

Workshop on Monitoring Implementation and Demonstrating Results for Nutrition



Meeting Report

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Nairobi, Kenya

UNICEF wishes to thank all participants, national, regional and continental partners for their contribution in the meeting.

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List of Acronyms

CBNP	Community-Based Nutrition Program
CHW	Community Health Workers
CIDA	Canadian International Development Agency
CMAM	Community-Based Management of Acute Malnutrition
COP	Communities of Practice
CSO	Civil Society Organizations
DfID	Department for International Development
DHS	Demographic and Health Surveys
EC	European Commission
EOS	Enhanced Outreach Strategy
ESARO	UNICEF Eastern and Southern Africa Regional Office
FANTA	Food and Nutrition Technical Assistance Project
FAO	Food and Agriculture Organization of the United Nations
FMoH	Federal Ministry of Health
GDP	Gross Domestic Product
HEW	Health Extension Workers
HMIS	Health Management Information System
IDS	Institute of Development Studies
IFPRI	International Food Policy Research Institute
IMAM	Integrated Management of Acute Malnutrition
IYCF	Infant and Young Child Feeding
LiST	Lives Saved Tool
LQAS	Lot Quality Assurance Sampling
M&E	Monitoring and Evaluation
MQSUN	Maximizing the Quality of Scaling Up Nutrition
MUAC	Mid-Upper Arm Circumference
NECS	National Education and Communication Strategy
NEP	National Evaluation Platform
PAMRDC	National Multisectoral Action Plan to Reduce Chronic Undernutrition
RBM	Results-Based Management
REACH	Renewed Efforts Against Child Hunger and Undernutrition through Partnerships
SBN	SUN Business Network
SETSAN	Technical Secretariat for Food Security and Nutrition
SUN	Scaling Up Nutrition Movement
TSF	Targeted Supplementary Feeding
UN	United Nations
UNAP	Uganda Nutrition Action Plan
UNICEF	United Nations Children's Fund

1 Executive Summary

This Workshop aimed to strengthen countries' capacity for results-oriented monitoring of implementation of nutrition programmes for the purpose of improving performance, accountability and learning. This workshop presented the concept of results-based monitoring as well as provided practical guidance on data collection; analysis and measuring performance; feedback and use of information; and building systems that can contribute towards a country "dashboard" that can track implementation rates. A panel discussion from members of the SUN Movement Networks presented options for partners to support countries through Communities of Practice (COP). The two-day Workshop was participated in by 72 participants, 43 were from 14 countries in Eastern and Southern Africa and 29 were regional and global partners and resource persons.

Results-Based Management (RBM) consists of planning, monitoring, reporting and evaluation based on results. It is a management approach that is focused on defining, measuring and achieving results. Monitoring is measuring and tracking what is happening to the programme and the context. Monitoring (both performance monitoring and situation monitoring) thus provides accountability for implementation, improves programme implementation, and triggers rapid adaptation of programme response (particularly in crises or unstable contexts). The "dashboard" can be a tool for performance monitoring and management. It can provide a visual representation of performance measures, ensure total visibility of key performance indicators, save time compared to generating multiple reports, readily identify and correct negative trends in performance indicators, and enable informed decisions based on real-time data.

During the session on Data Collection and Continuous Monitoring, Malawi presented the Monitoring and Evaluation Framework linked to the Nutrition National Education and Communication Strategy. The M&E Framework is currently piloted in three districts and includes national, district and household-level data on tracer interventions from a mix of surveys, mobile data, and qualitative methods. Information is used to identify key bottlenecks for consistent high quality coverage of services as well as adoption of optimal infant and young child feeding practices. Uganda presented the challenges in the current information system and plans towards an M&E Framework to support the Uganda Nutrition Action Plan. This will include nutrition indicators from the eight sectors and local governments. This initiative will also feed into the NutriDash that is being developed with support from REACH. The speaker from the UNICEF Innovations Team expounded on design and implementation principles to ensure long-term sustainability and utilization of data collection initiatives.

The session on Developing a Dashboard and Performance Management presented the Mozambique implementation monitoring dashboard based on the National Multisectoral Action Plan to Reduce Chronic Undernutrition. Coverage and process indicators were set along the 17 priority interventions being delivered by six sectors. A biannual update will be presented to the Council of Ministers to improve implementation and strengthen accountability. Somalia presented the shift in the monitoring of the nutrition programme in order to integrate the vast amount and variety of information into a dashboard with key nutrition determinants on supply, demand, quality and enabling environment linked to the management of acute malnutrition. By tracking and improving the quality of information gathered, the country was able to dramatically increase the usefulness of the information readily available for action. The resource speaker from Columbia University discussed the use of data for adaptive management and presented some currently available tools that are user-friendly and enable actionable dashboards that can rapidly show changing contexts with real-time information.

During the session on Review and Accountability of Results, the presenter from Ethiopia presented three examples of data collection to closely monitor and track programmes, analysis of this data for performance measurement, and adjustment or scale-up of programmes based on the evidence from actual implementation. The country was

able to effectively decentralize their CMAM programme, scale up the Community-Based Nutrition Programme and shift vitamin A supplementation from an outreach distribution approach to a routine programme without loss to quality and coverage because of effective use of information and adjustment during implementation. Kenya presented the work of the Nutrition Information Technical Working Group in regularly reviewing, validating and using local data to project service delivery and target the most vulnerable counties. The resource speaker from the Johns Hopkins Bloomberg School of Public Health discussed the National Evaluation Platform, a systematic country-led approach to compiling district-level data from diverse multi-sectoral sources, and co-analyzing to answer priority Maternal Newborn Child Health and Nutrition policy and program evaluation questions.

The session on Multi-Sectoral Linkages in Monitoring and Coordination in Nutrition presented agriculture-nutrition linkages by speakers from FAO who discussed the pathway from agricultural outputs to nutrition outcomes. Tools that help monitor the impact of agriculture on nutrition outcomes were also presented. The speaker from the SUN Movement Secretariat presented the importance of taking into account and analyzing the effect of context, particularly on how nutrition-sensitive sectors can contribute to stunting reduction.

The country teams identified next steps that will be necessary to improve their information and monitoring system and for which they have in-country capacity. They also identified a set of needs for which they perceive that they will require expertise from outside the country. These two lists were made under three broad working areas of: 1) development, agreement and use of one common results framework for nutrition; 2) system strengthening for data quality collection and management; and 3) capacity building on cross-sectoral analysis, interpretation and use. These needs were discussed and were the basis for the panel discussion wherein representatives from the MQSUN Consortium, Global SUN Business Network, SUN Global Civil Society Network, SUN UN Systems Network and the SUN Donor Network expounded on their support to countries on monitoring and evaluations.

The Workshop closed with a reminder to take into account changing situations and contexts in nutrition programming. It is important to closely monitor key indicators and use iterative planning so that revisions and adaptations of plans throughout the implementation are built into the system. Monitoring should continuously provide real-time data for immediate and on-going decision-making from key decision makers; thereby applying the Triple-A Approach (Assess, Analyze and Act) to monitoring, learning and adaptation. For this to work, however, there is a critical need for capacity by local actors; and an understanding that monitoring systems are based on strengthening local capacities rather than refined procedures at national and international levels.

2 Objectives

2.1 Background

The Workshop on Costing and Tracking Investments in Support of Scaling Up Nutrition held on November 2013 in Nairobi highlighted that costing and tracking of investments in nutrition are important parts of the policy planning, implementation, and monitoring cycle. Integrated costing, implementation, and tracking is a continuous process. In addition to costing initial nutrition plans and tracking financial investments, it is important to complete the cycle by **linking these processes to implementation**.

Implementing strategies to reduce stunting, and other forms of malnutrition, can be achieved through well-proven interventions. These include improving women's nutrition, especially before, during and after pregnancy; early and exclusive breastfeeding; timely, safe, appropriate, good quality complementary food; and appropriate micronutrient interventions. Efforts to scale up nutrition programmes nationally are working, benefiting women and children and their communities in many countries.

The nature and determinants of maternal and child undernutrition were first outlined in UNICEF's conceptual framework more than two decades ago.¹ Child undernutrition is caused not just by the lack of adequate, nutritious food, but by factors that include frequent illness, poor care practices and lack of access to health and other social services. Recently there have been a number of shifts and exciting developments in the field of nutrition. The global nutrition community is uniting around the Scaling Up Nutrition (SUN) Movement. This movement is supporting nationally driven processes to advocate for the reduction of stunting and other forms of both under- and over-nutrition, and realize results in scaling up nutrition.

Evidence from countries such as Ethiopia, Rwanda, Peru and Nepal show that improvements in the performance of programmes and nutritional status at scale is possible over a relatively limited period of time. Ensuring the programmes are undertaken in a manner that will produce the best possible results and make optimal use of resources entails regular monitoring of reduction of bottlenecks to enable more effective programme implementation and timely course corrections in plans and strategies at all levels. Monitoring is intended to provide systematic evidence on programme performance (coverage, quality and strength of delivery), in relation to the implementation of prioritized strategies and interventions, the allocation of resources and the timeliness in reducing barriers and bottlenecks in implementation.

2.2. Objectives

This workshop aims to strengthen countries' capacity for results-oriented monitoring of implementation of nutrition programmes for the purpose of improving performance, accountability and learning.

The workshop's objectives are:

- To discuss and understand the principles of Results-Based Management.
- To discuss the elements and qualities of a good country "dashboard" that can track implementation rates, highlight results on equity and enhance social accountability.
- To provide practical guidance on data collection and quality assurance, analysis and measurement of performance, feedback and use of information to improve country programming. Where available, country representatives will present national and sub-national cases of information systems for monitoring.

¹ UNICEF. Strategy for improved nutrition of children and women in developing countries. June 1990. UNICEF, New York, NY. USA. ISSN 1013-3194

- To discuss how the SUN Movement and resource persons or institutions can support countries on monitoring implementation and demonstrating results.

The goal is to promote the use of national and subnational systems to monitor progress in implementation with measurable indicators of barriers and bottlenecks to achieve optimal performance of services and interventions (by duty bearers) and uptake of healthy behaviors (by rights holders). Linking data and evidence to action will be key elements to be discussed during the workshop.

The two-day workshop is intended to strengthen the participants' knowledge and capacity to build on their country's situation and context to systematically monitor the implementation of nutrition programmes by being able to:

- define priority indicators and information sources based on strengthening existing systems and using innovative technology when appropriate
- regularly monitor programme performance and identify and analyze bottlenecks and barriers to implementation in a timely manner through the use of dashboards
- identify and implement corrective actions for programme management based on the results and analyses of information gathered
- identify support from global and regional networks and resource persons or institutions for monitoring implementation and demonstrating results.

3 Opening and Welcome

The Workshop was officially opened by Elke Wisch, Deputy Regional Director for UNICEF in Eastern and Southern Africa. Welcome remarks were made by David Nabarro (by video message), SUN Movement Coordinator, and Patrizia Fracassi, Senior Nutrition Adviser of the Scaling Up Nutrition Movement.

Elke Wisch | Deputy Regional Director | UNICEF Eastern and Southern Africa Regional Office

The speaker welcomed all participants to this Workshop on Monitoring Implementation and Demonstrating Results for Nutrition. This is the third meeting in three years organized by UNICEF ESARO in collaboration with the Scaling Up Nutrition Movement Secretariat. The first, in June 2012, was a Regional Discussion on Country Engagement and Way Forward in the SUN Movement. At that time, the SUN Movement has just started in 2010 and there were 28 countries globally who have committed to join the SUN Movement, 10 of them from this region. That meeting was an opportunity for SUN countries to take stock on their status in setting up the high-level multisectoral platform, and voice their challenges and support required from regional and global partners.

The second meeting, in November 2013, was a Workshop on Costing and Tracking Investments in Support of Scaling Up Nutrition. At this time, 43 countries have joined the SUN Movement; 13 from Eastern and Southern Africa Region. That Workshop highlighted that costing and tracking of investments in nutrition are important parts of the policy planning, implementation, and monitoring cycle; that integrated costing, implementation, and tracking is a continuous process. In addition to costing nutrition plans and tracking financial investments, it is important to complete the cycle by linking these processes to implementation. Furthermore, that meeting was able to bring together country experts and external resource persons into a core group that can support countries in their specific needs. This harmonized response from the different SUN Networks is now starting to be operationalized into a Community of Practice.

Two years on from that first regional meeting in 2012, there are now 50 SUN Countries; 16 from this region. Much positive change has occurred in the intervening period and, more generally, in the last three years of the SUN Movement. There is now increased political attention to nutrition; multi-stakeholder platforms functioning in most of the SUN Countries effectively aligning support to governments; financial commitments for nutrition have increased globally; and, many countries have intensified the work of scaling up high-impact evidence-based interventions for nutrition.

Nevertheless, some things do not change. The nature and determinants of maternal and child undernutrition were first outlined in UNICEF's Conceptual Framework on Malnutrition more than two decades ago. This Conceptual Framework is as relevant today as it was then. And then, as now, the programs that control malnutrition have to be multisectoral. Efforts to scale up nutrition programs nationally are working, benefiting women and children and their communities in many countries. Such programs all have common elements – strong country governance and political commitment, design of national policy and programs based on sound analysis, presence of trained and skilled community workers collaborating with communities, effective communication and advocacy, and coordinated multi-sectoral service delivery

Ensuring the programs are undertaken in a manner that will produce the greatest impact, the best possible results and make optimal use of resources entails regular monitoring. The importance of monitoring in producing results is something that do not and should not change. The speaker emphasized the need for periodic decentralized desegregated monitoring to assess progress (or lack thereof) in reducing bottlenecks and barriers in achieving results. Monitoring is intended to provide systematic evidence on program performance, in relation to the

selection of strategies and interventions, the allocation of resources and the contribution made to reducing barriers and bottlenecks. This way, monitoring becomes central to more effective program implementation and timely course corrections in plans and strategies at all levels.

UNICEF's experience with delivering results for children have shown again and again the critical role of partnerships in improving the nutritional status of children. The speaker acknowledges the strong partnerships already at work – with the SUN Movement, the UN Systems Network and REACH, the academe, CSOs, Donors, the Business Network, and, crucially, with the countries. She declared the meeting open.

