# Nutrition/Resilience Governance Study #2
# Synthesis Report

Commissioned by the
Global Programme Nutrition Governance Team, GIZ

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Federal Ministry for Economic Cooperation and Development

Eine Welt ohne Hunger
One World – No Hunger
Un seul Monde sans faim

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Registered offices
Bonn and Eschborn

Friedrich-Ebert-Allee 32 + 36
53113 Bonn, Germany
T +49 228 44 60-0
F +49 228 44 60-1766

E nutritionsecurity@giz.de
I www.giz.de

**Programme:**
Global programme Food and Nutrition Security, Enhanced Resilience

**Responsible:**
Claudia Lormann-Nsengiyumva and Maren Lieberum

**Author:**
Johanna Jelensperger and Janice Meerman

**Layout:**
kippconcept gmbh, Bonn

**Photo credits:**
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GIZ Global Programme -

Food and Nutrition Security, Enhanced Resilience

'One World No Hunger' Initiative

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# Acknowledgements

The authors express their sincere thanks to all those involved in the study for joint reflections, fruitful dialogues and discussions and for the substantial commitment and support. Without this, the study would not have been possible.

Our special thanks go to the staff in the country teams as well as colleagues from the important partner organisations working with the country packages. They all have given their time and commitment to share their perspectives, expertise, experiences and concerns with us. The spaces created through the individual interviews and online consultations in French and English allowing for joint exchange of experiences and reflection on programme approaches, successes and failures were important keys to the success of the study.

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Heartfelt thanks also go to the staff of GIZ who proposed the study, were involved with all their support in all phases of the study and who – together with their partners – will use the results of the study. These are the best conditions for further progressing the nutrition governance work in the countries of the global programme ensuring that nutrition becomes more visibility at national and regional levels making a strong contribution to long-lasting reducing hunger and malnutrition in those countries.

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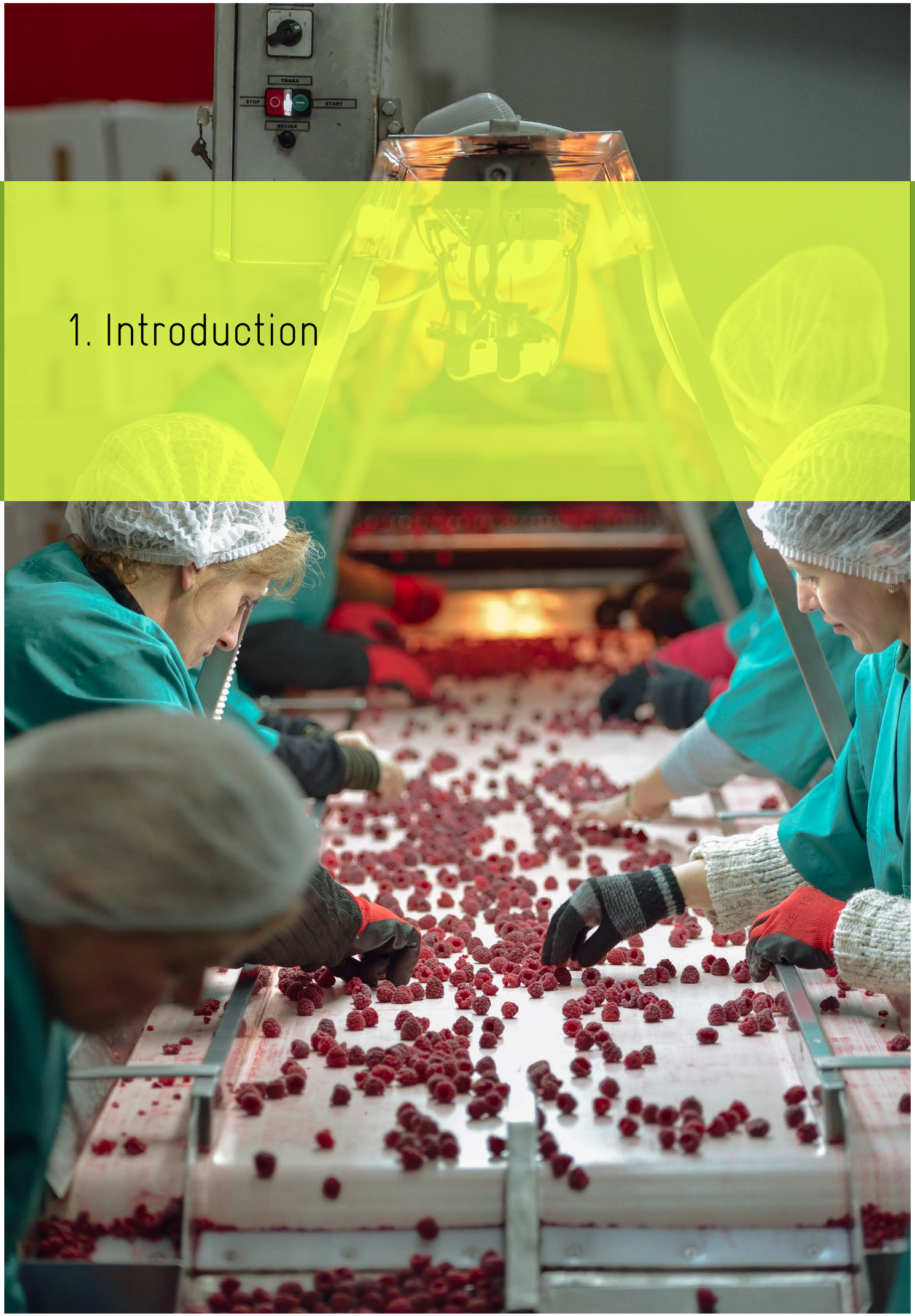
# 1. Introduction



## 1.1. Background

Global-level ambition for tackling 'malnutrition in all its forms' is currently strong, with the SDGs and UN Decade of Action on Nutrition garnering political and popular attention, and technical solutions that are cost-effective and evidence-backed increasing pressure on donors and governments to invest and act.

These solutions are now widely seen as comprising two categories: i) nutrition-specific interventions which focus on the first 1,000 days of life between conception and a child's 2nd birthday, and ii) multi-sectoral nutrition-sensitive approaches which address the underlying causes of malnutrition.

Through its One World – No Hunger initiative, the German Federal Ministry for Economic Cooperation and Development (BMZ) has shown increased commitment to deploying these solutions through the German Corporation for International Cooperation (GIZ) Global Food and Nutrition Security, Enhanced Resilience (FNS) Programme. Operative in 12 countries[1], the programme supports FNS interventions that focus on mothers and young children and adopts a multi-sectoral approach to nutrition programming. Depending on country context, these "Country Packages" (CPs) may include technical assistance (TA) on cultivation of fruits, herbs and vegetables, cooking demonstrations, behaviour change communication, and counselling on maternal and child hygiene. These interventions are implemented across multiple sectors and are complemented by selective policy support at regional, provincial, and/or national level and within the scope of the Scaling Up Nutrition (SUN) movement or similar global and regional initiatives.

**Figure 1. The Global Programme on Food and Nutrition Security, Enhancing Resilience, at a glance**

Commissioned by: Federal Ministry for Economic Cooperation and Development (BMZ)

Term: October 2014 – September 2025

Budget/Investment: 240 Million Euros

Target Countries (12): Benin, Burkina Faso, Cambodia, Ethiopia, India, Kenya, Madagascar, Malawi, Mali, Togo, Yemen, Zambia

Target group: Women of Child-bearing age, pregnent women, nursing mothers and young children

Objective: The nutrition status and resilience to famine at household level of people vulnerable to food insecurity, especially women of child-bearing age and young children, have improved.

1 Benin, Burkina Faso, Cambodia, Ethiopia, Kenya, India, Mali, Madagascar, Malawi, Yemen, Togo, Zambia.

While gains can be made with the right mix of interventions that are tailored to a specific context, sustaining those gains is much harder to achieve, because investment in the government systems that underpin the delivery of such interventions is inadequate. For this reason, the Global Programme balances investment in direct interventions with investment in nutrition governance systems at national and sub-national level[2]. It does this via its **component on strengthening nutrition governance**, which requires CPs to support nutrition relevant structures within a given country, including, when possible, institutional integration of programme activities into existing decentralized and national government architecture.

In support of this component and to strengthen the multisectoral operations of its CPs, **GIZ commissioned a study in 2018 to assess if and how each CP was strengthening nutrition governance**. Using a standardized analytical framework based on four mechanisms designated by the study as requisite to good nutrition governance, the study (i) assessed the Global Programme 's contribution to nutrition governance in participating countries[3], including identifying initial lessons learned; (ii) identified entry points for improved nutrition governance across CPs, and (iii) proposed a set of ten recommendations designed to help GIZ raise its nutrition governance profile and monitor and evaluate progress against a trajectory of change. Findings from 2018 are discussed briefly in section 4.1.

In early 2020, GIZ commissioned a **second, follow-up nutrition governance study** to (i) document progress made and challenges faced by CPs in the last two years, including identifying emerging lessons learned across countries, and (ii) identify priorities going forward.

This report provides a **synthesis of findings from that 2020 study**, including:

- Results from interviews conducted at global level (section 2)
- Aggregated results from CPs on the 4 mechanisms for good nutrition governance, namely identification of both common challenges and strategies for success (section 3)
- Conclusions on the Global Programme 's contributions to Nutrition Governance and added value of the programme (section 4)
- Recommendations for future priorities and entry point (section 5)

## 1.2. Study Methodology and Scope

### Study objectives

The 2020 study had three specific objectives:

1. **Improve understanding of changing institutional set-ups and frameworks** by investigating Global Programme staff's perceptions of nutrition and resilience governance and institutional anchoring within the CP context, and by identifying learning needs based on recent evolutions and evidence from global and country levels;
2. **Document stories of change** by first investigating CP teams' experiences with the four mechanisms of nutrition governance, including challenges and strategies for success, and then aggregating results to the extent possible;
3. **Improve and sustain GIZ nutrition and resilience governance activities** through providing contextualized recommendations and mentoring support to CP policy advisers and teams in the different country contexts.

2 Watson and Jelensperger, 2018

3 Benin, Burkina Faso, Cambodia, Ethiopia, Kenya, India (Madhya-Pradesh), Malawi, Mali, Togo, Zambia

### Scope

- **Period**: As this study builds on findings from the previous one, it should be considered as covering the period from March 2018 to September 2020.

- **Countries**: The study identified lessons learned and success stories from 10 CPs: Burkina-Faso, Madagascar, Malawi, Togo, Benin, Mali, Zambia, Ethiopia, Cambodia, and India (Madhya-Pradesh)[4].

### Methodology / Process

The study was designed in **three phases**, which together comprised **an extended process of analysis and technical support and mentoring**. In brief, stakeholder interviews at global and country levels were followed up with cross-country discussions and on-demand technical support and coaching at country level to (i) strengthen prominence of GIZ's work on nutrition governance; (ii) explore concrete solutions for addressing common challenges across CPs; and (iii) address priority needs for follow-up at country level.

Additional detail on the three phases is provided described below; Figure 2 provides a visual illustration of both the process and its timeline:

- **Phase 1** started with a review of recent articles on nutrition governance and interviews with global stakeholders, findings from which were then used to revise the 2018 Analytical Framework and four mechanisms (see section 1.3), and to draft questionnaires for phase 2 (see Annex II. Methodological tools). It then consisted in conducting semi-structured interviews with CP programme managers, policy advisors and staff to gain a detailed understanding of each team's governance strengthening activities, including progress-to-date, potential entry points, and perceptions of value-added by the programme. "External stakeholder" interviews with representatives from government and other development partners (DPs) were then conducted to gain additional perspective on the activities of the GIZ CP in question, and on the governance landscape at national and sub-national levels (additional details on people interviewed can be found in Annex III. People consulted via interview or during online consultations). Country and CP policy documents and presentations were also reviewed during this phase. The results of these country analysis were elaborated in "Governance Fact Sheets" describing the nutrition governance landscape, CP contributions in countries including case studies, and entry points for the future which can be found in **Annex IV. Country Fact Sheets**.

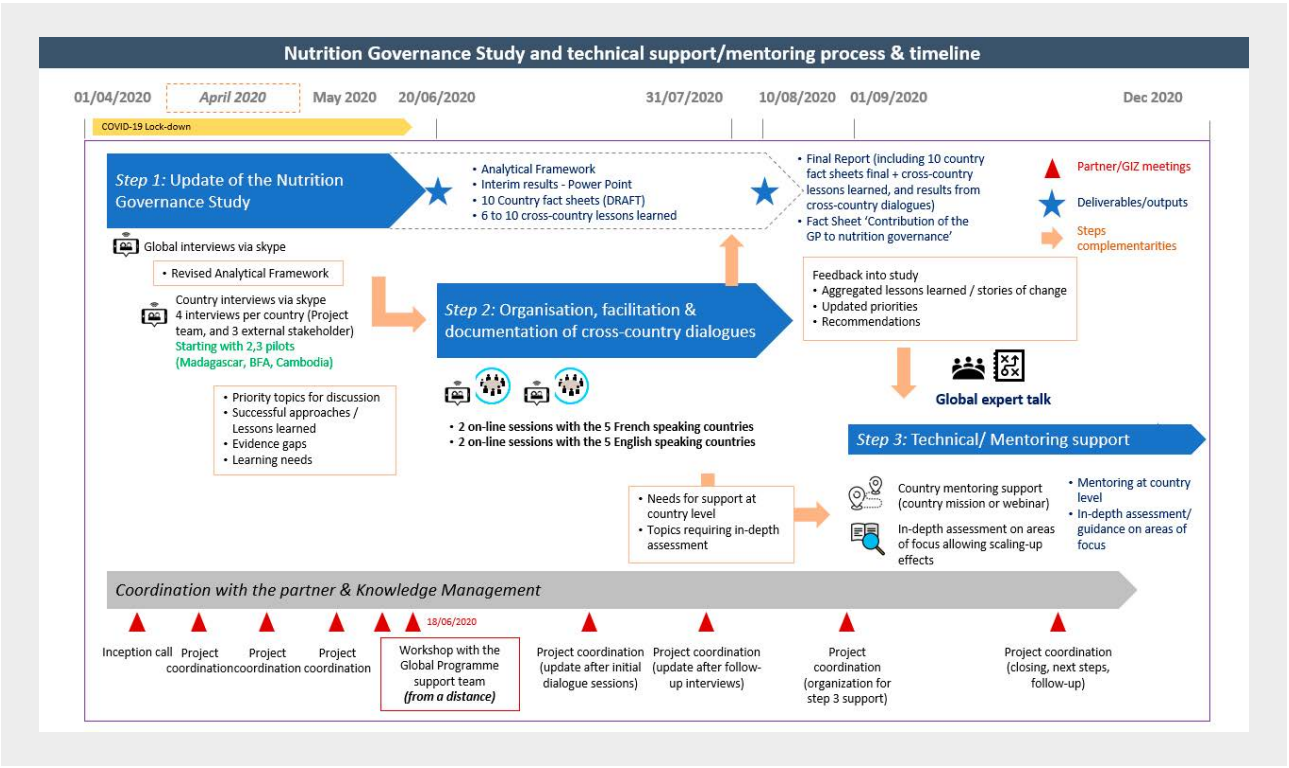
- **Phase 2** consisted in the conduction of four online "dialogues" involving all 10 CPs[5]. These online discussions were essentially virtual workshops to foster information exchange and learning between CPs, and to encourage collective "visioning" on strategies for strengthening nutrition governance across countries. The participation of external stakeholders was encouraged. It built on case studies of lessons learned and success stories written by CPs.

- **Phase 3** consists primarily of follow-up to country teams on addressing priority needs to strengthen the governance component of a given CP. Namely, further definition and clarification on potential entry points define in, as well as learning needs (see **Annex VII**. Priority Areas for TA and Learning Support). Phase 3 also includes several outreach activities including the organization of an expert talk to share results of this process, and finalization of the study's written deliverables for outreach purpose, including this report.

