

In-person Technical Consultation for the Nutrition-Sensitive Methodology of the SUN Budget Analysis

30 September & 1 October 2019

Meeting Report

7 October 2019

About MQSUN+

MQSUN+ aims to provide the Department for International Development (DFID) with technical services to improve the quality of nutrition-specific and nutrition-sensitive programmes. The project is resourced by a consortium of five leading non-state organisations working on nutrition. The consortium is led by PATH.

The group is committed to:

- Expanding the evidence base on the causes of undernutrition
- Enhancing skills and capacity to support scaling up of nutrition-specific and nutrition-sensitive programmes
- Providing the best guidance available to support programme design, implementation, monitoring and evaluation
- Increasing innovation in nutrition programmes
- Knowledge-sharing to ensure lessons are learnt across DFID and beyond.

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About this publication

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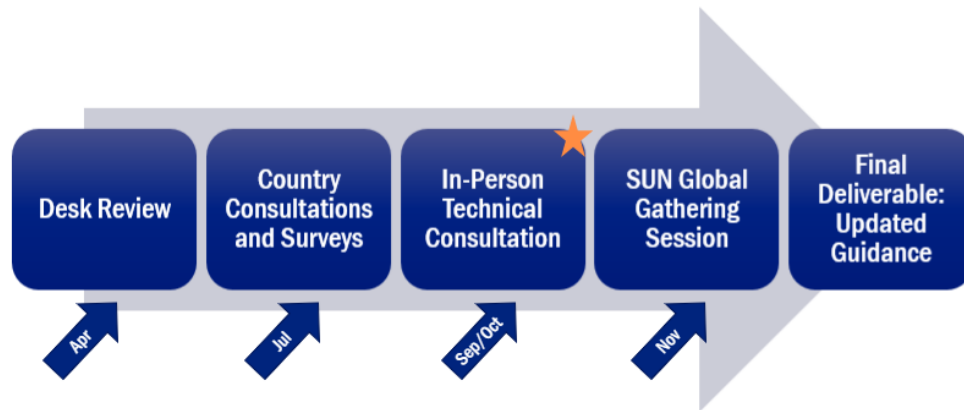


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Meeting Background

Since 2015, budget analysis work based on the [SUN 3-Step Approach](#) has been conducted by 50 countries and has provided valuable insights into the nature of government spending allocations to nutrition-specific and -sensitive areas. As nutrition-relevant budget analysis enters its fifth round, there is a growing need to support SUN countries through replicability and refinement of the 3-Step Approach (methodology). Researchers have identified support to financial analysis of nutrition-sensitive interventions as a key area of refinement. There are several significant challenges to improving the methodology used to measure nutrition-sensitive budget allocations, including limitations in data, the categorization of nutrition-sensitive line items, and variations in weighting. Given these issues, the SUN Movement wants to improve the nutrition-sensitive methodology and weighting step by providing improved guidance for countries. This led to a scope of work with MQSUN+ to develop improved guidance for measuring nutrition-sensitive budget allocations in SUN countries. The primary audience for this work is the SUN and SUN countries.



The scope of work began with a desk review to provide a summary of the ways in which “nutrition-specific” and “nutrition-sensitive” have been defined in the literature, including the “thematic sectors” (e.g. Health, Agriculture, Education, WASH, Social Protection), and the “typologies” (or interventions) within each thematic sector that are nutrition-relatedⁱ. The review also included a summary of how nutrition-sensitive activities or interventions have been “weighted” and/or measured as well as some pending questions and issues to be addressed through further stakeholder consultations.

Following the desk review, the team led by MQSUN+ conducted a series of consultations with a set of SUN countries to understand the challenges faced by countries when carrying out the SUN budget analysis exercise.

Phone consultation attendees: Liberia, Central African Republic, Togo

Online survey respondents: Nepal, Gambia, Mali, Mauritania, Togo

ⁱ ‘nutrition-related’ includes both nutrition-specific and nutrition-sensitive actions

Desk Review and Country Consultation Findings

- There is general agreement in the literature on the definition of “nutrition-specific” interventions – Lancet 2013
- There is general agreement in the literature that “nutrition-sensitive” interventions address the underlying determinants or causes of malnutrition, or indirectly impact the causes of malnutrition and should incorporate explicit nutrition objectives and indicators into their design
- Most publications categorise nutrition-sensitive activities into 5 “thematic sectors” (health, agriculture, education, social protection, WASH, plus “other”) but there are additional categories without consensus, such as women’s and girls’ empowerment
- Nutrition-specific interventions or “typologies” include the Lancet’s 13 high-impact nutrition actions
- The most comprehensive list of nutrition-sensitive typologies is found in the 2018 SUN Budget Analysis for Nutrition