David Nabarro | SUN Movement Coordinator | SUN Movement Secretariat

The speaker, via video message, noted that as the movement for scaling up nutrition enters its fourth year, there are governments of 50 countries, each of whom have significant levels of malnutrition, who can now count themselves as members of the Movement. Thousands of organizations support their efforts through the Movement's Networks. The governments have made significant commitments in order to achieve national targets for people's better nutrition. They want to mobilize additional resources and make the necessary institutional changes that are essential for intensifying actions and fulfilling commitments that have been made.

During 2014, the work of the movement has intensified, both within individual countries and globally. The intensity has increased largely in response to the needs expressed by those who took part in the September 2013 Global Gathering of the SUN Movement. Participants in the Global Gathering explained that the welcome increase in political attention to nutrition both within their countries and internationally has put enormous pressure on them to build national and local capabilities for delivering sustainable results. Focal Points from SUN countries are asking for help to do this and the SUN Movement Secretariat is now increasingly focused on supporting productive links between the SUN countries, the SUN Movement Networks and the SUN Lead Group.

The whole of the SUN Movement is now engaged in a massive capacity building exercise; building capacity to deliver for scaling up nutrition. The SUN Movement Secretariat is doing this by exploring ways in which the Movement can support Communities of Practice (COP) which will enable all within the movement to access the know-how needed to strengthen in-country capabilities. The COP consists of people who request support from within each of the individual SUN countries and people who have the required expertise from within other SUN countries and from across the Networks of the SUN Movement.

At present there are four COP being developed within the SUN Movement covering the following areas:

- **Planning, Costing and Financing:** Planning, costing, implementing and financing scaled-up multisectoral actions that contribute to people's nutrition
- **SMAC:** Effective social mobilization, advocacy and communication at local and national levels
- **Information for Monitoring and Evaluation:** Reliable monitoring of progress, evaluation of outcomes and demonstration of results
- **Functional Capacities for Management:** Enhanced ability to manage effective implementation of action by multiple stakeholders across different sectors of government at local as well as national levels

This Nairobi Workshop follows one that took place in November last year. It was a workshop then on costing and financial tracking. It was organized by UNICEF ESARO and that workshop provided a great opportunity to initiate the COP on Planning, Costing and Financing, the first COP. Participating entities from the UN Network for Nutrition, the MQSUN consortium, the World Bank, the FANTA Project, and others expressed their willingness to support countries within this COP. Their support will stimulate increased capability within several countries within this

region. The growing experience of the COP and the engagement of the COP with countries will increase the number of national professionals with expertise in different aspects of planning and financial tracking that are available. That, in turn, will strengthen capability in country.

There is thus much hope that the participants will see this Workshop on Monitoring Implementation and Demonstrating Results as an opportunity to build the firm foundation for the COP on Information for Monitoring and Evaluation. A consortium of practitioners from donor partners and from UN entities is already pooling ideas on how best to support countries as they seek help in strengthening their information systems. We look now to your inputs through this Workshop to ensure that the community of practice for monitoring and evaluation becomes an invaluable repository of knowledge and experience that can be used by all. The speaker expressed sincere hope that this Workshop will help unleash all of your best ideas and provide further vision and fortitude for the SUN Movement in the future.

Patrizia Fracassi | Senior Nutrition Adviser | SUN Movement Secretariat

The speaker emphasized the importance of measuring results. Working together is the best way to intensify and sustain work so that, for instance, clean water, schooling and health care are available all year round. However, even though basic entitlements are made available, there are people who are not reached and parts of the population are not able to access or benefit from these services. Information on issues around access are more difficult to obtain because they require interaction with the people themselves. It is notable that the primary reason that services are not accessed is that mothers and caretakers are simply not aware of these services.

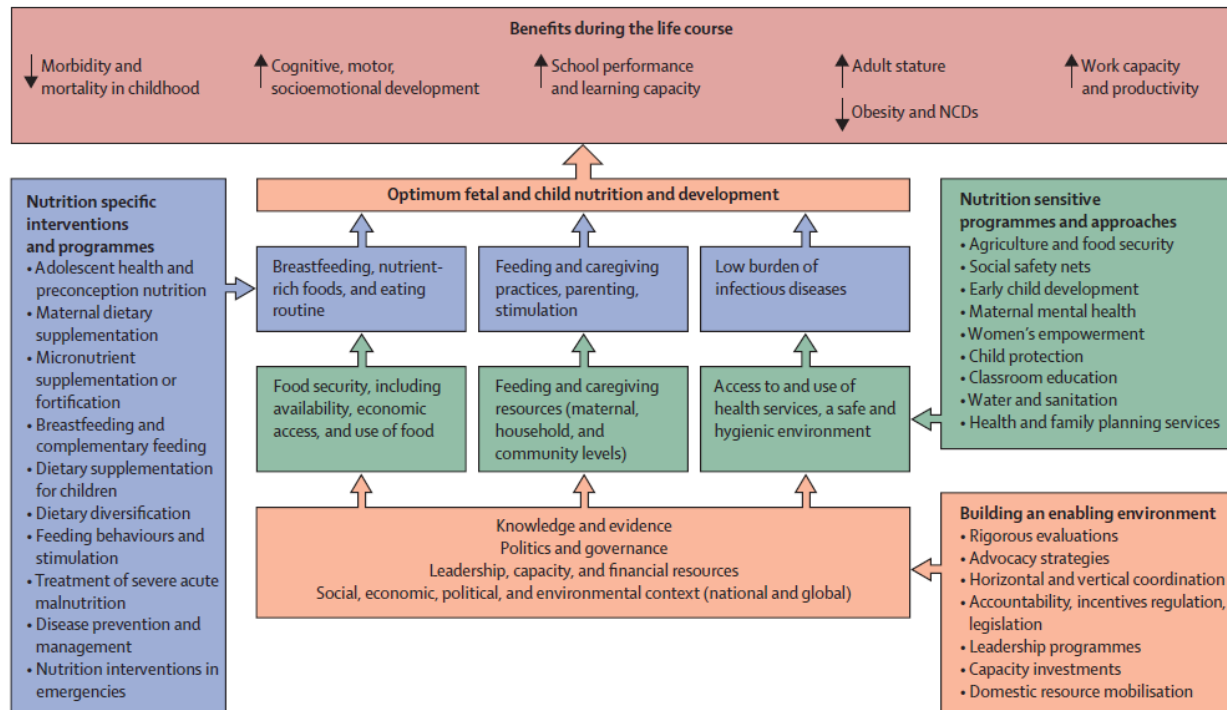
The speaker expressed hope that during this Workshop, the participants will be discussing ways to obtain feedback from communities so that we can improve access to services when they are available. When we assess impact on child nutrition status, we should not forget how much the choices of mothers or caretakers make a difference. We will only be able to succeed if what we measure as results also matter to the lives of mothers and caretakers; lives that encompasses their personal values and beliefs, not only their living conditions. This is why we must be certain that the information that we collect and use are valued by the people themselves.

Monitoring implementation and demonstrating results can be sustained and used for the long term if the mothers and caretakers are seen not just as units of measurements but are empowered as monitors of implementation and measurers of results.

4 Background and Conceptual Framework for Nutrition

Noel Marie Zagre | Regional Adviser for Nutrition | UNICEF Eastern and Southern Africa Regional Office

The Lancet Series on Maternal and Child Nutrition in 2013² discussed a framework for action to achieve optimal fetal and child nutrition and development with three different and complementary kinds of interventions: 1) nutrition-specific interventions and programmes, 2) nutrition-sensitive programmes and approaches, and 3) building an enabling environment.



Among the nutrition specific interventions are 10 whose impact are known (see sidebar). Scaling up these 10 nutrition-specific interventions to 90% coverage can reduce under-five mortality by 15%, stunting by 20% and wasting by 61%. The stunting reduction target of the 2012 World Health Assembly is to reduce by 40% the number of children stunted by 2025. Achieving this target will be possible provided that these 10 interventions are scaled up. However, the current global trend in decreasing stunting rate (2.1% annual rate of reduction) is not rapid enough to reach the 2025 target. Although the number of stunted children is declining rapidly in Asia and Latin America, the numbers are increasing in Africa.

In order to accelerate progress in stunting reduction, we need to build an enabling environment. The SUN Movement Process Indicators help us build this environment by bringing people into a shared space for action, ensuring a coherent policy and legal framework, aligning around a single common results framework and financial tracking and resource mobilization. Assessing the efficiency of the enabling environment includes monitoring and evaluating results. This needs action not only to monitor inputs and activities or processes but also to assess progress towards outputs and outcomes. Reduction of bottlenecks must be monitored so that one can assess

² Lancet Series on Maternal and Child Nutrition, 2013

whether one is moving in the right direction and toward the results. Close and frequent interaction with programme implementers is needed in order to identify and address barriers and bottlenecks.

Monitoring helps give one control over programmes. Articulating a theory of change helps in the understanding and conceptualization of the logical framework by which different interventions contribute to achieving the intended results. This also helps ensure that implementation is adequate and addresses the main drivers for results. Awareness and control over the bottlenecks and the direction of programmes allows one to remove barriers and adjust the programme to ensure results.

10 Nutrition-specific Interventions

Optimum maternal nutrition during pregnancy

1. Maternal multiple micronutrient supplements to all
2. Calcium supplementation to mothers at risk of low intake
3. Maternal balanced energy protein supplements as needed
4. Universal salt iodization

Infant and young child feeding

5. Promotion of early and exclusive breastfeeding for 6 months and continued breastfeeding for up to 24 months
6. Appropriate complementary feeding education in food secure populations and additional complementary food supplements in food insecure populations

Micronutrient supplementation in children at risk

7. Vitamin A supplementation between 6 and 59 months of age
8. Preventive zinc supplementation between 12 and 59 months of age

Management of acute malnutrition

9. Management of moderate acute malnutrition
10. Management of severe acute malnutrition

5 Results-Based Tracking and Management

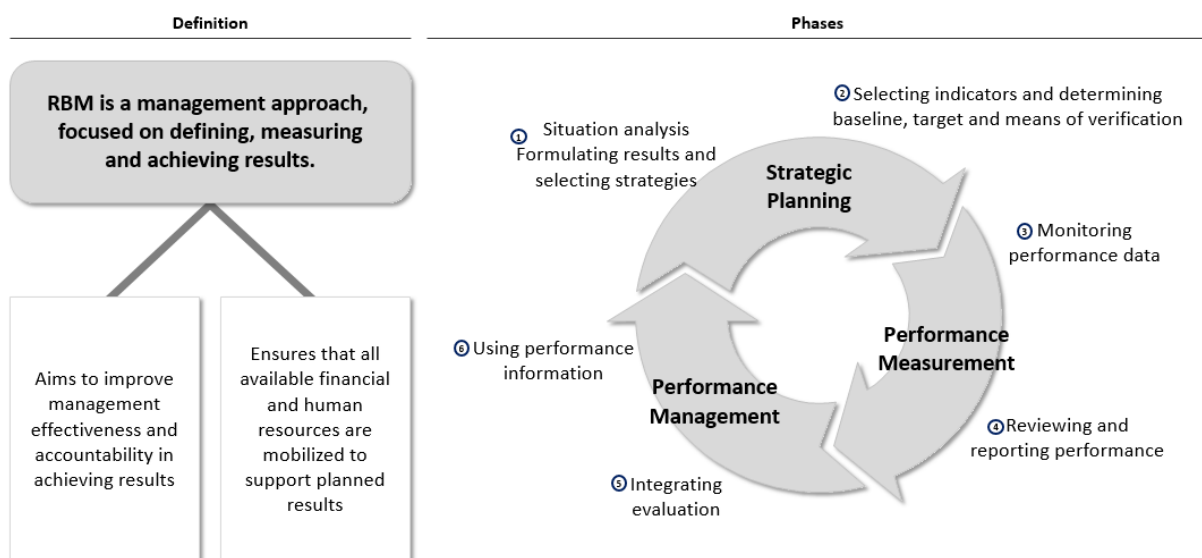
Edward Addai | Regional Chief of Monitoring and Evaluation | UNICEF Eastern and Southern Africa Regional Office

Implementation can be described as having three types or three steps: 1) paper implementation including programme design and planning; 2) process implementation which includes activity implementation; and, 3) performance implementation which includes monitoring for bottlenecks and management for results. These three implementation types come with corresponding risks: design risk, implementation risk, and measurement and management risk.

Knowing one's programme allows increases mobilization around the investment framework and results in increased efficiency of nutrition investments; identification of high impact biomedical, technological and behavioral interventions; identification and engagement with critical enablers; and development of synergies that impact risks. Knowing one's programme means knowing the four performance areas of resources, reach, results and risks.

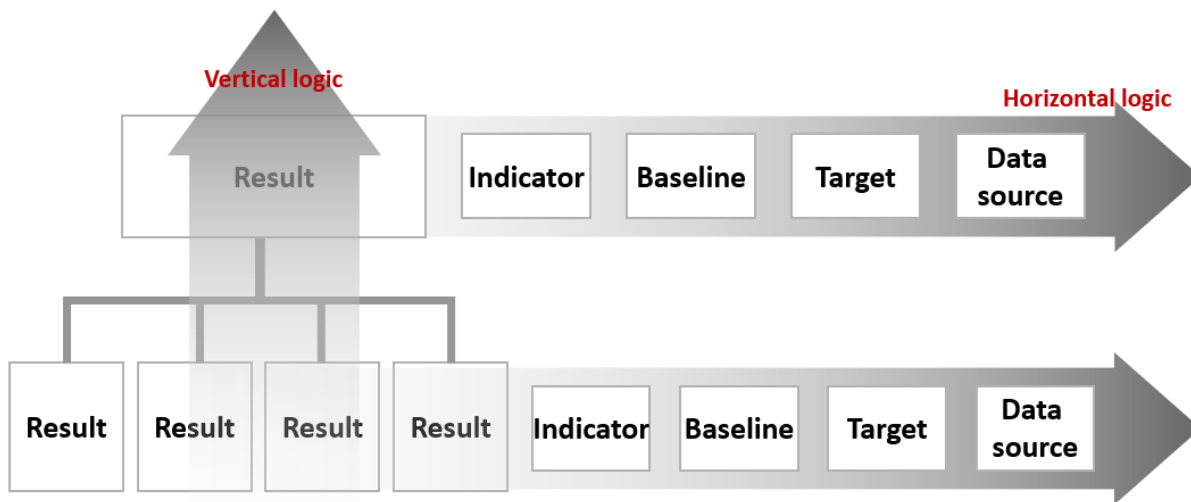
Results-Based Management (RBM) is a management approach that is focused on defining, measuring and achieving results. It aims to improve management effectiveness and accountability in reaching the results and ensures that all available financial and human resources are mobilized to support the planned results. The phases of RBM include 1) Strategic Planning: situation analysis, formulating results and selecting strategies; selecting indicators and determining baseline, target and means of verification; 2) Performance Measurement: monitoring performance data; reviewing and reporting performance; 3) Performance Management: integrating evaluation; using performance information. Strategic Planning further needs to answer the following questions: who is doing what where (analysis and prioritization based on country reality); what will success look like, how would one achieve success, how would one know whether one is successful (programming for results); and, what are the interventions, target populations, strategies, business model and theory of change, what are the tools and options for bringing all these aspects together (pathway for change).

