

West Africa Regional CAADP Nutrition Programme Development Workshop:

**Efficiency-based and Results-Focused Budgetary, Financing
and Implementation Strategies for Nutrition
Development: Suggested Tools to Support Country
Nutrition Working Teams**

By

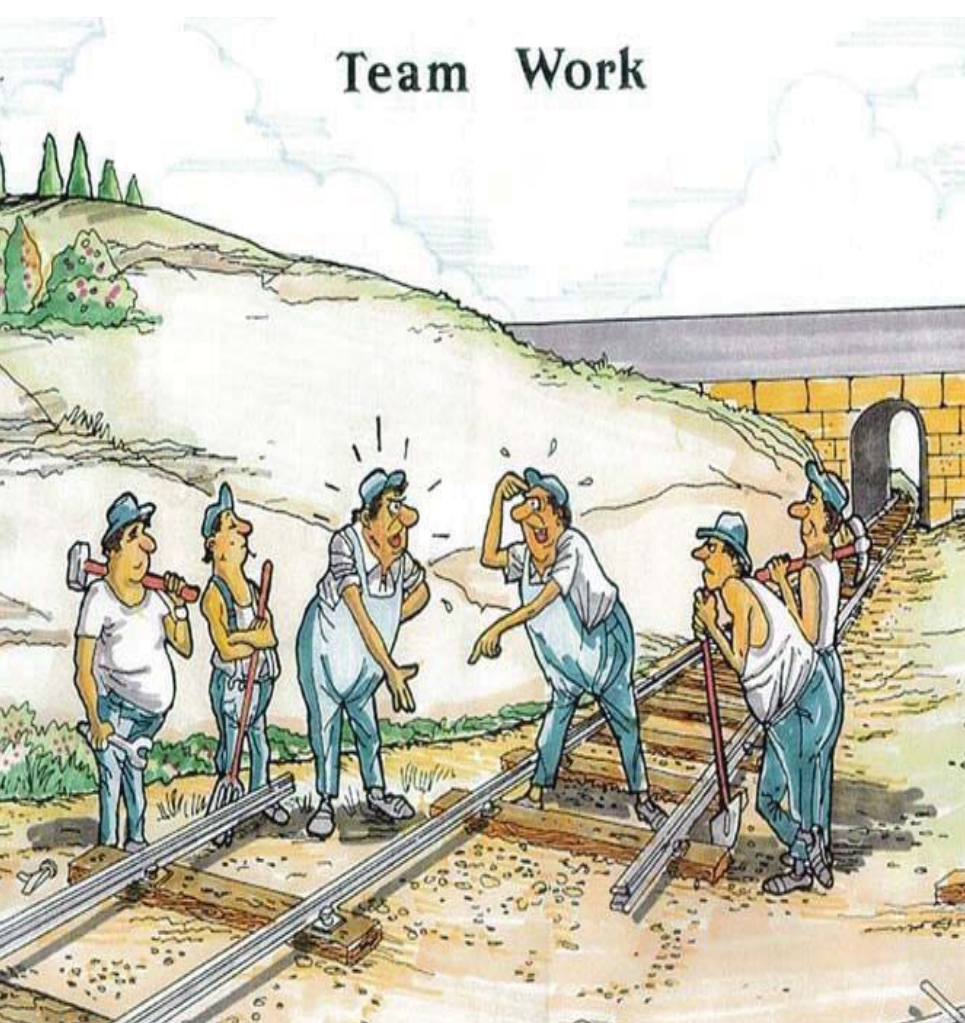
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(Updated/Nov. 11, 2011)

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




CONTENTS

- 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

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

- 1) Establish and apply clear prioritization criteria for estimating country nutrition intervention requirements (utilizing evidence-based nutrition mapping assessments, clarifying public-private roles)  an integrated nutrition program (over 3-5 year period), to be agreed with key stakeholders/change agents (see SUN example)

