West Africa Regional CAADP Nutrition Programme Development Workshop:


By

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Efficient and results-focused nutrition programmes require coherence and alignment between sound NAFS policies/strategies and NAFSIP investment plan allocations and implementation.

Scenario 1: Misaligned & Disconnected

Scenario 2: Aligned & Connected
1) Managing and “Capitalizing” on the Government Budgetary Process

2) Assessing Financial Priorities and Requirements of Mainstreamed and Scaled-Up Nutrition Programs

3) Formulating a Coherent Results Framework for Nutrition Mainstreaming & an Enhanced NAFSIP

4) Tackling Budgetary/Financing Issues and Strategies

5) Addressing Implementation Challenges and Strategies
1) Managing and “Capitalizing” on the Government Budgetary Processes: Key Elements

- Engage in Govt.’s Budgetary Process: MOF’s Budget “Circular”
- Assess realistic budgetary ceilings & fiscal space for mainstreaming and scaling-up prioritized nutritional programs
- MOFs can use 4 complementary budgetary instruments, which are to be applied by each sectoral ministry for mainstreaming nutrition, with efficiency and results focus:
  - Medium Term Expenditure Framework (MTEF/SMTEF)
  - Annual Budget (and apply rapid budget analysis each yr.)
  - Operational Action Plan (OAP) to sharpen priorities and targeting, and efficient delivery modalities
  - Mid-year implementation reviews/strategic adjustments
1) Establish and apply clear prioritization criteria for estimating country nutrition intervention requirements (utilizing evidence-based nutrition mapping assessments, clarifying public-private roles) to an integrated nutrition program (over 3-5 year period), to be agreed with key stakeholders/change agents (see SUN example).
2) Carry out cost estimates/budgetary requirements, based:

a) Country-level nutrition program-based approach (PBA), and applying good practice methodologies, while recognizing fragmented nutrition activities (e.g.: drawing from the SUN, tailored to country needs)

b) Costs/budgetary requirements to be structured on the agreed priority nutrition programs/strat. interv., including: consolidating/re-aligning of on-going activities and identification of new activities, taking results-focused approach. There will be a mix of programs/proj./activities. Good practice suggest the need to use the “program experience approach” to costing (types of & unit costs)
Example of Applying SUN Approach: A Strategic Tool for Change

(source: slide by M. Shekar/WB)

The Plan development process is itself part of the solution to elevate attention to nutrition – by unifying, enlarging and engaging wider interest in nutrition from multiple sectors.

- Technical Strategies
  - Specific programs, populations, interventions
- Social/Political Support
  - Wide constituency, shared leadership, wider ownership
- How, Where, What cost, Who
  - Evidence-based strategy for Scale-up
- Nutrition scaled-up as core part of wider development agenda

Comparison:
- Competition
  - Lower shared interests
- Partnership
  - Higher shared interests & space for all
Global Total annual cost for Scaling –Up Nutrition = US $ 11.8 billion (5 program areas):

SUN’s Scaling-up in two steps: scaling-up strategy to be tailored to each country (Source: Scaling up Nutrition: What will it cost? (WB, 2010, by Horton, Shekar et al)

**Step 1: With an investment of US$5.5 billion**

- **US$2.9 billion**
  - Behavior change programs

- **US$1.5 billion**
  - Micronutrients
  - Deworming

- **US$1 billion**
  - Capacity development for program delivery

- **US$0.1 billion**
  - Monitoring and evaluation
  - Operations research and technical support for program delivery

**Step 2: With an investment of an additional US$6.3 billion**

- **US$3.6 billion**
  - Complementary feeding to prevent and treat moderate malnutrition

- **US$2.6 billion**
  - Treatment of severe acute malnutrition

- **US$0.1 billion**
  - Monitoring and evaluation
  - Operations research and technical support for program delivery

**$11.8 bn total**
- $1.5 bn from households
- **$10.3 bn financing gap**
  (global gap also mirrors a gap at country level)
3) Formulating a Coherent Results Framework for Nutrition Mainstreaming: Key tool to align nutrition strategies and prioritized budgetary allocations