Definition and Phases of Results-Based Management (RBM)



The Results Framework has both vertical and horizontal logic. Vertical logic deals with results which are defined as a measurable or describable change arise from a cause and effect relationship. The result statement must thus be written with change language, not with action language, emphasizing the expected situation at the end of the programme. The “if...then” cause and effect logic ‘connects the dots’ through a theory of change. The horizontal logic measures results through indicators (measures used to monitor progress made towards the achievement of intended results). A good indicator should have a clear operational output, clear unit of measurement, be neutral and be unidirectional. They must be measurable, relevant, actionable and accordingly useful.

Results Framework: Vertical logic and Horizontal logic



While monitoring is measuring and tracking what is happening to the programme and the context, evaluation determines as systematically and objectively as possible the worth or significance of an intervention or policy for impact. Monitoring (both performance monitoring and situation monitoring) thus provides accountability for implementation, improves programme implementation, and triggers rapid adaptation of programme response (particularly in crises or unstable contexts). Evaluations, on the other hand, improves programme relevance, methods and outcomes, supports learning (particularly those that can be generalized to other programmes or situations) and is based on the “evaluation criteria” of relevance, efficiency, effectiveness, impact and sustainability.

The “dashboard” can be a tool for performance monitoring and management. It is “an easy to read, often single page, real-time user interface, showing a graphical presentation of the current status (snapshot) and historical trends of an organization’s key performance indicators to enable instantaneous and informed decisions to be made at a glance.”³ A dashboard can thus provide a visual presentation of performance measures, ensure total visibility of key performance indicators, save time compared to generating multiple reports, readily identify and correct negative trends, and enable informed decisions based on real-time data.

³ Peter McFadden, “What is Dashboard Reporting”

6 Data Collection and Continuous Monitoring

6.1 Malawi

Felix Phiri | Deputy Director | Department of Nutrition, HIV and AIDS

Malawi has a Scaling Up Nutrition National Education and Communication Strategy (NECS) whose overall goal is to effectively support national efforts to reduce stunting among children less than 2 years of age to less than 20% prevalence from 2011 to 2020. The SUN-NECS roll-out at district level includes 15 steps, two of which are key for decentralized planning and monitoring: the District Rapid Assessment of Nutrition Situation, and the Periodic Monitoring and Review Meeting.

The National Monitoring and Evaluation Framework was developed in 2013 and has been implemented in three of the 28 districts. Roll-out has started in an additional 7 districts. The Monitoring and Evaluation Framework includes monitoring at national, district, areas, village and household levels. At national level, national DHS surveys are done every five years with yearly nutrition surveys in food insecure districts. At district level, rapid assessment with yearly LQAS is being done which provides household-level data on tracer interventions. This is being complemented by annual focus group discussions and key informant interviews to better understand barriers and bottlenecks. At area and village levels, quarterly reports for process indicators are collected. In addition, monthly collection of data from growth monitoring, village register and Anthrowatch RapidSMS surveillance are being done at village level.

Information from various sources enable district implementers to triangulate data and identify key bottlenecks in consistent high quality coverage of services such as low utilization of services, low adoption of behaviors, and low geographic access. The country team has identified the need for deeper causal analysis for these barriers and the prioritization of doable solutions.

6.2 Uganda

Maureen Bakunzi | SUN Focal Point | Office of the Prime Minister

Uganda is implementing the Uganda Nutrition Action Plan (UNAP) which is the framework for nutrition programming in the country. Uganda's cabinet has recently passed the national monitoring and evaluation policy but does not have a unified monitoring and evaluation framework for UNAP.

The current methods for nutrition data reporting include the 5-yearly Uganda DHS, the annual Food and Nutrition Security Assessment in 15 districts (biannually in the Karamoja region), the biannual Child Health Days reports through the HMIS, quarterly Family Health Days reports in 31 districts through both the HMIS and mTrac, monthly IMAM reporting by the District Health Office, and the ad hoc rapid health and nutrition assessment in emergency situations (for instance, during refugee influx). Uganda also has the U-Report which creates awareness on various government development plans among the populations reached by mobile service and ensures social accountability among policy makers and duty bearers.

The country has however noted some challenges in the information system, despite these varied information sources, such as the lengthy time-lag between DHS reports, lack of standardized nutrition data collection and reporting, health workers and local governments overwhelmed with too many reporting formats by different nutrition partners, weak capacity for statistical analysis, inadequate systematic use of information for decision-

making, lack of an effective feedback mechanism and poor information sharing which leads to duplication and inefficiencies.

Uganda will thus develop a monitoring and evaluation framework to support the UNAP in which all sectors and local governments will be asked to include nutrition indicators in their performance assessment. The country is also currently developing a dashboard called NutriDash with technical support from REACH. Both these initiatives will help harmonize and standardize reporting on nutrition with agreed tools and timelines. The HMIS has already integrated nutrition indicators in 2013 and trainings on the updated tools are currently ongoing. The way forward includes compiling data on IMAM, IYCF, micronutrient supplementation and supplies forecasts through the HMIS and reported through the NutriDash. The country thus hopes to develop an integrated nutrition monitoring system that will allow dissemination of findings and decisions based on results.

6.3 Resource Speaker

Georgia Hill | Innovations Team | UNICEF Eastern and Southern Africa Regional Office

The resource speaker presented principle-based design fundamentals that should guide data collection initiatives. The SUN Movement focuses on promoting the implementation of evidence-based nutrition interventions as well as integrating nutrition goals into broader efforts in critical sectors such as health, social protection, development and agriculture. Regular monitoring allows for programme adjustment, which is central to good programming. In turn, sustainable and scalable data collection initiatives depend on a robust programme design process. Principle-based programme design provides a common language for this.

Agile programme management is designed to deal with complexity and adapt to realities on the ground that arise as a programme is implemented. It is thus important to have a global strategy that guides initiatives while also allowing community driven innovation. The UNICEF Design Principles for data collection initiatives are based on this overriding precept and include: 1) design with the user, 2) be data-driven, 3) understand existing ecosystems, 4) design for scale, 5) build for sustainability, 6) open standards, open data, open source, 7) reuse and improve, 8) do no harm, and 9) be collaborative.

Delving more deeply into the first three the principles, the first principle (design with the end-user) asserts that one should develop context appropriate solutions informed by user needs. All user groups should be included in the planning, implementation and assessment of data collection initiatives. End-user groups include data collectors (e.g. volunteers, CHWs, agriculture extension workers), data users (e.g. decision makers, district-level nutrition councils), and data owners (e.g. high-level multi-stakeholder platforms, ministries).

The second principle (be data-driven), reminds one to think through the data that is wanted (e.g. stock-outs, MUACs, health facility access, open defecation rate, food access, food consumption, reach of social safety nets) and how the data will be used (e.g. policy and advocacy, adjusting strategy, targeting responses to the most vulnerable, accountability, transparency, efficient use of resources). Data collection should be designed so that impact can be measured at discrete milestones with a focus on outcomes rather than outputs. Making the link between inputs, outputs and processes, and outcomes is critical when designing sustainable and scalable initiatives based on technologies such as mobile phones.

The third principle (understand the existing ecosystem) means participating in network and communities of like-minded practitioners and aligning the existing technological, legal and regulatory policies towards the results. Included in the ecosystem are enabling environment (e.g. policy harmonization), infrastructure (e.g. physical infrastructure, technological infrastructure, mobile network coverage), logistics (e.g. processes that need to be

fulfilled in order to get information collected and used at the desired frequency), stakeholders (e.g. multi-stakeholder and multi-sector platforms at national, provincial, county, district and community levels), and culture (e.g. acceptability of data collection systems, usability of information). Assessing these ecosystem components beforehand increases the likelihood of an efficient and usable information system.

A good design strategy incorporates an implementation strategy from the beginning. The implementation strategy incorporates many of the components of the design strategy and emphasizes the importance of end-user buy-in. End-user buy-in, in turn, needs effective training, supervision and usage in order to ensure sustainability. Pilots may also be part of the implementation strategy and allow assessment of the enabling environment.

As an example of a recent innovations in data collection, RapidSMS is able to capture, analyze, store and disseminate information in real-time using ordinary mobile phones and a webserver to support service delivery and troubleshooting in the field, and complement paper-based systems. Anthrowatch can either be used for nutritional surveys – especially in food insecure countries – or as an ongoing nutritional monitoring tool. The system provides feedback on the child’s status and tracks the child’s progress over time, as well as aggregating the data at a national level. It also addresses issues of loss-to-follow-up by alerting staff to children who have missed appointments.

With the launch of the global Scaling-Up Nutrition (SUN) Movement, UNICEF is developing a mobile service product to support essential interventions in the 1000 days between a woman’s pregnancy and her child’s second birthday. UNICEF seeks to strengthen front-line health services by providing mobile services for support across the entire continuum-of-care throughout the same time period. Ministries of Health increasingly rely on front-line Community Health Workers to link these mothers and their children to the larger health system. Technologies such as mobile phones offer an unprecedented opportunity to address longstanding bottlenecks that have long been a barrier to healthy outcomes.

7 Developing a Dashboard and Performance Management

7.1 Mozambique

Almeida Tembe | Planning Officer | Technical Secretariat for Food Security and Nutrition, Ministry of Agriculture

Mozambique has a National Multi-Sectoral Action Plan to Reduce Chronic Undernutrition (PAMRDC) which is coordinated by the Technical Secretariat for Food Security and Nutrition (SETSAN) in cooperation with the relevant sectors. Mozambique has been facing some challenges with respect to monitoring the implementation of the PAMRDC as a quantitative, comprehensive overview of the implementation status and trends as well as performance against targets was not available. Historically, reporting by the sectors was focused on activities instead of results. Additional challenges were weak sector participation and limited accountability in the multi-sectoral coordination platform and a lack of coordination across sectors to ensure that all relevant interventions are tracked.

The country has thus set up an implementation monitoring dashboard based on the PAMRDC targets for the country's priority interventions. The dashboard aims to answer whether the country priority interventions are being implemented and where the gaps are, whether the implementation and scaling up is progressing according to plan, and whether the targeted beneficiaries are being reached. The Technical Working Group for the PAMRDC (GT-PAMRDC), as the decision-making body, will then review progress towards targets based on the information from the dashboard and discuss how to address bottlenecks to scaling-up.

The process for creating the dashboard required thorough consideration of the 17 priority interventions, its metrics as well as data collation processes and systems. During the dashboard development questions addressing the elements of the database (what will be monitored; which indicators will measure the country's priority interventions; how will the data be collected, which sources will be used; who will own the data collection and analysis; which targets are defined for each indicator), the dashboard presentation (how will the data be presented); and the process and systems (what is the ideal process and system for synthesizing the data) were answered. These issues were discussed with key stakeholders and sectors, both individually and within the multi-sectoral platform, using a highly participatory process. Indicators reflected in the dashboard are owned by six sectors and are mostly already used in the sectoral strategies, plans and reports. The indicators mainly provide information on population coverage of interventions along with some process indicators. The focus of the dashboard is on outcomes. The database is set up so that input tabs by sector include definitions, data sources, data availability, historic data, targets and performance. The dashboard tab then provides an overview of the implementation status for all outcomes.

There will be a biannual update of the dashboard to report progress on the PAMRDC implementation to the Council of Ministries. The first one will be on May 2014 and the second one will be on November. In its current version, the dashboard has identified interventions with broad population coverage (e.g. deworming, vitamin A supplementation) and others with low coverage or negative trends (e.g. IYCF actions, rural sanitation, family planning and agriculture interventions). Discussions will thus take place on bottlenecks and how key interventions can be scaled up. The country has also found that the dashboard is an opportunity to strengthen accountability and multi-sectoral coordination.

7.2 Somalia

Peter Hailey | Senior Nutrition Manager | UNICEF Somalia

Nutrition in Somalia is fully integrated into the national Health Strategic Plans and the Essential Package of Health Services. There is a costed Plan of Action for 2014-2017 and service delivery is outlined in the Basic Nutrition Services Package which adopts the holistic life-cycle approach. Integration of nutrition into the national HMIS is being initiated.

The objectives set out when the information dashboard was started in 2011 were to ensure the use of data at the implementation level (that is, at the community, facility, or district level), to have as close to real-time data as possible, and to have the information integrated into the HMIS and other Ministry of Health information systems. At that time, there was a great variety of reports and information sources that were being collected at varying frequencies (monthly, biannually and occasional checklists) which were not necessarily accessible for use. The initial activity was thus to set up a plan wherein these information can be brought together coherently into one information flow in order to provide monthly data accessible by implementers and partners. This initiative was able to collate information on IMAM from over 1,000 treatment centers and assign “flags” so that community workers and district nutritionists are able to immediately visualize where indicators have shown poor performance.

Identification of gaps and bottlenecks in the reporting systems included assessments of report quality, performance, site status and frequency. This assessment was then able to indicate where interventions were needed, for instance, in prioritizing analysis to inform corrective action to improve IMAM performance and in monthly supportive supervision processes. The annual assessment made from 2012 to 2014 showed that data quality have increasingly improved and that recurring issues tended to be more related to functionality and performance.