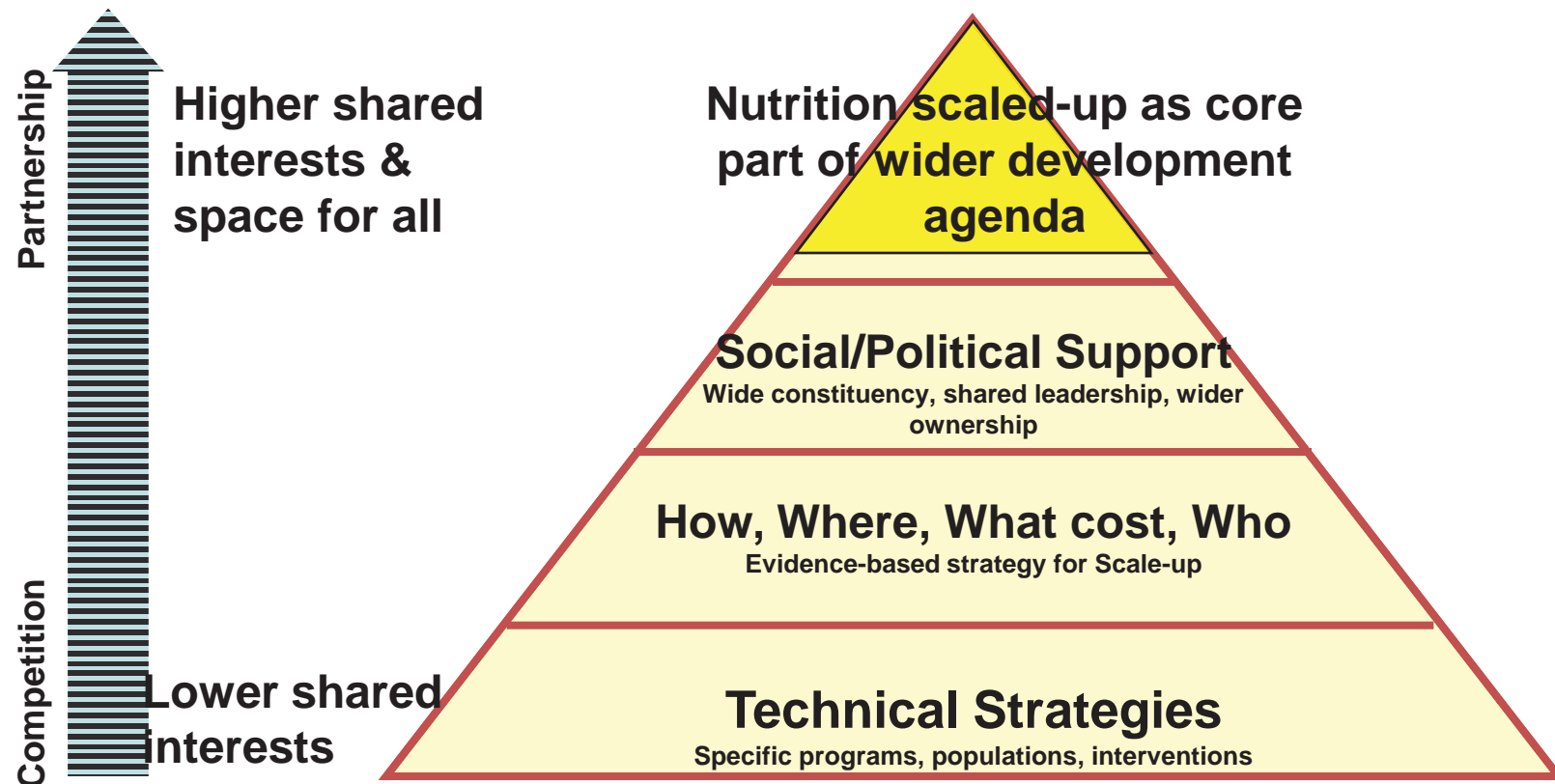
(2) Assessing and Financial Priorities and Requirements of Mainstreamed & Scaled-Up Nutrition Programs (cont.)