Common nutrition budget analysis related challenges include:

- Data limitations
- Lack of human and financial resources to carry out the budget analysis
- Categorising nutrition-sensitive line items
- Inconsistencies with the use of theoretical weights
- Tracking allocations for personnel costs (salaries)
- Accounting for activities related to nutrition governance

Findings from the desk review and country consultations informed planning for a 1.5 day in-person technical consultation with nutrition experts. Prior to the meeting, the MQSUN+ team invited participants to comment on the draft meeting agenda. The results of the survey informed the final meeting agenda.

The overall **goal** of the in-person technical consultation was to:

Create improved guidance on the categorisation of nutrition-sensitive interventions and develop or refine recommendations to address challenges with the nutrition-sensitive methodology within the [SUN 3-Step Approach](#) to make guidance clearer for countries performing a budget analysis.

The specific **objectives** for each session of the in-person technical consultation were to:

- Refine the nutrition-sensitive thematic sectors and typologies
- Refine the guidance around optional weighting of nutrition-sensitive interventions
- Refine the guidance around tracking financial sources for personnel and salaries
- Create guidance around tracking governance activities in the budget analysis process

Key Meeting Takeaways

- The objective of the budget analysis exercise should be clearly defined by the country before starting
 - It is crucial at the outset to assess the structure of the budget since this will impact the level of detail available for the analysis
 - The guidance note should provide some examples of different country budget structures – e.g. ministry, cost centre, program, activity, and the level of decentralization
- The Multisectoral or National Nutrition Plan (NNP) and/or Common Results Framework (CRF) should be a primary/main data source to review before beginning the budget analysis exercise
- Countries need improved and clear guidance without being prescriptive, but they should be flexible and adaptable to country contexts and government structures. Providing *illustrative country case studies* of various scenarios will be most helpful for highlighting flexibility.
- Agreement to move forward with the current five thematic sectors (health, education, agriculture, social protection, WASH), plus one cross-cutting category, including ‘enabling environment.’
- Typologies within thematic sectors have been refined but not finalized; the importance of highlighting actions along impact pathways
- Weighting is eliminated and replaced with ‘estimated disaggregation’; case studies should illustrate how this can be done
- The guidance note should not recommend a granular analysis of nutrition staff time, but some case studies of options for accounting for nutrition personnel costs and salaries depending on budget analysis objectives and how the information will be used
- Governance activities are important for nutrition, but this term should be improved. Governance related activities may fall within thematic sectors (e.g., information management related to a particular nutrition programme), and these could be labelled with a typology for ‘above service delivery’. Governance activities that are more high-level, overarching, or at a national level may be included in the ‘cross-cutting’/‘enabling environment’ sector. Case studies should illustrate how these activities can be tracked

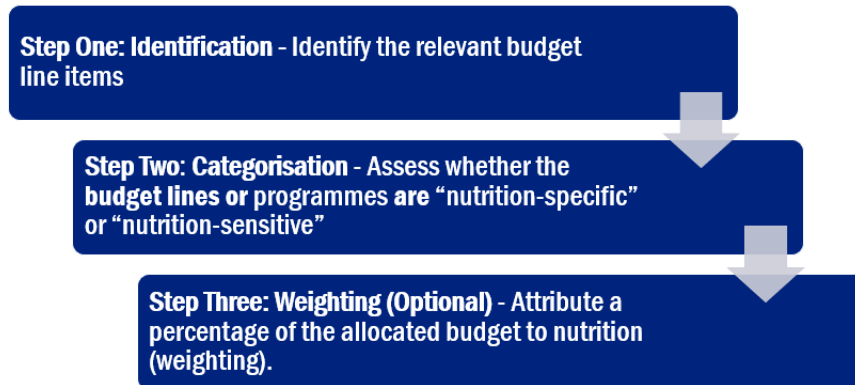
Session 1 – Nutrition-Sensitive Thematic Sectors and Typologies

Background

The objectives of session 1 were to:

1. Briefly review current nutrition-sensitive methodology as part of the [SUN 3-Step Approach](#) including:
 - a. definitions of nutrition-specific and nutrition-sensitive interventions/actions
 - b. current thematic sectors and typologies
2. Refine the nutrition-sensitive thematic sectors and typologies

The MQSUN+ team reviewed the [SUN 3-Step Approach](#) to the budget analysis process and the definitions of nutrition-specific and nutrition-sensitive as identified in the literature.



