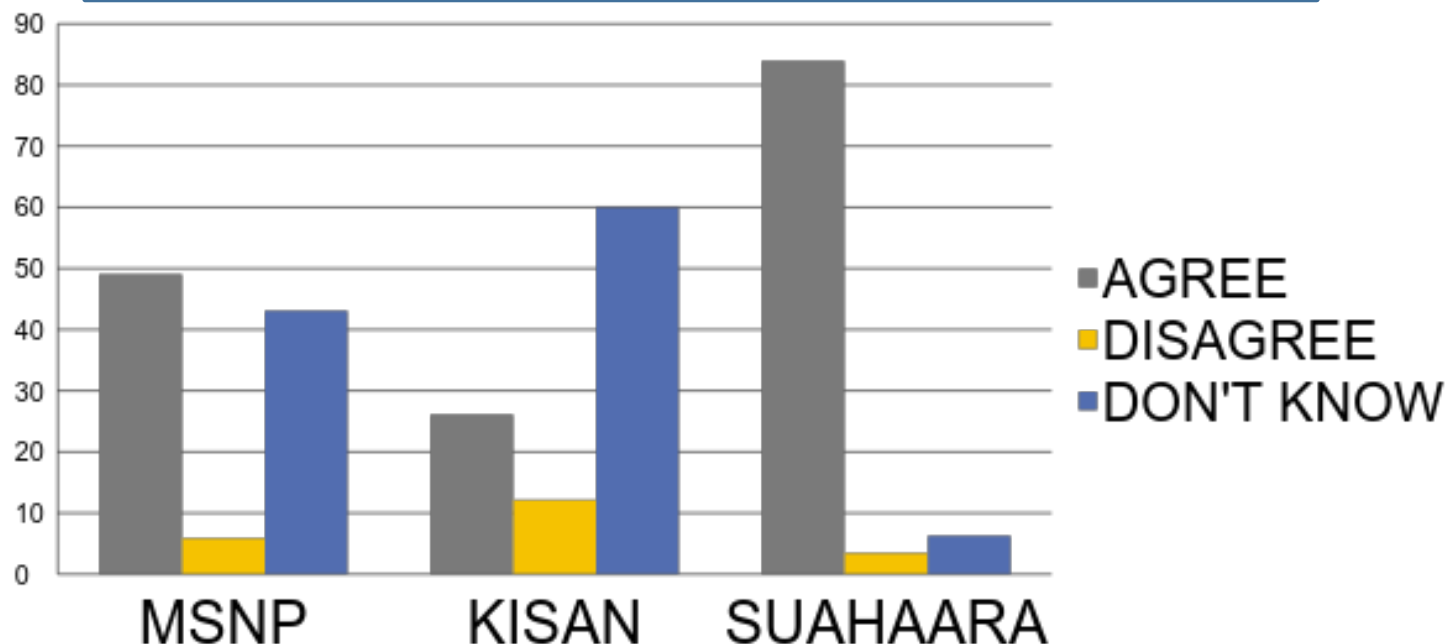


Design/Plan (NutritionLab)