- 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

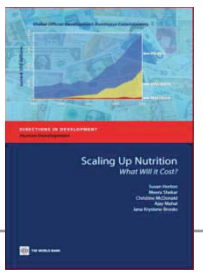
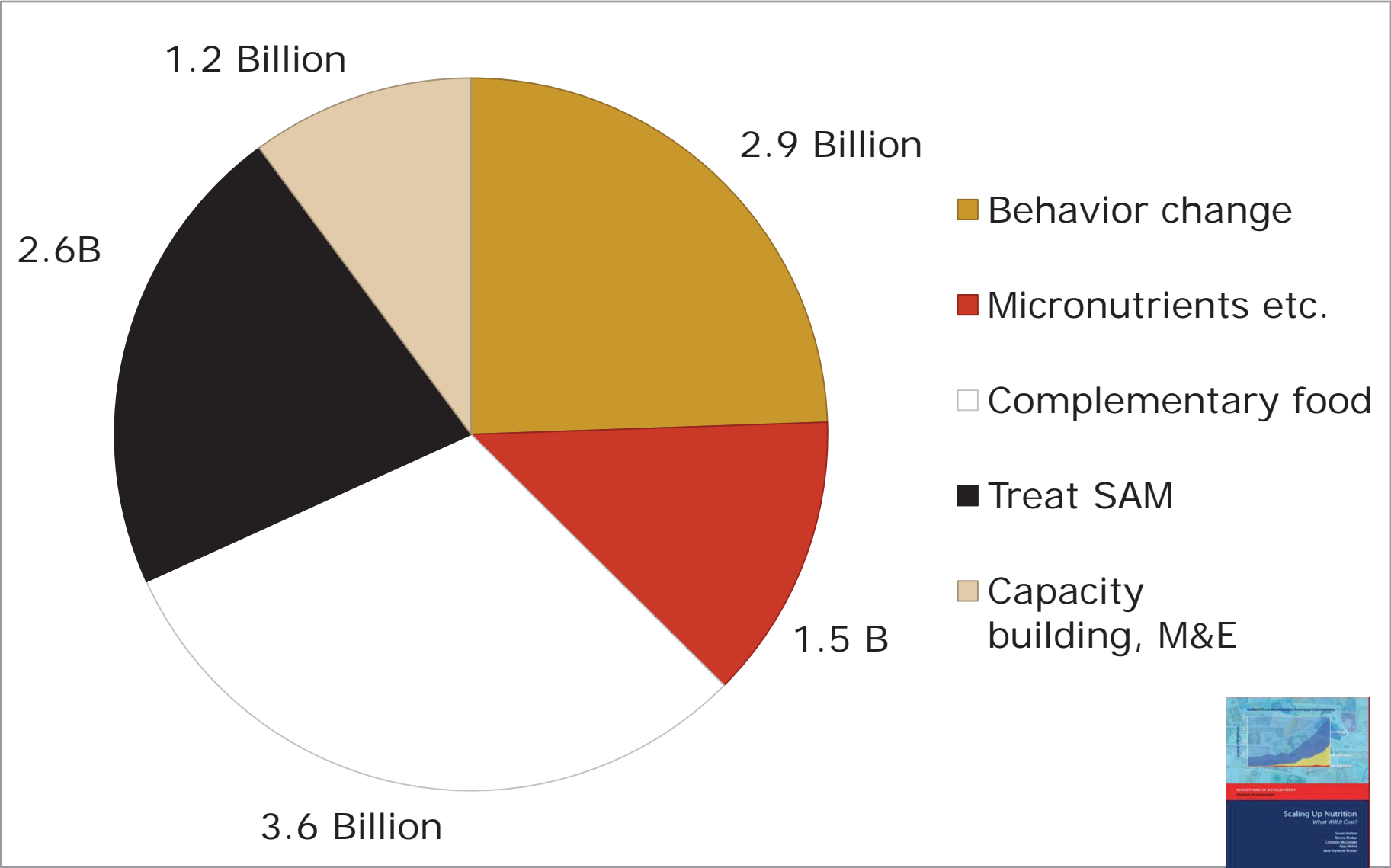
(source: slide by M. Shekar/WB)