In recent years, the nutrition IMAM programme in Somalia have shifted in priority from supply of services to demand for services, quality and capacity development, along with community-based health workers and an increasing need to address resilience. At the same time, the nutrition monitoring and evaluation have also shifted from input-output monitoring to a more coherent approach to bottleneck analysis with links between supply, demand, enabling environment and quality. Process indicators, real-time monitoring, equity analysis and capacity development as part of the continuous quality improvement cycle were also issues that were included in the framework for measurement.

The levels of analysis and action identified were an annual coverage survey and bottleneck analysis at national level and monthly balance scorecard plus quality improvement dashboard supported by mobile technology at the community, facility and district levels. The envisioned summary tab for Somalia’s mNutrition Dashboard will include domains on supply, demand, quality and enabling environment under the IMAM programme. These domains are then adjusted to that they are able to show where improvements are most likely to have impact on results.

7.3 Resource Speaker

Roseline Remans | Associate Research Scientist | Columbia University

The resource speaker discussed monitoring that enables adaptive management (that is, using data to improve nutrition actions). Ideally, data use and interpretation for adaptive management should take up majority of the time and administrative processes in the monitoring system. Instead, most time and effort are taken up by data collection, reporting and analysis. Shifting the context to increase use of information for adaptive management requires enabling real-time monitoring, analysis and reporting, and increasing the use of data at all levels by making data more user-friendly and building capacity for monitoring and interpretation. An added challenge in monitoring for nutrition is the integration of contextual factors and information from multiple sectors.

Being able to optimally use monitoring systems for adaptive management requires mapping the multiple users of data and the feedback loops. There is also a need to develop actionable dashboards linked to changing contexts. In some instances, actionable dashboards can be supported by the use of mobile technology. Examples of actionable dashboards have been used to track service delivery and plan delivery systems and operations improvements with spatial maps. Tools are available for different needs such as the Development Planning Toolkit for spatial multi-sectoral mapping, and the Vital Signs Initiative with integrated spatial mapping at multiple scales, from landscape to household level. The spatial component can integrate multiple aspects so that the link between sectors can be more easily visualized.

8 Review and Accountability for Results

8.1 Ethiopia

Ferew Lemma Feyissa | REACH Facilitator | Federal Ministry of Health

The Nutrition Information System in Ethiopia has evolved with the country's needs and changing contexts. In early 2000's, there were few health institutions and few long term programmes. Information came from surveys done to help respond to emergencies and crises. From 2005 to 2010, the Health Extension Program started and scaled up rapidly. The HMIS format was developed with standardized guidelines (and three nutrition-related indicators). The National Nutrition Strategy and Plan were started with a strong anchor on community-based nutrition and multi-sectoral coordination. From the year 2011, an increasing number of nutrition-related indicators have been included in the HMIS (currently, seven indicators are included), the HMIS have been increasingly available online, and a multi-sectoral scorecard will be started in June 2014.

Three examples from Ethiopia can show how the nutrition information system was used to improve quality and efficacy of programmes. The first example is the use of CMAM data to improve effectiveness of therapeutic sites managed by Health Extension Workers (HEW). CMAM was piloted in Ethiopia in the year 2000. From 2002 to 2004, operational researches were done to strengthen the health system and improve delivery of services to decrease mortality from severe acute malnutrition. In 2005, over 200 therapeutic sites were in place. Standard guidelines and quality assurance systems were developed and put in place in 2007. A review by the Federal Ministry of Health (FMoH) done in 2008 showed the effectiveness of the CMAM programme (with cure rates of over 85%, defaulter rates of less than 5%, deaths less than 1%). Based on these findings, the FMoH decided to decentralize CMAM services to the primary health care posts with outpatient therapeutic centers under the management of HEWs. The current number of sites number over 11,000 across the country and the lessons from Ethiopia's CMAM programme continue to inform CMAM programmes across the globe.

Ethiopia's Community-based Nutrition Program (CBNP) is another example where clear and purposeful use of data have guided optimal programming. The components of the CBNP include monthly growth monitoring for children less than two years of age, monthly community conversations, referral linkages to health facility-based services, micronutrient deficiency control through vitamin A supplementation and deworming, quarterly screening for acute malnutrition on Community Health Days, and promotion of optimal IYCF practices. An assessment was done comparing stunting prevalence among four groups of districts (with CBNP and targeted supplementary feeding; with CBNP but without TSF; without CBNP but with TSF; and, without CBNP and without TSF). The results showed that stunting rates dramatically decreased among districts with CBNP (with or without TSF); a smaller decrease among districts without CBNP but with TSF; and an increase in stunting rates among districts without both CBNP and TSF. The trends from DHS surveys from 2000 to 2011 have also shown a decrease in stunting rates of 4-6 percentage points per year among districts that have implemented CBNP. The CBNP which was thus officially started in 2008 in 39 districts, and have grown annually to reach 372 districts currently.

Vitamin A supplementation and deworming of children have been moved from an outreach distribution approach to a routine service but only after careful monitoring and assessment. The Enhanced Outreach Strategy (EOS) was introduced in 2004 with the objective of reducing child morbidity and mortality through biannual campaigns to supplement children with vitamin A capsules and deworming tablets along with screening and referral to the targeted supplementary feeding programme. The EOS was reaching coverage rates of over 80% since 2005. A shift from an outreach strategy through Child Health Days to distribution of vitamin A capsules and deworming tablets through the routine service delivery under the Health Extension Program in 2011 showed a dramatic decrease in

coverage rates to about 15%. The bottleneck analysis showed that the reason for the drop was due to lack of supplies at the facility level. Once this bottleneck was addressed, the coverage rates increased back to previous levels. Based on these data, the government has since moved EOS into routine service within the Health Extension Program.

Between 2005 and 2011, Ethiopia's stunting rates have reduced by 23%, underweight rates by 32%, anemia rates by 19% and Ethiopia has reached the MDG for reduction in child mortality (a reduction of 68%) in 2012. This is due to the strong monitoring systems developed which ensure sustainability of results. The government will continue to improve with plans for a micronutrient survey and a multi-sectoral nutrition scorecard in June 2014.

8.2 Kenya

Rosemary Ngaruro | Chief Nutritionist | Ministry of Health

The Kenya National Nutrition Plan of Action (2012-2017) has a concurrent Nutrition Monitoring and Evaluation Framework which stipulates the principle of having one coordination system, one action plan and one monitoring framework. The indicators are at input, output, outcome and impact levels and are in line with SUN Movement core indicators.

Kenya's nutrition information systems include the District Health Information System, the nutrition SMART surveys, seasonal assessments (during the rainy seasons), small scale surveys and rapid assessments, sentinel surveys (e.g. for MUAC through the National Drought Management Authority), programme coverage surveys and large scale surveys such as the Kenya DHS.

The Nutrition Information Technical Working Group regularly reviews available evidence, and validates sector surveys. Nutrition information is then used for policy making and target setting, program design, advocacy and communication, nutrition response plans, county nutrition action plans, contingency plans, annual operational plans and reporting on programme results. A specific example of use of information was presented for caseload estimation and response for acute malnutrition. Projections on areas where acute malnutrition will likely escalate in the next three months are thus possible through nutrition survey data. Nutrition information products used include nutrition survey reports, situation analysis updates, maps, programme progress reports, policy briefs, evaluation reports, quarterly bulletins and a nutrition website (which is currently under development).

Kenya is currently addressed challenges in terms of data analysis interpretation at facility and population levels, lack of county-specific baselines, linkages with nutrition sensitive data and general quality of reporting (for instance, delays or incomplete reports).

8.3 Resource Speaker

Rebecca Heidkamp | Assistant Scientist | Johns Hopkins Bloomberg School of Public Health

The resource speaker presented on the "National Evaluation Platform," (NEP) a new approach to evaluating large-scale maternal newborn child health and nutrition (MNCH&N) programmes. The NEP approach builds public sector capacity to formulate and answer "what works" questions in accelerating intervention coverage, provides timely answers to policy makers, and facilitates accountability reporting. The NEP addresses several limitations in traditional program evaluation approaches including: the proliferation of interventions has made it unrealistic to find true 'control groups' needed for comparison in traditional evaluation designs; evaluations do not account for

cross-sector interventions and other contextual factors; and evaluations are often only conducted in donor-specific subnational priority areas using methods that cannot be compared.

The NEP brings together the wealth of sub-national health, nutrition and contextual data available from diverse multi-sectoral sources, applies data quality assessment criteria and analyzes them together to answer the government's priority evaluation questions. The types of analyses supported by the NEP include comparisons of districts with and without a given programme or contextual factor (e.g. do districts with industrial development have different program outcomes compared to those without), dose-response analyses (e.g. does the intensity of CHW supervision in a district relate to the treatment coverage for pneumonia), stepped-wedge analyses (e.g. do the districts that have started implementing CMAM protocols earlier have lower mortality outcomes than those that have started later), Lives Saved Tool (LiST) Modelling (e.g. how many lives can be saved if we invest more on breastfeeding promotion in the next five years and improve the coverage by 20%), and equity analyses (e.g. do nutrition programmes reach the poorest populations).

With funding from the Government of Canada (2014-2016), IIP-JHU is currently supporting the launch of the NEP by government stakeholders in Malawi, Mali, Mozambique, and Tanzania. In each country, IIP-JHU is implementing a multi-year capacity building strategy to build core NEP evaluation design, data management and analysis skills through continuous mentorship of a public sector home institution and small hands-on workshops with other key government stakeholders.

9 Multi-Sectoral Linkages in Monitoring and Coordination of Nutrition

9.1 Nutrition-Agriculture Linkages

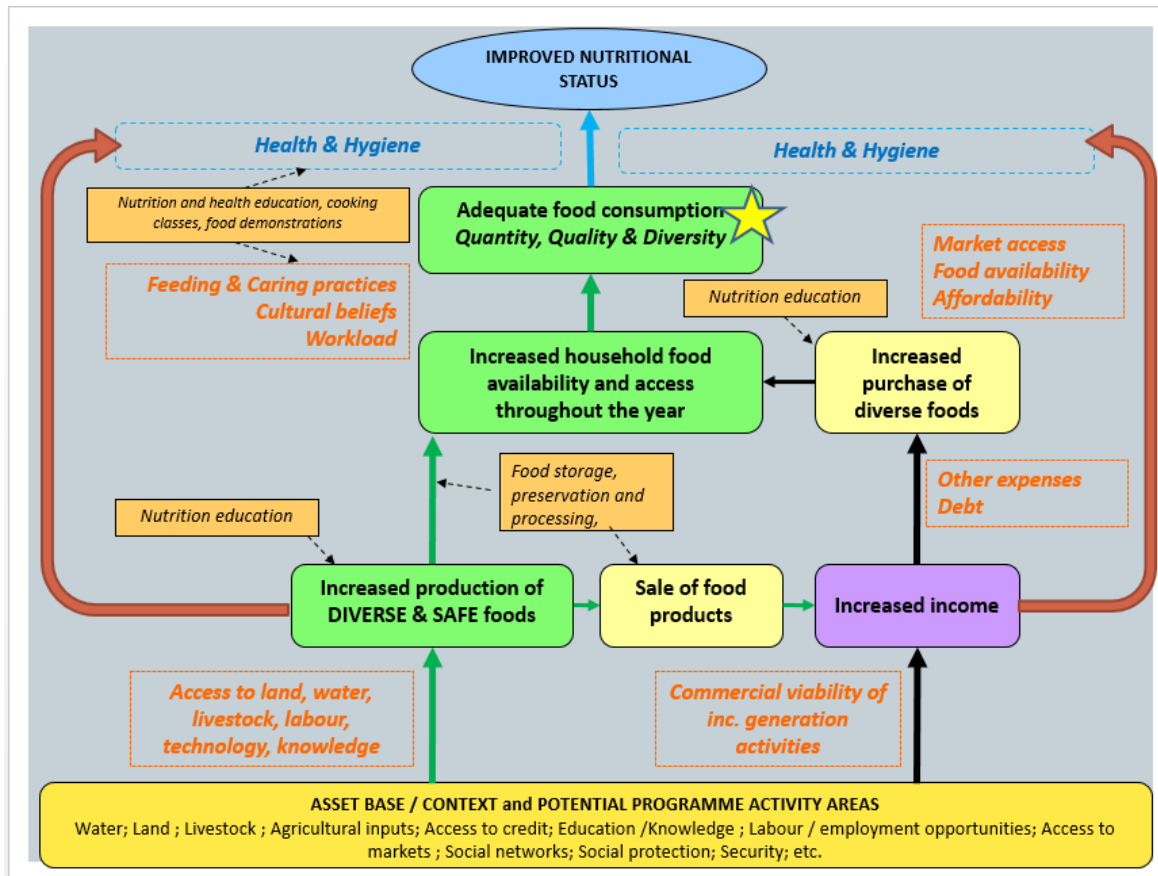
Marie-Caroline Dodé and Amelie Solal-Céligny | Nutrition Division, Headquarters (Rome) and Regional Office for Africa (Accra) | Food and Agriculture Organization of the United Nations

The speaker reviewed the Conceptual Framework for Malnutrition and included interventions where agriculture can contribute towards ensuring adequate nutritional status. The agriculture sector has a key role in producing safe and nutritious foods and promoting safe agricultural practices; can provide income that could be used for purchase of food, access to health services and sanitation facilities; is linked to natural and human resource management; and can impact on women's time allocation. However, the link from food production and income generation to improved nutritional status entails a complex pathway.

To have an impact on nutrition, food production per se is not enough. Rather, one is aiming at producing diverse and safe foods. This could have a direct impact on household food access or generate increased income at household level which could then lead to increase purchase of food and enhance household food access. From an increase on household food access one can assume this will increase food consumption at individual level and eventually have an impact on the nutritional status. Nevertheless, at each level (i.e. individuals, households and community) one will find potential obstacles combined with external factors which can limit the positive impact on nutrition. For instance, increased income can be used to invest in non-nutrition related expenses such as reimbursing debts. On the other hand, increased income will not translate to improve household food security if there is no market access or food is too expensive. Perhaps there is food security at household level but the caregivers are not giving adequate food to young children for various reasons such as cultural beliefs or high workload. Maybe the food will be adequate but as children are sick or have diarrhea because of poor health, hygiene and sanitation conditions and will thus not benefit fully from it.