Design/
Plan

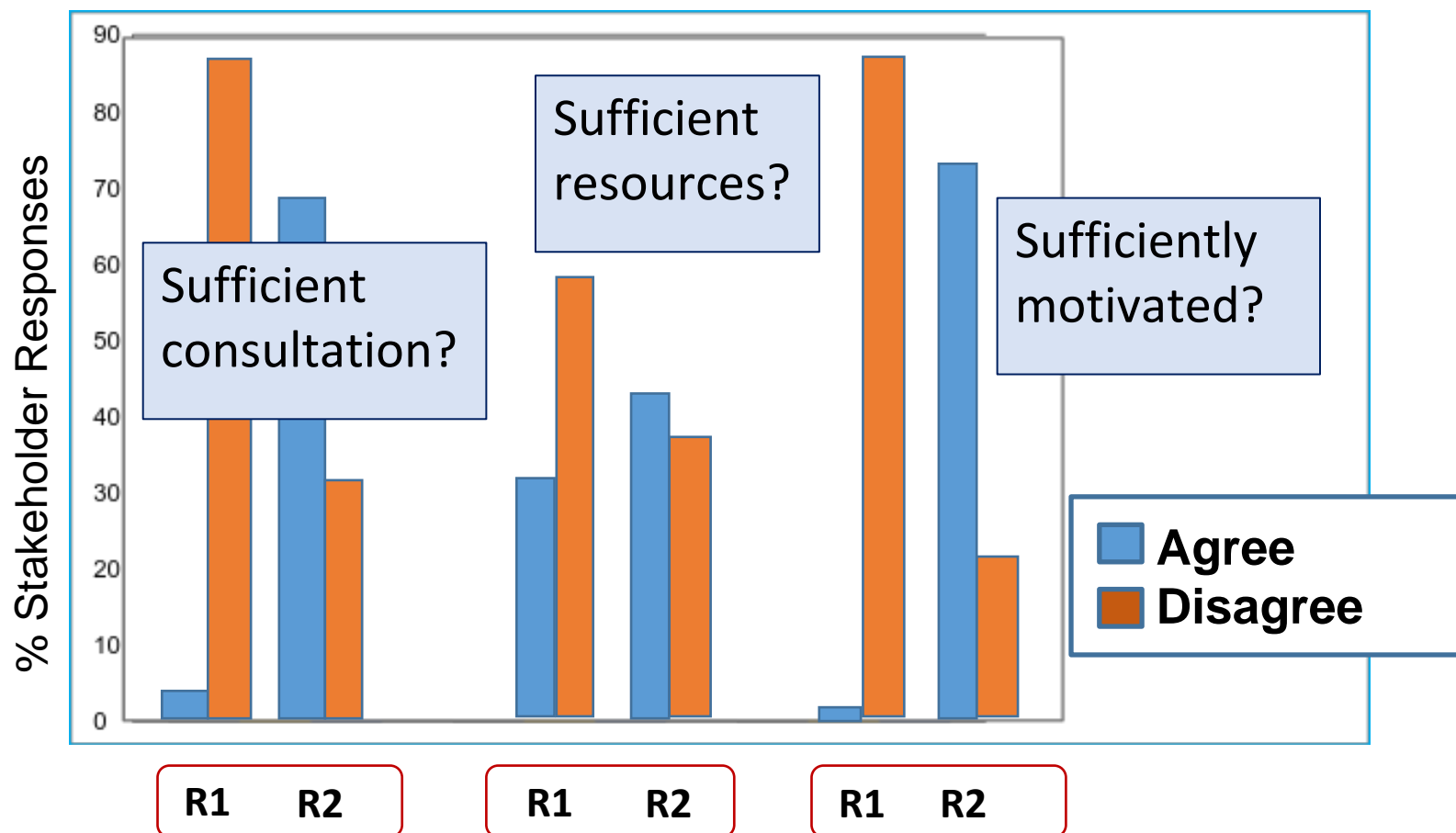
Do you have a clear understanding of the nutrition programs in your location (2013)

% Stakeholder Responses



Do you have a sense of expected challenges to USAID and GoN nutrition programming?

Design/
Plan



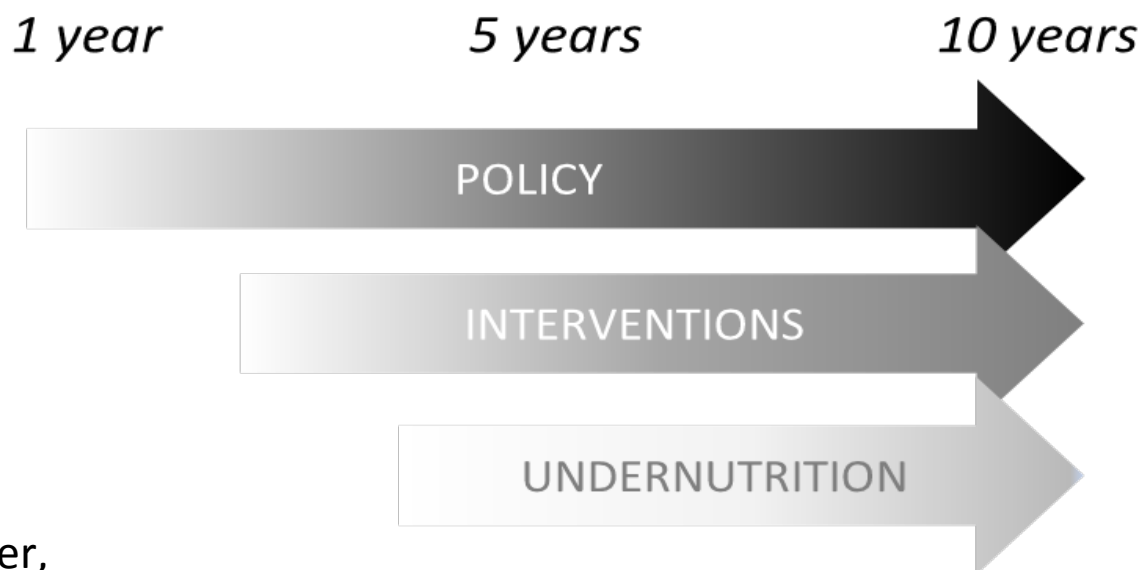
Design/Plan (SPRING PBN)

Design/
Plan

The continuum of scale-up extends beyond a 5-year nutrition plan

“Nutrition change takes a generation. You can joke about a four times five year plan. this process is embryonic.”