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



Global Total annual cost for Scaling –Up Nutrition = US \$ 11.8 billion (5 program areas):

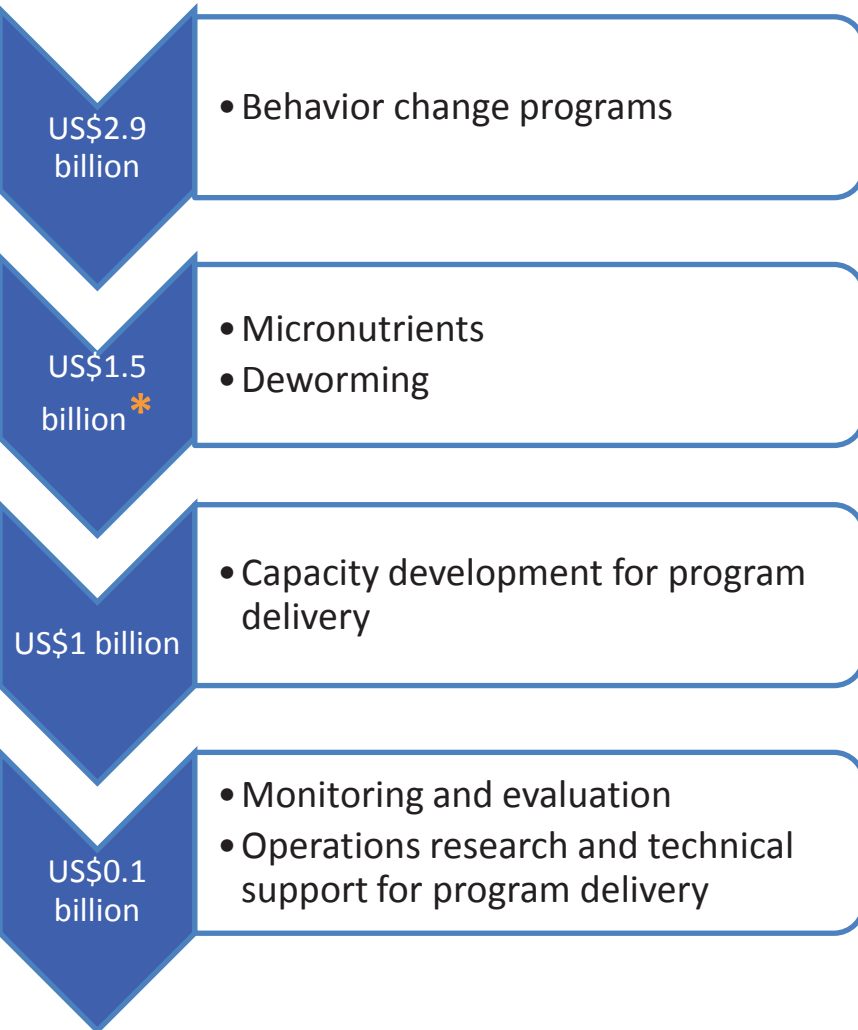
Source:Scaling up Nutrition: What will it cost? (WB, 2010, by Horton, Shekar et al)