Nutrition-Specific Definition

Interventions and programmes that address the immediate determinants of foetal and child nutrition and development – adequate food and nutrient intake, feeding, caregiving and parenting practices, and low burden of infectious diseases. Nutrition-specific interventions are those 13 high-impact nutrition actions described in the 2013 Lancet Series on Maternal and Child Nutrition (Bhutta et al., 2013):

1. Breastfeeding promotion and support
2. Complementary feeding promotion (provision of food is outlined in intervention 12)
3. Hand-washing with soap and promotion of hygiene behaviours
4. Vitamin A supplementation
5. Therapeutic zinc supplements
6. Multiple micronutrient powders
7. Deworming
8. Iron-folic acid supplements for pregnant women
9. Iron fortification of staples

10. Salt iodization
11. Iodine supplements
12. Prevention or treatment of moderate malnutrition in children 6–23 months
13. Treatment of severe acute malnutrition

Nutrition-Sensitive Definition

Interventions or programmes that address the underlying determinants of fetal and child nutrition and development and incorporate specific nutrition goals and actions. Nutrition-sensitive programmes can serve as delivery platforms for nutrition-specific interventions, potentially increasing their scale, coverage, and effectiveness (Bhutta et al., 2013).

Budget items that are sensitive to nutrition are those that clearly mention a nutrition-relevant objective and/or outcome and/or action as part of an integrated programme or as part of a department mandate. (Fracassi et al., 2018)

When it is not obvious from the programme name or description, two criteria are useful for making decisions on the categorization:

- Defining the expected outcomes (e.g., child nutrition status or an immediate or underlying determinant of child nutrition status)
- Identifying the targeted population (direct and indirect beneficiaries of a given action). (Fracassi et al., 2018)

Country Feedback

The team then highlighted some of the challenges that countries identified during the consultations concerning identifying and categorising nutrition-sensitive line items, programmes, or typologies during their budget analyses.

Country Feedback about Identifying and Categorizing Budget Items

Countries reported difficulty identifying and/or classifying nutrition-specific and nutrition-sensitive activities in their budgets

“In the current nomenclature of the state budget, it is almost impossible to identify all the budget lines sensitive to nutrition because the budget is not in the form of a programme budget. This problem has been partially overcome by the analysis of each line likely to contribute to nutrition and propose a weighting (25% and 75%) of contribution to nutrition.” - Mauritania

All countries surveyed felt that having a clear list of activities considered high-impact nutrition-sensitive would be helpful

“Having the list will guide teasing out the relevant budget lines that are nutrition-sensitive.” – The Gambia

The team then reviewed the current nutrition-sensitive thematic sectors and typologies as outlined in the SUN Budget Analysis Guidance Note (2018).

Current Thematic Sectors
Health
Education

Agriculture
Social Protection
Water, Sanitation and Hygiene (WASH)
Other

Participants split into groups and discussed how best to refine the lists of typologies within each of the five thematic sectors.

Discussion questions included:

- Is this list of thematic sectors the most appropriate for countries?
- Are there any additional thematic sectors that are not included here?
- How should we consider cross-cutting areas, e.g., gender/women's empowerment? Should they be separate thematic sectors?
- Are there other critical nutrition-sensitive typologies (i.e., interventions) that are not currently included in the existing SUN guidance (refer to tables 2 and 3 in the Annex of the guidance note)?
- Based on current experience or evidence, can you identify which of the existing or newly recommended nutrition-sensitive typologies might have a “high-impact” on nutrition outcomes?

Key Outcomes

Participants agreed with the reviewed definitions of nutrition-specific and nutrition-sensitive.

Where available, the budget analysis process should always begin with a review of the country Multisectoral Nutrition Plan/National Nutrition Plan (NNP)/Costed Nutrition Plan/Common Results Framework (CRF). Whichever document the country uses for planning nutrition programs should be a critical resource to review at the outset of the budget analysis exercise. These plans should outline the nutrition activities and priorities for the country, which can be used as a guide for identifying nutrition line items or programmes in the national budget. The budget analysis is part of the overall cycle of nutrition financing (refer to SUN planning and implementation cycle) and how this particular exercise feeds back to M&E and planning.