4 Kenya and Yemen were not included as the CPs for these countries closed in mid-2020.

5 Two discussion sessions for the francophone countries, two for anglophone.

**Figure 2. Nutrition Governance Support Study: Process and Timeline**




## 1.3. Standardized Analytical Framework

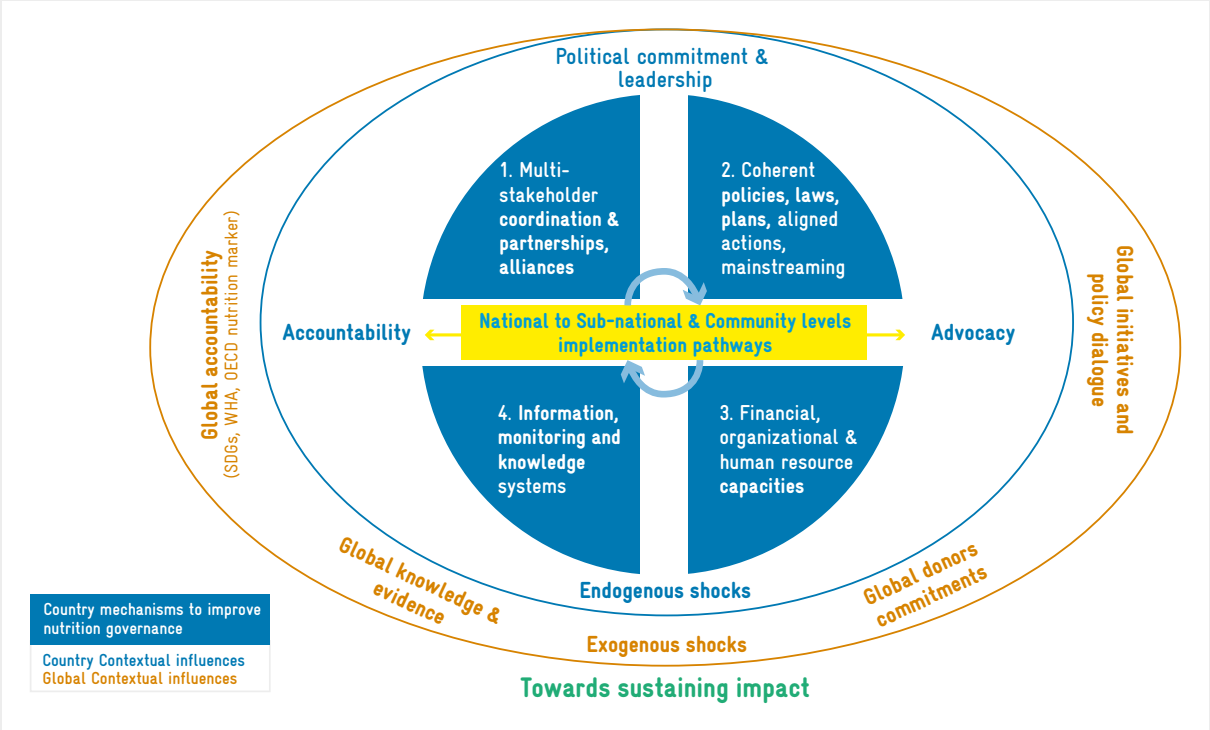
**The standardized analytical framework that was developed for the 2018 study was based on seven published conceptual frameworks for nutrition governance** as well as insights from a literature review[6]. It was specifically designed for the Global Programme and aimed to be simple, practical and to clearly link policy to implementation.

The interviews and literature review conducted during phase 1 of the 2020 study **validated the continued relevance of the analytical framework and in particular the four mechanisms which underpin nutrition governance at country level**. As such these mechanisms were retained (with minor edits) for the current diagram, with the only major difference between the two versions being a stronger emphasis on community mobilization and sub-national implementation in the 2020 iteration. This detail was added to emphasize that fostering vertically integrated implementation pathways which run top-down and bottom-up is critical[7, 8], and that when governance is strong, all four mechanisms will be established and interactive at national, sub-national, and community levels.

**The 2020 diagram also further emphasized contextual influences from both country and global levels**. At country level, these include political commitment and leadership, advocacy platforms, national accountability frameworks and "endogenous" shocks (e.g. political unrest). Additionally, global initiatives and policy dialogue, international accountability frameworks, investment priorities, trends in global knowledge and evidence, and "exogenous" shocks (e.g. COVID-19) also affect awareness and momentum in individual countries. In addition to "naturally" impacting nutrition governance, contextual influences can be leveraged as commitment building opportunities by countries.

6 Watson and Jelensperger, 2018
7 Baker et al., 2018
8 SUN Strategic Review 2018-2019 (draft)

Figure 3. GIZ Global FNS and Resilience Programme - Standardized Analytical Framework for Nutrition Governance 2020




Four mechanisms anchor the framework:

1. **Multi-stakeholder coordination, partnerships and alliances:** Defined as institutional platforms, partnerships and alliances to facilitate action by bringing different sectors and stakeholder groups together (both governmental and non-governmental and including private sector and civil society organizations).

2. **Coherent policies, laws, plans, aligned actions, mainstreaming:** Defined as policies and plans to address both nutrition-specific and nutrition-sensitive interventions, as well as supporting or mandating aligned action to achieve common and explicit nutrition targets (including mainstreaming of nutrition issues and objectives within sectoral policies and plans).

3. **Financial, organisational and human resource capacities:** Defined as the funding required to implement interventions and programmes, and the capacities of organisational structures and staff to implement those interventions and programmes.

4. **Information, monitoring and knowledge systems:** Defined as nutrition and food security information systems which provide data on the severity and causes of malnutrition and food insecurity, monitoring systems which collect data on Global Programme outputs, the existence of knowledge-sharing systems including evidence on results of interventions, and ultimately, the use of this information to guide coordinated actions, policies and plans, and resource distribution (based on Watson and Jelensperger, 2018).

# 2. Global Governance Findings

As above, Global Nutrition Governance findings were collected and synthesized during phase 1 based on two main activities: A **non-systematic literature review** to ensure the analysis was up to date in terms of articles on nutrition governance (see **Annex I. Bibliography**), and **a series of interviews with major nutrition actors, conducted to provide a snapshot of "global thinking"** both in terms of the international nutrition landscape, and with respect to what is happening in countries (see **Annex III. People consulted via interview or during online consultations**). These activities served as a basis to refine the standardized analytical framework (see section 1.3), and provided pointers for country studies as well for country interviews guidelines (see **Annex II. Methodological tools**). Interviews were conducted with the SUN Movement (Coordinator and MQSUN+), the Bill and Melinda Gates Foundation (BMGF), the World Bank, the United Nations Standing Committee on Nutrition (UNSCN), the Institute of Development Studies (IDS), and the GIZ/Capacity for Nutrition initiative (C4N)[9]. The scope of participants was based on availability and the desire to include representatives from foundations, the UN, research consortia, and multilaterals.

## 2.1. Main initiatives and actors influencing the global nutrition landscape

The following initiatives were identified by interviewees as key influencers of the global nutrition landscape[10]:

- The SUN Movement, which was described as: "Quite important in terms of its advocacy role for Nutrition". Although SUN is perceived as losing momentum at global level, it was described as still setting the agenda in many countries, most notably in terms of strengthening nutrition's position on national development agendas, with less impact on implementation.
- Nutrition for Growth (N4G), which was repeatedly cited as an important steering mechanism for global priorities in the near and medium-term. It was however, also noted that N4G is not accountable to a system and is "auto-proclaiming" itself.
- The Global Nutrition Report, which was described as "a key accountability tool." (Absence of a formal oversight mechanism to which the GNR reports was also cited.)
- The Committee on Food Security's (CFS) Nutrition Open Ended Working Group on Nutrition, which was noted as important given its work on food systems and operations within the food security (as opposed to nutrition) arena, although low awareness within the nutrition community of CFS nutrition governance activities was cited as a disadvantage.
- The pending UN Food System Summit (2021), which was anticipated to be an important event for international priority setting
- The UN Decade of Action on Nutrition 2016–2026, which was perceived as a major milestone.
- The WHO Global Nutrition Targets and the SDG goals (not limited to SDG2), which were described as ambitious targets against which government should be held accountable. (It was also repeatedly noted that the SDGs are calling for intersectoral alignment and systemic change.)

9 C4N is part of the Knowledge for Nutrition (K4N) project commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), co-financed by the European Commission (EC), and implemented by GIZ. See: https://www.giz.de/en/worldwide/78552.html

10 Qualifying statements are aggregated results from multiple interviews and quotes are verbatim from single interviewees.

In addition to citing the initiatives above, multiple interviewees also highlighted the need to link more clearly and systematically to **G7 / G8 / G20 Summits and UN Climate Change Conferences**. Strengthening these linkages were seen as critical to broadening the base of support for global nutrition action and for increasing global awareness of the links between malnutrition, healthy diets, and climate change.

Interviewees also identified a wide range of **actors** influencing the international nutrition governance landscape. The most commonly cited were:

- Foundations
- UN organizations
- SUN
- International development banks
- Bilateral development agencies
- International civil society organizations
- Agrifood and other private sector interests (including GAIN and the SUN Business Networks)
- Research consortia and institutes

The World Bank and BMGF were cited as particularly powerful players at global level, primarily because of their financial clout and influence on country agendas.

## 2.2. Priorities and challenges at international level

**All interviewees agreed that the most immediate challenge is Covid-19** and voiced concern that the pandemic will derail longer-term nutrition goals because of diverted investment, as well as having immediate negative impacts on food security, health and nutrition outcomes. That said, it was also repeatedly noted that COVID programming can be leveraged for nutrition sensitivity, given links to WASH and food security.

**The SUN Movement was repeatedly described as losing steam at global level**, although, as above, interviewees also noted the SUN architecture remains helpful in many countries, as it provides a clear start point for governments and partners to transition from rhetorical political commitment to operationalization.

**The holistic "triple-nexus" paradigm** that is currently popular in normative global discourse – that is the inclusion of food systems, climate change, and NCDs in international nutrition goals – was noted as important but also as facing major challenges, first in terms of being compromised because of the competing agendas inherent to this holistic approach, and second because this strategic focus has not evolved at a pace and scale that is responsive to on-the-ground realities in countries. This finding was also corroborated in the literature review[11].

**The need to better integrate powerful commercial interests** at both global and country level was identified as a key challenge in interviewees and in the literature[12].

## 2.3. Global thinking on country level priorities

The following points were repeatedly made in interviews and in the literature:

**Get the basics right**: The paradigm which conflates food security and nutrition is still common. Challenging this misperception and also increasing awareness of the health risks associated with nutrition transition are fundamental to progress in countries[13].

**Political economy factors and administrative turnover** are constant constraints facing all countries. Mobilizing demand for nutrition action at the grassroots is thus essential to weather inevitable unfavourable political climates[14].

**Reconcile the SUN movement with existing country mechanisms**: In some countries, SUN is starting to be seen as excessively prescriptive, imposing tools and processes over other mechanisms which already exist in countries, including active coordination

11 Booth, 2015, Baker et al., 2018
12 Booth, 2015; Swinburn et al., 2019; Gillespie et al., 2019; Willett et al., 2019
13 Baker et al., 2018; Willett et al., 2019
14 Booth, 2015; Baker et al., 2018; Gillespie et al., 2019; Gillespie and Nisbett, 2019

mechanisms. SUN should be fine-tuned in these contexts so that it is a catalyst rather than an imposition[15]. This may be most important in terms of multisectoral coordination, as interviewees reported that countries that are making progress have found their own ways to develop true ownership across sectors, including programming that does not require major financial outlays beyond extant sectoral budgets.

## Box 1. Role played by Germany in the global nutrition landscape

*Interviewees were asked about their perception of Germany's contribution to the global nutrition landscape.*

A majority of interviewees stated that Germany has been playing a stronger role in recent years, most notably with respect to its participation in the SUN Movement and the World Committee on Food Security (CFS), and recently through the C4N initiative with the EC (though most interviewees were not aware of GIZ's positioning vis-à-vis the EC through this initiative).

Suggestions for improving Germany's positioning in the near to medium-term included:

- **Speak with one voice and use clear language:** BMZ tends to conflate nutrition and food security in some of its messaging; contributing to misperceptions regarding the drivers of malnutrition (see "Get the basics right")
- **Consider a higher profile role within EC development initiatives** (including C4N and K4N), especially given the implications of Brexit and shift in DFID's positioning
- **Strengthen communication and publicity on the achievements of the *One World No Hunger*** (e.g. results, models that work), as it is currently the main initiative of GIZ in the field of FNS and has operational legitimacy.

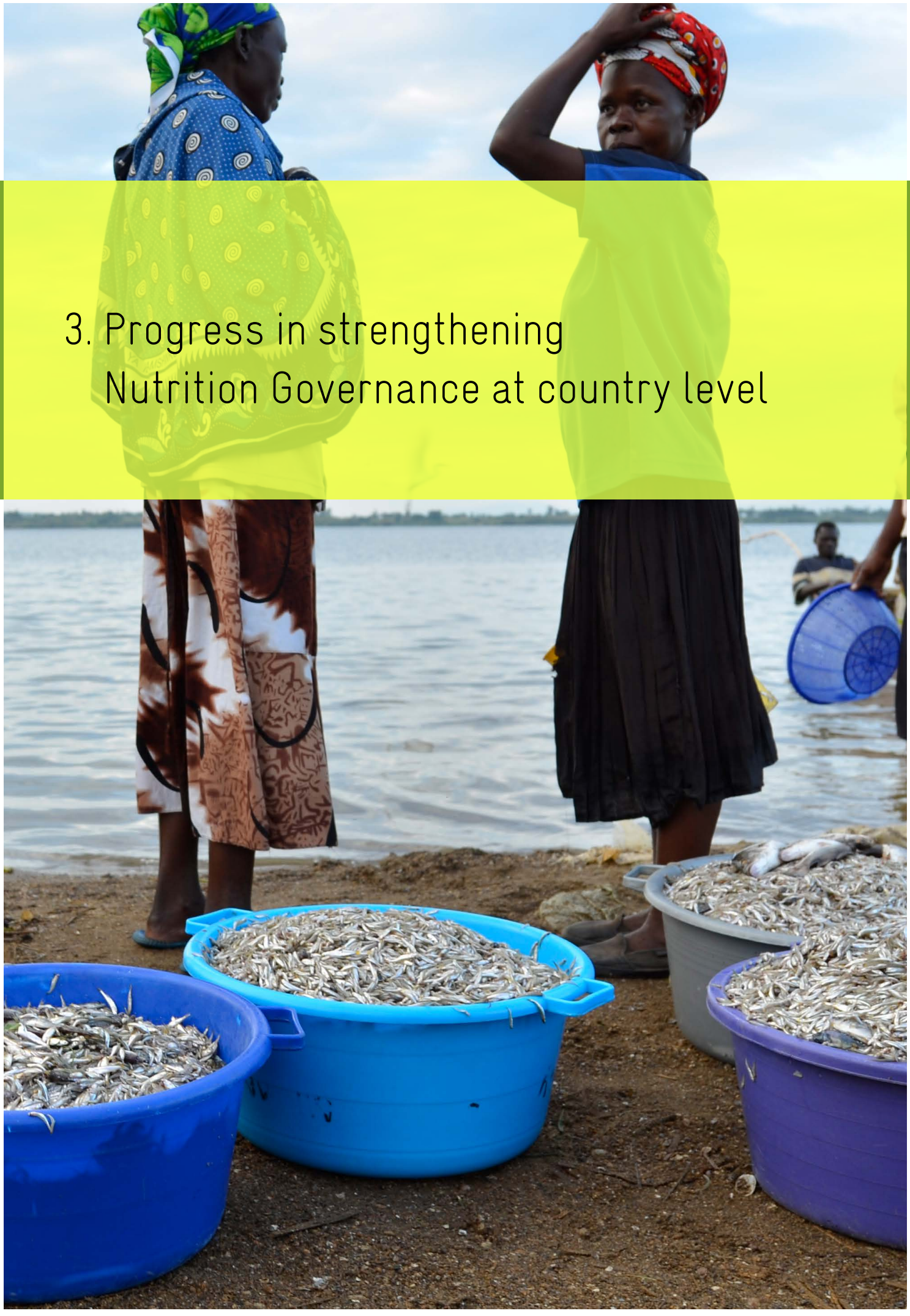
**Focus on strengthening implementation pathways and building front-line capacity on the ground.** In countries where rhetorical commitment at national level is established (i.e. a National Nutrition Policy has been enacted; nutrition indicators are included in the National Development Plan and other development blueprints), the agenda needs to shift away from national level policy dialogue towards identifying efficient strategies for strengthening organizational and human resources on the ground. Accounting for degree of decentralization, political economy considerations, and other country-specific factors is critical to this process[16].