- UN stakeholder,
Uganda

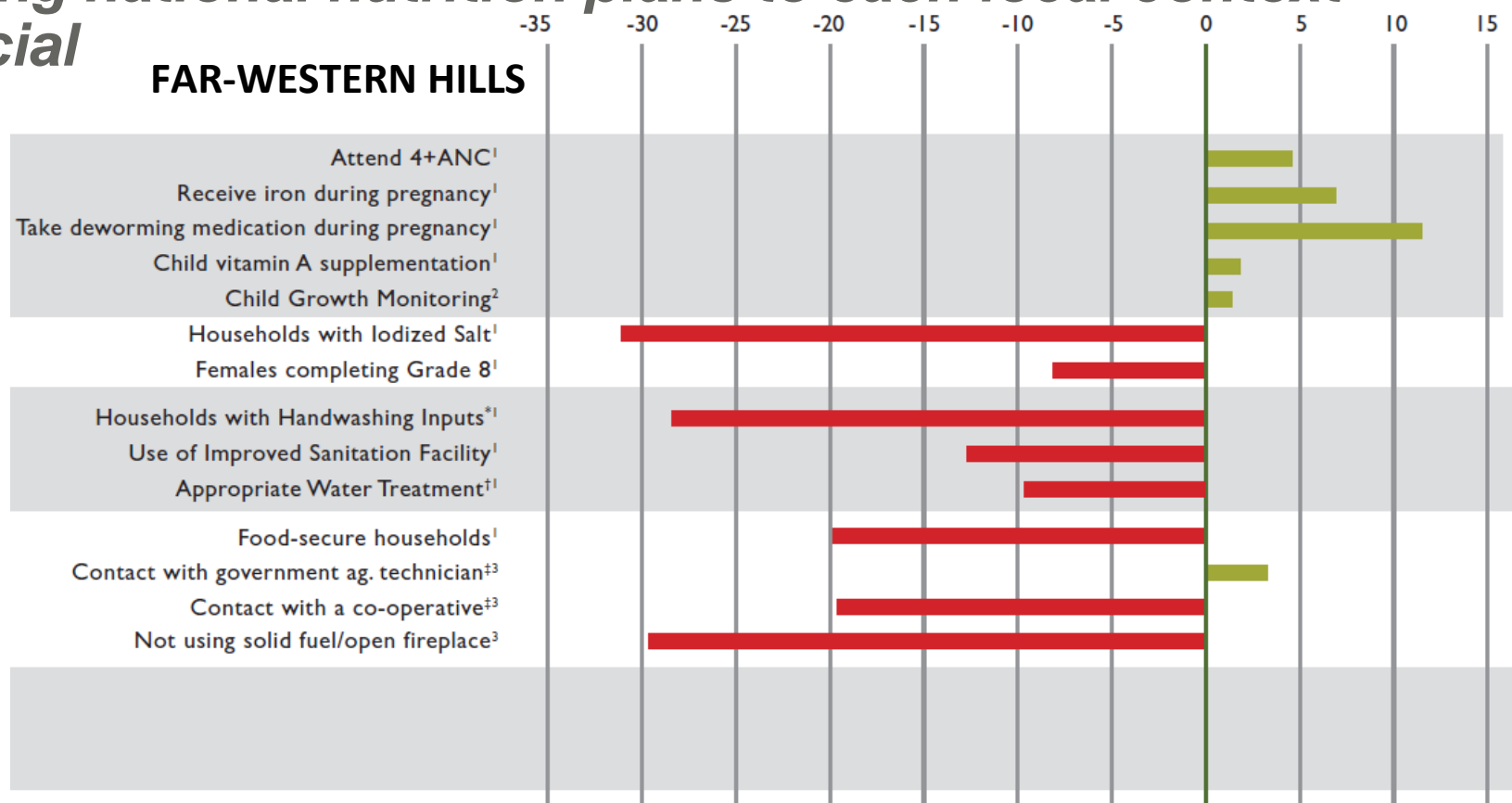


Solidification of unified understanding of scale up of national policy is key to first phase

Adapt (SPRING PBN)

Adapt

Causes of malnutrition vary across areas; adapting national nutrition plans to each local context is crucial



Adapt (SPRING PBN)

Adapt

Progress on local planning for nutrition:

Nepal and Uganda have established district- and sub-district multisectoral nutrition committees

- Prioritize activities and form district nutrition plans
- Empower community-level input
- Coordinate across sectors during implementation



Adapt (SPRING PBN)

Adapt

Capacity needs of local nutrition committees:

Nutrition technical
capacity and leadership

How to prioritize and
plan, multisectorally

I would not say I have the information though am coordinating...I don't speak with authority because I am not technical.

- District government stakeholder, Uganda

At the [village] level...some people don't feel that they have enough capacity or enough skills. Because they don't have skills, they are not motivated and they avoid doing things."