The nutrition-sensitive methodology guidance note should provide additional clear guidance to countries, but maintain flexibility for countries to adapt the process to their context and to the level and quality of data they have available in their budgets and national plans, particularly through the use of case studies.

Participants were supportive of the current five nutrition-sensitive thematic sectors, but the ‘*other*’ category should be re-named as ‘*cross-cutting*’ or ‘*enabling environment*’ so as not to lose importance. This cross-cutting sector may include such things as women’s empowerment and national level governance activities. Beyond this, broadening the five sectors may lead to unnecessary complexity and confusion. It would be helpful in the guide to give examples of potential ministries that may be responsible for the activities within each of the sectors. Participants highlighted the importance of looking at the objective of the program more directly to determine whether there are nutrition goals, objectives, and indicators (in e.g. National Nutrition Plan). Caution should be used

when classifying programs or budget lines so that only programs that have a definite impact on nutrition should be included, so as not to over-inflate the nutrition budget.

If a program or budget line is obviously related to nutrition but does not have a clear objective or indicator, it may be something to then go back and include or re-evaluate in the National Nutrition Plan. These programmes may be labelled “**potentially nutrition-sensitive,**” and countries may choose to include them in the analysis (coded separately) but then work to include a nutrition component, indicator, or objective in the plan in future.

It will be helpful to organize typologies along an impact pathway, so as to understand how closely interventions or programmes related to nutrition outcomes. Programmes or activities that do not clearly fall within the impact pathway should be excluded from the analysis. Countries should not be too granular in their inclusion and be cognizant that large, expensive projects that are farther from the nutrition impact pathway (e.g., dams) will overinflate the analysis and possibly be detrimental to their advocacy work.

The guidance note should include some country case studies with examples of line items or programmes that should be included and excluded. It should offer honest guidance that identifying and categorizing nutrition-specific and sensitive activities in a budget can be very difficult but that countries may wish to consider some minimum criteria for inclusion (e.g., action is included in the NNP or CRF, it has a nutrition objective and/or indicator, etc.)

Discussion of typologies (interventions) led to the following refined list. This is meant to be a guide but is neither an exhaustive list of all possible nutrition actions nor should countries try to identify all of these typologies in their budgets. Participants noted that several typologies cut across thematic sectors, and countries should be aware that these activities could be funded by various different ministries or agencies, but be very careful not to double-count those activities that are cross-cutting.

Health	Agriculture / Food Systems	Education	Social Protection	WASH	Cross-Cutting/ Enabling Environment
Child immunization+	Food Production	Education – closing gender gap+	General income generation – asset creation/ micro loans	Food hygiene promotion+	Early childhood development
Reproductive health: Family planning, delayed age at first pregnancy & birth spacing	Diversification and sustainable intensification of agriculture production	Education – Access to all+	Welfare Services Maternal and Child	Environmental hygiene promotion	Rural development
Integrated maternal and child health care	irrigation+, staple and non-staple foods, rotation and intercropping	School meals/feeding+	Welfare Services Orphans and Vulnerable Children (OVC)	Access to improved water*	Food safety
Health and nutrition education+	Nutrition-sensitive livestock and fisheries	Take-home rations+	Welfare Services (generic)	Source water quality improvements and household water treatment and safe storage	Women’s empowerment
Infectious diseases: e.g. IPTp and ITN for	Biodiversity for food and nutrition	Health education in schools	Humanitarian / Emergency Relief – targeted to	Provision of safe water under special	Nutrition governance

Health	Agriculture / Food Systems	Education	Social Protection	WASH	Cross-Cutting/ Enabling Environment
malaria (pregnant women)* and malaria prophylaxis and treatment*			women and children	circumstances (humanitarian emergencies)	
Energy protein and calcium supplementation for pregnant women*	Biofortification*	Nutrition curricula in schools (may include agricultural education)	Conditional Cash Transfers (CCTs)/ Safety Nets	Household water treatment and safe storage*	
Maternal vitamin D, omega 3, and zinc supplementation	Food handling and processing	Education (generic) → may include nutrition in higher education/ vocational training	Unconditional Cash transfers (UCTs)	Improved source of water quality	
Delayed cord clamping*	Nutrition-sensitive post-harvesting handling, storage, and processing (food safety, malting, drying, pickling, and curing)	School-based supplementation / vaccination+	Money vouchers for food	Access to improved sanitation*	
Antenatal psychosocial assessment and mental health support	Food fortification*	Women's literacy	Public works programmes	Excreta disposal management*	
Control of household air pollution	Trade and marketing	Homegrown school feeding	In-kind transfers	Community-based sanitation interventions	
Neonatal vitamin K administration	Trade for nutrition	School gardens	Social Protection/ Insurance / Assistance Children	Sanitation support for the elderly and disabled	
Massage for promoting growth in preterm infants	Food marketing and advertising practices	'Above service delivery.'	Social Protection / Insurance / Assistance Women	Sanitation support for infants and toddlers	
Zinc for the treatment of newborn infections	Food price policies for promoting healthy diets (e.g., sugar taxes)+*		Social Protection / Insurance/ Assistance (generic)	Sanitation marketing	
Vitamin E supplementation	Food labelling		Asset creation - general livelihoods/inco	Household water treatment, handwashing*	