**Increase investments for nutrition and improve donor coherence.** Investments remain insufficient and should be more aligned. Support for nutrition champions and pro-nutrition policy makers is particularly scarce[17].

**Shocks,** most notably Covid-19, protracted conflicts, and climate change, pose a major challenge to nutrition action. Articulation of nutrition issues within health, resilience and peace-building programming is a major challenge[18].

**Lack of Data.** Measuring the effects of nutrition sensitive programming is very difficult, both in terms of appropriate indicators and in terms of data collection and utilization. More work should be done on exploring incentives for nutrition sensitive data collection and reporting[19].

15 SUN Strategic Review, 2019–2020 (Draft)
16 Baker et al., 2018
17 Baker et al., 2018; Gillespie and Nisbett, 2019
18 Willett et al., 2019
19 9



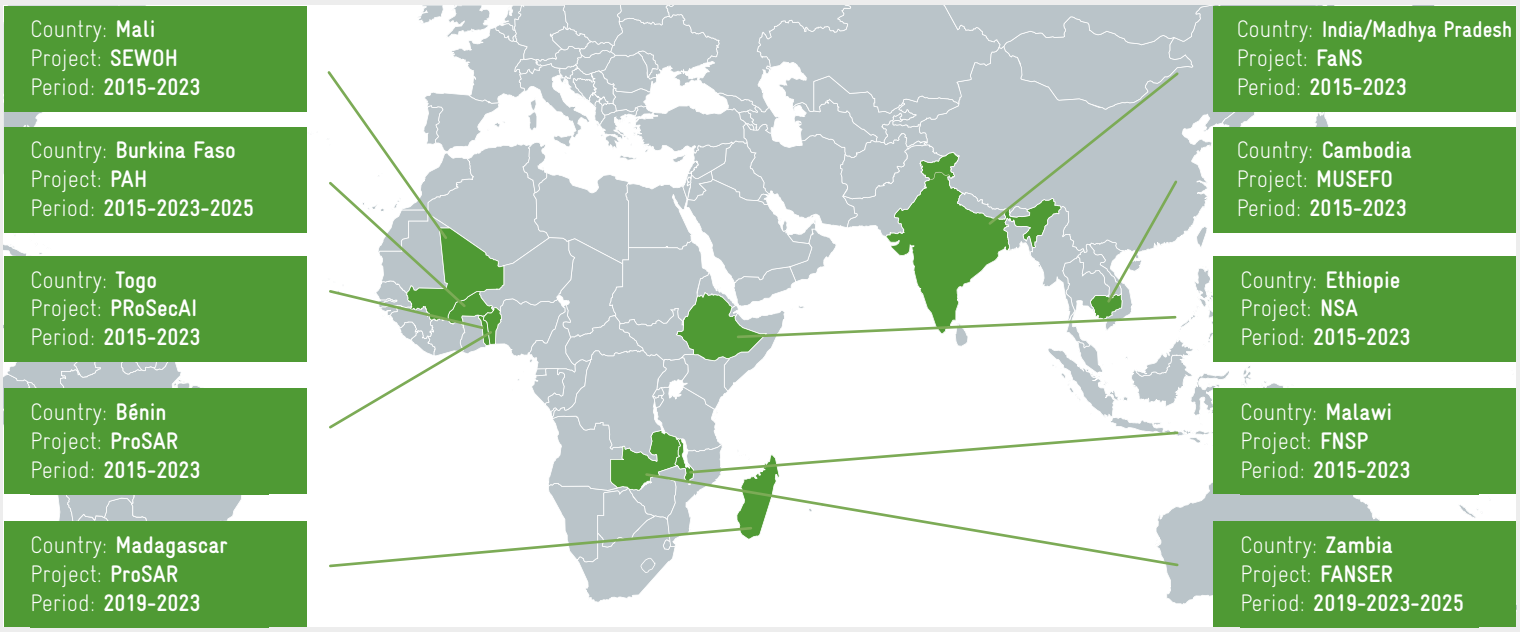
# 3. Progress in strengthening Nutrition Governance at country level

This section presents findings from phase 2, namely an aggregated overview of CPs' experience in nutrition governance through May 2020. Each mechanism in the standardized analytical framework is examined in turn, first in terms of **evolution of the context**, then in terms of **lessons learned from GIZ experience**, and then finally in terms of **GIZ contributions across all ten countries**.

Findings are drawn from detailed analyses conducted in each country[20] comprising i) documentation review, ii) working sessions with CP country teams allowing initial mentoring and joint visioning, iii) 3 to 5 interviews with external stakeholders from national and decentralized levels identified jointly with CP teams, and iv) the cross-country on-line dialogues.

The list of phase 2 interviewees can be found in Annex III. People consulted via interview or during online consultations, and selected results from the on-line cross-country dialogues are presented in Annex VI. Take-aways from online sessions In addition, detailed analyses of individual CPs in the form of Country Fact Sheets can be found in **Annex IV. Country Fact Sheets.**

**Figure 4. CPs covered by the 2020 Study**




The representation on the map does not reflect in every single case the position of the German Federal Government under international law. The representation of the map makes no statement about controversial territorial claims.

20 Findings marked by a * denote experiences documented in the 2018 Study as well as the 2020 one.

## 3.1. Multi-stakeholder coordination, partnerships and alliances

*"Multi-stakeholder coordination, partnerships and alliances" refer to the range of institutional platforms, partnerships and alliances that aim to facilitate nutrition action by bringing different sectors and stakeholder groups together.*

### Evolution of the context

The establishment of **empowered, national-level coordinating platforms** are now widely recognized as requisite for tackling malnutrition in countries[21]. They work best when they are located within suprasectoral agencies (e.g. the office of the prime minister) as opposed to line ministries, and when they are embedded in a wider multisectoral multilevel institutional system with delineated roles and responsibilities[22]. In countries where rhetorical commitment at national level is established (i.e. a National Nutrition Policy has been enacted; nutrition indicators are included in the major development roadmaps), the agenda should also include identifying efficient strategies for strengthening organizational and human resources on the ground. Increased use of **sub-national multi-stakeholder nutrition coordinating committees** are imperative for enabling this shift through aligning and coordinating action within and between sectors, knowledge sharing, community mobilization, and FNS data collection and analysis.

### GIZ experience

- All CP countries are **rhetorically committed to the establishment of national and sub-national coordinating platforms**. However, the existence of a coordinating body does not mean that it is functioning well or leading to improved action. For example, lack of funding for these bodies' governance functions results in low political clout and convening power, which leads to weak follow-up to action plans and road maps[23].

- **Sub-national coordination mechanisms have a greater potential to act when decentralization reform is underway,** as ensuring municipal funding for sub-national coordination committees is key. Currently, there is a lack of designated government funding for sub-national coordination committees, leading to low clout and functionality in terms of convening power and capacity for action.

- **Intersectoral tensions** and a siloed or "cocooned" modus operandi for line ministries make it difficult for coordination committees to fulfil their mandate, especially in cases where the coordination mechanisms are convened by a line ministry (usually health or agriculture), as opposed to a suprasectoral department.

- **Weak links between sub-national coordination committees and national level coordinating structures** are common. Examples include lack of clear reporting protocols and process indicators, and absence of qualified committee leaders or focal points at subnational level (i.e. individuals with strong connection to local government and technical expertise in nutrition).

- **SUN Networks (mainly Donor, UN and Civil Society) are having a positive effect** in countries where they are active.

- **The dynamics around nutrition-sensitive agriculture are improving** and attributable in part to DP alliances and advocacy. There is a confirmed **nutrition-sensitive social protection agenda** in a majority of CP countries, and some progress on school feeding.

- Different stakeholders will bring **varying levels of commitment** and capacity to the table, and it will take time for different sectors and stakeholders to learn to work together. In circumstances where there is a very wide range of commitment and capacity, it may be advisable to focus less on active collaboration and more on harmonized joint action.

- Coordination of large external development partners is critical to ensure that resources are spread evenly, and that actions are aligned*. **Stakeholder mapping exercises** are important to leverage community resources and avoid duplication.

21 Baker et al., 2018; Gillespie and Nisbett, 2019; SUN Strategic Review 2019-2020 (draft)

22 Baker et al., 2018

23 Tensions between 'project management' role and 'governance' role have been identified in several countries. Giving the overseeing of nutrition projects to those coordinating body overstretches their capacities and has mixed effects in terms of strengthening their capacities.

- **It is important that coordinating structures respond to a real need,** platforms must be created and "marketed" in a way that promotes community support and increases pressure on stakeholders to provide support.

**GIZ contribution**

- **Advocacy and lobbying work** to increase the political clout and functionality of national coordinating organizations, including improving coordination between health and agriculture ministries, and changing the hosting mechanism to be suprasectoral *(e.g. Malawi, Ethiopia, Cambodia, Togo, Benin, Burkina Faso)*
- **Participation and leadership in SUN networks** and technical working groups *(e.g. Madhya Pradesh, Cambodia, Malawi, Togo)*
- **Direct funding for specific activities and events** (e.g. knowledge exchange forums, training workshops) hosted by coordinating committees and leading to improved multi-sectoral coordination and increased capacities (see also 3.3)
- **Institutionalizing sub-national committees and increasing their political power and inclusiveness** by supporting their creation by decree, expanding their membership to include more district and provincial level ministries and departments, supporting their functioning and capacities, advocating for qualified leadership and funding, etc. *(e.g. Cambodia, Malawi, Zambia, Benin, Madagascar)*
- **Developing bottom-up "informal platforms"** (i.e. not government endorsed) in the form of a network of stakeholder's that are being used for improved intersectoral coordination and which can eventually be leveraged in the creation of formal structures *(e.g. Togo, Mali, Burkina Faso)*
- **Increasing coordination between sub-national health and agriculture structures** *(e.g. Ethiopia, Madhya Pradesh, Burkina Faso, Togo)*
- **Supporting or spear-heading sub-national stakeholder mapping initiatives** and integrated workplans for coordination committees to strengthen partnerships and alliances *(e.g. Cambodia, Malawi, Zambia, Burkina Faso, Mali)*

## Box 2. Illustrations of good practices related to multi-stakeholder coordination and partnerships

- **Benin/ProSAR**: Establishment of a formal coordination framework (cadre de concertation) for partners and government, now institutionalized by Decree
- **Cambodia/MUSEFO**: Support to the pilot of sub-national coordination committees for Food Security and Nutrition, now mandated for scale-up nationwide
- **Madagascar/ProSar**: Building alliances with government and multi-sectoral partners focusing on nutrition at the inception of a project
- **Mali/SEWOH**: Enhanced collaboration with WFP at the decentralized level for nutrition and resilience
- **Zambia/FANSER**: Stakeholder Mapping to support District/Province Nutrition Coordination Committees via identification of additional partners

## Key messages:

- **Challenges** to multi-stakeholder collaboration mechanisms include sectoral tensions and "cocooning" within line ministries, low functionality of sub-national coordination committees in terms of budget and political clout, and weak links between national and sub-national coordinating structures.
- **Strategies** for resolving these bottlenecks include lobbying and policy dialogue at all levels of government, stakeholder/donor mappings (including through SUN), integrated workplans, and direct technical and financial assistance to improve the functionality and political reach of sub-national coordinating mechanisms.

## 3.2. Coherent policies, laws, plans, aligned actions and mainstreaming

*"Coherent policies, laws, plans, aligned actions and mainstreaming" refers to policies and plans to address both nutrition-specific and nutrition-sensitive interventions, as well as supporting or mandating aligned action to achieve common and explicit nutrition targets.*

### Evolution of the context

Although **multisectoral FNS policies** are now theoretically in place in many countries[24], mainstreaming and creating policy coherence across sectors remains extremely difficult to do. Much of the challenge can be attributed to two major misconceptions: i) conflation of malnutrition with lack of food, and ii) a reductionist assumption that curative, nutrition-specific interventions should be the primary focus[25]. Because of these and related factors, there is still a fundamental lack of understanding in almost all countries regarding how non-health sectors impact nutrition. Further exacerbating the problem is the issue of incentives. Management structures in non-health sectors are not naturally inclined to "do more for nutrition", and it is unrealistic to expect them to track their impact on nutrition indicators, let alone try to improve performance, unless they are mandated to do so[26]. As such, directives which do mandate or encourage multisectoral nutrition programming should include provisions for i) staff with technical nutrition expertise and "soft" skills in policy dialogue being seconded to the ministries in question, and ii) a functioning multisectoral nutrition M&E system to hold line ministries to account. While increasingly well-recognized as requisites for successful mainstreaming, these provisions are not realities in many countries (see also section 3.3).

### GIZ experience

- Although lack of coherence between multisectoral and sectoral policies is a common challenge, **agriculture policies in a number of CP countries have been revised to increase nutrition sensitivity** (although the food system and "triple nexus" narratives remain largely absent see also section 2.2) and there is momentum to conduct similar exercises for social protection.

- **Sub-national development plans and investment plans are important tools for embedding multisectoral nutrition policies in broader development processes**. However, it is typically difficult to reconcile "soft" nutrition goals (on BCC for example), with "hard" development goals (e.g. infrastructure, agri-business), especially in countries where multisectoral plans are too weak to provide a clear mandate at local level. In these contexts, **community mobilization** to increase awareness of national policy mandates to improve nutrition outcomes can drive demand from the grassroots upwards, putting pressure on local politicians to include nutrition objectives in local development plans.

- Even in countries where there is a clear policy mandate at sub-national level, it is **difficult to operationalize multi-sectoral nutrition and resilience policies through decentralized planning instruments**, as financing is typically allocated by sector, with no designated budget-line for nutrition-related actions.

- **Improving policy coherence requires simultaneous engagement of different levels of government**, which in turn requires capacity strengthening and advocacy at multiple levels and across sectors, with messaging coordinated across stakeholders.

- Lack of coordination between DPs at country level is a challenge. In many cases **donors are adhering more to the global discourse than the national agenda**, which detracts from the goal of improving policy coherence within a given country.

24 Global Database on the Implementation of Nutrition Action (GINA)
25 Baker et al., 2018
26 Gillespie and Nisbett, 2019

- **Strategies for scaling-up successful interventions with impact on nutrition are still weak,** (although efforts are underway to strengthen the monitoring and evaluation of interventions and to leverage good practices (see also section 3.4).