- Central government stakeholder, Nepal

Sometimes the plan [the districts] send to us becomes a shopping list, all money, money money

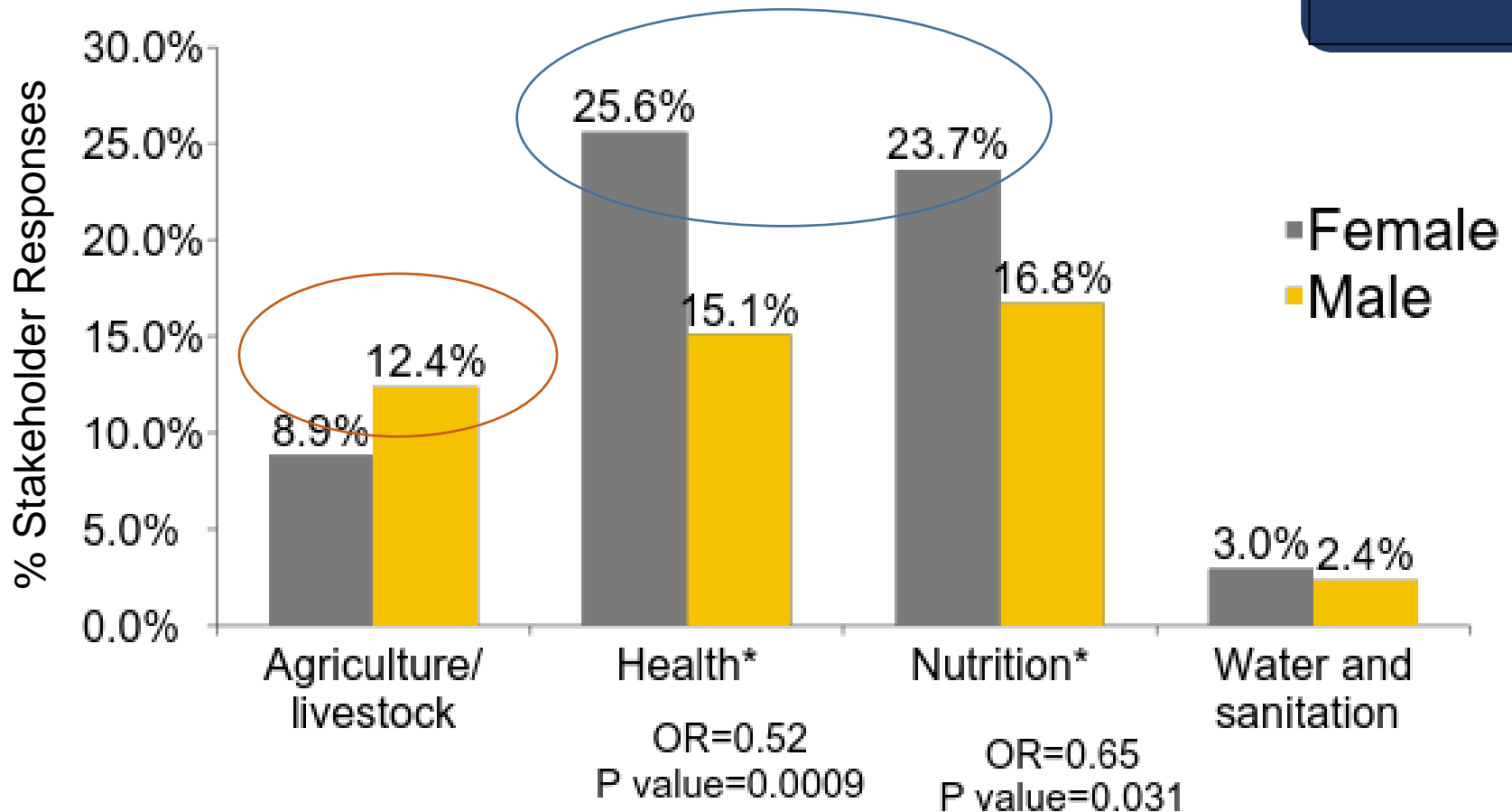
- Central government stakeholder, Nepal

We need to define nutrition situation on the ground and give priority...currently such information is lacking given the gap of human resource and skills as we collect data.

- District government stakeholder, Uganda

Adapt (NutritionLab)

Adapt



Fund (SPRING PBN)

“Following the Money” is critical and underutilized source of information

Fund

Nutrition funds are allocated, but are primarily “Off-Budget”