Model of Results-Focused Capacity Development: Key Elements and Linkages

- Development Goal: Nutritional Outcomes and Impacts
- Development Actions
  - Demand Institutions
    - Strengthen Stakeholder Ownership
  - Supply Institutions
    - Increase Efficiency of Policy Instruments
    - Improve Effectiveness of Organizational Arrangements
  - Agents of Change
    - Resource inputs
      - Financial
      - Human
      - Technology
      - Infrastructure
    - Intermediate Capacity Outcomes
      - Increased implementation know-how
      - Raised awareness
      - Enhanced knowledge & skills
      - Improved consensus & teamwork
      - Strengthened coalitions
      - Enhanced networks

Knowledge Services
Table 1: RESULTS FRAMEWORK FOR: (1) MAINSTREAMING NUTRITION; (2) ENHANCED NFSIP

<table>
<thead>
<tr>
<th>Vision</th>
<th>Overall Goal (say, to the year 2015)</th>
<th>Key Impact Indicators (max. 4 by 2015 &amp; 2020): Nutrition would contribute toward:</th>
<th>Key Outcome Indicators (by 2015 and 2020): Nutrition would contribute toward:</th>
</tr>
</thead>
</table>

Table 2: RESULTS FRAMEWORK FOR: (1) NUTRITION PROGRAM; (2) ENHANCED NFSIP

<table>
<thead>
<tr>
<th>Strategic Issues/Constraints *</th>
<th>Pillar SubSector-Thematic Objectives</th>
<th>Indicator (Outcome and/or Impact)</th>
<th>Measure (and data sources)</th>
<th>Baseline</th>
<th>Target</th>
<th>Target Date</th>
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Table 3: RESULTS FRAMEWORK FOR EACH STRATEGIC OBJECTIVE (OF NUTRITION) AND OF ENHANCED NFSIP

<table>
<thead>
<tr>
<th>Strategic Issues/Constraints</th>
<th>Program Sub-Sector-Goal and Supporting Strategic Objectives</th>
<th>Key Change Agents (assess their role to the change process)</th>
<th>Indicator (Intermediate Outcome Indicator)</th>
<th>Measure (and data sources)</th>
<th>Baseline</th>
<th>Target and Target Date</th>
<th>Priority Strategic Interventions</th>
<th>Medium Term Expenditure Requirements (a fifth template table needs to be prepared to show estimated costs and financing plan)</th>
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</thead>
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Table 4: Priority Strategic Interventions/Activities
(to be formulated for each Strategic Objective of Nutrition Program and Enhanced NFSIP)

<table>
<thead>
<tr>
<th>Strategic Objective and Priority Strategic Interventions/Activities*</th>
<th>Unit</th>
<th>Quantity (for each year)</th>
<th>Key Outputs (for each year)</th>
<th>Unit Cost</th>
<th>Cost (for each year)</th>
<th>Total Cost</th>
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Table 5: Summary Medium Term Expenditure Framework: (1) Nutrition Program; (2) Enh. NFSIP

|------------------------------------------|----------------|--------------------------|--------------------------------|-----------------------------|-----------------|

Program 1,2,3,...: Strategic Obj.1,2, etc.;
Illustration of Mainstreaming/Enhancing Nutrition in the NSADP: Various Steps

1) Situational Analysis:...for ex. Nutritional aspects to be strengthened.....

   **Component 1:** production intensification, diversification, value addition, and marketing.

   **Component 5:** Strengthening social protection, food security, productive social safety net.

1. Micro-nutrient deficiency is addressed in component 1 under food diversification and value addition with specific reference to fortification.

2. Non-communicable diseases is not addressed in the business plan. It is recommended for inclusion when we return home.

3. Under-weight is addressed in components 1 & 5 under food production, school feeding, complementary feeding and school gardening.

4. Mal-nutrition is addressed under component 5 of the business plan.

2) Enhance Outcomes, Activities, Costs and Financing in the NSADP

Component 1
- Smallholders have increased production, intensification, value addition, and marketing, reduced rates of post harvest losses and **increased utilization of diversified foods**

Component 2
- Small scale irrigation expansion/development raises levels of smallholder rice and **vegetables production** and increases food security, incomes and employment opportunities

Component 3
- Rehabilitated roads enables increased market access stimulating smallholder/ABC commercial activities and increased incomes

Component 4
- Access of smallholders and the rural poor and their organizations to rural financial services geared to their needs

Component 5
- 30 % of food insecure households in the country supported in meeting basic food security and nutritional needs

Component 6
Effective strategic, operational planning, efficient coordination and monitoring of the SCP is ensured
Each country nutrition team should endeavor to identify the most relevant budgetary/financing issues, and take them into account in framing an appropriate strategy and advocacy.