**GIZ contributions**

- **Linking Food Security, Agriculture, Nutrition & Resilience Networks** *(e.g. Ethiopia, Madhya Pradesh, Malawi, Mali)*
- **Supporting the development and reformulation of national FNS policies and strategies** *(e.g. Benin, Cambodia, Mali, Togo)*
- **Supporting the integration of nutrition** into agriculture and social protection policy processes *(e.g. Ethiopia, Malawi, Mali, Togo)*
- **Supporting integration of nutrition objectives into decentralized development plans** at provincial, district, village and other decentralized levels *(e.g. Benin, Burkina Faso, Cambodia, Malawi, Zambia)*
- **Supporting indirect operationalization of multisectoral policies/plans** at provincial and district level, through "piggybacking" on existing sectoral mechanisms and sector-specific goals that can be framed as nutrition-sensitive *(e.g. Burkina Faso, Ethiopia, Madhya Pradesh, Mali)*
- **Leveraging other sector specific GIZ Programmes** to strengthen multisectoral implementation *(e.g. Burkina Faso, Madhya Pradesh, Malawi, Togo)*
- **Encouraging action on mainstreaming and policy coherence through high level trainings and workshops on nutrition sensitivity** targeted to multiple line ministries *(e.g. Cambodia, Togo)*
- **Supporting the formulation of guiding principles for donors,** including defining a "minimum package of interventions" or similar *(e.g. Zambia)*
- **Exploring strategies for scaling-up** successful nutrition-sensitive interventions *(e.g. Burkina Faso, Madhya Pradesh, Togo, Zambia)*

## Box 3. Illustrations of good practices related to policy frameworks and aligned actions

- **Benin/ProSAR**: Integration of the SAN into municipal development plans.
- **Cambodia/MUSEFO**: Facilitation of the CARD Trainer Pool to strengthen mainstreaming at decentralized level, and to improve reporting to CARD at national level.
- **India/FaNS**: Leveraging existing government structures and instruments to foster resilience and sustainability through community nutrition gardens
- **Mali/SEWOH**: Facilitation of policy dialogue at national and decentralized levels to increase ownership of vision on resilience, and of the new PolNSAN
- **Malawi/FSNP** - Integrating nutrition into district development plans through policy dialogue with District Executive Committees and capacity strengthening of the District Nutrition Coordination Committee
- **Zambia/FANSER**: Principles of donor coordination and collaboration for the SUN 1000 Most Critical Day Programme

Key messages:

- **Major challenges** to policy coherence and mainstreaming across sectors include a persistent lack of understanding regarding the role played by different sectors in reducing malnutrition, lack of incentive and capacity at decentralized level to incorporate nutrition into development and investment plans, and low cohesion among DPs.
- **Strategies** for meeting these challenges include continued TA on integration of nutrition components into sectoral plans, including definition of "nutrition sensitive actions", lobbying and policy dialogue at sub-national level to explore options for inclusion of nutrition in local planning processes (including "piggybacking" on existing sectoral schemes), and working within the donor community to increase internal coherence between DPs and alignment with the national agenda.

## 3.3. Financial, organizational, and human resource capacities

*"Financial, organizational and human resource capacities" refers to funding required to implement interventions and programmes, and the capacities of organisational structures and staff to implement those interventions and programmes.*

### Evolution of the context

Operationalization of nutrition policies requires **sustained allocation of human, technical and financial resources** to action on the ground[27]. Unfortunately, in many countries, government investment in these resources remains inadequate[28], with donors playing a critical financing role for direct nutrition actions and capacity building activities for government nutrition staff and volunteers. In many cases this leads to duplication of effort and/or a "patchwork quilt" effect that does little to strengthen the long-term functionality of a country's nutrition architecture. The challenge is often especially pronounced within sub-national line ministries, which may be mandated to increase their nutrition-sensitivity but have no knowledge how to do so (see section 3.2), within sub-national coordinating committees, whose political clout and operational scope depends on predictable long-term funding for staff and operations, and at the grassroots, where frontline staff and volunteers are doing critical implementation work, often with insufficient training and little or no renumeration or incentives.

### GIZ experience

- **Capacities of sectoral ministries to engage on nutrition are slowly improving.** In particular, the capacity of ministries of agriculture to engage on nutrition is increasing (although engagement with the food system narrative remains low). However, capacity for nutrition sensitive action in social protection and health remains low in most countries. In addition to the secondment of staff with nutrition expertise to individual line ministries, use of trainer "pools" that include individuals with expertise from different sectors may be helpful in meeting this challenge.
- **Lack of staff capacity is frequently a barrier to more effective action.** In addition, high turnover of staff - especially in administrative positions - means that experience and expertise is repeatedly lost.
- **Re-numeration of sub-national staff** and volunteers remains a divisive issue.
- **Nutrition awareness** and subsequent integration of nutrition modules in sector-specific university curricula (e.g. health, agriculture, education) is increasing.
- **Trainings for frontline workers and community members are capacity strengthening musts.** Good practices include i) using material that is contextualized , attractive and practical for intended audience (balance with needs for SOP, ToR, other mechanisms for standardization),

27 Baker et al., 2018

28 With respect to the Global Programme countries, India is a major exception to this rule.

ii) being opportunistic when targeting by seeking out positive deviance, iii) seeking multiple entry points to increase the likelihood that the critical mass needed for community level behaviour change will occur, and iv) making training an ongoing exercise: train, assess, repeat.

- **The capacities of high-level nutrition platforms** are stretched and dependent on external funding (see section 3.1).
- **Dedicated funding** to multi-sectoral nutrition policies and nutrition-sensitive development plans is limited or non-extant, leading to the low clout and functionality of sub-national coordination committees (see section 3.1).
- There have been efforts to **analyze sectoral budget contributions to nutrition**, but these types of disbursements are difficult to track.

**GIZ contributions**

- **Strategies to increase the size and predictability of nutrition budget disbursements,** namely Local Subsidy Agreements for sub-national coordination committees (*e.g. Ethiopia, Malawi, Benin)*; and engaging with ministries/departments of planning and rural development to leverage decentralization reform *(e.g. Cambodia, Madhya Pradesh)*
- **TA to ministries of agriculture on strengthening nutrition governance** through secondment of experts, lobbying and advocacy, FNS data analysis, and gap analysis and other policy planning exercises *(e.g. Benin, Ethiopia, Madagascar, Mali, Togo, Zambia)*
- **TA to sub-national coordinating committees on functionality and operations,** e.g. reporting and meeting protocol, MOUs, stakeholder mapping, integrated work plans *(e.g. Benin, Cambodia, Malawi, Zambia, Madagascar)*
- **Supporting or spearheading national and sub-national nutrition capacity development assessments, trainings and workshops** (using ToT, cascade, and e-learning models) to strengthen implementation pathways between national and community levels, and across sectors *(e.g. Benin, Burkina Faso, Cambodia, Madhya-Pradesh, Mali)*
- **Supporting efficient models for capacity development of front-line/ extension workers and volunteers** including support to small-scale pastoralists and agriculturalist *(All)*

### Box 4. Illustrations of good practices related to financial, organizational and human resources

- **Burkina Faso/PAH**: Formation of a pool of trainers for FNS at regional level
- **Ethiopia/NSAP & Malawi/FNSP**: Procurement of "local subsidy agreements" for nutrition coordination mechanisms at woreda/ district level
- **India/FaNS**: Online training platform for community health and nutrition workers (Anganwadi or AWWS), now integrated into Madhya Pradesh DWCD's counseling system
- **Togo/ProSecAl**: Strengthening domestic expertise in nutrition sensitivity via establishment of a Nutrition and Food Security Master's Program at the University of Kara

### Key messages:

- **Major challenges** include low financial and operational capacity in almost all Global Programme countries due to heavy reliance on donor funding and low investment by government. In terms of human resources, high turnover rates, vacancies and lack of technical expertise in line ministries as well as among frontline workers are the main challenges.
- **Strategies** for capacity strengthening include pro-actively and creatively engaging with government officials to increase both awareness and budget, providing TA and advice to government bodies on the "hows" of nutrition sensitive action, and providing workshops and trainings all along the implementation pathway, with special attention to frontline workers.

## 3.4. Information, monitoring and knowledge sharing systems

*"Information, monitoring and knowledge sharing systems" refers to nutrition and food security information systems which provide data on the severity and causes of malnutrition and food insecurity, monitoring systems which collect data on Global Programme outputs, the existence of knowledge-sharing systems including evidence on results of interventions, and ultimately, the use of this information to guide coordinated actions, policies and plans, and resource distribution.*

### Evolution of the context

There is now substantial global guidance on how to monitor the "nutrition sensitivity" of value chain, rural development, social protection, agricultural and other sector-specific policies[29]. At country level, multisectoral nutrition information systems which collect data on a large number of indicators is increasingly common, but analysis and use of those data remains rare*. This failure to complete the cycle of analysis is one reason the misconceptions cited in 3.3 persist: Understanding of the links between the basic and underlying causes of nutritional outcomes is still not clear. In particular, the agricultural sector in many countries continues to conflate nutrition and food security, assuming that if crop production and productivity increase, so too will good nutrition and health. A number of strategies and initiatives are underway to meet this challenge, including the National Information Platforms for Nutrition (NIPN) initiative[30] and knowledge sharing mechanisms, both cited below.

### GIZ experience

- In most Global Programme countries, **multiple nutrition-related surveys and studies are being conducted,** but with little to no coordination between initiatives, and with weak alignment between "external" projects and results frameworks set up by the country.
- **Lack of resources for surveys frequently leads to a donor driven survey agenda.**
- The concepts of **nutrition common results frameworks and mainstreaming of nutrition-sensitive indicators** are gaining ground, but in many contexts, there is a lack of capacity for data collection and analysis.
- Efforts to improve **monitoring and evaluation (M&E) of multi-sectoral nutrition plans** include piloting digital systems and strengthening existing networks. There is high interest in NIPN from countries that have signed on.
- **Knowledge Sharing Mechanisms provide "soft evidence"** on many aspects of planning and implementation, including approaches to M&E. They are an essential tool to improve program performance. Examples of knowledge sharing include national or regional learning forums, in-person cross-country visits (by multi-sectoral teams from key line ministries), and virtual Communities of Practice.

### GIZ contributions

- **Financial and technical support to national FNS surveys, Nutrition Results Frameworks, and evaluation of multisectoral nutrition policies/ plans** *(e.g. Burkina-Faso, Cambodia, Ethiopia, Madagascar, Mali, Togo, Zambia)*
- **Financial and technical support to increasing collection of FNS data at community level,** including diet related indicators *(e.g. Benin, Burkina-Faso, Malawi, Mali, Togo)*
- **Financial support to and participation in national and regional knowledge-sharing platforms** including partnering with media and academia to increase dissemination scope *(e.g. Madhya Pradesh, Malawi)* or organizing visits across regions *(e.g. Burkina Faso)*

29 See, for example, FAO, 2016: Compendium of indicators for nutrition-sensitive agriculture; World Bank, 2013: Improving Nutrition through Multi-Sectoral Approaches

30 National Information Platforms for Nutrition Initiative (NIPN), active in Bangladesh, Burkina-Faso, Ethiopia, Guatemala, Ivory Coast, Kenya, Laos, Niger, and Uganda

### Box 5. Illustrations of good practices related to information, monitoring and knowledge sharing

- **Malawi/FNSP**: Supporting the annual SUN Learning Forum, which brings all 28 districts together to share experiences in sub-national implementation

- **Burkina Faso/PAH**:
  - Supporting the National Nutrition Information Platform initiative via TA on development of a common results framework and its application at decentralized level
  - Mobilization of actors for nutrition through the organization of knowledge-sharing visits of partners at the regional level

- **Togo/ProSecAl**: Facilitation of multi-stakeholder and multi-sectoral 'learning workshops' in the three regions (Kara, Maritime, Plateaux) three times a year allowing i) a participatory evaluation of good practices ii) the mobilization of champions at the local level and iii) the consideration of sustainability issues with the set-up of sustainability committees.

### Key messages:

- **Major challenges** include lack of coordination between donors and government on indicators and results frameworks, and low capacity for collection and analysis within government structures. The end result is a situation where data are scattered and not easily accessible or attractive to decision makers.

- **Strategies** for improving information and monitoring systems include pursuing NIPN and other initiatives aiming to synchronize existing systems, making more use of knowledge-sharing mechanisms to inform programming decisions and providing support to community-based monitoring efforts.

## 3.5. Country Perspectives on factors impacting nutrition governance

Both CP teams and external stakeholders cited a range of factors influencing each of the four mechanisms. Aggregated **perspectives on conducive factors**, hindering factors, and factors that can be construed as **conducive or hindering** are described below. (Notably, there were substantial overlaps between these country perspectives and those held by global stakeholders (see Section 2.3))

**Conducive Factors**

- **Opportunities created by government response to COVID-19**: Government commitment to WASH and food security is unusually high because of the pandemic. Nutrition actors are capitalizing on this engagement to mobilize (or re-mobilize) multisectoral working groups and task forces focused on nutrition, diets, WASH and agriculture at both national and decentralized levels. *(Burkina-Faso, Cambodia, Togo)*

- **Positive exposure through SUN, the World Bank, and other global "influencers"**: Attention to a country's nutrition achievements from one of these institutions (e.g. a visit from the SUN Coordinator) amounts to a "marketing boost" which can then be leveraged by nutrition actors in terms of where nutrition is positioned on national and sub-national political agendas *(Burkina-Faso, Madagascar, Madhya-Pradesh, Mali, Togo)*

- **Momentum created by regional and national development processes and declarations**: These can be broadly focused on development and economic growth, such as the 2019 Banjul Declaration *(Burkina Faso, Mali)*, linked to a specific sector or cause such as the Comprehensive Agriculture Africa Development Programme (CAADP) *(Benin, Burkina-Faso, Ethiopia, Madagascar, Malawi, Mali, Togo, Zambia)*, Swachh Bharat Abhiyan *(Madhya-Pradesh)*, or G5 Sahel (Burkina-Faso, Mali).

- **Momentum created by a FNS policy process or FNS multisectoral institution**: Examples include the National Policy for Food and Nutrition Security in Mali, the Seqota Declaration in Ethiopia, the National Strategy for Food Security and Nutrition 2019–2023 in Cambodia, and the National Food and Nutrition Commission in Zambia.

- **Multiple and committed partners**: As above, weak donor coherence and an ad-hoc approach to project design and implementation slow progress in many countries. Counterexamples that demonstrate good results when alignment is strong include the strong donor community and nutrition cooperating partners group in Zambia, the coordination of multiple partners in the Atsimo-Atsinanana region of Madagascar, the dynamism of the civil society platform (Harmonised Initiative for Nutrition Action) in Madagascar, and the very active civil society network in Burkina-Faso.

- **Effective decentralization reform**: A decentralization process that is advanced and functional can facilitate financial outlays at local level, either as nutrition-designated budget lines, or as funds disbursed through line ministries that can be leveraged for increasing the nutrition sensitivity of sector-specific projects *(Madhya-Pradesh)*.

- **Presence of a nutrition champion**: Nutrition champions can be high level political and popular figures, ministers or parliamentarians, heads of organizations and CEOs, and grassroots leaders. The contributions of nutrition champions have been catalytic in a number of Global Programme countries *(e.g. Benin, Burkina-Faso (prefecture level), Malawi)*.

### Hindering Factors

- **Effects of COVID-19 on FNS**: Although opportunities are being created by the pandemic in terms of nutrition governance, FNS is being negatively impacted via reduced purchasing power for consumers, disrupted food supply chains, and increased risk of illness in nutritionally vulnerable populations.

- **Climate change**: Climate-related shocks as well as protracted drought and other weather extremes are a constant threat to resilience in all of the Global Programme countries (more than 500 million people live in areas that experience desertification).

- **Security situation**: Political instability due to social unrest *(e.g. Ethiopia)*, terrorist insurgencies and militias *(e.g. Mali)*, and human rights violations and government corruption *(e.g. Cambodia)* reduce the effectiveness of development interventions and in some cases, create a situation where the need for short-term humanitarian aid supersedes longer term development objectives.

- **Frequent staff turn-over (and vacancies) at sub-national level**: Operational capacity of sub-national coordinating committees and service delivery mechanisms is often weakened by high staff turnover attributable to a lack of trained personnel willing to work on difficult problems, often for little or no pay (*e.g. Burkina-Faso, Cambodia, Madagascar, Malawi)*.