Health	Agriculture / Food Systems	Education	Social Protection	WASH	Cross-Cutting/ Enabling Environment
in preterm infants			Income generation activities. Cooperative, microloans groups		
Feeding practices in diarrhea*	Consumer demand, food preparation		Income generation with a social empowerment program	'Above service delivery.'	
Multiple micronutrient supplementation including iron, lipid-based nutrients, vitamin D in children*	Nutrition education and behavior change communication (e.g. boiling all foods, household food practices)		Labour market programmes		
Zinc for treatment of childhood pneumonia	Income generation for nutrition (e.g. cash cropping*)		User fee removal (health services)		
Family planning, delayed age at first pregnancy & birth spacing	Nutrition-sensitive social protection+		Vouchers for child daycare for children to support IYCF		
Overweight, obesity, and non-communicable disease programmes	School food and nutrition+		Health insurance+		
'Above service delivery'^	Nutrition-sensitive humanitarian food assistance		Vouchers for maternal health services*		
	Enabling Environment:		Weather-based insurance for crops/livestock+		
	Food security (accessibility, availability, etc.)+		'Above service delivery'		
	Agriculture extension (Education of farmers and extension services, can be included crops, livestock, fisheries)				
	Home gardening*				
	Animal rearing (homestead and extensive)*				

Health	Agriculture / Food Systems	Education	Social Protection	WASH	Cross-Cutting/ Enabling Environment
	Food safety and aflatoxin prevention*				
	'Above service delivery'				

+ May also be found in other thematic sectors (i.e. ministries, areas)

* There is evidence demonstrating effectiveness against nutrition or intermediate outcomes, as identified in AfDB 2017 report “Synthesis of Evidence of Multisectoral Approaches for Improved Nutrition.”

^'Above service delivery' actions within the thematic sectors would account for such things as information management, M&E, surveillance, research, coordination, etc. See session 4 notes below.

Session 2 - Weighting

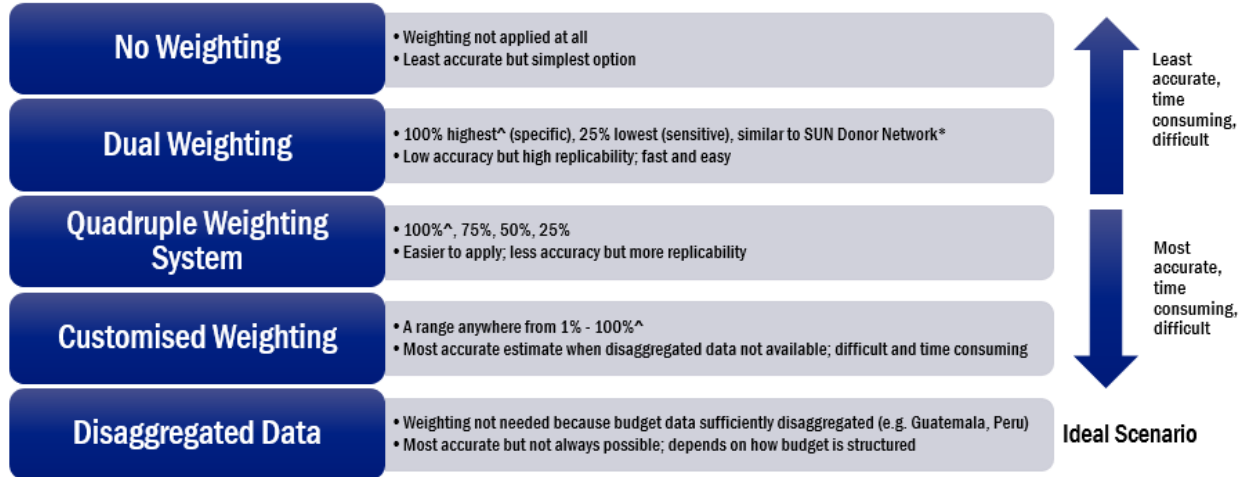
Background

The objectives of session 2 were to:

1. Review background and current SUN guidance for optional weighting of nutrition-sensitive interventions in the budget analysis process
2. Refine guidance for countries on the optional weighting of nutrition-sensitive interventions in the budget analysis process

Step 3 of the [SUN 3-Step Approach](#) is the weighting of budget line items. Weighting refers to the proportion of a budget item that is theoretically nutrition-relevant. The current guidance to countries is that the weighting is optional. Weighting is never required when national budgets are disaggregated to a sufficient level to allow a clear delineation of the budget amounts contributing to nutrition outcomes (e.g., Guatemala, Peru). But most often, budget line items will reflect a broader intervention such as an integrated programme for Maternal and Child Health. In these cases, assigning a 'weight' acts as a proxy of the proportion of a particular budget line item that is contributing to nutrition outcomes. Given the ongoing challenges with weighting, some experts have suggested eliminating it entirely from the budget analysis approach. Earlier country consultations revealed that countries feel the weighting step is *critical* for successfully conducting a budget analysis for nutrition.

The weighting options, as outlined in the [SUN 3-Step Approach](#), are summarized below.



[^]100% weighting generally applied to nutrition-specific actions, and lower weights applied to nutrition-sensitive actions
^{*}2013 SUN Donor Network, Methodology and Guidance Note to Track Global Investments in Nutrition

Key Outcomes

The only merit to weighting is that it brings stakeholders together to look closely at their budgets and programmes and can sensitize them to each ministries’/agencies’ contribution to nutrition.

Though countries feel that weighting is critical, technical expert participants agreed that **weighting should be eliminated** from the SUN budget analysis exercise because it is subjective, imprecise, and difficult. This removes all arbitrary, normative (e.g., dual, quadruple) weighting. Countries without a fully disaggregated budget should be prescriptive about only including budget lines that are clearly nutrition-specific or sensitive (or “*potentially nutrition-sensitive*”) and then work to improve their data quality and availability in future. This may be aided by a minimum standard of criteria for inclusion (see above). They would include the full programme/line item without any weighting. Items or actions labelled as “*potentially nutrition-sensitive*” would need additional work or should be revisited to eventually make them more nutrition-relevant in the future to then be allocated as nutrition-sensitive. Case studies should be used in the guidance note to illustrate this.

For those countries without a fully disaggregated budget but who have the time and resources available, they may choose to do an “**Estimated Disaggregation**” exercise where they estimate how much of a line item or programme is related to nutrition and include that amount in the budget analysisⁱⁱ. The estimated disaggregation would be a thorough, thoughtful and collaborative exercise. Countries can decide to what extent they wish to apply this *estimated disaggregation* and be clear in their reporting for transparency and replicability.

Estimated Disaggregation

Considerations for countries when doing ‘estimated disaggregation’:

- The overall objective of the exercise and its relevance for advocacy purposes
- The potential credibility of the estimated disaggregation with stakeholders
- The degree of decentralization and availability of sub-national plans and budgets
- Having a good amount and quality of background documentation such as:
 - Previous year’s budgets
 - National Nutrition Plan, Common Results Framework, or similar plan
 - Sector or ministry budgets
 - Sub-national plans and budgets
 - Off-budget data e.g. Aid Management Platform / Dev Tracker
 - Auditor general’s report (for comparing allocations with expenditures)
 - Cost-effectiveness reviews or allocation studies
- Having the time and resources needed:
 - To meet with relevant stakeholders including:
 - Line ministries, ministry of finance, subnational governments
 - Implementing partners e.g. WHO, UNICEF; NGOs; civil society
 - SUN focal point and associates
 - To decide questions around resource allocation when engaging with stakeholders

Case study options for the guidance note:

ⁱⁱ This is most closely related to the “customized weighting” option

1. A country who is new to the nutrition budget analysis exercise, has limited time (e.g. 2-3 days), resources, and data. They would do a simple identification and categorization of nutrition-specific, sensitive, and “potentially nutrition-sensitive” budget lines with no “estimated disaggregation”.