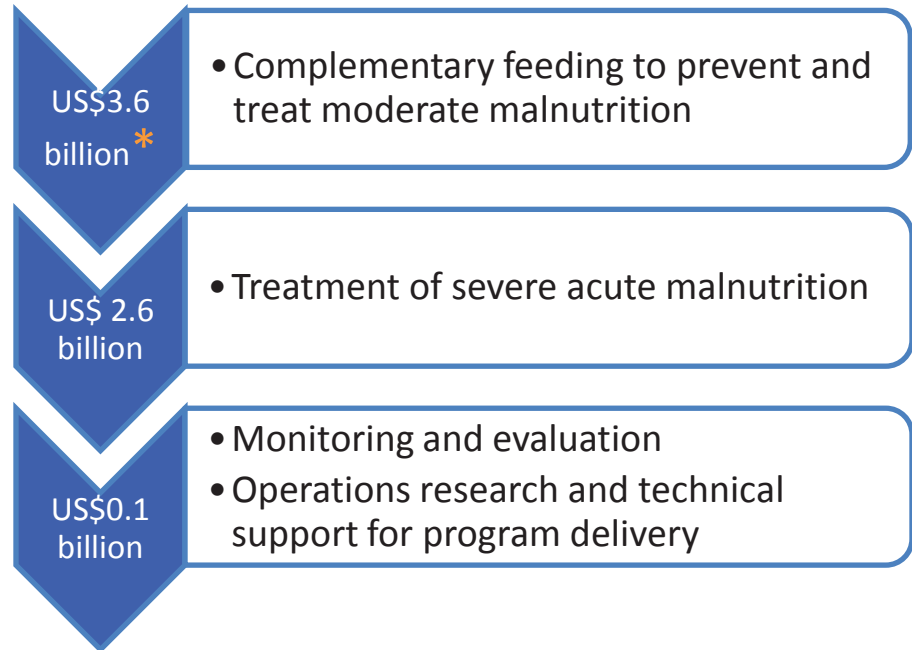
SUN's Scaling-up in two steps: scaling-up strategy to be tailored to each country