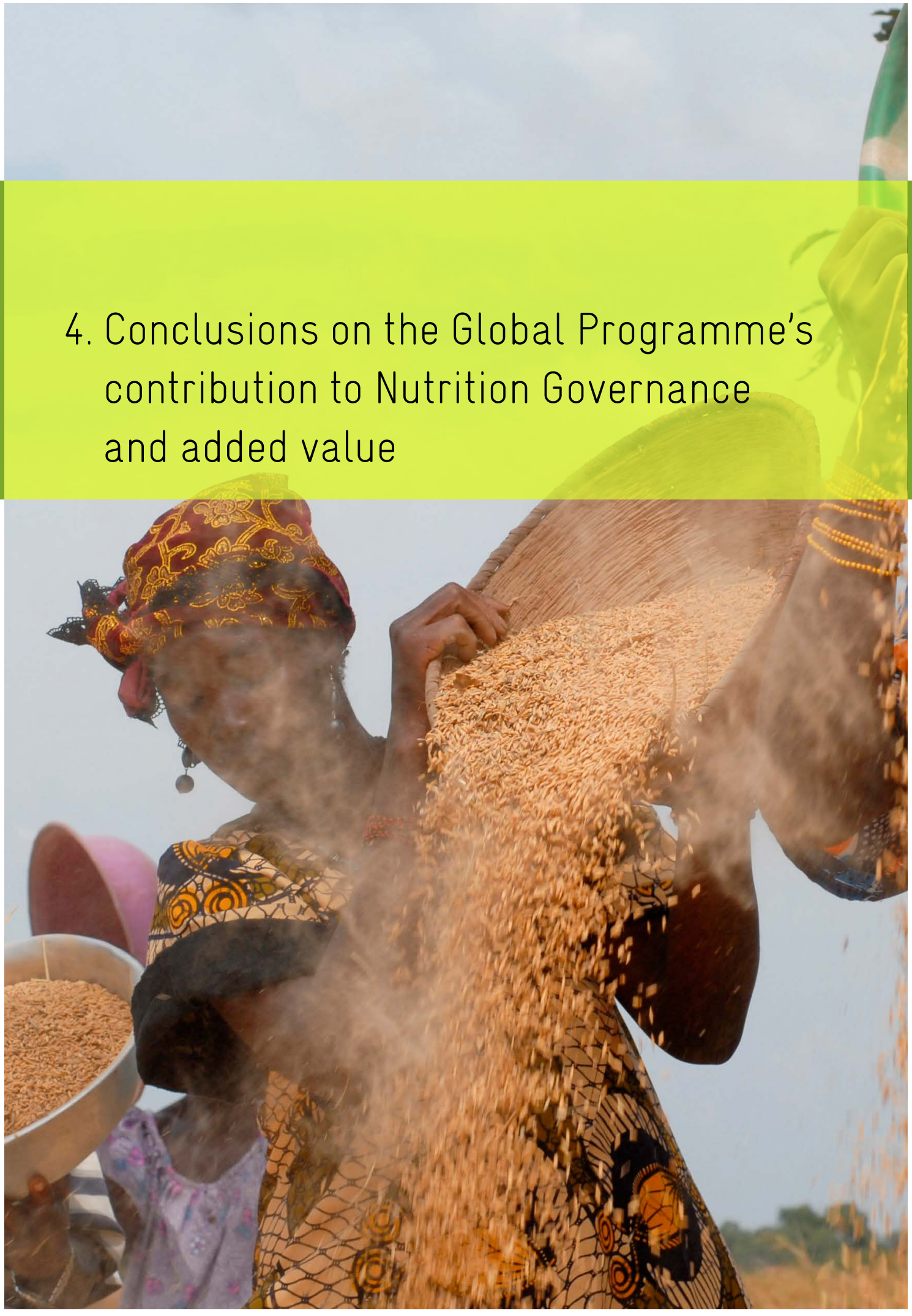
- **High dependency on external partners**: As above, donors often play a critical financing role in funding nutrition projects and M&E. When combined with low coherence between DPs and national policy, the end result is low government investment in a donor-driven nutrition agenda *(e.g. Burkina-Faso, Malawi, Mali)*.

- **Narrow vision of FNS**: The paradigm which assumes nutrition will automatically improve following progress in food security is less prevalent than a decade ago. However, it is still common, especially within agriculture, and can pose a barrier to mainstreaming if funding for nutrition-sensitive programming is perceived as a trade-off (as opposed to a complement) to initiatives promoting productivity and sectoral growth.

**Factors which can be conducive or hindering**

- **Orientation of national development policies:** The degree to which development blueprints are focused on economic growth versus sustainable agriculture and pro-poor initiatives can impact the clout of nutrition governance structures in terms of political positioning relative to other agenda items *(e.g. Ethiopia, Togo)*.
- **Turnover in political administration:** Changes in political party or individual leaders can have positive or negative repercussions in terms of changes in the positioning and leadership of national multisectoral nutrition committees (e.g. whether hosts are suprasectoral), change of Ministry, etc.) funding streams, perceived legitimacy, and relative power of nutrition governance structures *(e.g. Benin, Madagascar, Malawi)*.

# 4. Conclusions on the Global Programme's contribution to Nutrition Governance and added value



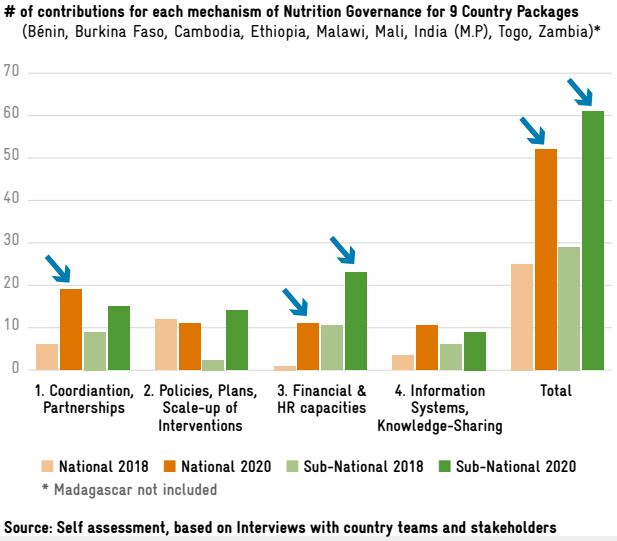
## 4.1. Evolution from 2018 to 2020 across the four mechanisms

With respect to the standardized analytical framework, the 2018 study found that the Global Programme had been most active in terms of **multi stakeholder coordination**, especially at sub-national level, and least active with respect to **information, monitoring and knowledge systems**. Actions to support **policy coherence** were taking place primarily at national level, with little investment in operationalization at sub-national level. **Financial, organizational, and human resource capacities** were being supported in terms of ad-hoc technical trainings of government staff, mostly at sub-national level.

Findings from the 2020 study indicate substantial progress across all four mechanisms. The rate of scale-up has been particularly high with respect to **financial, organizational, and human resource capacities**, and there has been a marked increase in **sub-national efforts across all four mechanisms**.

**Figure 5. Overview of Global Programme contributions to Nutrition Governance**[31]

- → **Great increase in efforts invested between 2018 and 2020** on all dimensions except policy work at national level (remained stable)
- → Most important changes in the **domains of (i) capacity development at all levels an (ii) coordination, partnerships and alliances at national level**
- → level of efforts limited in **information, monitoring and Knowledge-Sharing systems compared to other dimensions**




**Source: Self assessment, based on Interviews with country teams and stakeholders**

31 "Efforts invested" was calculated by summing the number of contributions per mechanism for 2018 and 2020 respectively, as reported by CP staff (see "Contributions" section for each mechanism in the Country Fact Sheets). As such these data are subject to recall and reporting bias and should be considered proximate only.

## 4.2. Added Value of the GIZ Global Programme

In addition to findings on the four mechanisms, both the 2018 and 2020 analyses found that the Programme was adding value to its nutrition governance efforts via the following strategies:

- **Balancing investment in grass-roots interventions with investment in supporting nutrition governance**. The advantage of the former is that GIZ has credibility and is able to share first-hand experience. The advantage of the latter is to ensure political commitment, increased allocation of resources and sustainability. Both are equally important, mutually reinforcing and represent an ideal for foreign aid assistance[32].
- **Taking a multi-sectoral approach** in all its work by mainstreaming nutrition into other sectors (agriculture, livestock, social protection, water, health, education).
- **Taking a multi-stakeholder approach** by working with governmental and non-governmental actors.
- **Working at both national and sub-national level** facilitating exchange of resources and sharing of experiences.

Findings specific to the 2020 study on added value are as follows:

- By working at different levels simultaneously, the programme is **well-positioned to strengthen vertical linkages and to nimbly identify and leverage opportunities at national and sub-national levels** as they arise.
- **The programme is committed to creating ownership of FNS policies** and advancing their operationalization, it is an important **partner to government** and a lead actor in improving **donors & technical partners alignment and coherence**.
- The programme has demonstrated excellent results on **nutrition governance at sub-national level**.
- As well as providing **financial support**, the programme is a key contributor to **normative work on FNS information systems**, as well as a financial contributor.
- The programme uses strategies for **capacity strengthening and transitioning** which work.
- **CP teams have improved their understanding** of what the terms "nutrition governance" and "institutional anchoring" actually mean, with positive implications for the role the Global Programme can play in countries where it is operational.

The following section proposes eight recommendations for leveraging the success of the Global Programme and strengthening the successes detailed above, as well as addressing areas where efforts can be increased or introduced. These include ramping up support to information, monitoring and knowledge systems, which remains the weakest aspect of the programme in terms of the four mechanisms, as well as addressing two additional challenges that were identified by the 2020 study. Namely, 1) Strengthening links with global initiatives, and 2) Providing additional guidance and support to policy advisors who are navigating multiple "fronts" both within government and within the programme itself.

32 Watson and Jelensperger, 2018

# 5. Looking Ahead

## 5.1. Overall recommendations

The following list comprises eight basic recommendations for strengthening the governance component of the Global Programme. Each point is general and intended for normative application by individual CPs and by the Programme as a whole.

**1)** **Continue to move from recognition to visibility and leadership**: CPs should continue to take leadership roles at national level in countries, through for example SUN Donor Networks, Technical Working Groups, and advisory roles on national multisectoral coordinating committees. Donor mapping and coordination initiatives to improve donor coherence and alignment are particularly needed and offer a clear entry point.

**2)** **Place more emphasis on "Budget for Nutrition"**: Despite the increased momentum at global and country level, government investment in nutrition at sub-national level remains low in most countries where the programme is operative. A stronger focus on strategies for financing sub-national coordination committees and related structures is imperative for addressing the chronic capacity shortfalls that exist at this level.

**3)** **Maintain flexibility in programme anchoring**: Per section 3.5, a wide range of factors affect how a country's nutrition architecture is configured and functioning at any given moment in time. To the extent possible, programme anchoring should be opportunistic and flexible, requiring ongoing analysis of the institutional landscape, active policy dialogue with partners, and work connecting with other sectors and agendas.

**4)** **Scale-up**: The Global Programme now has substantial experience with models that work. As CPs approach their second phases, rolling out to additional districts, provinces and equivalent should be a priority.

**5)** **Continue to support capacity development**: Agile models that fit the context are key to capacity development, as is a focus on "soft skills" and for newly formed coordinating committees, guidance on operating protocol and reporting. Many CPs have already made substantial strides in these areas; however, it should continue to emphasize this critical area of operations in line with other efforts to strengthen sub-national implementation of national policy.

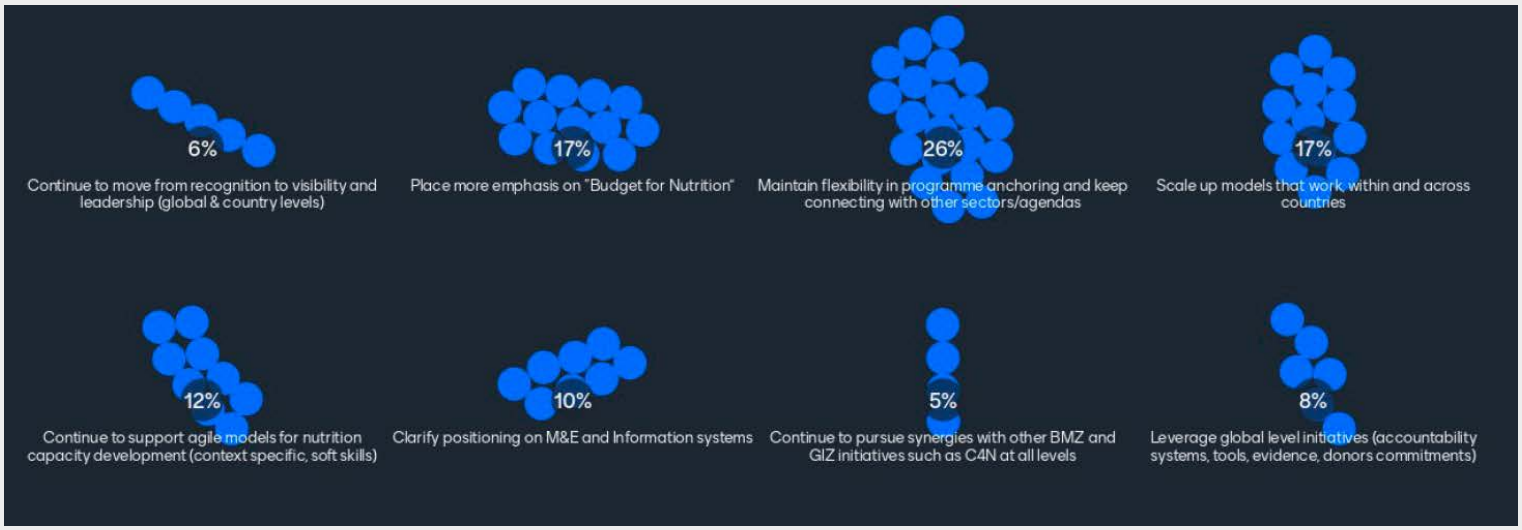
**6)** **Clarify positioning on M&E/Information systems**: Formal engagement in national and sub-national M&E systems will build one of the four integral mechanisms of nutrition governance. Entry points include i) strengthening NIPN or similar initiatives to leverage existing M&E systems, ii) direct technical support and financial assistance at local levels to ensure the capacities of local authorities are well-matched to system requirements, and iii) advocacy and policy dialogue with mid- and high-level authorities to ensure they are aware of results generated.

**7)** **Continue to pursue synergies with other GIZ initiatives**: By linking with other initiatives within a given GIZ country programme portfolio, CPs capture opportunities for mainstreaming. Additionally, CPs can benefit from the sector-specific expertise and relationships offered by other GIZ initiatives, including insights on the institutional landscape and established partnership with line ministries

**8)** **Link more with global level initiatives**: More could be done to leverage the plethora of initiatives, accountability systems, tools, evidence and donor commitments that currently exist. Many of these focus on nutrition sensitive agriculture and building enabling environments for nutrition, and have collaboration potential with UN agencies, research consortia, foundations and other DPs. Simultaneously, the FNS country programmes have built up a wealth of experience and expertise. More global-level sharing of best practices and lessons learned will benefit both GIZ and other stakeholders.

Initial reactions to these Recommendations were documented during an Outreach Event held by the Global Programme on the 8th of October 2020. The event was attended by more than 80 participants including the GIZ Global Programme coordination unit and country teams, other GIZ units, and external participants mainly from NGOs (approximately 65% internal participants, and 35% external participants). A significant portion of event participants responded to an online survey (N=42). They were asked to pick which recommendation they thought was most important to be taken on board by the programme. ***Maintaining flexibility in programme anchoring (# 3)*** was the most cited, followed by ***More emphasis on budget for nutrition (# 2)***, and ***Scaling-up of models that work (#4)*** (see Figure 6. 8th October 2020 Outreach Event responses to "Which recommendations do you think are most important to be taken on board by the Global Programme?"- below). While this feedback may hold relevance for steering the governance component of the Global Programme in its entirety, individual country contexts will likely result in different sub-sets of priorities, especially when considered in conjunction to the country-specific Entry Points discussed immediately below.

**Figure 6. 8th October 2020 Outreach Event responses to "Which recommendations do you think are most important to be taken on board by the Global Programme?"**



## 5.2. Additional resources to prioritize country support

In addition to the Overall Recommendations listed above, programme managers and CP teams may wish to refer to the country-specific Entry Points identified in the Governance Fact Sheets.

Clustered by country in the table below, these priorities cover a wide range of activities including direct support to government actors, collaborations with academia and research organizations on formative and operational research, and collaboration with CSOs, NGOs, and DPs, including BMZ.