Thus, improving agriculture outcomes will not automatically contribute to better nutrition. In order to monitor agriculture's impacts on nutrition one needs to have information on all of relevant factors and understand the various pathways from agriculture to nutrition. For some direct interventions on nutrition, evaluating the impact may be relatively straightforward (for instance, when providing micronutrients to an individual, immediate outputs can be measured through biomedical tests). For many agriculture interventions, however, measuring outputs and outcomes will be more complex as the pathways are longer. The main area of work for the agriculture sector is at the bottom of the scheme, among the basic determinants. The agriculture sector works on agricultural inputs, livestock, access to credit and land, and others. Many intermediate steps need to be taken from the work of agriculture to reach the nutritional objectives. Monitoring should thus be assessing these steps and, for instance, be evaluating individual level consumption as a key outcome of food security.

Knowing the different pathways and the numerous indirect impacts towards stunting reduction allows better monitoring of these intermediate milestones. Nevertheless, the agriculture sector should be accountable for improving diets in terms of diversity and safety of food sources.



Tools to help monitor the impact of agriculture at various levels in the pathway include assessments of increased production of diverse and safe foods (level of production; availability of micronutrient-rich foods in the market; increased yields of micronutrient-rich crops); increased household food availability and access throughout the year (Household Dietary Diversity Score; Food Consumption Score; Household Food Access or Hunger Scale); and adequate food consumption in terms of quality, quantity and diversity (Individual Dietary Diversity Score). Measuring the enabling environment can also be done through the Country Food Security Commitment and Capacity Score Card which focuses on four indirect measures of essential factors of success or dimensions: 1) policies, programmes and legal frameworks, 2) human and financial resources, 3) governance, coordination mechanisms and partnerships, and 4) evidence-based decision making. A key recommendations in mainstreaming nutrition into agriculture include incorporating explicit nutrition objectives and indicators in the design of programmes and investments, and track and mitigate potential harms.

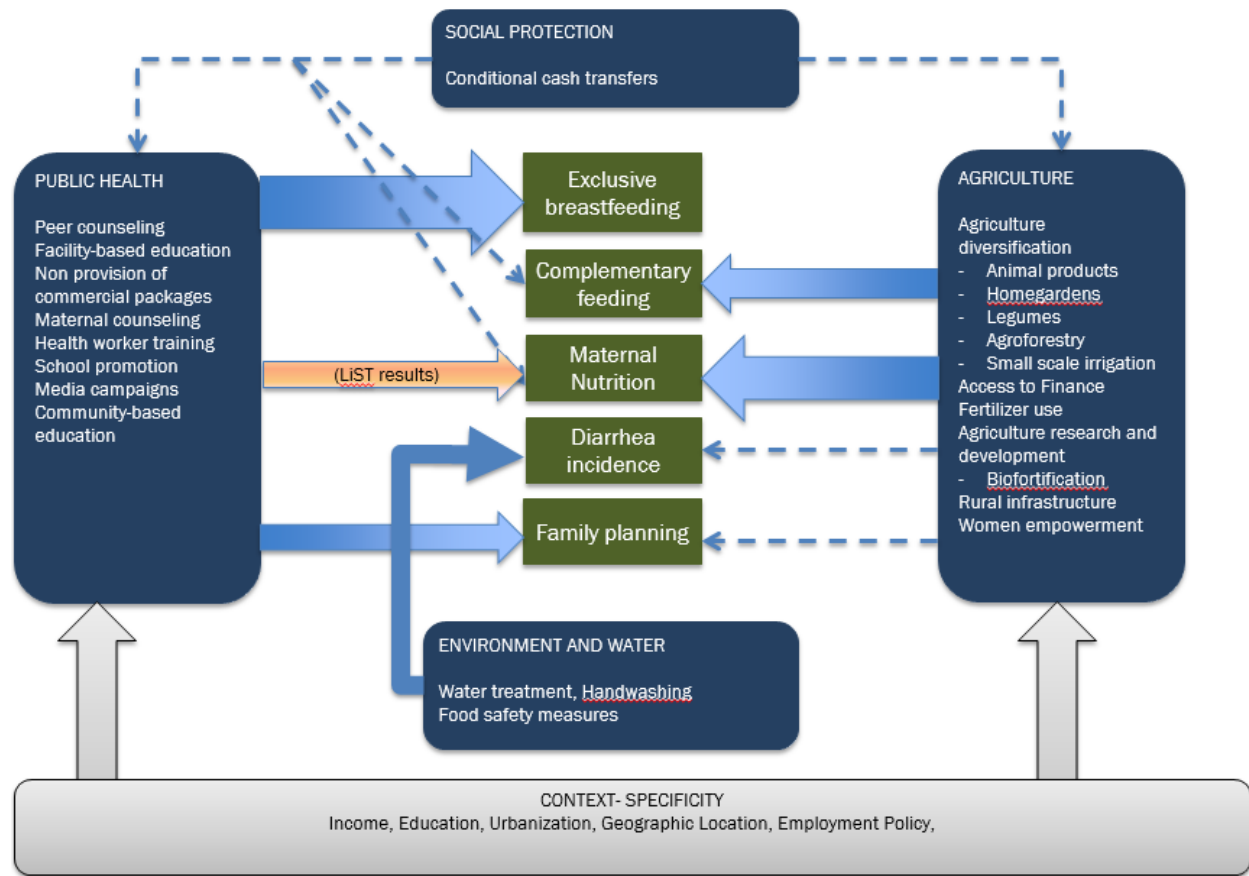
9.2. Modeling Multi-Sectoral Contribution to Stunting Reduction

Patrizia Fracassi | Senior Nutrition Adviser | SUN Movement Secretariat

The speaker discussed on the importance of contextual factors in determining the possible contribution of nutrition sensitive sectors to nutrition outcomes. The Lives Saved Tool (LiST) have been useful in identifying links between nutrition specific interventions and investments on nutrition outcomes. The LiST tool has also identified five intermediate outcome areas to stunting: complementary feeding, diarrhea incidence, family planning, maternal nutrition and breastfeeding behaviors. The LiST Tool outputs are based on impact and calculated from

randomized control trials; they are also the basis for the interventions identified in the Lancet Series for Maternal and Child Nutrition.

However, the LiST Tool does not calculate nutrition sensitive contributions nor contextual factors that have not been subject to randomized controlled trials. The work between Columbia University and the SUN Movement Secretariat was to try to assess how potential nutrition sensitive investments in key sectors can contribute towards nutrition outcomes associated to stunting. Using five LiST intermediate outcome areas, regression analysis from multiple data sources from across countries have looked at possible sectoral contributions towards these outcomes.



Two different models were used: one for public health interventions including environment and water and another for agriculture. Among public health interventions, where there are meta-analyses results of effects, there was an important association between contextual factors and the uptake of the different interventions. For instance, the girls' education (as a contextual factor) had a strong association with many of the relevant nutrition outcomes such as family planning, complementary feeding and maternal nutrition. As another example, peer counseling, an intervention that has been shown to increase the prevalence of exclusive breastfeeding, has been shown to be more successful under some contexts (in a rural setting, lower educational attainment of mothers and mothers who are not highly engaged in labor).

In the agricultural model, the pathways from the theory of change (presented by the previous presenter) were examined for possible proxy indicators that can be linked to stunting, that is, an outcome variable that could be a link between anthropometric measurement and nutrition sensitive contribution. In terms of dietary patterns, three

indicators were identified: 1). Percentage of energy from non-staples in supply, as an indicator for diet diversification; 2) calories available per capita as an indicator for food quantity; and 3) iron availability from animal products, which is an indicator for micronutrient availability. These indicators were associated with stunting as well as proxy indicators for stunting such as low birth weight and complementary feeding. Agricultural diversity, increased access to finance for farmers and strengthened agriculture research and development were all found to be positively associated with diversification of supply and iron availability from animal products. On the contrary, mechanization and intensification of agriculture are negatively associated to diet diversification as well as complementary feeding, possibly showing trade-offs between quantity and quality of food sources. In addition, increased exports as percentage of GDP is negatively associated with diversification, quantity and iron availability of supply but per capita income and road infrastructure have a positive association with all three outcomes.

Analyses such as these show that contextual factors can influence how different nutrition sensitive sectors can contribute to stunting reduction. They can also start discussions on macro-economic issues and how different sectors can put policies into place and support the enabling environment that can increase their contribution to nutrition outcomes and track and mitigate potential harms.

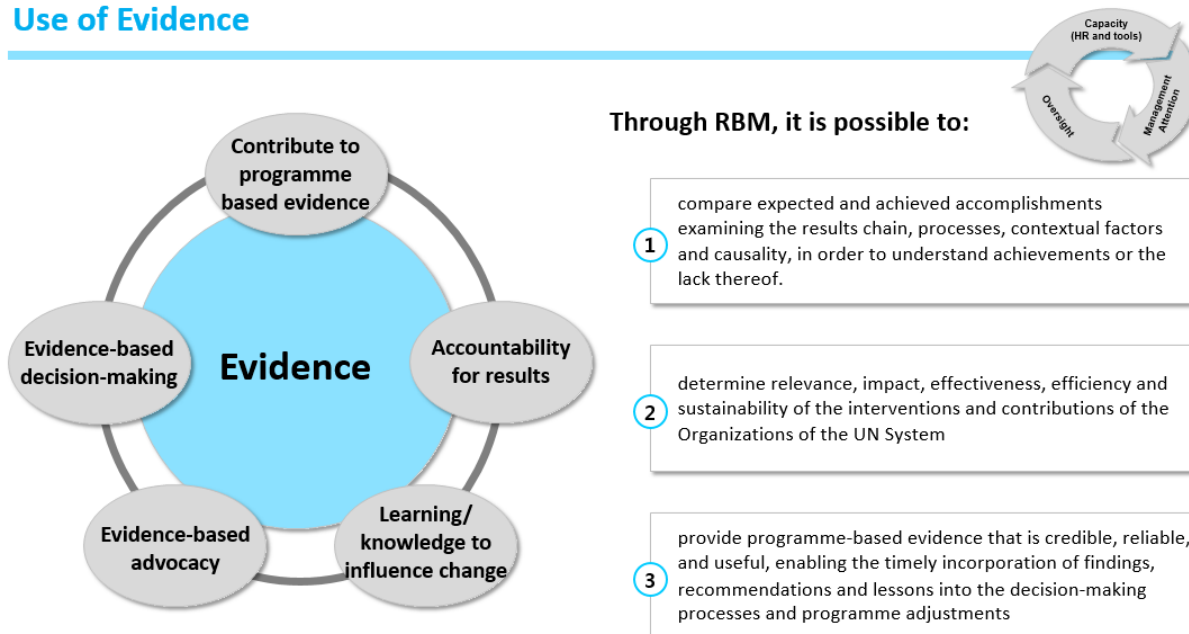
10 Using Results-Based Management for Good Programming

Edward Addai | Regional Chief of Monitoring and Evaluation | UNICEF Eastern and Southern Africa Regional Office

The speaker emphasized in his presentation that results-based management (RBM) is good programming. RBM is about doing the right things right and making mid-course adjustment so that one is always “fit for purpose”. Three components to remember are 1) capacity, in terms of both human capacity and tools, and enough investment to ensure both implementation capacity and monitoring capacity; 2) management attention; and 3) oversight and accountability.

Good programmes are also evidence-based, as opposed to approaches that are based on tradition, convention, beliefs or anecdotal evidence. Evidence-based programmes usually include a strong theoretical foundation for specific target populations (i.e., a theory of change and right holders), identification of active agents of change (duty bearers), specification of necessary activities and organizational support (investments), quality data collection and procedures (monitoring), and evidence of effectiveness (evaluation). The framework for programming excellence includes accountability for resources and results with feedback loops and action between the activities of strengthening the situation analysis, improving programme design and execution, and stronger measurement and reporting.

Use of Evidence



Each are opportunities to improving the focus on results during every step of the programme cycle. Through RBM, it is possible to compare expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof; determine relevance, impact, effectiveness, efficiency and sustainability of the interventions and contributions; and provide programme-based evidence that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into decision-making processes and programme adjustments.

Results-based accountability starts with the end, works backwards toward the means, and is used for continuous programme improvement. In order to “turn the curve” and have results on stunting, the following questions need to be asked by any programme: what is the end, how are we doing, what is the story behind the curve, who are the players who have a role to play in turning the curve, what works in turning the curve, what do we propose to do to turn the curve. Key performance measures take into account the quantity and quality of both the effect and the effort. For instance, how much is being done, how well is it being done, and is anyone better off because of what we have done.

Results based accountability

Turning the stunting curve

1. What is the end?
2. How are we doing?
3. What is the story behind the curve?
4. Who are the partners that have a role to play in turning the curve?
5. What works to turn the curve?
6. What do we propose to do to turn the curve?

Key performance measures

		QUANTITY	QUALITY
EFFORT	How Much We Do	How much service did we deliver? # Customers served # Services/Activities	How Well We Do It How well did we do it? % Services/activities performed well
EFFECT	Is Anyone Better Off? What quantity/quality of change for the better did we produce? #/% with improvement in: Skills Attitudes Behavior Circumstances		

The culture of accountability, and being honest about oneself, is key to producing results. There is a need to continually review and update based on context. In order to be effective, programmes must intentionally be ready to adjust.

11 Country Perspectives on the Way Forward

The capacity to deliver on scaling up nutrition is being supported by the SUN Movement Communities of Practice (COP). The COP will enable access to know-how needed in order to strengthen in-country capabilities. After identifying the capabilities present from in-country stakeholders, the COP can link requests for support from individual SUN countries to resources with the expertise from other SUN countries and from across the SUN networks. Four communities of practice have been identified: 1) planning, costing, implementing and financing of scaled-up multi-sectoral actions; 2) effective social mobilization, advocacy and communications ; 3) reliable monitoring of progress, evaluation of outcomes and demonstration of results; and 4) enhanced ability to manage effective implementation of actions by multiple stakeholders.