(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*



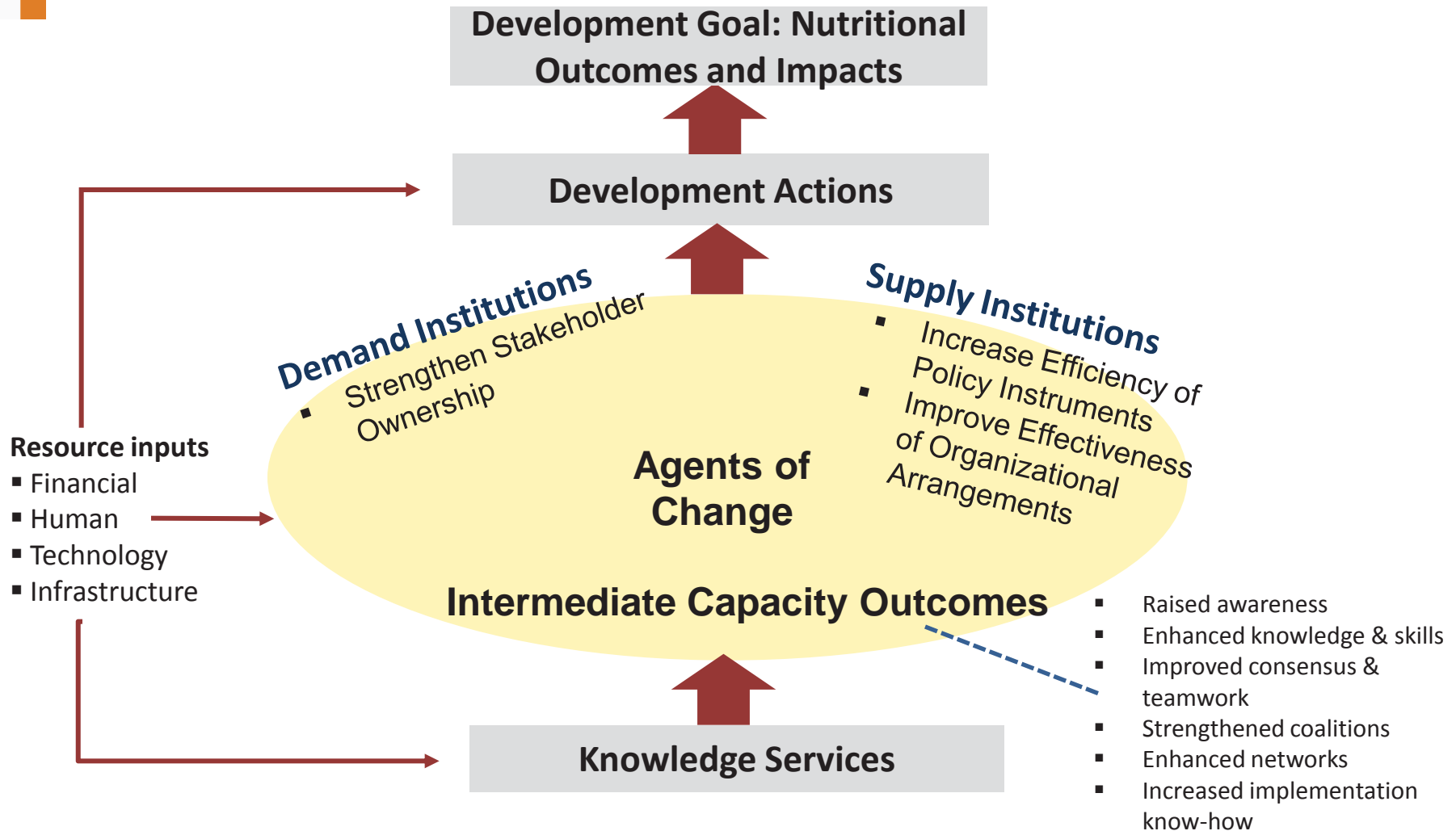
Step 2: With an investment of an additional US\$6.3 billion*