**Table 1. Entry points for CP governance strengthening activities clustered by country**

| | |
|---|---|
| **Support to CP's "anchor" partners in national government** (line ministry, nutrition department or unit) on mainstreaming in agriculture, social protection and other sectors (may include funding a TA post) | All |
| **Support to sensitizing subnational actors on the importance of nutrition,** including appropriation of national multisectoral nutrition policies (e.g. promotion of integrated programming approaches, lobbying for designated nut. budget lines in sub-ntl. investment and development plans) | All |
| **Support to subnational multisectoral coordination frameworks and platforms** (including leveraging successful models for scale-up) | All |
| **Capacity building for grassroots and frontline personnel** | All |
| **Stakeholder mappings** (e.g. donors, CSOs, coordination committee members) | Cambodia<br>India |
| Participation in the formulation or **revision of national level nutrition policy documents** (NNPs and sector-specific or mainstreaming docs) | Burkina Faso<br>Cambodia<br>Ethiopia<br>Madagascar<br>Malawi<br>Zambia |
| **Support to national and sub-national nutrition advocacy efforts,** including NCDs, double burden, and sustainable healthy diets (including direct participation by CPs in thematic working groups) | Burkina Faso<br>Cambodia<br>Togo<br>Zambia |
| **Leveraging of COVID 19 processes** | All |
| **Direct support to partners in government** (line ministry, nutrition department or unit) on SUN | India<br>Togo<br>Zambia |
| **CP participation/leadership on improved donor alignment** (e.g. joint programming activities, SUN Donor Network) | Cambodia<br>India<br>Malawi<br>Zambia |
| **Exploration of budgeting and funding strategies** for multisectoral nutrition programming at national and subnational level | Benin<br>India<br>Malawi<br>Zambia |
| **Support to knowledge strengthening initiatives and platforms in government and academia** (e.g. university curricula, e-learning platforms, information exchanges, cross-visits and study tours) | Benin<br>Cambodia<br>Madagascar<br>Malawi<br>Togo<br>Zambia |
| **Support to data collection and analysis** | Benin<br>Cambodia<br>India<br>Madagascar<br>Mali |

An additional resource is the compendium on **Annex VII**. Priority Areas for TA and Learning Support. Based on feedback from CP Teams provided during the online dialogues, these lists (francophone and anglophone) provide clear insights on topics for which policy advisors and team leaders would like to receive further guidance.

These resources – the Overall Recommendations, country-specific Entry Points, and Priority Areas for TA and Learning Support – pave the way for improving and sustaining GIZ nutrition and resilience activities as stipulated in the 2020 study objectives. Taken together, they provide three types of evidence-based guidance for designing individual CP governance-strengthening roadmaps, and for anchoring cross-country governance priorities within the Global Programme as a whole.

# Annexes

# Acronyms

| | |
|---|---|
| A4NH | Agriculture for Nutrition and Health |
| BCC | Behavior Change Communication |
| BMGF | Bill and Melinda Gates Foundation |
| BMZ | German Federal Ministry for Economic Cooperation and Development |
| C4N | Capacity for Nutrition |
| CP | Country Package |
| DFID | Department for International Development [UK] |
| DP | Development Partner |
| GAIN | Global Alliance for Improved Nutrition |
| GIZ | German Corporation for International Cooperation |
| FNS | Food and Nutrition Security |
| M&E | Monitoring and Evaluation |
| NCDs | Non-Communicable Diseases |
| NIPN | National Information Platform for Nutrition |
| IDS | Institute of Development Studies |
| SDGs | Sustainable Development Goals |
| SOP | Standard Operating Procedure |
| TA | Technical Assistance |
| ToR | Terms of Reference |
| SUN | Scaling up Nutrition [Movement] |
| UNSCN | United Nations Standing Committee on Nutrition |
| WASH | Water, Sanitation and Hygiene |

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# Annex II. Methodological tools

## II. a. Generic guidelines for Global Interviews

### A. Global nutrition governance

- What are the most important actors and initiatives currently influencing the global nutrition landscape?
- How has commitment to nutrition at global level evolved in the last 5 years or so? Have priorities shifted? If so, how?
- In your opinion, what are the key challenges currently being faced related to global nutrition governance?

### B. Drivers of nutrition governance at country level

- In your opinion, what are the key drivers of strong nutrition governance at country level?
- In your opinion, has definition of these drivers evolved in the last 5 years or so (i.e. since the publication of Gillespie et al. 2013[33] and similar studies)?
- A 2018 study conducted for GIZ's "One World, No Hunger" Programme identified four key mechanisms for strengthening nutrition governance at country level (see diagram attached). Do you have any reaction to this diagram, given that two years have passed since its design? Should it be updated or changed in any way?
- In your opinion, what are the key challenges currently being faced related to strengthening nutrition governance at country level? Where efforts should be invested in priority?

### C. GIZ positioning in the Global Nutrition landscape in the context of the "One World, No Hunger" Programme

- How do you think GIZ's FSN programme could best position itself, given recent global discourse on what works?
- What about opportunities to work more closely with other actors and initiatives? Are there synergies or complementarities that could be leveraged?

33 Gillespie, S., Haddad, L., Mannar, V., Menon, P., Nisbett, N., 2013. The politics of reducing malnutrition: building commitment and accelerating progress. The Lancet 382 (9891), 552–569. https://doi.org/10.1016/S0140-6736(13)60842-9.a

## II. b. Generic guidelines for Country Interviews

*This interview is organized in the context of the follow-up study on strengthening nutrition and resilience governance in the context of the Global Programme 'One World, No Hunger'. The study is envisaged to (i) better understand changing institutional set-ups and frameworks (considering also COVID-19), (ii) further improve and/or initiate additional interventions in the field of nutrition governance, and (iii) document lessons learned, success factors and stories of change.*

*The interview will focus on understanding progress made and challenges faced in the last two years, including identifying potential case studies, documenting priorities going forward, and gathering inputs for the on-line discussions to be organized across country packages teams during the 2nd step of this process. The proposed set of guiding questions aims to initiate, but not to restrict discussion. The interview will last one to one and a half hour.*

### A. Introduction

1. Description of the country package and main evolutions since 2018

2. Internal capacities invested in nutrition/resilience governance (staff and budget)

### B. Evolution of the nutrition landscape in the specific country

3. How has the nutrition landscape evolved in the last 2 years? *(Evolution of the nutrition commitment, shift in terms of priorities)*

4. What is the dominant "narrative" in term of why malnutrition exists, and how it should be tackled?

5. Which national and/or international initiatives have mostly influenced the overall country nutrition landscape? *(Who is responsible or leading / driving the nutrition agenda? Perception of the influence of SUN and of the relevance of the different networks?)*

6. What are today's national priorities/strategies and commitments? What opportunities does it offer? *(Linkages between the nutrition agenda and the resilience & triple nexus agenda, and climate-change agenda, Influence of Covid-19 and how it is impacting the nutrition agenda)*

**C. Progress and contributions of GIZ against the 4 mechanisms**

7. For each of the 4 mechanisms: what is the current situation (progress and challenges), what was the contribution of GIZ, what are opportunities and lessons learned

   *i. Multi-stakeholder coordination, partnerships, alliances*

   *ii. Coherent policies, laws, plans and aligned action – mainstreaming*

   *iii. Financial, organizational and human resources and capacities*

   *iv. Information, knowledge and monitoring systems*

   For all 4 mechanisms, look in particular at:

   - *National to sub-national linkages*
   - *Is there a critical mass of engaged actors and champions downstream?*
   - *GIZ proven experience which have been embedded into existing processes*

8. Uptake of the 2018 study: relevance and follow-up on recommendations
9. Most important added value of GIZ in strengthening nutrition governance & partnerships
10. Most critical challenges
11. Progress internally / GIZ internal nutrition governance, and synergies across programmes

**D. Influence of contextual factors**

12. Factors that have mostly affected the country nutrition governance context
    *(Evolution of political commitments, advocacy, Government accountability, influence and alignment with international initiatives and commitments, leveraging of global knowledge & evidence, donor influence, external crisis, influence of the security/conflict situation, etc.)*
13. Success factors

**E. GIZ's contribution in the future: priorities, opportunities, challenges going forward**

14. Most important priorities, opportunities going forward?
15. How to strengthen the sustainability of efforts / actions invested so far?
    *(questioning the sustainability for each mechanisms)*

**F. Inputs for on-line discussions with other countries**

16. Most important lessons learned / successful approaches / case study that could be shared cross-country, with potential to be scaled up in other similar contexts
17. Key topics for discussion / GIZ Country manager and policy advisor learning needs
18. Dates and participation (only GIZ, or other counterparts?)

**G. Next steps**

Documents to be shared

Recommendation for other interviews (including to feed identified case studies)

# Annex III. People consulted via interview or during online consultations

| # | Country | Organization | Name | Position | Inter-viewed | Date | Participant online session |
|---|---|---|---|---|---|---|---|
| **Global level** | | | | | | | |
| 1 | | Scaling Up Nutrition Movement (SUN) | Gerda Verburg | Coordinator | x | 7-avr.-20 | |
| 2 | | Institute of Development Studies (IDS) | Nicholas Nisbett | Senior Research Fellow | x | 8-avr.-20 | |
| 3 | | United Nations Standing Committee on Nutrition (SCN) | Stineke Oenema | Coordinator | x | 9-avr.-20 | |
| 4 | | World Bank (WB) | Menno Mulder-Sibanda | Senior Nutrition Specialist, Africa Region | x | 13-avr.-20 | |
| 5 | | GIZ, C4N Initiative | Claire Chastre | GIZ Senior Nutrition Policy Officer, C4N Initiative (Ex-NAS consultant) | x | 17-avr.-20 | |
| 6 | | PATH | Monica Kothari | Deputy MQSUN+/SUN TA Component and M&E Lead | x | 1-mai-20 | |
| 7 | | PATH | Amanda Coile | MQSUN+ Technical Manager/Program Officer | x | 1-mai-20 | |
| 8 | | Gates Foundation | Dr Alok Ranjan | Country Lead, Nutrition (India) | x | 11-mai-20 | |

| # | Country | Organization | Name | Position | Inter-viewed | Date | Participant online session |
|---|---|---|---|---|---|---|---|
| **Country level** | | | | | | | |
| 1 | Benin | GIZ/GP/ProSAR Bénin | Nadescha Beckmann | Chargée de Projet | x | 19-mai-20 | x |
| 2 | Benin | GIZ/GP/ProSAR Bénin | Ali Barassounon | CT Politique | x | 19-mai-20 | x |
| 3 | Benin | GIZ/GP/ProSAR Bénin | Colette Bounde | CT / Champ B (Renforcement des capacités) | o | | x |
| 4 | Benin | SP-CAN | Alfred ACAKPO | Secrétaire SP CAN | x | 27-mai-20 | o |
| 5 | Benin | SP-CAN | Rodrigue ELEGBE | Coordonnateur Régional Atacora – Donga du SP/CAN | x | | x |
| 6 | Burkina Faso | Healthfocus/GP/PAH | Sabrina Dold | Chargée de Projet | x | 29-avr.-20 | x |
| 7 | Burkina Faso | GIZ/GP/PAH | Marcellin Ouedraogo | Conseiller Politique | x | 29-avr.-20 | x |
| 8 | Burkina Faso | GIZ/GP/PAH | Margarethe Ihle | Conseiller Technique | x | 29-avr.-20 | x |
| 9 | Burkina Faso | GIZ - Secteur Vert / PDA | Jules Some | Coordinateur PDA | x | 12-mai-20 | o |
| 10 | Burkina Faso | Consultante GIZ | Claudia Trentmann | Consultante Indépendante | x | 15-mai-20 | x |
| 11 | Burkina Faso | Progettomondo | Dr Belem | Chef de projet | x | 8-mai-20 | o |
| 12 | Burkina Faso | STAN | Dr Ella Compaore | Directrice STAN | x | 12-mai-20 | o |
| 13 | Burkina Faso | Ministère de l'Agriculture/DTAN | Ella BOUDANE/TOE | Directrice de la DTAN | o | | x |
| 14 | Cambodia | GIZ/GP/MUSEFO | Dominique Uwira | Project Manager | x | 7-mai-20 | |
| 15 | Cambodia | GIZ/GP/MUSEFO | Nicole Claasen | Policy Advisor (national) | x | 7-mai-20 | x |
| 16 | Cambodia | GIZ/GP/MUSEFO | Chanrithy Pol | Policy Advisor (national) | x | 7-mai-20 | x |
| 17 | Cambodia | GIZ/GP/MUSEFO | Narin Dul | Policy Advisor (province level) | x | | x |
| 18 | Cambodia | GIZ/GP/MUSEFO | Sarat Nouv | Policy Advisor (province level) | x | | x |
| 19 | Cambodia | PDH | Dr Tann Chheng | Deputy Director of the Provincial Department of Health; member of the Sub-national Coordination Committee for FSN | o | | x |
| 20 | Cambodia | HKI | Hou Krouen | Deputy Director | x | 18-juin-20 | o |
| 21 | Ethiopia | GIZ/GP/NSAP | Gabriele Schulz | Project Manager | x | 27-juil.-20 | NA |
| 22 | India | GIZ/GP/FaNS | Neha Khara | Nutrition Specialist | x | 11-juin-20 | x |
| 23 | India | GIZ/GP/FaNS | Nadine Bader | Junior Advisor | x | 11-juin-20 | x |
| 24 | India | GIZ/GP/FaNS | Archana Sarkar | Advisor-Research, Monitoring & Evaluation - FaNS | x | 11-juin-20 | x |
| 25 | India | GIZ/GP/FaNS | Abhipsha Mahapatro | Intern | | x | |
| 26 | India | UNICEF - Madhya Pradesh | Dr Pawar SAMEER | Nutrition Specialist | x | 23-juin-20 | x |
| 27 | India | Department of Women and Child Development (DWCD) Madhya Pradesh | Dr Nisha JAIN | ICE Specialist | x | 25-juin-20 | x |

| # | Country | Organization | Name | Position | Inter-viewed | Date | Participant online session |
|---|---|---|---|---|---|---|---|
| **Country level** | | | | | | | |
| 28 | Madagascar | GIZ/GP/ProSAR | Jessika Loeser | Chargée de Projet | x | 8-mai-20 | x |
| 29 | Madagascar | GIZ/GP/ProSAR | Falinirina ANDRIANASOLO | Chef d'Antenne Farafangana | o | | x |
| 30 | Madagascar | ONN | Manova TSIBARA | Office National de Nutrition (ONN), Chef de Service Suivi et Evaluation | x | 27-mai-20 | x |
| 31 | Madagascar | ORN Atsimo-Atsinanana | Dr Anicet | Coordonnateur ORN Atsimo-Atsinanana | x | 25-mai-20 | o |
| 32 | Madagascar | MAEP | Adeline RAZOEL | MAEP, Point focal nutrition | x | 9-juin-20 | o |
| 33 | Malawi | GIZ/GP/FNSP | Martina Kress | Project Manager | x | 14-mai-20 | x |
| 34 | Malawi | GIZ/GP/FNSP | Matthias Schnier | Project Manager ad interim | x | 20-mai-20 | o |
| 35 | Malawi | GIZ/GP/FNSP | Vitowe Batch | Policy Advisor - National level | x | 20-mai-20 | x |
| 36 | Malawi | GIZ/GP/FNSP | Ezekiel Luhanga | Policy Advisor - District level | x | 20-mai-20 | x |
| 37 | Malawi | GIZ/GP/FNSP | Anja Schmidt | Intern | o | | x |
| 38 | Malawi | FAO | Madeline Smith | Policy Officer | x | 25-juin-20 | o |
| 39 | Malawi | GoM, district level (Dedza) | Lottie Makina | PNHAO, Dedza | x | 1-juil.-20 | x |
| 40 | Malawi | Ministry of Health (MoH) | Hilda Kuweruza | Nutritionist | o | | x |
| 41 | Malawi | Department of Nutrition and HIV/AIDS (DNHA) | Catherine Tsoka | Chief of Nutrition HIV/AIDS | o | | x |
| 42 | Malawi | United Purpose | Flera Kulemero | Nutrition Project manager | o | | x |
| 43 | Mali | GIZ/GP/SEWOH-SA-Résilience | Raymond Mehou | Chargé de Projet | x | 4-juin-20 | x |
| 44 | Mali | GIZ/GP/SEWOH-SA-Résilience | Mohomodou Atayabou | Chargé de Projet National | x | 4-juin-20 | x |
| 45 | Mali | GIZ/GP/SEWOH-SA-Résilience | Emma Bude | GIZ Communication, Gestion du Savoir | x | 4-juin-20 | |
| 46 | Mali | SEWOH-SA-Résilience/ Consultant | Ibrahima Diakite | Consultant Politique | x | 4-juin-20 | x |
| 47 | Mali | CSA | Mme Bassa Diané DICKO | Commissaire Adjointe à la Sécurité Alimentaire | x | 12-juin-20 | x |
| 48 | Mali | FAO | Modibo Toure | Assistant FAO Rep | x | 9-juin-20 | o |
| 49 | Mali | FAO | Kossibo Abdoulaye | Expert nutrition | x | 9-juin-20 | o |
| 50 | Mali | WFP | Nanthilde Kamara | Programme officer | x | 10-juin-20 | o |
| 51 | Mali | WFP | Mahamadou Toure | Secrétariat PAM/ UE | x | 10-juin-20 | o |
| 52 | Mali | WFP | Moustapha Amadou | Chargé résilience/ protection sociale | x | 10-juin-20 | o |
| 53 | Mali | WFP | Kokou Amouzou | Coordination cluster SA | x | 10-juin-20 | o |
| 54 | Mali | EU | Olivier Lefay | | x | 10-juin-20 | o |