During the group work session, country teams were asked to focus on the possible contributions from the third COP on information systems. Specifically, country teams were asked to list the “next steps” that the country perceives as necessary and in which they have in-country capacity as well as list a set of “needs” for which they perceive that they will require expertise from outside the country. These two lists were made under three broad working areas of 1) development, agreement and use of one common results framework for nutrition; 2) system strengthening for data quality collection and management; and 3) capacity building on cross-sectoral analysis, interpretation and use.

The table of inputs on next steps and needs from the countries are in the Annex. The identified needs by the countries were discussed to guide the panel discussion on networked response.

Work Areas for identified country support needs	# of countries (total 12)	Countries
Development, agreement and use of one common results framework for nutrition.		
Technical support to review/update/finalize National Plan of Action or Roadmap	2	Madagascar; Somalia
Technical support to review/update/finalize Common Results Framework	2	Burundi; Somalia
Technical support for the multisectoral dashboard (setting up; identification of indicators; creation of template for dashboard)	5	Burundi; Kenya; Madagascar; Malawi; Tanzania
System strengthening for data quality collection and management (as required).		
Resource (financial and stakeholder) mapping	1	Malawi
Strengthen capacity within sectors for data collection	1	Mozambique
Harmonization of the multisectoral information system; Technical support to create a multisectoral data collection system	2	Comoros; Madagascar
Technical assistance for data analysis and information management	2	Tanzania; Zimbabwe
Strengthen sub-national M&E System	4	Ethiopia; Kenya; Uganda; Zimbabwe
Explore options for innovations on mobile data collection	2	Ethiopia; Uganda
Capacity building on cross sectoral analysis, interpretation and use.		
Identifying key determinants and bottlenecks for stunting reduction	2	Malawi; Tanzania
Knowledge and experience sharing between countries	3	Comoros; Ethiopia; Swaziland
Technical assistance to form a Sub-national M&E Group for nutrition and food security	1	Madagascar
Technical support for communication and advocacy	1	Zimbabwe

12 Panel Discussion on Building a Networked Response to Support Countries in Tracking Implementation

Helen Connolly | Senior Economist | ICF International / MQSUN Consortium

The speaker reminded the participants that when results are not met, careful costing and financial tracking can answer questions such as whether the amount planned was the amount budgeted, whether the amount budgeted was the amount spent, and how the expenditures were allocated to resources (and further, whether the expenditures were balanced proportional to the plan and whether the expenditures were allocated more towards one resource than another). Costing and financial tracking can thus help planners understand and identify gaps in the implementation.

The MQSUN (Maximizing the Quality of Scaling Up Nutrition) Consortium is made up of eight partners (PATH, Agribusiness Systems International, Aga Khan University, Health Partners International, ICF International, Institute of Development Studies (IDS), International Food Policy Research Institute (IFPRI), Save the Children UK) funded by DfID and provides expertise on nutrition programming, research, lessons learned, best practices and impact. Among their menu of services are policy, legislation and plan reviews and summaries (tailored support to review and refine national plans, policy and legal framework analysis, support and feedback on preparing documents, capability assessment for next steps); development of common results framework (contextual analysis to understand contributing factors, food and nutrition security situation analysis, stakeholder and prevalence mapping, support with setting priorities and targets, assessment of output targets and interventions); plan costing (assess, coordinate facilitate, train and make recommendations on costing; develop plans for costing at national and district levels); financial tracking (provide assessment of existing tools and systems, provide recommendation and/or tools for financial tracking mechanisms aligned with national nutrition planning); support for the development of a monitoring and evaluation framework; and, remote support and quick response to general country queries.

Support is provided through requests made from the SUN Focal Point to the SUN Movement Coordinator (David Nabarro) and accountability is ensured through the country multi-stakeholder platform. In addition, DfID monitors MQSUN support through country feedback.

Jonathan Tench | Global SUN Business Network Manager

The Global SUN Business Network's vision is to find solutions required to end malnutrition through business, markets and people. The SUN Business Network Advisory Group is made up of 12 Chief Executive Officers.

The Business Network will respond to requests from SUN countries through provision of a toolkit for effective engagement with business sector, online resources, regional workshops and contact points. The SBN toolkit will help countries to understand why business can help them scale up nutrition and how. SBN seeks to support countries in addressing challenges (such as limited business investment, an unclear role for business in nutrition strategies, and business having little awareness of nutrition issues, and few public sector incentives for business) with solutions that include identifying potential entry points in national strategies; consulting with key stakeholders to build consensus around entry points; analyzing how to leverage existing programmes, commitments, infrastructure and finance; developing a roadmap for action; and brokering partnerships. Outcomes that can be achieved are clear policies and strategies on the role of private sector in nutrition, increased investment from public sector and incentivized investments from business, and increased business investment into

nutrition solutions. These outcomes aim to contribute to better access to safe nutritious foods, increased awareness of and demand for good nutrition, and improved nutrition outcomes.

The Business Network can support data collection and management, planning and monitoring because of their capacity in research and development, supply chains and distribution, mobile information technology for mapping and auditing, as well as media partnerships.

Claire Blanchard | SUN Global Civil Society Network Coordinator

At the national level, national civil society alliances bring together a breadth of civil society organizations engaged in addressing malnutrition coordinated in a Civil Society Alliance / Platform / Coalition. As part of the multi-stakeholder platform, they support the work to align and coordinate actions across sectors. CSAs also contribute to reliable monitoring of progress, evaluation of outcomes and demonstration of results by ensuring Civil Society contribution to the development and conceptualization of a multi-stakeholder common results framework as well as data collection, analysis and results dissemination to communities. CSAs contribute by helping build Civil Society capacity, ensuring active participation from diverse and cross-sectoral CSOs, raising awareness for community engagement and building ownership of monitoring systems at the local level.

At the global level, Civil Society Organizations (CSOs) through the SUN Civil Society Network (SUN CSN) also contribute to supporting in-country efforts to scale up and deliver nutrition efforts that are adapted to the context and local needs. The Civil Society Network is part of the global network of stakeholders that shift resources and align action to support country efforts with the overall coordination of the SUN Movement Secretariat and the SUN Lead Group. They contribute to policy shaping, bring grassroots perspectives to the discussion towards ensuring reality on the ground and actual needs are reflected in plans and efforts and advocate for mutual accountability frameworks.

The Civil Society Network is able to support countries through supporting Civil Society Alliances lead and contribute to efforts and more specifically, in:

- Documenting experiences from countries and sharing key lessons learnt and recommendations for harmonization and standardization for mapping civil society activities, implementation coverage, and finance. Such mapping assists in understanding the stakeholder landscape, existing structures and capacity to inform the development and multi-stakeholder implementation of national monitoring and evaluation frameworks under the leadership of governments.
- Contributing to the development of a centralized information system at national level: encouraging and supporting CSAs to work as part of multi-stakeholder platforms towards a central system database where all information is available to all partners for accountability and advocate for open data, transparent systems promoting mutual accountability in order to facilitate cross-sector efforts as well as broader public.
- Contributing to multi-stakeholder social auditing of the national nutrition plans, cross-learning and sharing of experiences.

The Civil Society Network is also able to support the national monitoring and evaluation framework by contributing to the development of a jointly owned and bought-in framework, advocating for clear roles and responsibilities of different stakeholders, advocating for a centralized system of coding that is analytic and comparable across countries, and advocating for high quality data and strong indicators in cross-sectional surveys.

They support systems strengthening for data quality collection and by supporting governments in setting up functional multi-stakeholder platforms, developing common results frameworks and advocating for multi-sectoral engagement among different line ministries.

They build capacity for cross-sectoral analysis, interpretation and use by supporting standardized and coordinated multi-sectoral nutrition data collection and analysis to inform action and reporting; improved communications, reporting, information sharing and feedback mechanisms; and cross-learning.

Civil Society efforts to contribute to reliable monitoring of progress, evaluation of outcomes and demonstration of results are underpinned by cross-learning (within country and across-countries) and the SUN CSN develops systems to foster such cross-learning as well as ensuring contribution to larger efforts such as the Learning Routes initiative (large multi-country, multi-stakeholder field learning exchange).

Nancy Walters | Global Coordinator of UN REACH and Co-facilitator of the SUN UN Systems Network

The UN System SUN Network is co-facilitated at the global level by the UN Standing Committee on Nutrition (SCN) and the UN Renewed Efforts Against Child Hunger and Undernutrition (REACH). At the country level, UN Agencies form a UN Nutrition Team in which the REACH Facilitator is a member. UN support on nutrition is coordinated so that there is joint advocacy and resource mobilization (that transcends individual agency mandates) in the areas of programme planning and delivery, policy and technical advice, coordination, and monitoring and evaluation. The UN Network is thus involved in reflections and discussions on individual mandates vis-à-vis responding as one.

The UN commitments during the meetings in Nairobi (during the UN Network Meeting) and in New York (during the Global SUN Gathering) in August 2013 to support improved effectiveness of governments, multi-sector and multi-stakeholder platforms include: consolidation and expansion of the UN Nutrition Network for SUN; formulation and endorsement of a clear and transparent accountability framework for the UN System Network; expansion of the Joint UN Programming and approaches for nutrition as part of the UN Development Assistance Framework (UNDAF); and, the expansion of REACH to be made available to all countries.

The UN can support national nutrition efforts by ensuring that the following provisions are met: 1) the UN System in each country has clear and agreed objectives on nutrition that align behind national strategies and plans; 2) UN System coordination mechanisms function in all countries: these include all UN entities and aim to deliver efficient, effective, and responsive support; 3) Individual agencies' nutrition planning, programming and resource mobilization are not pursued; instead, agencies adopt joint approaches in support of national priorities; 4) the UN System Network for nutrition should behave as a single reflection of the UN System that brings together all UN agencies, funds and programmes with an interest in nutrition; and 5) staff of UN System agencies should at all times reflect the commitments of their Heads of Agencies in providing clear and consistent guidance to all levels of their organizations in support of a more coordinated approach.

REACH has a dual role both in supporting governments and multi-stakeholder platforms and in co-facilitation of the UN Network together with the UN SCN. The support to governments aim to strengthen national nutrition policies and action plans by providing support to national governments and technical groups towards a multisectoral and multi-stakeholder approach; increase advocacy, awareness and consensus of stakeholders on the nutrition situation and facilitate the development of strategies and priorities for its improvement; increase national capacity and expertise on nutrition; and strengthen governance by increasing effectiveness and accountability. The UN System Network aims to ensure harmonized nutrition guidance and approaches for country-led efforts to scaling up nutrition, with the UNSCN mandated for global level UN System-wide harmonization and REACH mandated to facilitate joint UN country-level support.

Landscape Analysis of Nutrition Information Systems

On behalf of the UN Network, REACH undertook a landscape analysis of tools and systems supporting government NIS in collaboration with the Boston Consulting Group.

I. Identification of elements of the ideal government NIS and an assessment of key challenges countries are facing

As the link between information and decision making/action is key, the ideal NIS combines three elements:

- (1) **Assessment:** Data collection at national, regional, district levels along the nutrition value chain with information on input, output, outcome, impact indicators;
- (2) **Analysis** of challenges/bottlenecks, action & funding gaps and/or duplication as well as a user-friendly visualization of results; and,
- (3) **Action:** Guidance for decision-making on scaling up nutrition in cooperation with stakeholders and targets for specific variables

In order to make sound decisions on where and how to scale-up nutrition, a comprehensive NIS provides answers to four questions:

- **What is the situation?** Details on current nutrition situation detailing the magnitude and severity of the problems
- **What is being done and what are improvement targets?** Identification of priority actions defined in the national strategy and respective targets; the status on who is doing what where (geographical coverage) and the resources employed (human & financial)
- **Which delivery mechanisms are being used?** Status information on utilization of delivery mechanisms and assessment of the full potential of delivery mechanisms
- **How many of those in need are reached effectively?** Coverage of target beneficiaries (e.g. consumption/ breastfeeding behaviour)

Most national systems face key challenges. Information on inputs is usually only available at project level, not aggregated around the national strategy; and categorizations of inputs are not always consistent, but vary across projects. At the output level, intervention mapping at sub-national level is only done selectively and in many cases delivery coverage is not available. Assessment of outcomes can be challenging, as data for some interventions is at times not available or usually dispersed across various administrative or survey reports. While information on impact indicators is the most standardised, updates are only available at low frequency and data is easily outdated. Many of the assessments and analysis are limited to sub-national level, and do not provide granularity to the district level.

II. High level overview of the current NIS landscape supporting government NIS

A plenitude of systems and tools exist at national, regional and global levels. The landscaping exercise created an overview of 86 existing nutrition related tools/systems and serves as a valuable “resource library” for country and global stakeholders on where to access which data. An Excel database was created providing detailed information on each tool, incl. description of type and purpose, owner, supporter, data contained & mapping to the NAG classifications, countries, and update frequency. The database is supported by a library containing existing reports, background documents, etc.

Tools and systems provide specific information along the nutrition data value chain and can be categorized into eight different types:

1. Target setting and monitoring
2. Population, nutrition & food security situation
3. Knowledge Sharing and advocacy platforms
4. Capacity assessment
5. Consumption behaviour
6. Stakeholder and Action Mapping
7. Policy and legal framework
8. Financing/Costing of scaling up nutrition

Tools and systems in categories 1, 2, 4 and 6 are relevant for implementation monitoring.

The database and supporting documents can found on the REACH knowledge sharing portal: <http://www.reachpartnership.org/home>. For access please contact Claudia Tranquilli (Claudia.tranquilli@wfp.org) and Holly Dente Sedutto (hollydente.sedutto@wfp.org).

Lola Gostelow | SUN Donor Network

The SUN Donor Network focuses on better alignment, mobilization and tracking of resources needed to support countries to scale up nutrition. The Donor Network is working with countries to align funds towards national goals and tracking resources in order to ensure effectiveness and results. The European Commission (EC), in particular, is one of the active members of the Donor Network which it helps to organize along with representatives from Canadian International Development Agency (CIDA) and the German Federal Office for Agriculture and Food. In the last few years, the EC has made public declarations to support stunting reduction and to spend Euro 3.5 billion until 2025 in this endeavor. Most of this support will go towards making the agriculture sector more nutrition sensitive and hold itself accountable for results (and thus have a more robust monitoring and evaluation).