2. A country who has more experience with the nutrition budget analysis exercise, has some additional time, resources, data, and expertise to carry out an estimated disaggregation. Include how this was done, who was included, what information and documents were used and why it was important to have them. How long did it take to carry out the exercise, how was the information used, and how they plan to improve it for the next round?

3. A country who has a fully disaggregated budget and completed a thorough nutrition budget analysis without the need for estimates. What does their budget look like? How were they able to compare budget items with national plans and other documentation? How did they use the results from their budget analysis?

Session 3 – Personnel Costs and Salaries

Background

The objectives of session 3 were to:

- Review background related to tracking personnel costs and salaries in the budget analysis process
- Update and improve guidance around tracking personnel costs and salaries in the budget analysis process

One of the challenges in conducting a budget analysis is how to identify and assess personnel costs such as salaries and benefits. There is limited guidance on how to account for nutrition-related staff salaries. It can be difficult to find nutrition-related human capital within a national budget (i.e. which budget lines contain the personnel costs of this human capital?) and it can be difficult to allocate or weight the amount of time personnel spend on nutrition-related activities.

The current guidance from SUN Budget Analysis for Nutrition Guidance Note (Fracassi et al., 2018) around accounting for personnel costs and salaries is:

- Assume that frontline workers in key sectors (health, agriculture & food systems, water supply, education and social protection) are the core of the human capital for nutrition.
- Personnel costs likely to be presented at ministry-wide level, meaning that it is not possible to know which personnel are allocated to which programme or service delivery channel. In some cases, there might be disaggregation at the departmental or programme level.
- Take the most disaggregated level and estimate the proportion of personnel time dedicated to nutrition-related programmes. If there is disaggregation up to programme level, you would

need to estimate the additional personnel costs for administration and management not included in the programme, e.g., time from the ministry's core personnel.

- In order to adequately identify personnel allocations, countries would need to first decide which of the ministries' core personnel from key sectors are assigned to nutrition, and, second, review the functions of these personnel and understand how much time is allocated to identified nutrition-related interventions. This will involve making assumptions concerning the proportion of the time spent on nutrition interventions by frontline workers in each sector.

Additional, but limited, guidance is available from the Nutrition Budget Advocacy: Handbook for Civil Society (ACF International, Hunger, Save the Children, & SUN SC Platform from Senegal, 2017).

Some countries explicitly track salaries of nutrition-related staff and others do not, it is generally dependent on data availability.

Country Feedback about Personnel Costs and Salaries

"The essential difficulty was in the consortia lines as specific, it was weighted at 100% without deducting the salaries of the staff. it is important to review this type of calculation." – Mauritania

"Salaries of staff involved in the implementation of specific-nutrition interventions have been included in the budget analysis." – Togo

"The only sector whose salaries were classified in the exercise was the National Nutrition Agency. The national budget does not distinguish staff salaries of different staff in various budget lines." – The Gambia

"All the [personnel] costs should be included inside the activities." - Nepal

Key Outcomes

- Currently, there are not many countries that are able to track personnel costs and salaries in their budgets
- Tracking personnel costs and salaries in country budgets is very difficult. Prior to carrying out the budget analysis exercise, countries should identify whether it is important for them to assess the amount in the budget allocated for nutrition-related personnel and salaries
 - The guidance note should provide some case studies about various ways to do this and how the information has been or could be used
- The nutrition community is clear on the need to integrate nutrition into other services (health, education) so countries should be cautious that calculating the amount of time staff spend on nutrition could be detrimental to the push for integration.
- If information regarding personnel costs (overhead) and salaries for nutrition related staff is available in a disaggregated country budget, then a country may choose to include it in the analysis
- In some cases, personnel costs and salaries are included in programme/activity (operational) budget lines and are not separated out, with the exception of governance staff who are not directly programme related. If this is the case, caution should be taken to not double count. In

this case, countries may want to assume that personnel costs and salaries would already be included in their analysis through programmes or activities.