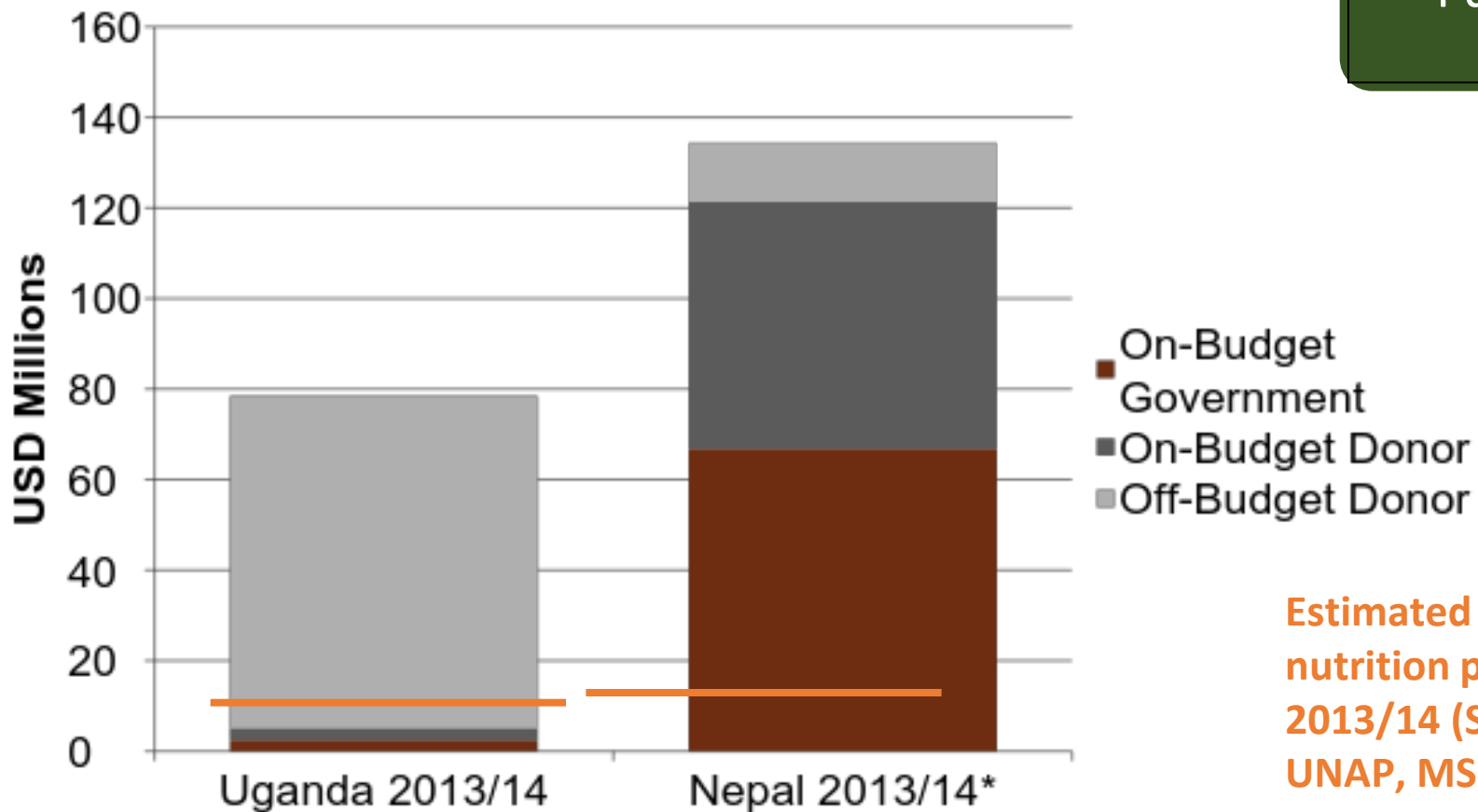
Distribution of funds across sectors and objectives unequal

SPRING identified need for nutrition budget literacy capacity building



Fund (SPRING PBN)