During the March 2014 meeting, the Donor Network has agreed that there is common interest in helping countries to make a comprehensive causal analysis for nutrition, using data sources and tools that are already available before exploring new ones. The Donor Network has thus agreed to support countries in improving monitoring systems and in investing to strengthen capacity in this area. In turn, the countries should show their commitment to use the monitoring and evaluation system and hold themselves accountable to the country.

The Donor Network is moving forward in building structures with which to support countries, in designing processes and systems, and in developing a common repository that is equally owned by various ministries. This support aims to be able to track progress, track investments and to assess cost effectiveness of programmes that have made a difference in nutrition. The Network is currently seeking technical expertise from the academe and technical agencies as well as fund commitments and investments for this work. They are continuing to learn from countries and from across networks on what is possible and what is most effective.

David Nabarro | SUN Movement Coordinator and Special Representative to the UN Secretary General for Food Security and Nutrition

Mr. Nabarro was able to join this session by video conference and was able to share some thoughts. He reminded the participants that the SUN Movement started with 100 partners coming together in 2009 and thinking through the way forward for nutrition. This was immediately followed by development of the SUN Road Map by 30 leaders from April until it was launched in September 2010. The central recognition of the SUN Movement is that a combination of actions are needed when trying to scale up nutrition action in countries. Full delivery of the nutrition specific interventions as described in the Lancet Series on Maternal and Child Nutrition in 2008 and 2013 have been shown to have impact. There is also a recognition that nutrition sensitive multi-sectoral action is needed right across different sectors, not just one or two. Considerable and sustained long term benefits can be achieved when nutrition is planted in food and agriculture, social protection, water and sanitation, women empowerment, employment and labor, education, and others. The health sector gets preoccupied by nutrition when nutrition indicators are poor; those poor public health indicators are a sign that nutrition action in other sectors have failed.

The multi-sectoral approach has caused challenges in implementation. This is why the first process is to establish a platform so that actors from different sectors and different stakeholders (both within and outside government) can come together. The tools to harmonize action include the Common Results Framework that can show how activities in different sectors can make nutrition results possible; can, for instance, make it easier and more fruitful for a mother to breastfeed her child.

The country-level environment is where there should be greatest participation across stakeholders – donors, UN agencies, business, civil society, and others. These various stakeholders should come together themselves to get

their members engaged in the SUN Movement. The demand, however, must come from the countries; the networks are then inspired to respond. The SUN Movement does not push from the outside but responds to pulls from the countries.

The speaker than expressed appreciation to the countries and networks for coming together to support the Communities of Practice. This is a way for the SUN Movement and partners to listen to challenges and respond to needs identified.

13 Conclusions and Recommendations

Noel Marie Zagre | Regional Adviser for Nutrition | UNICEF Eastern and Southern Africa Regional Office

The speaker reminded us that that it is possible to achieve results if one takes the time to reflect on what is being implemented, how it is being implemented, and to adjust the programme as the situation or context changes. With nutrition-specific interventions, stunting can be reduced by 20%. Improving nutrition requires engaging with nutrition-sensitive approaches and building an enabling requirement so that further decreases in stunting can be achieved.

In order to have a culture of results-based thinking, one cannot wait for extensive infrequent surveys every few years. Rather, there needs to be a tool similar to a dashboard that will allow one to assess rapidly and frequently whether programmes are on track to reach results; and in turn make adjustments as often as necessary. This is an investment that we all need to take so that monitoring becomes part of good programming; so that programmes are under one's control.

Many countries have identified next steps as well as external support needs. However, the first ingredient must be internal: there must be country leadership. Partners and external resources can help, but cannot be the steer as country leadership and management should. This Workshop has been part of a series of workshops; all of them are meant to support countries in what should be done. As we discuss and finalize support to countries, all our efforts should in the end strengthen in-country capacity.

Patrizia Fracassi | Senior Nutrition Adviser | SUN Movement Secretariat

The speaker reiterated that the mothers, communities and beneficiaries should be engaged in monitoring so that programmes continue to be meaningful to the beneficiaries. Context in communities are best understood by those in the communities. We thus need to think through how a monitoring dashboard will resonate both at the highest policy-making level as well as at the community level.

The best incentive for better and improved implementation is success; to be successful, programmes need to run sustainably for a number of years; to run for a number of years, one needs support from leaders and decision makers; and the best leaders and decision-makers listen to the community. Programmes need to be constantly linked to the reality in the communities. A culture of listening, monitoring and accountability needs to be built by countries to achieve our results.

The SUN Focal Points have a great opportunity in the country to coordinate the actions towards improving nutrition. Amidst all the tools, capacities and support (both internal and external to the country), the SUN Focal Point needs to be able to coordinate and lead.

14 Closing Remarks

Bjorn Ljungqvist | Independent Nutrition Consultant

In closing, the speaker reminded us that the 1990 UNICEF Nutrition Strategy consists of two equally important components: the Conceptual Framework of Causality, and the Triple-A Approach. The Conceptual Framework is the basis for the multi-sectoral, multi-stakeholder approach. Food, health and care are components that are all necessary, though not one by itself sufficient. This part is getting well established and understood, However, the second part, i.e. the Triple-A approach, seems to have been forgotten for a long time but is now, as it seems from this Workshop, coming back as a critical component of the nutrition scaling-up process!

While the conceptual framework guides the discernment of which information is needed for monitoring, the Triple-A Approach (of Assessment, Analysis and Action in a consecutive, iterative and continual cycle) guides how this information should be used. The cycle may start with an assessment, whether at the household with the mother assessing the growth of her child, or at community, district or national level with the nutrition situation of the population. This assessment depends on the awareness of the problem and commitment to act. It is thus partly also dependent on the information available and the information systems that allow this information to be understood and used. After an initial assessment, an analysis of the causative factors and determinants needs to be performed. The exercise of analyzing the problem is improved when there are inputs from people who are close to the situation and understands the contexts well, for instance, people at the community level, as well as people who are experienced and trained to make such analyses. Actions are then taken based on the assessments and analyses. However, contexts change and the actions themselves may lead to new situations; thereby requiring the need to re-assess, re-analyze and re-think the actions.

This cycle needs to be kept going with strong motivation that can be supported by advocacy and social mobilization. Rather than relying on the will of a leader or authority, the Triple-A Approach should be anchored on human rights. This anchor automatically identifies the duty bearers as managers and the claim holders as the center of their own development. The Triple-A Approach should be done at multiple levels and they should involve and empower the communities to contribute to their own nutrition improvement. For this to work, however, there is a critical need for capacity! Assessment, analysis and actions all require capacity by local actors, and we have to be aware that for the monitoring systems that we have discussed in this Workshop to work, it has to be based on strengthening of local capacities and not remain a matter of refined procedures at national and international levels.

Communities and societies are complex systems, not fully predictable but explainable at each point in time. In the face of changing situations and contexts, it is important to monitor as closely as possible with key indicators and use iterative planning so that revisions and adaptations of plans throughout succeeding implementation cycles and learning loops are built into the system. Monitoring should continuously provide real-time data for immediate and on-going decision-making from key decision makers; thereby applying the Triple-A Approach to monitoring, learning and adaptation.

The knowledge from the past two decades in nutrition has brought us from implementing relatively simple solutions and nutrition-specific interventions to a re-emphasis of the multisectoral approach to nutrition programmes which include nutrition-sensitive approaches as well as development of the enabling environment. Though we know that we can reduce stunting by approximately 20% with nutrition-specific interventions, we need to also influence the other 80% that can be achieved through nutrition-sensitive approaches and an enabling environment together with other sectors such as agriculture, social protection, and education and so on.

Annexes

Glossary of Terms

Activities: actions in the context of programming which are both necessary and sufficient, and through which inputs (financial, human, technical and material resources) are mobilized to produce specific outputs or contribute to the outcome. Activities may also be referred to as “development interventions”.

Barrier(s): single or multiple significantly constraining factors in the programming environment, or related to the achievement of specific outcomes, that prevent children and their families from enjoying the full realization of their rights. Such impediments may be removed over a relatively longer time period with the application of appropriate strategies. Used alongside bottlenecks.

Bottleneck(s): single or multiple significantly constraining factors in the programming environment, or related to a specific programme or intervention, that prevent children and their families from fully benefiting from services necessary for their survival, development and well-being. Such impediments may be overcome in a relatively short time frame with the application of appropriate strategies. Used with barriers.

Equity: an ethical and usually people-oriented concept with primarily social, economic, political and environmental dimensions. It focuses on the basic fairness of the processes and outcomes of decision-making. It is the basis of redistributive justice. For UNICEF, this implies that all children have an opportunity to survive, develop, and reach their full potential, without discrimination, bias, or favoritism.

Impact: positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types and should have some relationship to the MDGs and national development goals.

Indicator: a measure used to detect change in a situation, or the progress in an activity, or the results (process, output, outcome, impact) of a project or programme.

Input: financial, material, technological, informational or human resource mobilized for an activity.

Logical framework: management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes and impact) and their causal relationships, indicators, and the assumptions and risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.

Monitoring: a continuing function that aims primarily to provide managers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. Monitoring tracks the actual performance or situation against what was planned or expected according to pre-determined standards. Monitoring generally involves collecting and analyzing data on implementation processes, strategies and results, and recommending corrective measures.

Output: the products and services that result from the completion of activities within a development intervention within the control of the organization.

Outcome: the intended or achieved short-term and medium-term effects of an intervention's outputs. Outcomes represent changes in development conditions that occur between the completion of outputs and the achievement of impact.

Outcome evaluation: an in-depth examination of a related set of programmes, projects and strategies intended to achieve a specific outcome, to gauge the extent of success in achieving the outcome; assess the underlying reasons for achievement or non-achievement; validate the contributions of a specific organization to the outcome; and identify key lessons learned and recommendations to improve performance.

Participatory evaluation: the collective examination and assessment of a programme or project by the stakeholders and beneficiaries. Participatory evaluations are reflective, action-oriented and seek to build capacity. Participatory evaluations are primarily oriented to the information needs of the stakeholders rather than the donor who acts as a facilitator.

Performance: the degree to which a development intervention or a development partner operates according to specific criteria/standard/guidelines or achieves results in accordance with stated plans.

Performance indicator: a quantitative or qualitative variable that allows the verification of changes produced by a development intervention relative to what was planned.

Performance measurement: a system for assessing the performance of development interventions, partnerships or policy reforms relative to what was planned, in terms of the achievement of outputs and outcomes. Performance measurement relies upon the collection, analysis, interpretation and reporting of data for performance indicators.

Performance monitoring: a continuous process of collecting and analyzing data for performance indicators, to compare how well a development intervention, partnership or policy reform is being implemented against expected results (achievement of outputs and progress towards outcomes).

Results: changes in a state or condition which derive from a cause-and-effect relationship. There are three types of such changes (intended or unintended, positive and/or negative) which can be set in motion by a development intervention – its output, outcome and impact.

Results-based management: a management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). Results-based management provides a coherent framework for strategic planning and management by improving learning and accountability. It is also a broad management strategy aimed at achieving important changes in the way agencies operate, with improving performance and achieving results as the central orientation, by defining realistic expected results, monitoring progress towards the achievement of expected results, integrating lessons learned into management decisions and reporting on performance.

Results chain: the causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives – beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback. In some agencies, reach is part of the results chain. It is based on a theory of change, including underlying assumptions.

Results framework: the logic that explains how results are to be achieved, including causal relationships and underlying assumptions. The results framework is the application of the logframe approach at a more strategic level, across an entire organization, for a country programme, a programme component within a country programme, or even a project.

Stakeholders: people or groups who have an interest in a programme or activity and/or are likely to be affected by it.

Theory of change: a blueprint for the building blocks needed to achieve long-term goals of a social change initiative. It can be viewed as a representation of how results will be achieved in a development undertaking and the markers that will permit measurement of whether or not it remains on track. At its core, a Theory of Change identifies: a) the results a development effort seeks to achieve; b) the actions necessary to produce the results – in terms of Outputs, Outcomes or Impact of that effort; c) the events and conditions likely to affect the achievement of results; d) any assumptions about cause and effect linkages and e) an understanding of the broader context in which the programme operates.

Tracer intervention: one (or few) interventions per delivery platform that will allow managers to identify bottlenecks common to many interventions in a delivery platform. Interventions delivered through the same platform share similar resources like personnel, logistic systems, information procedures, managerial and operational responsibilities such that a problem affecting one intervention is likely to have similar effects on multiple interventions operating on the same delivery platform. Tracer interventions can be used to assess issues common to interventions in a delivery platform to strengthen the delivery system.