\$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



Enhanced Results Framework: Pulling Together an Aligned and Coherent Proposal (in stages)

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

Vision	Overall Goal (say, to the year 2015)	Key Impact Indicators (max. 4 by 2015 & 2020): Nutrition would contribute toward:	Key Outcome Indicators (by 2015 and 2020): Nutrition would contribute toward:
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Table 2: RESULTS FRAMEWORK FOR: (1) NUTRITION PROGRAM; (2) ENHANCED NFSIP

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

Strategic Issues/ Constraint	Program Sub-Sector-Goal and Supporting Strategic Objectives	Key Change Agents (assess their role to the change process)	Indicator (Intermediate Outcome Indicator)	Measure (and data sources)	Baseline	Target and Target Date	Priority Strategic Interventions	Medium Term Expenditure Requirements (a fifth template table needs to be prepared to show estimated costs and financing plan)
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Table 4: Priority Strategic Interventions/Activities

(to be formulated for each Strategic Objective of Nutrition Program and Enhanced NFSIP)

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

Program Goals and Strategic Objectives *	Cost (by Year)	Total Cost (2012 – 2015)	Financing Plan (Source, by Year)	Total Financing (2012 – 2015)	Financing “Gap”
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

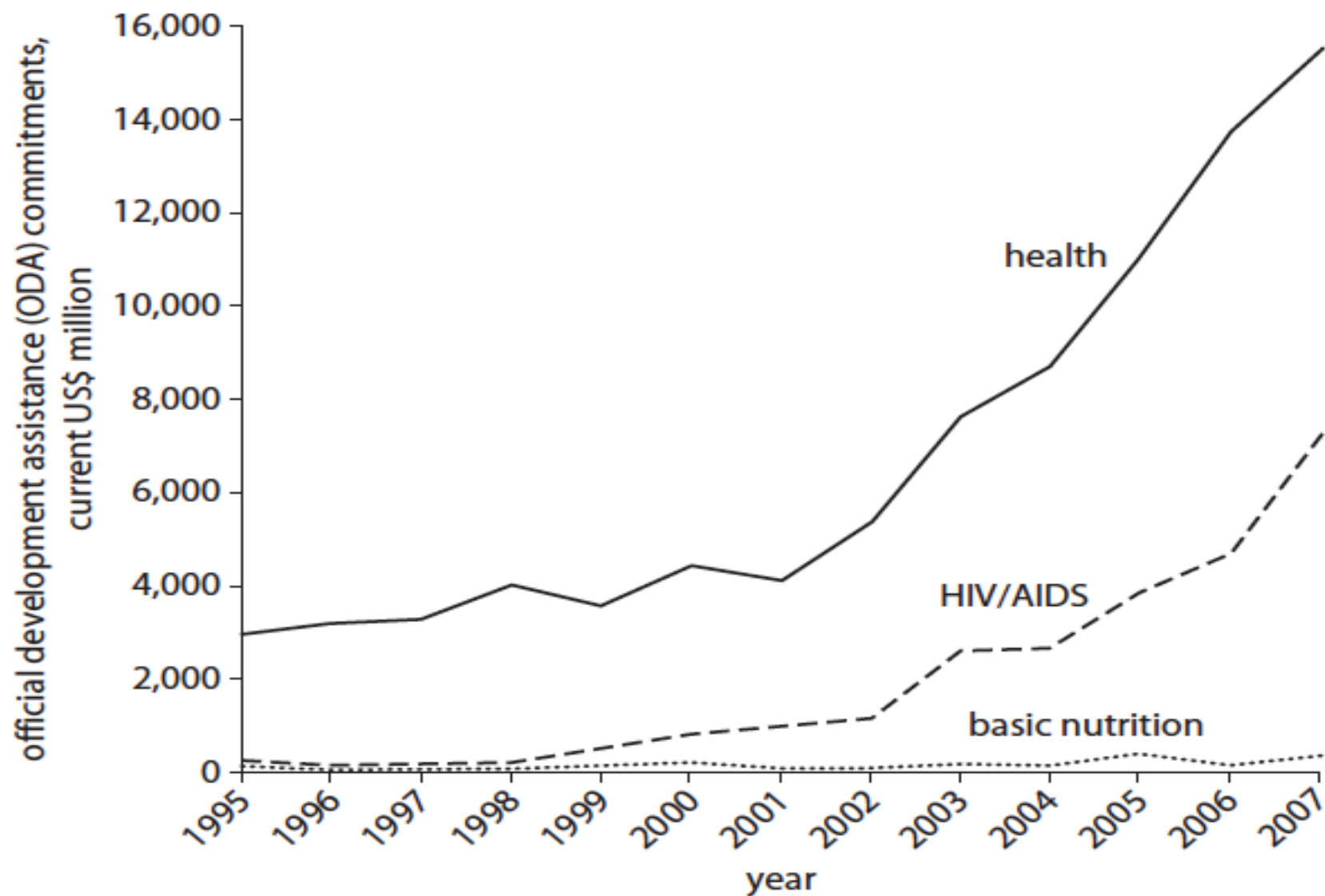
Component 6

Effective strategic, operational planning, efficient coordination and monitoring of the SCP is ensured