Fund

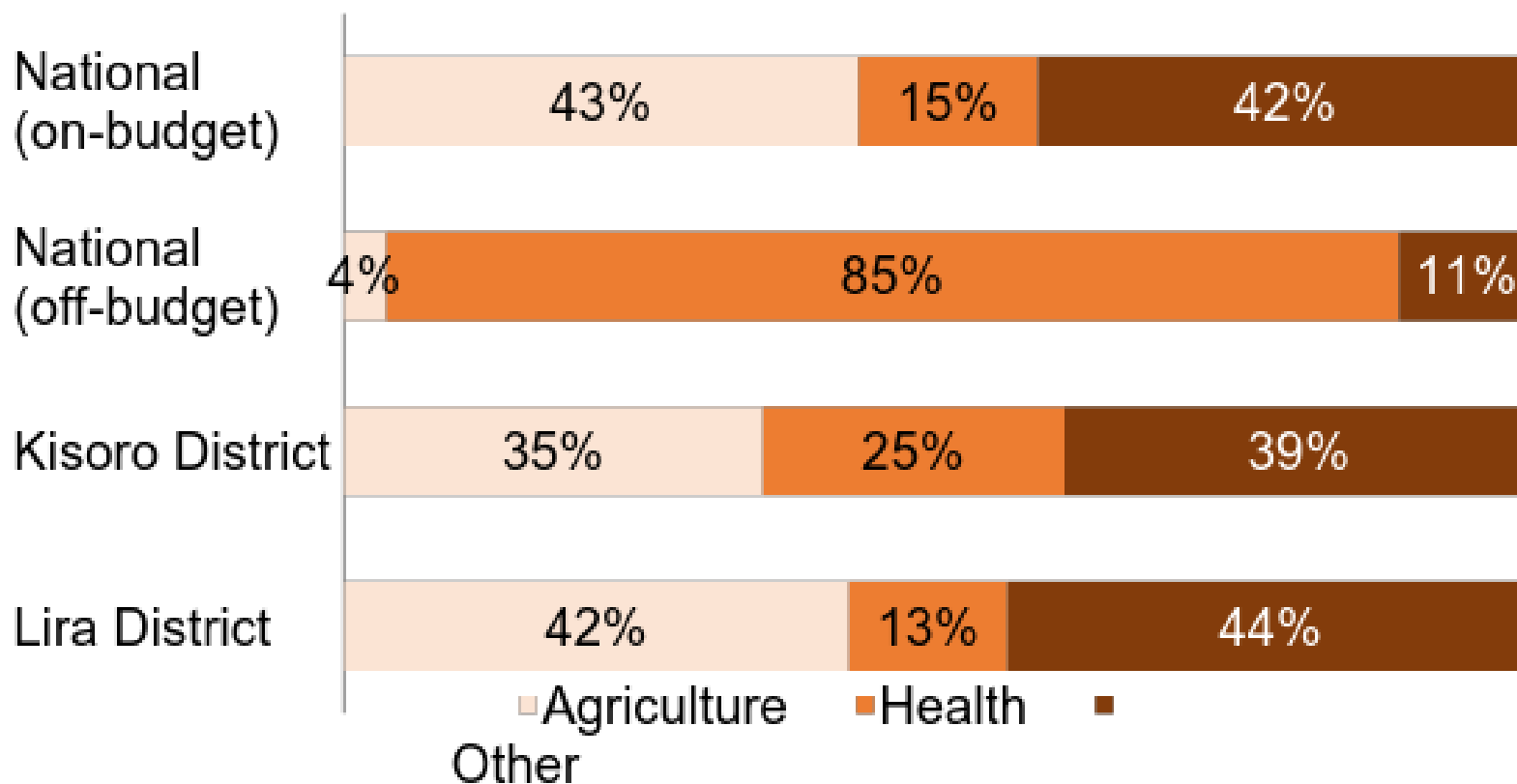


Estimated cost of nutrition plan for 2013/14 (Source: UNAP, MSNP)

Fund (SPRING PBN)

UGANDA, FY 2013/14

Fund



Fund (NutritionLab)

Fund

What will help departments or organizations collaborate better?	Odds Ratio	95% CI	X ²	P value
Support	1.03	0.54, 1.96	3.20	0.5248
Shared ownership	2.65	1.70, 4.15	19.67	0.0006
Mandatory working mechanism	4.41	2.69, 7.25	44.77	<.0001
Capacity building	2.12	1.16, 3.87	16.23	0.0027
Shared resources	2.44	1.67, 3.55	27.75	<.0001
Allowances	3.19	1.93, 5.29	40.54	<.0001

By higher level of governance, controlling for gender and duration in post.

Implement (NutritionLab)

Implement

Is collaboration good across sectors in your location?

% +ve Stakeholder Responses

Suaahara and MNSP (9)
Other sites (13)

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%

Stakeholders
included while
discussing on
strategies

Collaborated
effectively with
other sectors on
nutrition issues

R1

R1

R2

Good coordination
across sectors

Implement (SPRING PBN)

Effectiveness of DNCCs in Nepal heavily affected by external partner coordination

Parsa	Achham	Kapilvastu
Sunaula Hazar Din	UNICEF, Suahaara, Kisan, ...	Suahaara
Indicative Quote or summary sentence on views of District officers on operation of DNCC in support of MSNP		

Learn

Learn (SPRING PBN)

What should countries consider in preparing future nutrition policies?

Importance of shifting mindsets on what is nutrition

Adapting these plans to context

Fostering inclusive, responsive coordination within government and with external stakeholders

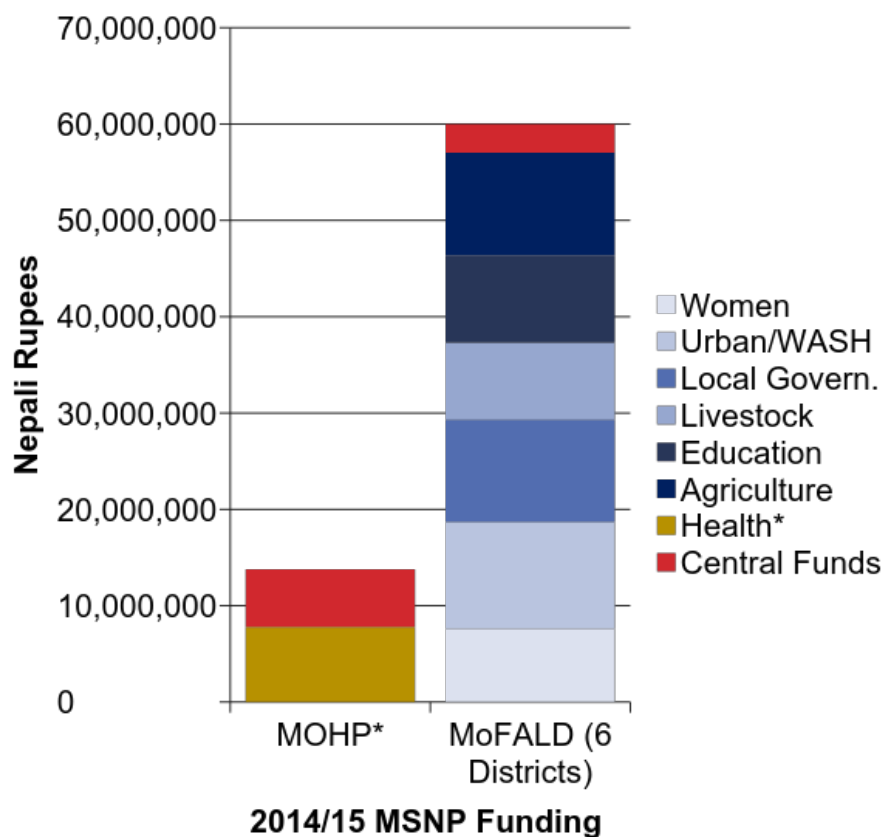
Establishing sustainable planning and financing for national nutrition plans