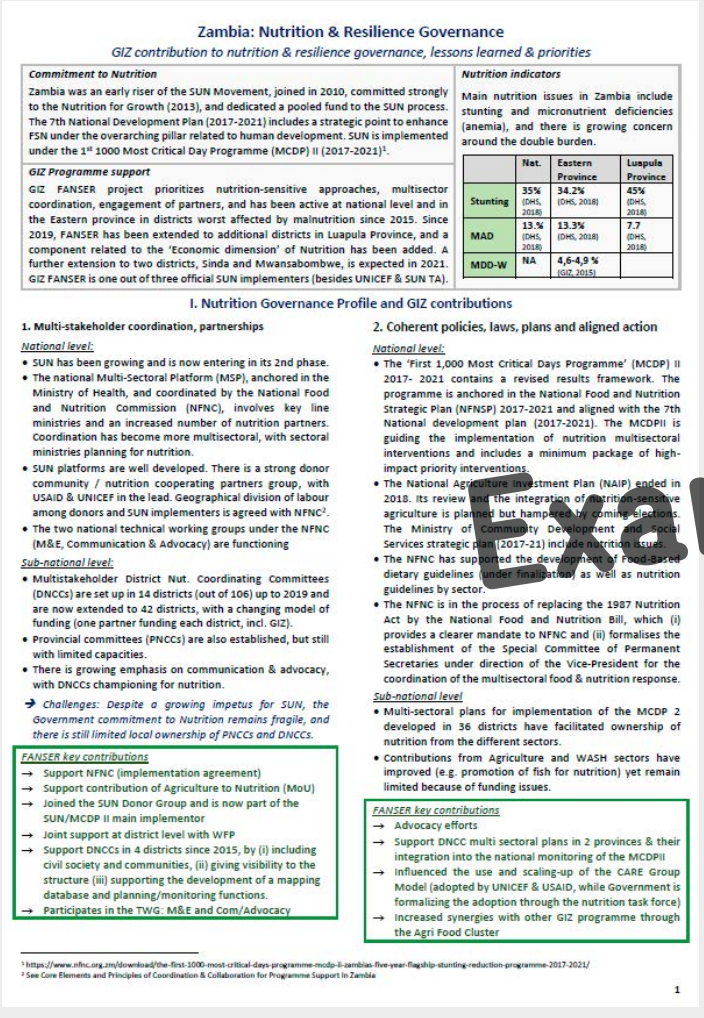
| # | Country | Organization | Name | Position | Inter-viewed | Date | Participant online session |
|---|---|---|---|---|---|---|---|
| **Country level** | | | | | | | |
| 55 | Togo | GIZ/GP/ProSeCal | Ilse Hoffmann | Responsable Projet | x | 26-mai-20 | NA |
| 56 | Togo | GIZ/GP/ProSeCal | Deborah Di-Sokline | Conseiller Politique | x | 26-mai-20 | x |
| 57 | Togo | GFA/GP/ProSeCal | Kerstin HELL | Chargée de Projet GFA/ProSeCal | x | 8-juin-20 | x |
| 58 | Togo | GFA/GP/ProSeCal | Raymond Keke | Suivi & Evaluation GFA/ProSeCal | x | 8-juin-20 | o |
| 59 | Togo | Min. Agriculture | Awim AGBA | Point focal nutri-tion | o | | x |
| 60 | Togo | Min. Agriculture | M. Alassani ADAMOU | Directeur | o | | x |
| 61 | Togo | Task Force Nutrition | Mme Patience AGLOBO | Directrice Task Force Nutrition | x | 10-juin-20 | o |
| 62 | Togo | UNICEF | KomLan Kwadjode | Nutritioniste | x | 12-juin-20 | o |
| 63 | Togo | DRAPAH - Plateaux | Claude BATCHASSI | Directeur | x | 24-juin-20 | o |
| 64 | Zambia | GIZ/GP/FANSER | Moritz Heldmann | Programme coor-dinator | x | 25-juin-20 | o |
| 65 | Zambia | GIZ/GP/FANSER | Theresa Kinkese | Policy Advisor - National level | x | 4-juin-20 | x |
| 66 | Zambia | GIZ/GP/FANSER | Xavier Tembo | Policy Advisor - Province / District level | x | 4-juin-20 | x |
| 67 | Zambia | GIZ/GP/FANSER | Boudewijn Weijermars | Policy Advisor - Province / District level | x | 25-juin-20 | x |
| 68 | Zambia | DNCC - Petauke | Mr George Zulu | DNCC Secretary - Petauke District | o | | x |
| 69 | Zambia | GIZ/GP/FANSER | Mr. Alexander Mwape | Provincial Nutrition Support Coordi-nator | o | | x |
| 70 | Zambia | Agriculture Department - Luapula | Mr. Hobab | Agriculture Depart-ment - Luapula | x | 17-juin-20 | o |
| 71 | Zambia | NFNC | Freddie Mubanga | Min. of Health / NFNC, Head of Research, M&E | x | 25-juin-20 | o |
| 72 | Zambia | NFNC | Mike Mwanza | Training and Coor-dination | x | 25-juin-20 | o |
| | | | | | 67 | | 44 |

# Annex IV. Country Fact Sheets

For each of the 10 country studies (Burkina-Faso, Madagascar, Malawi, Togo, Benin, Mali, Zambia, Ethiopia, Cambodia, and India [Madhya-Pradesh]), Country Factsheets were written/updated from 2018. Each Factsheet is four pages and provides information (circa mid-2020), on national and sub-national nutrition governance for the country in question, as well as information on specific initiatives and contributions of the respective CPs.

Per the example from Zambia below, the first two pages are organized according to the four mechanisms of the standardized analytical framework (see section 1.3). Page three provides information specific to the CP (good practices, comparative advantages, possible synergies with other partners, and future priorities), and page four is a simplified graphic of the country's nutrition governance landscape, including GIZ contribution and potential entry points.

Although these fact sheets were designed primarily for internal use, they can be shared upon request by writing an email to nutritionsecurity@giz.de.



## Zambia: Nutrition & Resilience Governance

*GIZ contribution to nutrition & resilience governance, lessons learned & priorities*

***Commitment to Nutrition***

Zambia was an early riser of the SUN Movement, joined in 2010, committed strongly to the Nutrition for Growth (2013), and dedicated a pooled fund to the SUN process. The 7th National Development Plan (2017-2021) includes a strategic point to enhance FSN under the overarching pillar related to human development. SUN is implemented under the 1st 1000 Most Critical Day Programme (MCDP) II (2017-2021)[1].

***GIZ Programme support***

GIZ FANSER project prioritizes nutrition-sensitive approaches, multisector coordination, engagement of partners, and has been active at national level and in the Eastern province in districts worst affected by malnutrition since 2015. Since 2019, FANSER has been extended to additional districts in Luapula Province, and a component related to the 'Economic dimension' of Nutrition has been added. A further extension to two districts, Sinda and Mwansabombwe, is expected in 2021. GIZ FANSER is one out of three official SUN implementers (besides UNICEF & SUN TA).

***Nutrition indicators***

Main nutrition issues in Zambia include stunting and micronutrient deficiencies (anemia), and there is growing concern around the double burden.

| | Nat. | Eastern Province | Luapula Province |
|---|---|---|---|
| Stunting | 35% (DHS, 2018) | 34.2% (DHS, 2018) | 45% (DHS, 2018) |
| MAD | 13.% (DHS, 2018) | 13.3% (DHS, 2018) | 7.7 (DHS, 2018) |
| MDD-W | NA | 4,6-4,9 % (GIZ, 2015) | |

### I. Nutrition Governance Profile and GIZ contributions

**1. Multi-stakeholder coordination, partnerships**

*National level:*

- SUN has been growing and is now entering in its 2nd phase.
- The national Multi-Sectoral Platform (MSP), anchored in the Ministry of Health, and coordinated by the National Food and Nutrition Commission (NFNC), involves key line ministries and an increased number of nutrition partners. Coordination has become more multisectoral, with sectoral ministries planning for nutrition.
- SUN platforms are well developed. There is a strong donor community / nutrition cooperating partners group, with USAID & UNICEF in the lead. Geographical division of labour among donors and SUN implementers is agreed with NFNC[2].
- The two national technical working groups under the NFNC (M&E, Communication & Advocacy) are functioning

*Sub-national level:*

- Multistakeholder District Nut. Coordinating Committees (DNCCs) are set up in 14 districts (out of 106) up to 2019 and are now extended to 42 districts, with a changing model of funding (one partner funding each district, incl. GIZ).
- Provincial committees (PNCCs) are also established, but still with limited capacities.
- There is growing emphasis on communication & advocacy, with DNCCs championing for nutrition.

➔ *Challenges: Despite a growing impetus for SUN, the Government commitment to Nutrition remains fragile, and there is still limited local ownership of PNCCs and DNCCs.*

*FANSER key contributions*

→ Support NFNC (implementation agreement)
→ Support contribution of Agriculture to Nutrition (MoU)
→ Joined the SUN Donor Group and is now part of the SUN/MCDP II main implementor
→ Joint support at district level with WFP
→ Support DNCCs in 4 districts since 2015, by (i) including civil society and communities, (ii) giving visibility to the structure (iii) supporting the development of a mapping database and planning/monitoring functions.
→ Participates in the TWG: M&E and Com/Advocacy

**2. Coherent policies, laws, plans and aligned action**

*National level:*

- The 'First 1,000 Most Critical Days Programme' (MCDP) II 2017- 2021 contains a revised results framework. The programme is anchored in the National Food and Nutrition Strategic Plan (NFNSP) 2017-2021 and aligned with the 7th National development plan (2017-2021). The MCDPII is guiding the implementation of nutrition multisectoral interventions and includes a minimum package of high-impact priority interventions.
- The National Agriculture Investment Plan (NAIP) ended in 2018. Its review and the integration of nutrition-sensitive agriculture is planned but hampered by coming elections. The Ministry of Community Development and Social Services strategic plan (2017-21) include nutrition issues.
- The NFNC has supported the development of Food-Based dietary guidelines (under finalization) as well as nutrition guidelines by sector.
- The NFNC is in the process of replacing the 1987 Nutrition Act by the National Food and Nutrition Bill, which (i) provides a clearer mandate to NFNC and (ii) formalises the establishment of the Special Committee of Permanent Secretaries under direction of the Vice-President for the coordination of the multisectoral food & nutrition response.

*Sub-national level*

- Multi-sectoral plans for implementation of the MCDP 2 developed in 36 districts have facilitated ownership of nutrition from the different sectors.
- Contributions from Agriculture and WASH sectors have improved (e.g. promotion of fish for nutrition) yet remain limited because of funding issues.

*FANSER key contributions*

→ Advocacy efforts
→ Support DNCC multi sectoral plans in 2 provinces & their integration into the national monitoring of the MCDPII
→ Influenced the use and scaling-up of the CARE Group Model (adopted by UNICEF & USAID, while Government is formalizing the adoption through the nutrition task force)
→ Increased synergies with other GIZ programme through the Agri Food Cluster

[1] https://www.nfnc.org.zm/download/the-first-1000-most-critical-days-programme-mcdp-ii-zambias-five-year-flagship-stunting-reduction-programme-2017-2021/
[2] See Core Elements and Principles of Coordination & Collaboration for Programme Support in Zambia

1

**3. Financial, organisational and HR capacities**

*National level:*

- There is strong commitment/alignment between the NFNC and the donor community.
- Following Nutrition for Growth commitment in 2013, the NFNC and partners have developed a budget tracking framework and identified recently increased budget allocation to nutrition.
- There is an increased knowledge of the different forms of malnutrition and appreciation of the different causes of malnutrition at the national and decentralized levels
- The Natural Resources Development College offers a curriculum in Nutrition.
- HR capacities allocated to nutrition in the line ministries are still limited and positioned at a quite low level.

*Sub-National level:*

- DNCCs plans are encountering serious issues of funding, and struggle to attract budget from the line ministries.
- The SUN fund pool model established in 2013 - conceived as a catalytic mechanism in support of MCDP1 and directed to 14 districts out of 106 - is now evolving towards a model whereby each implementer funds a district/ control its funds. Funds are not anymore managed by the district itself.
- Learning events are organized to facilitate knowledge sharing and capacity development at the level of DNCCs.

➔ *Challenges: funding of multisectoral plans remains a major challenge, either because domestic allocations are not prioritized towards nutrition (policy trade-offs), or because NGOs/Partners are not funding these plans. The model of SUN pool fund has shown its limits.*

*FANSER key contributions*

→ Strengthened nutrition capacities of Min Agri (MoU)
→ Developed training manuals (e.g. on Cow Peas)
→ Provided continuous trainings of supported DNCCs
→ Developed nutrition capacities using the 'Care group model' and nutrition-sensitive agriculture capacities through the extension system using the 'lead farmer model'

**4. Information, Knowledge, and monitoring systems**

- Health indicators are collected through the DHIS2 led by the Ministry of Health.
- The Zambia Nutrition information system (ZamNIS) including the development of a datacentre linked to the district level never took shape because of lack of funding, but stakeholders are still committed to this initiative.
- The NFNC is in the process of developing the Common Results Framework (CRF) to support the MCDP II M&E monitoring. Linkages to the National Information Platforms for Nutrition (NiPN) global initiative are yet to be clarified.
- Efforts are invested in the SUN Knowledge Management and M&E workstream, and the nutrition community is committed to develop a common M&E framework under the leadership of the NFNC.
- M&E databases are underdevelopment at district levels, and activity reporting are underway.
- A baseline for the MCDP II is established.