Group work: Country Perspectives on the Way Forward

Countries	Next steps	Needs
Burundi	1. Costing of the multisectoral strategic plan	I. Nutrition M&E: (1) Agreement and Development of a common results framework for nutrition (from these sectoral systems IHMS, Agriculture, Education, etc.) (2) capacity building of stakeholders and managers, (3) Financial support
	2. Advocacy and fund raising	II. Technical and financial support in the (1) Costing of the multisectoral strategic plan, (2) Implementation of the multisectoral strategic plan (3) Joint Communication & advocacy strategy
	3. Monitoring and evaluation logical framework	III. Establishment of community of practice: Burundi needs also a specific approach and must be adapted with specific activities and actions (1) Specific Template of Dashboard, (2) TOR of SUN Civil Society Alliance.
	4. Joint Communication & advocacy strategy	
	5. Establishment of community of practice: Burundi is particular, needs also a specific approach and must be adapted with specific activities and actions	
	6. Assessment of the baseline in nutrition	
Comoros	<p>1. Continuer la concertation sur l'élaboration des indicateurs multisectoriels pour la nutrition</p> <p>2. Améliorer le système de collecte des données nutritionnelles en tenant compte de la multisectorialité</p> <p>3. Mettre en place un comité technique multisectoriel d'analyse des données nutritionnelles</p>	<p>1. Demande d'appui technique sur la mise en place de système de collecte de données nutritionnelles multisectorielles</p> <p>2. Organisation d'un voyage d'échange d'expériences avec les autres pays qui ont déjà mis en place le système de collectes de données nutritionnelles sectorielles</p>
Ethiopia	1. Currently developing multi-sectoral score card	No support needed
	2. Capacity development for sectors in terms of M & E and evaluation	Experience sharing capacity building
	3. See how program data can be available & used for M&E at district level	District M & E system strengthening
	4. Testing and expanding innovation (mobile tech) to CBN/ ANI districts	Explore options and existing system
Kenya	1. The Kenya Food and Nutrition Security Policy implementation structures are not yet established and will need follow up. Finalize Food and Nutrition Security Strategy which has the structures for implementing Food and Nutrition Security Policy	
	Review existing Nutrition M&E framework and include nutrition sensitive indicators, SUN indicators on governance, leadership and legislation.	
	Improve functionality of Nutrition Interagency Coordination Committee (NICC) – review of TOR to include SUN monitoring of progress and accountability	
	Multisectoral strategy	

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	<p>2. System strengthening for data quality collection and management</p> <ul style="list-style-type: none"> . Training of GoK information officers and partners on nutrition data (collection, entry, analysis and quality) at national and subnational levels. .Data quality assurance tools .Review of survey proposals and validation of results . Roll out of revised data collection tools .Nutrition website 	
	3. Capacity building on cross sectoral analysis, interpretation and use Technical support/participation in multi- sectoral M&E systems – KDHS, KIHBS, NDMA surveillance, MICS	
	Setting up dash board	Technical support
	Data collection- using different data sources	Financial for set up, pilot and roll out
	Dash boards outputs feeding into programming- dissemination and awareness creation on the dashboard,	Capacity building for the counties to be able to collect the information
Madagascar	1. Mise en place effective et opérationnalisation du groupe régional de Suivi Evaluation en Nutrition et Food security (FS)	Mobilisation financière (national et international)"Principe décentralisation"
	2. Actualisation et adaptation du tableau de bord multisectoriel existant (voir la chaine de résultat)	Appui technique et financier
	3. Révision et amélioration des checklist des indicateurs multisectoriels pour la nutrition et FS	Renforcement de capacité
	4. Amélioration du cadre de résultat multisectoriel avec toutes les parties prenantes et à tous les niveaux	Renforcement de capacité et renforcement du mécanisme existant (National Nutrition Office)
	5. Plaidoyer et communication pour le renforcement de la nutrition	
	6. Harmonisation multisectorielle du système d'information	
	7. Actualisation de la politique nationale de nutrition et tous les plans et documents stratégiques post 2015 (à partir de 2015)	Appui technique et financier
Malawi	Resource Mapping – specific and sensitive	TA required Resource Mapping
	<ul style="list-style-type: none"> • Financial tracking • Stakeholders mapping 	
	Development of the Nutrition Database based on the M&E Framework	
	Rolling out the M&E plan in all districts	
	<ul style="list-style-type: none"> • Capacity building at all levels (National and District) • Finalizing the targets (baseline data) 	
	To bring sectoral data together and do regression analysis linked to stunting, to increase advocacy and improve involvement of sectors - TA	TA assistance required for capacity building within OPC-DNHA
	TA in analysis of Nutrition sensitive intervention	
	Strengthen coordination and monitoring of Business network	
	Development of the Dashboard linked to the M&E framework	TA for Dashboard development
Finalize the Nutrition Act		
Finalize the draft Nutrition strategy and costing		

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	Strengthen the regular data analysis and production of bulletin on the data generated by RapidSMS both national and district level for immediate action	
	Support sectors in developing their Nutrition sectoral plans – local government, agriculture, gender, information, environment and climate change	
Mozambique	1. There is a common framework (PAMRDC) agreed by different sectors. It has a M&E framework	No need
	2. Mid Term Review of the PAMRDC to update the interventions in some sectors. 3. Need to define indicators for potential new interventions	Technical support financed by DANIDA. No additional support required.
	4. Capacity building for the sectors to strengthen their own systems and data collection 5. The linkage with the SETSANS tool (DevInfo)	Technical support in sectors. Some sectors have already identified support. Others still open
Somalia	Finalize NPA- Nut results framework to address a common nutrition framework	National meeting to endorse the NPA
	Review and adapt the NPA to a multisectoral approach to include specific indicators for other sectors of agriculture	Technical and Financial resources to help review NPA from SUN lens to make multisectoral
	System strengthening aggregate existing data system HMIS, Nutrition surveys for triangulation and linkages for decision making and put this capacity into the government.	One unified framework for nutrition. Analyze and identify any bottlenecks toward the nutrition framework. Technical and Financial resources
	SUN membership for Somalia	Financial and technical resources. Develop a country roadmap to scaling up nutrition in Somalia
Swaziland	1. Establish the SUN multisectoral platforms at all levels	Technical support
	2. Develop a joint national nutrition strategy and M&E framework in line with the framework	Financial Support
	3. Develop a national nutrition advocacy and communication strategy	Facilitate Country to country visits for knowledge and experience sharing
	4. Conduct a bottleneck and causal analysis for stunting prevalence in line with tools presented	
	5. Establish a nutrition surveillance system and strengthen HMIS by incorporating height measurements	
	6. Capacity building on cross-sectional analysis, interpretation and use of data	
	7. Finalization of food and nutrition policy	
Tanzania	1. Development of common result framework for Nutrition	Technical assistance to TNFC on monitoring data analysis and information management
	2. Strengthen the capacity of TFNC (Tanzania Food and Nutrition center) in monitoring data analysis and reporting including the consolidating data from different sectors and partners	Use Tanzania as a case study for different methodologies in unlocking some of the bottlenecks and showing those in stronger correlation with stunting and maternal nutrition
	Strengthening subnational capacity in monitoring data collection and analysis	
Uganda	Develop a Nutrition M&E framework: - Involving all stakeholders in the entire process of the M&E framework development. - Specifies standardized multi-sectoral tools for data collection, management, analyses and reporting. - Specifies agreed achievable and SMART indicators for Nutrition	

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	<p>Institute a review mechanism for effective dissemination and utilization of nutrition data and evidence for policy decision making and feedback back to the household level.</p>	<p>Support in identifying and putting in place data collection methods that exploit technology like computers and mobile phones. This saves time and human resource in collection and management of nutrition data</p>
	<p>Capacity building for Local Government sectors, Partners and all players on the M&E framework.</p>	<p>Support in building capacity for Local Governments in the use of data tools, data collection, analyses and reporting including conceptualization of the entire process.</p>
<p>Zimbabwe</p>	<ul style="list-style-type: none"> • Facilitating national process for establishing a national integrated food and nutrition security information system that provides timely, reliable information on the food and nutrition security situation, and effectiveness of programmes and informs decision-making, including bottleneck analysis at all relevant steps and processes. <ul style="list-style-type: none"> o Complete a comprehensive appraisal and evaluation of the existing Food and Nutrition information systems o Develop a shared food and nutrition security conceptual framework(s) or theories of change o Agreement on common set of indicators for monitoring results for food and nutrition o assess and evaluate existing data collection tools, processes and technologies, identify gaps and update in line of conceptual framework • Scale up the establishment/and strengthening of the Food and Nutrition Security Committees (multisectoral) at provincial, district and sub district levels across the country 	<ul style="list-style-type: none"> • Technical support in terms of working and building technical capacity of national team on: <ul style="list-style-type: none"> o New knowledge and Relevant skills - Cross sectoral analysis and use - Context analysis - Effective communication and advocacy o Relevant experiences on decentralize Food and Nutrition Security information Systems

Workshop Agenda

Day 1: 12 May 2014 Monday

8:00 – 8:30 Registration of participants

Chair

Nancy Walters, Global Coordinator UN REACH and Co-facilitator of the UN SUN Network

8:30 – 9:00 Welcome Remarks

Elke Wisch

Deputy Regional Director
UNICEF Eastern and Southern Africa Regional Office

David Nabarro

SUN Movement Coordinator
Scaling Up Nutrition Movement

Patrizia Fracassi

Senior Nutrition Adviser
Scaling Up Nutrition Movement

9:00 – 9:30 Background and Conceptual Framework for Nutrition

Noel Marie Zagre

Regional Adviser for Nutrition
UNICEF ESARO

This meeting aims to strengthen countries' capacity for results-oriented monitoring of implementation of nutrition programmes for the purpose of improving performance, accountability and learning. This workshop will present the concept of results-based monitoring as well as provide practical guidance on data collection; analysis and measuring performance; feedback and use of information; and building systems that can contribute towards a country "dashboard" that can track implementation rates. The speaker will also discuss the Conceptual Framework for Nutrition and how this can provide the framework for monitoring.

9:30 – 10:30 Results-Based Tracking and Management

Edward Addai

Regional Chief of Monitoring and Evaluation
UNICEF ESARO

General Discussion

Results-Based Management (RBM) consists of planning, monitoring, reporting and evaluation based on results. Successful RBM is based on a clear understanding of what constitutes a result. The speaker will provide participants with a basic understanding of logic models and result chains, which are at the heart of RBM. He will also introduce the concept of a "dashboard" that can support countries in monitoring implementation and improving programming.

10:30 – 10:45 Coffee/Tea break

10:45 – 12:30 Data Collection and Continuous Monitoring

Malawi

Felix Phiri

Deputy Director
Department of Nutrition, HIV and

The quality and relevance of information collected through monitoring activities are important criteria to consider. Availability of

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	AIDS		high quality process information and data on programme indicators collected during implementation greatly facilitate monitoring activities. This session will present country examples from Uganda and Malawi of data collection methods used while the speaker will inform about design and implementation principles that aim to ensure the long-term sustainability and utilization of data collection initiatives.
Uganda	Maureen Bakunzi SUN Focal Point Office of the Prime Minister		
Speaker	Marietta Muwanga-Ssevume Information, Communication and Technology UNICEF ESARO		

General Discussion

12:30 – 13:30 Lunch

13:30 – 15:30 Developing a Dashboard and Performance Management

Mozambique	Almeida Tembe Planning Officer Technical Secretariat for Food Security and Nutrition, Ministry of Agriculture		The focus of monitoring and evaluation is to enhance effectiveness of programmes by establishing a clear link between past, present and future interventions and results. This session will present two country examples from Mozambique and Somalia to show how monitoring can involve partners and be focused on progress towards outcomes. The speaker will provide guidance on real-time monitoring in the 1000-days framework, which includes a mix of reporting, analysis, verification of progress and adaptive project management.
Somalia	Peter Hailey Senior Nutrition Manager UNICEF Somalia		
Speaker	Roseline Remans Associate Research Scientist Columbia University		

General Discussion

15:30 – 15:45 Coffee/Tea break

15:45 – 17:00 Review and Accountability for Results

Ethiopia	Ferew Lemma Feyissa REACH Facilitator Federal Ministry of Health		Without reliable and regular feedback, monitoring and evaluation cannot serve their purposes. In particular, emphasis must be given to drawing lessons that can improve programme implementation. An examples from Ethiopia and Kenya show good planning, monitoring, an established system of feedback for action and finding solutions to bottlenecks. Speaker will discuss how a simple, systematic, well-designed and updated monitoring system can propel countries to improve implementation rates.
Kenya	Rosemary Ngaruro Chief Nutritionist Ministry of Health		
Speaker	Rebecca Heidkamp Assistant Scientist Johns Hopkins Bloomberg School of Public Health		

General Discussion

17:00 – 17:30 Summary and Close of Day 1

Day 2: 13 May 2014 Tuesday

Chair

Bjorn Ljungqvist, Independent Nutrition Consultant

8:30 – 10:30 Multi-Sectoral Linkages in Monitoring and Coordination of Nutrition

Rwanda	Yumi Matsuda	Success in bringing about nutrition outcomes
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	Chief, Planning, Monitoring and Evaluation UNICEF Rwanda	depends on success upon the performance of multiple sectors and stakeholders, often each under separate control. This requires that nutrition is a national development priority with an aligned common results framework that includes a monitoring system. The example from Rwanda and discussion by the speakers show how this can be achieved.
Speaker	Marie-Caroline Dodé Nutrition Division FAO	
Speaker	Patrizia Fracassi Senior Nutrition Adviser Scaling Up Nutrition Movement	

General Discussion

10:30 – 10:45 **Coffee/Tea break**

10:45 – 11:30 **Group work: Country Perspectives on the Way Forward**

The group work will allow country teams to discuss **next step** and **support needs**: what they will need to set up a dashboard, how data will be collected and how outputs of the dashboard will feed into key programming milestones. The group work can also be used to identify critical monitoring and evaluation systems weaknesses and systems strengthening initiatives including innovations in Technology for Development.

11:30 – 11:45 **Presentation of Group work and General Discussion**

11:45 – 12:30 **Using Results-Based Management for Good Programming**

Edward Addai
Regional Chief of Monitoring and Evaluation
UNICEF ESARO

General Discussion

12:30 – 13:30 **Lunch**

13:30 – 15:30 **Panel Discussion on Building a Networked Response to Support Countries in Tracking Implementation**

Panelists:

Frauke Uekermann
REACH Initiative

Helen Connolly
Senior Economist, ICF International/MQSUN Consortium

Lola Gostelow
SUN Donor Network Representative

Jonathan Tench
SUN Business Network Manager

Claire Blanchard
SUN Global Civil Society Network (SUN CSN) Network Coordinator

Nancy Walters
Global Coordinator UN REACH and Co-facilitator of the UN Network

General Discussion

15:30 – 15:45 **Coffee/Tea break**

15:45 – 16:30 **Conclusions and Recommendations**

Noel Marie Zagre

Regional Adviser for Nutrition
UNICEF ESARO

Patrizia Fracassi
Senior Nutrition Adviser
Scaling Up Nutrition Movement

16:30 – 17:00 **Closing Remarks**

Bjorn Ljungqvist
Independent Nutrition Consultant

17:00 – 17:30 **Note of Thanks**

Noel Marie Zagre
Regional Adviser for Nutrition
UNICEF ESARO

17:30 **End of Meeting**

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