The mind of most partners is still thinking we can accomplish good nutrition through the medical approach, which is to undermine the multisectoral approach. The state of malnutrition is not for any single sector, it's for the entire country. UNAP took us away from that."

- Government Stakeholder, Uganda

Learn (SPRING PBN)

Line item funding enables some greater adaptability by MSNP districts



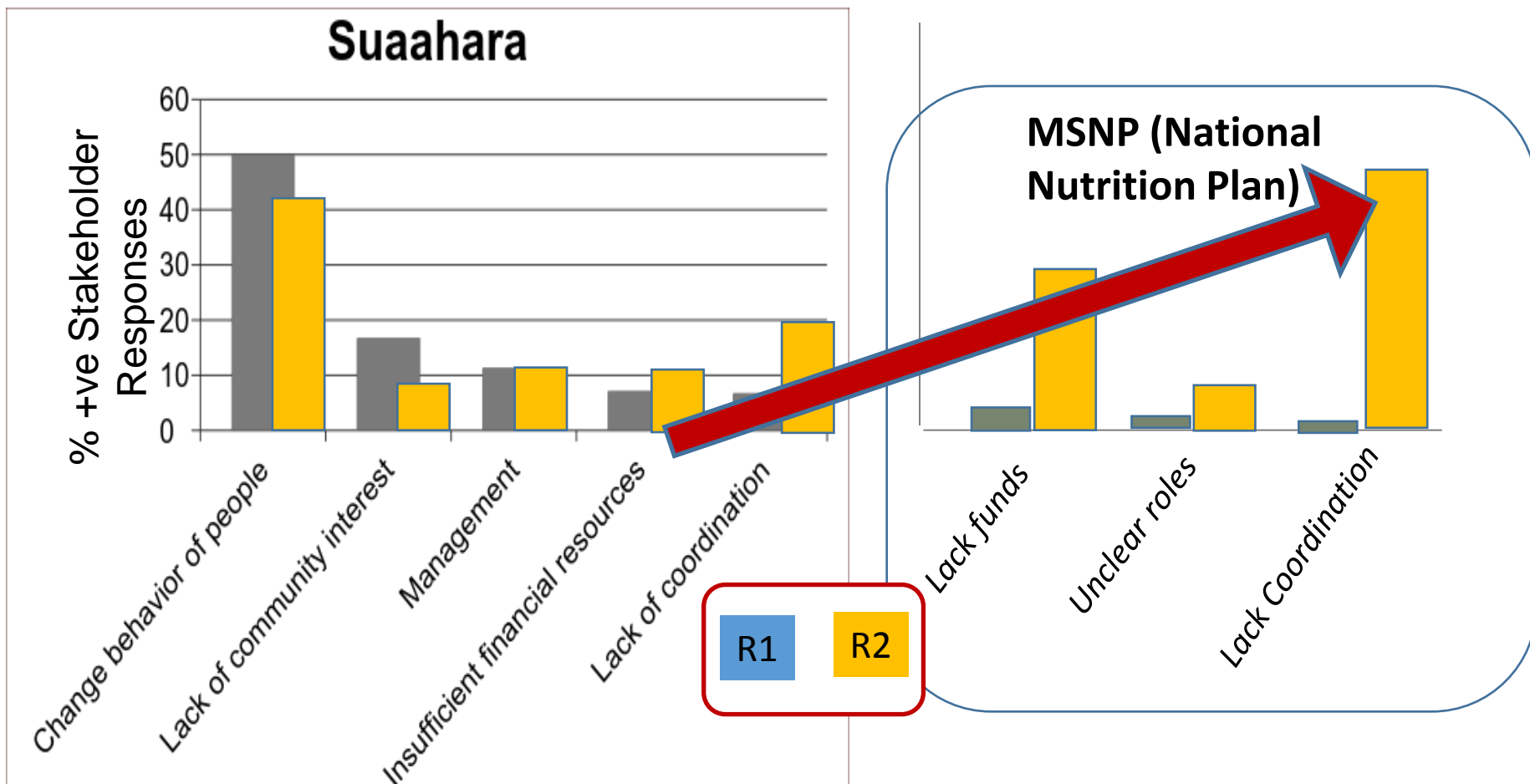
MoF in Nepal is working toward greater transparency in tracking budgeting and spending