➔ *Challenges: in the context of joint programming, there is often a lack of alignment of implementing partners programme indicators with the national indicators (including in the case of GIZ/FANSER). The lack of use of information for decision-making due to late reporting, poor quality and lack of coherence and capacities is also a major challenge.*

*FANSER key contributions*

→ Strengthened the reporting functions in 2 districts (Katete, Petauke) & provided extensive training on M&E
→ Supported the establishment of database in 2 districts
→ Improved the communication of data up to the district level
→ Supported the development of the Common Results Framework

Contextual Influence

- The elections planned for 2021 are generating some instability
- The high level of debts of the Zambia Government is influencing negatively the fiscal space
+ The NFNC is a good partner to work with, but its institutional position does not facilitate coordination at a cross-sectoral level. Fortunately, the upcoming Nutrition Bill ensures that NFNC has the mandate to coordinate cross sectoral nutrition intervention and further establishes the Special Committee of Permanent Secretaries under the Office of the Vice President.
+ The SUN summit organized 2 years ago and the visit of the SUN coordinator gave a push to nutrition, and led to the commitment of the Zambian Government to allocate 400 Kwacha per child under five
- There is a lot of staff turnover at decentralized levels, in particular at the level of DNCCs
+ The Farmer inputs programme is slowly moving away from only Maize & use of fertilizers and moving towards a more diversified approach, but more could be done to make it more nutrition-sensitive
+ The Education/SF programmes is increasingly taking into consideration adolescent girls.
• The Covid-19 crisis has generated a slowdown of activities, but also offered an opportunity to come with a joint response including aspects related to nutrition governance, at both national and district levels
- The support/incentives from AU/CAADP to develop the NAIP and integrate nutrition-sensitive interventions is limited

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# Annex VI. Take-aways from online sessions

### Cross-country dialogues objectives and outputs

1. **Share knowledge across countries** on experiences in nutrition/resilience governance strengthening, with a focus on lessons learned and success stories from the Country Projects (CP) of the Germany Federal Ministry for Economic Cooperation and Development (BMZ) *'One World, No Hunger' Initiative* supported by GIZ

2. **Discuss findings and explore potential solutions** to common challenges in the field of nutrition/resilience governance

3. Identify **further learning needs** and **future actions** for CPs

**Case studies** from the different country experiences have been shared for reading during the dialogues.

### Schedule & Participants

› The dialogues were attended by approximately **60 participants from 10 countries, one anglophone group (Cambodia, Ethiopia, Malawi, India, Zambia) and one francophone group (Benin, Burkina Faso, Madagascar, Mali, Togo)** including Country Teams from the Global Programme, selected partners from Government/NGOs acting at national or sub-national level and members of the GP support team (see **Annex III**)

| 29th June 2020 pm | 1st July 2020 am | 1st July 2020 pm | 3rd July 2020 am |
|---|---|---|---|
| Session 1 (francophone) | Session 1 (anglophone) | Session 2 (francophone) | Session 2 (anglophone) |

### Process & facilitation

› The dialogues were organized around **discussions** between participants on **priority topics**[34] **related to strengthening nutrition/resilience governance**, thus aiming to **foster creative thinking through information exchange**. The process was guided by 1) evidence and issues emerging from country experiences and 2) outcomes of the synthesis of Country Fact Sheets on the *Evolution of the Nutrition Governance Landscape and main contributions from the GIZ GP* (see **Annex IV**).

› **Two three-hour sessions** were organized, each around three topics. For each topic, discussions comprised:
a) A brief presentation by the consultants on cross-country findings to set the scene
b) One or two country-specific case studies prepared and shared by country teams for discussion
c) Small group conversations to reflect and exchange ideas (using MS teams virtual breakout groups)
d) A brief concluding feedback session

34 Prioritized based on 40 interviews conducted across the 10 countries.

**Key take-aways per topic issued from feedback from participants**

## Topic 1: Sustainable coordination platforms at decentralized level

### *Anglophone session*

**Country-specific case studies**
**Cambodia/MUSEFO** – Piloting sub-national coordination committees
**Zambia/FANSER** – Supporting multisectoral coordination down to the district level

- *Coordination platforms at decentralized level are critical for operationalization of multisectoral policy mandates*
- *Membership/participation:*
  - *Cast a wide net (line ministries + private sector, other stakeholders), but also recognize that different stakeholders will bring varying levels of commitment and capacity to the table*
  - *Stakeholder mapping exercises are important to leverage community resources and avoid duplication*
- *Work best when formally incorporated into a country's institutional nutrition architecture:*
  - *linked to national level coordinating body*
  - *With permanent budget from national and/or sub-national government (leverage decentralization reform if possible)*
- *Key activity: lobby for nutrition's inclusion in subnational development and investment plans. This requires a committee leader/ focal point with strong connection to local government and technical expertise in nutrition*

### *Francophone session*

**Country-specific case studies**
**Benin/ProSAR** – Création d'un cadre concertation dans l'Atacora
**Togo/ProSeCal** – Plateformes d'échange de bonnes pratiques

- *Ces plateformes sont essentielles pour regrouper une dispersion des acteurs*
- *Important que la structure réponde à un besoin réel: volonté de se concerter, adhésion des acteurs, prise en compte des intérêts membres*
- *Les points focaux sont très importants dans le processus, pour regrouper les différentes structures*
- *Nécessité de la disponibilité des acteurs*
- *Assurer un financement communal est clé - à mobiliser partir des structures déjà existantes*
- *Fortement dépendantes du niveau de décentralisation du pays*
- *Besoin d'un engagement politique de haut niveau*

### Topic 2: Leveraging stakeholder mechanisms and partnerships

***Anglophone session***

**Country-specific case studies**
**India/FaNS** – Leveraging existing government structures and instruments
**Zambia/FANSER** – Principles of collaboration for the SUN Programme

- *Individual agencies may be sectorally, ideologically, and financially limited in the types of activities and collaborations they can pursue > Focus less on active collaboration and more on harmonized joint action. Tools for this approach include:*
- *Defining a "minimum package of interventions" or similar*
- *Identifying and leveraging or "piggybacking" pre-existing donor or government schemes from multiple sectors*
- *Supporting creation of /compliance to Joint Results Frameworks*
- *Requiring Integrated Work Plans*

***Francophone session***

**Country-specific case studies**
**Mali/SEWOH SA-Résilience** – Cadre de partenariat avec le PAM
**Madagascar/ProSAR** – Initier la création d'alliances avec les partenaires

- *Il n'est pas toujours nécessaire de formaliser une collaboration, il faut pouvoir travailler/ harmoniser les actions conjointes à mettre ensemble de façon évidente*
- *Essayer d'intégrer au maximum les différents partenaires/acteurs pertinents dès le début des initiatives conjointes*
- *Favoriser un portage / leadership par le gouvernement pour les initiatives de partenariat*
- *Prendre en compte les relations interpersonnelles et les intérêts des différents acteurs pour la nutrition*
- *Pour un programme qui débute, considérer tout de suite les questions de durabilité et de gouvernance nutrition*
- *La situation Covid-19 peut représenter une opportunité de coordination renforcée sur la SAN*
- *A nouveau, la volonté des acteurs est nécessaire pour la collaboration*

## Topic 3: Mechanisms to support knowledge sharing

### *Anglophone session*

**Country-specific case studies**
**Malawi/FNSP** – Annual SUN Learning Forum

*Knowledge Sharing Mechanisms are an essential tool to improve program performance. Provide inspiration and info on:*

- *Ways to improve M&E and nutrition info systems*
- *Strategies for budget procurement & disbursement*
- *Strategies for consensus-building on shared goals among stakeholders and partners*
- *Grassroots SBCC campaigns and capacity building trainings for frontline workers.*
- *Ways to use social media and other digital technologies*
- *Many other important aspects of programming…*

### *Francophone session*

**Country-specific case studies**
**Burkina Faso/PAH** – Visites de partenaires au niveau régional

- *Le partage des connaissances est une* ***fonction essentielle****. Dans certains pays, par exemple à Madagascar, il est prévu d'affecter une personne pour être responsable de gestion de savoir au niveau de la structure multi-sectorielle nutrition (ONN)*
- *Les visites terrain sont une opportunité pour partager les pratiques issues des projets mis en œuvre par la GIZ, mais* ***aussi des autres projets/sites****.*
- *Il est recommandé* ***d'appuyer la mise en place d'un cadre de partage des connaissances au niveau national****, s'il n'existe pas encore (permet de remonter aussi les connaissances du terrain) (au niveau national, et au sein même de la GIZ). Des visites terrain peuvent motiver la création de plateformes d'échange aux différents niveaux.*
- ***L'implication des mairies et des bénéficiaires*** *dans ces processus de partage des connaissances au niveau décentralisé est clé.*
- *Trouver le facteur clé de l'appropriation par le partenaire national.*

## Topic 4: Supporting Nutrition Information Systems and M&E

***Anglophone session***

*Key considerations for development of nutrition information systems:*

- *Build on existing platforms to make the most of pre-established data collection/dissemination and analysis systems*
- *Investigate opportunities for increasing the multisectoral dimension of the information platform.*
- *Establishing data feedback loops between national and decentralized levels is critical to a functioning system.*

*Challenge: Weak alignment between "external" projects and results/indicators framework set up by the country*

- *Lack of synergies in data collection by DPs and government in a given country*
- *Lack of resources for surveys (frequently leading to donor driven survey agenda)*

*Key Question: Who takes the lead? How to harmonize the indicators?*

***Francophone session***

**Country-specific case studies**
**Burkina Faso/PAH** – Potentiel de l'Initiative PNIN et lien avec le cadre commun de résultats

***Points clés pour le développement de ce type de système d'information nutrition :***

- *Important et intéressant de mettre en place ce type de plateforme d'information autour de la nutrition pour améliorer l'utilisation de données en lien avec la nutrition. Le besoin est là. Mais attention à ne pas créer un nouveau système, et bien s'appuyer sur l'existant.*
- *Assurer la dimension multisectorielle de la plateforme d'information. L'approche pourrait être utilisée pour bien faire apparaître la nutrition comme transversale*
- *Valoriser les données déjà existantes. Bien étudier la faisabilité de faire mieux fonctionner ces plateformes avec les plateformes d'infos/données existantes.*
- *Dynamique d'échange de données est là, mais parfois manque de données au niveau commune. Il est primordial de couvrir tous les niveaux et de remonter les données jusqu'au niveau national.*

***Difficultés soulignées :***

- *manque de synergies dans la collecte des données SAN*
- *manque de ressources pour les enquêtes (toujours financées par les PTF)*
- *Manque d'alignement des projets 'externes' au cadre de résultats/indicateurs mis en place par le pays*
- *Problème de lead – qui prend le lead? Comment harmoniser les indicateurs?*

## Topic 5: Operationalizing nutrition policies at sub-national level

### *Anglophone session*

**Country-specific case studies**
**Malawi/FSNP** – Integrating nutrition into district development plans
**Cambodia/MUSEFO** – Awareness of nutrition potential in sector programming - CARD Training Pool

*How to coordinate sustainable pro-nutrition activities and investments across different levels of government (national to sub-national, but also district to village, province to commune, etc.)? Strategies:*

- *Simultaneous engagement of different levels of government > requires capacity strengthening and advocacy at multiple levels and across sectors, with messaging coordinated across stakeholders > some standardization of messaging may be recommended (e.g. ToT/ Cascade Training / E-learning platforms) although (i) individual stakeholder orientations should also be taken into account and (ii) difficult to pass on 'soft skills' through ToT*
- *Sub-national development plans, action plans, and investment plans are important tools for "embedding" multisectoral nutrition policies in broader development processes, however they come with their own set of challenges (e.g. how to convince local politicians to include nutrition on the development agenda, how to ensure nutrition funds – when available – are properly utilized) > again, capacity building and advocacy are key*
- *Community mobilization will drive demand from the grassroots upwards, facilitating coordination and putting pressure on local politicians > Capacity strengthening and salary/provision of incentives for front line personnel incl. volunteers is critical*

### *Francophone session*

**Country-specific case studies**
**Mali/SEWOH-SA Résilience** - Traduction des visions politiques au niveau décentralisé
**Benin/ProSAR** - Appui à l'intégration de la SAN dans les PDC

*Appropriation des politiques au niveau décentralisé*

- *Importance d'impliquer les collectivités locales, PTF, société civile, secteur privé, etc. dans ces dynamiques d'appropriation. En particulier, l'accent mis sur les collectivités pour l'appropriation des politiques est apprécié. Nécessité entre autres la traduction des politiques/plans dans les différentes langues.*
- *Importance de la sélection des représentants des collectivités locales dans les exercices d'appropriation/de renforcement des capacités*
- *Utilisation des plans décentralisés pour traduire les orientations nationales*
- *Possibilité de faciliter l'opérationnalisation des plans nationaux avec des fiches de projet par secteur (expérience du Burkina Faso)*

*Outil pour mesurer l'intégration de la SAN dans les PDC*

- *Nécessite d'avoir un niveau de décentralisation bien avancé*
- *Outil intéressant, peut être étendu pour analyser la prise en compte des aspects Genre, Environnement etc.*
- *Peut être utilisé pour le plaidoyer politique / partage avec les autres pays, pour utilisation.*
- *Besoin de mieux comprendre comment est faite l'évaluation/la pondération. Il serait opportun de modifier la pondération aux différents niveaux, et proposer une qualification différente au niveau communal / national*

## Topic 6: Effective/Efficient and Sustainable Capacity Strengthening efforts

### *Anglophone session*

**Country-specific case studies**
**India/FaNS** – E-learning platform, Participatory Learning & Action

*Trainings for frontline workers and community members are capacity strengthening musts. Good practices include:*

- *Using material that is relevant, attractive and practical for intended audience > customize to local context and balance with needs for SOP, ToRs other mechanisms for standardization*
- *Being opportunistic > When targeting, look beyond the usual suspects and seek out positive deviance > More entry points = greater likelihood that the critical mass needed for community level behaviour change will occur*
- *Making training an ongoing exercise > Train, assess, repeat*
- *If the institutional architecture permits, using ToT and cascade approaches*
- *Building feedback loops into the system for trainees to provide comments and improve the process*

### *Francophone session*

**Country-specific case studies**
**Togo/ProSeCal** - Master Nutrition de l'Université de Kara
**Burkina Faso/PAH** - Constitution d'un pool de formateurs au niveau régional

- *Renforcer le travail avec les universités: Intéressant de d'avantage explorer comment mieux travailler avec ces institutions de formation (via des stages, thèmes de thèse, etc. ) car représente une importante opportunité d'ancrage pour le renforcement des capacités à long terme*
- *Mettre l'accent sur la transmission des connaissances au niveau des relais communautaires/conseillers endogènes. Vraiment important de travailler avec des formateurs en contact avec les intermédiaires / les bénéficiaires.*
- *Développer des pools de formateurs reflétant la multiplicité de la SAN et aussi les sujets /fonctions transversales (communication, suivi évaluation, etc.).*

# Annex VII. Priority Areas for TA and Learning Support

Learning needs identified during the phase 2 online sessions (**bolded topics** were cited most frequently)

**Anglophone**

- Efficient and sustainable capacity building efforts
- Stakeholder mapping and other tools to support sub-national nutrition coordination committees
- Community gardens - linking to government schemes and structures
- Principles of coordination and collaboration for donors/partners
- Strengthening of local governance system - integration of nutrition into plans & across departments at local level
- M&E
- Mechanisms for knowledge exchange
- How to establish and sustain a trainer pool
- Behavior change communication - best practices
- Gender-sensitive approaches (e.g. inclusion of men in women led community projects)
- Strategies to ensure government funding for nutrition activities at the local level
- How to shift the focus more onto community-based investment and resource allocation
- Adjusting program strategy to better align with local, prevailing conditions e.g. interests of partners

***Francophone***

- Assurer la durabilité des cadres de concertation après nos projets, dont la mobilisation de ressources locales
- Développer des mécanismes/stratégies de durabilité dont la mobilisation de financements
- Harmoniser les concepts nutrition
- Renforcer le rôle des points focaux
- Renforcer le leadership des acteurs à la base
- Améliorer la coordination des actions à la base
- Assurer l'inclusivité des acteurs dans les politiques nationales SAN (élus locaux, ONG, organisation de femmes)
- Opérationnaliser les politiques/plan au niveau décentralisé (Politique Nutrition, PNIASAN)
- Adopter des outils d'évaluation de la SAN dans les PDC
- Améliorer le partage des connaissances et la gestion de savoir, dont des visites sur le terrain
- Renforcer les outils de S&E de la SAN et leur harmonisation

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

Friedrich-Ebert-Allee 32+36
53113 Bonn, Germany
T +49 228 44 60-0
F +49 228 44 60-17 66

Dag-Hammarskjöld-Weg 1–5
65760 Eschborn, Germany
T +49 61 96 79-0
F +49 61 96 79-11 15

E nutritionsecurity@giz.de
I www.giz.de

On behalf of

Federal Ministry
for Economic Cooperation
and Development