Key issues are likely to include: (see following graphs)

- Large gap between existing and required funds
- Government budget ceiling (other competing claims often have a longer budgetary tradition)
- Off-budget activities (from NGOs, donor grants)
- Scope for re-allocations (deficient interventions, food aid)
- Lack of M&E system and evidence to help justify + funding
Figure 4.2  Official Development Assistance Commitments for Health, HIV/AIDS, and Nutrition, 1995–2007

Figure 4.3  Official Development Assistance Commitments for Nutrition and Emergency Food Aid, 1995–2007

- Official development assistance commitments, current US$ million

- Year 1995 to 2007

- Lines represent:
  - Emergency food aid
  - Basic nutrition
## Framework for Financing Sources and Strategy

*should be based on consolidated nutrition & NAFSIP MTEF/3-5 yrs*

<table>
<thead>
<tr>
<th>1) Nutrition Program/Subprogram/Project/components/Activities (P/SP/P/C/A)</th>
<th>2) Enhanced NAFSIP</th>
<th>Government (Nat’al/SubNat’al) (includes Public-Public Partnerships)</th>
<th>International Aid (grant, loan, trust funds)</th>
<th>NGOs and Foundations (PPP)</th>
<th>Private Sector (includes PPP)</th>
<th>Households (cost sharing, user fees)</th>
<th>Other Sources (tbd, such as reg’al)</th>
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<tr>
<td>A) On-Going:</td>
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Key Financing strategies could include:

1) Improve performance/efficiencies of on-going programs/projects/activities (including coordination, re-allocations, consolidation).

2) Mobilize additional funding to meet strategic “gap” (from BOTH existing and new sources), using enhanced program-based mechanisms (e.g., SWAps/”basket fund”; budget & project support; nutrition multi-donor trust fund).

3) Expand the role and performance of public-public (MOH and MOA), public-private, and public-NGO-foundation partnerships.
4) Expand cost sharing with beneficiaries (equitable structure)

5) Tap advisory/financing assistance from relevant entities (NEPAD/CAADP (multi-donor trust fund for nutrition); High Level Task Force on Innovative Int’al Financing for Health Systems; Donor Platform (GDPRD), Thematic and Donor Working Groups, at HQ & country levels)
5) Implementation Challenges and Strategies

A) Implementation Challenges:...there are many, and they need to be clearly diagnosed and prioritized, preferably based on the results of a functional M&E system (or diagnostic study)

B) Key Questions for Nutrition Country Team include:

- How can nutrition activities be consolidated?
- How much of the budgetary allocations/activities reaches intended beneficiaries? (beneficiary incidence analysis is useful tool)
- How well the funds that reach target beneficiaries are well spent? (value 4 money; cost-effectiveness)
Enhanced Implementation Strategies

1) Adopt and implement an enhanced Planning, Budgeting, Implementation, and Governance Cycle (PBIG Cycle), applied to nutrition program/interventions

2) Promote results-focused capacity development of key actors: "...strengthen the capacity of Govts. to secure better performance and investment from private, faith-based, community, NGO and other non-state actors (key recom. from HL Task Force)

3) Enhance strategies/mechanisms to implement/deliver nutrition activities more cost-effectively
MANY THANKS!!
MERCI!!
OBRIGADO!!

Some useful websites/links for useful tools for budgetary and financing aspects include:

1) [www.caadp.net/library-country-status-updates.php](http://www.caadp.net/library-country-status-updates.php): CAADP Investment Plans
2) [www.worldbank.org/nutrition](http://www.worldbank.org/nutrition): various analytical nutrition reports/booklets
4) [www.worldbank.org/afr/agperprogram](http://www.worldbank.org/afr/agperprogram): Strengthening National Comprehensive Agricultural Public Expenditure in Sub-Saharan Africa Program (includes Ag. PER training materials, in both english and french)
6) [www.worldbank.org/wbi](http://www.worldbank.org/wbi): type capacity development for concepts and tools
7) [www.IFPRI.org](http://www.IFPRI.org): type nutrition for various analytical reports