“You will hear from the donors’ perspective that our financial management capacity is not up to that standard, and so [they feel] they cannot use the system. But our opinion is that it can be enhanced--you cannot improve upon the practice if you bypass the system...it will help develop capacity, number one. Number 2, develop transparency and accountability”

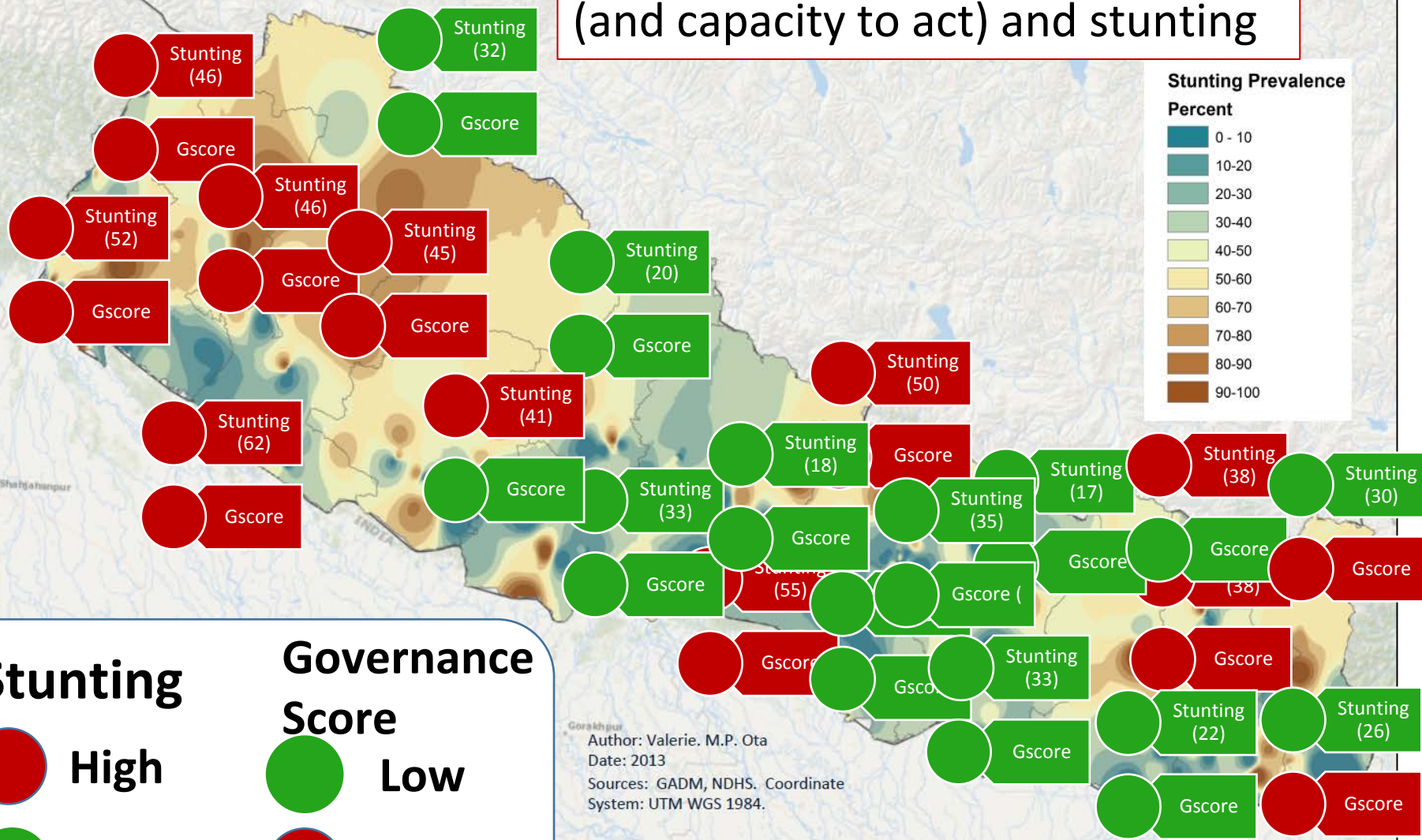
- Government Stakeholder, Nepal

Learn (NutritionLab)

Biggest challenges to implementation?



Exploring association between commitment to nutrition goals (and capacity to act) and stunting



Key findings for **Governments and National Stakeholders**

- ‘Quality’ of nutrition governance matters to both ability to scale up programming and achieve desired results.
- Can’t assume every one is ‘on same page’; level of authority, sector, gender, training all affect motivation.
- USAID programs (like Suaahara) can achieve ‘scaled’ effects quickly in terms of training, knowledge, commitment, demand for coordination/collaboration.

Key findings for Donors and External Stakeholders

- Where national nutrition policies/coordinating bodies exist USAID should work within these, and seek to strengthen them. USAID and IPs missing opportunities by not doing so.
- Governments keen to know more, get guidance on how and where to enhance capacity, incentives, abilities, etc.
- Tools useful to IPs are being developed, tested.
- Policy analyses suggest *where* to intervene and *how* to enhance the cycle, which **can** change (sometimes rapidly).

Thank you!

For more info, contact:

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