- If personnel and salary information is not fully disaggregated but also not bundled with programme/activity budget lines (e.g. there is a separate line for ‘health staff’ or ‘education staff salaries’), the country can decide if it is important for them to calculate the staff time in these line items that is related to nutrition. The guidance note should not recommend an extremely granular analysis of nutrition staff time. Countries may consider the following options (with case studies to exemplify):
 - a) Exclude this staff time from the analysis, or
 - b) Only include personnel and staff time for *nutrition-specific activities*, since these may be clearer and easier to calculate, or
 - c) Attempt to calculate the amount of budget allocated to all nutrition-related personnel and salaries by, for example, taking the proportion of the total ministry budget that is allocated to nutrition and applying that proportion to line items for human capital in the appropriate thematic sectors/ministries. Governance staff for nutrition would be considered under ‘enabling environment.’
 - This would be similar to an ‘estimated disaggregation’ and countries may look to the following resources for information about personnel and salaries: NNP/CRF, costed plans, programme budgets, district plans, tenders (mainly when workers are outsourced), proposals, public domain documents, workforce mappingⁱⁱⁱ

Session 4 – Governance

Background

The objectives of session 4 were to:

- Review background related to tracking governance activities in the budget analysis process
- Create guidance around tracking governance activities in the budget analysis process

Governance activities such as effective processes and staff can be considered essential for having an enabling environment for nutrition actions, which is one reason why it may be important for countries to consider tracking them in the budget analysis. The current SUN Budget Analysis for Nutrition Guidance Note (Fracassi et al., 2018) does not offer specific guidance for tracking governance activities related to nutrition. Governance activities may be included in-country operational or national plans. Still, none of the countries we spoke to in the consultations reported tracking governance activities in their budget analysis work, mainly due to the lack of disaggregated budget data. Adding governance activities to the budget analysis process creates additional complexity for countries, and

ⁱⁱⁱ Can refer to SPRING Workforce Mapping Toolkit for more information about how to do this (<https://www.spring-nutrition.org/publications/tools/nutrition-workforce-mapping-toolkit>)

governance activities do not necessarily fall within nutrition-specific or nutrition-sensitive activities, thus making them difficult to track.

Governance Definition

Governance refers to any activity that impacts on the system and service provision more broadly such as information management, coordination, advocacy and communications.

- **Information management** – Monitoring & Evaluation, Surveillance, Research
- **Coordination** - contribute to improved coordination and partnership within the nutrition community in a given national setting
- **Advocacy** - influence policy makers and practitioners to place nutrition higher on the policy, planning and financial agenda
- **Communication** - Activities around communication that aims to inform practitioners as well as the general population on behaviour change and practice
- **System Capacity Building** – activities that support the systems and functionality of all nutrition activities and services, not interventions
- **Policy Development** - activities that enact and support policy development and legislation, including national government policy documentation and disseminating and sharing policies at multiple levels (SUN, 2015)

There may be two ways that governance activities can be categorized:

- Governance-related staff time and personnel for nutrition that are covered in ministry budgets under the various thematic sectors (e.g., health, education, agriculture, social protection, WASH)
- Overarching staff time related to governance that doesn't fall under ministry budgets such as the statistical office, sub-national administrative staff time, public financial management, security personnel, and spending, statistical office or data personnel, etc.

Key Outcomes

- The term governance may not be the most appropriate for the activities in this area/category. The donor community uses the term 'above-service delivery,' and others suggested 'enabling environment' or 'support system.'
- Regardless of the term, these activities (e.g., information management, coordination, advocacy, communication, system capacity building, policy development) are important for nutrition and should be tracked when information/data allows but should be excluded from the analysis if tracking them becomes burdensome or difficult for countries
- Governance related activities may fall within thematic sectors (e.g., information management related to a particular nutrition programme), and these could be labelled with a typology for

'above service delivery'. Governance activities that are more high-level, overarching or at a national level may be included in the 'cross-cutting'/'enabling environment' sector

- The guidance note should include case studies about how to track these activities, such as Nepal or Guatemala

Parking Lot Issues

- Terminology for labelling 'governance' activities (e.g. 'enabling environment', 'above service delivery', 'support systems')
- Performance based budgeting vs. activity-based budgeting
- Is there a need to broaden nutrition-specific typologies/interventions?
- How to understand budget allocation for broader programmes like rural development?
- Focus on being evidence-based and meeting certain minimum criteria for inclusion as nutrition-sensitive and define the line beyond which it stops being nutrition sensitive
- Need to frame guidance within overall SUN implementation cycle/financing cycle

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Annex – Organisational Attendance List

The technical consultation was attended by 31 participants, either virtually or in-person, representing the following organisations.

Technical Consultation Organisational Attendance
Bread for the World
Development Initiatives
FAO
IFPRI
MQSUN+
Nutrition Works
R4D
Save the Children UK
SUN Movement Secretariat
The Bill and Melinda Gates Foundation
University of Washington
USAID
USAID Advancing Nutrition
USAID Nepal
WHO
World Bank