(4) Tackling Budgetary/Financing Issues and Strategies

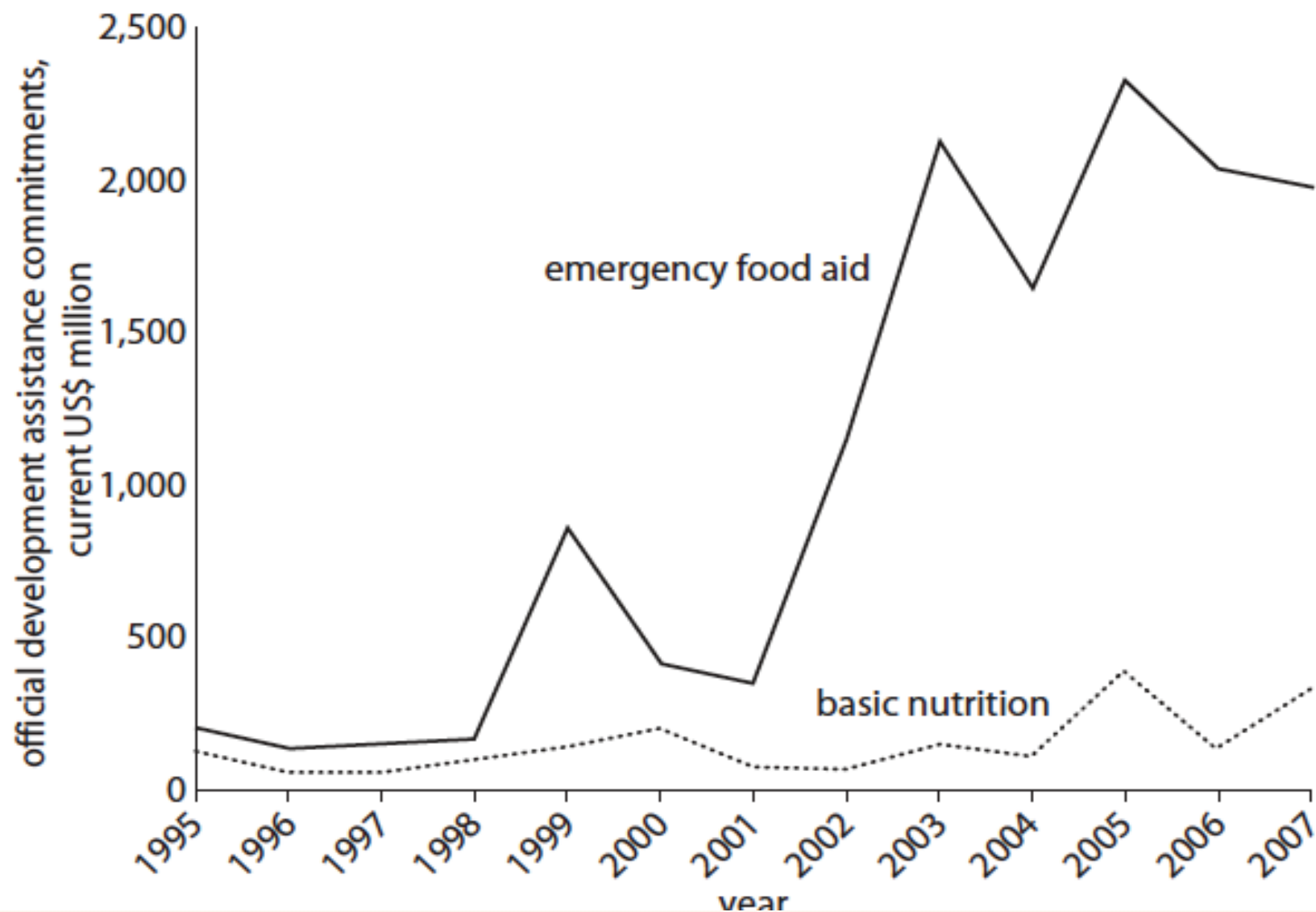
- Each country nutrition team should endeavor to identify the most relevant budgetary/financing issues, and take them into account in framing an appropriate strategy and advocacy.
- Key issues are likely to include: (see following graphs)
 - Large gap between existing and required funds
 - Government 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



Source: OECD DAC at <http://www.oecd.org/dac/stats/idsonline>.

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



Framework for Financing Sources and Strategy

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

1) Nutrition Program/Sub program/Project/components/Activities (P/SP/P/C/A) 2) Enhanced NAFSIP	Government (Nat'al/SubNat'al) (includes Public-Public Partnerships)	International Aid (grant, loan, trust funds)	NGOs and Foundations (PPP)	Private Sector (includes PPP)	Households (cost sharing, user fees) Other Sources (tbd, such as reg'al)
A) On-Going:					
Prog. 1,2,3 (P/SP/P/C/A) Sub-Total					
B) New:					
Prog. 1,2,3 (P/SP/P/C/A) Sub-Total:					
Total: (US\$ M)					

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.

Key Financing strategies could include: (cont.)

- 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'l 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: CAADP Investment Plans
- 2) www.worldbank.org/nutrition : various analytical nutrition reports/booklets
- 3) www.worldbank.org/apea: ref. Ag. PER Toolkit/ARD-DFID partnership
- 4) 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)
- 5) <http://go.worldbank.org/J2441NFM30>: ref. human development PER toolkit
- 6) www.worldbank.org/wbi: type capacity development for concepts and tools
- 7) www.IFPRI.org: type nutrition for various analytical reports
- 8) <http://www.internationalhealthpartnershipnet/en/taskforce>: HL TF Innov. Int. Finan. Health