



Annexes

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Annex 1. Glossary of Terms

Word or Phrase	Definition
Budget analysis	Tabulation of relevant budget data and comparison of budget allocations (and expenditures, when available) across years and sectors, such as health, education, agriculture, social protection and water, sanitation and hygiene, or WASH. (Module 4)
Capacity	Competencies and skills at the human, institutional, organisational and infrastructural levels to implement programmes and strengthen governance, particularly for nutrition. When designing a multisectoral nutrition plan (MSNP), it is important to understand the capacity in-country for successfully implementing the plan. (Module 2)
Causes of malnutrition – direct	Immediate factors that contribute to malnutrition, most often specifically pertaining to dietary intake and health status. Nutrition-specific interventions are those addressing the direct causes of malnutrition. These are primarily focused on women and children but also include supplementation of various nutrients (e.g. iron, folic acid, vitamin A, iodine) to prevent nutrient deficiencies in populations or initiatives to address behaviours—for example, infant feeding practices, including breastfeeding and complementary feeding. Management of acute malnutrition is also a nutrition-specific intervention. (Introduction Module)
Causes of malnutrition – underlying	Factors that are more distal/systemic in contributing to the eventual development of malnutrition and that range across sectors, including agriculture, public health, social protection, education and WASH, amongst others. Nutrition-sensitive interventions may, for example, include actions to diversify food production or strengthen people's livelihoods; systems to increase availability of and access to foods to support adequate consumption and meet nutrient requirements; and actions to improve sanitation and hygienic environments. (Introduction Module)
Cost estimation	Estimation of the value of resources required for nutrition services and interventions in a given setting and over a given time period, such as nutrition-specific or nutrition-sensitive services or programmes at the country level, as identified in the common results framework (CRF) or MSNP. (Module 4)
Common results framework	Document, or set of documents, that lays out in detail the objectives, actions, targets and anticipated outputs and outcomes of an MSNP across a timeline, assigning clear roles and responsibilities. (Module 3)
Equality	Concept referring to equal chances and opportunities for women (and men, or girls and boys) to access and control social, economic and political resources, including protection under the law. (Introduction Module)
Equity	Specific to gender in this case, a concept referring to fairness that considers women's and men's (and boys' and girls') different needs to achieve gender equality. (Introduction Module)
Financial tracking	Process of routinely collecting, analysing and monitoring resources flowing into and within a system, as well as tracking the availability of robust and regular finance data to inform decisions, to increase accountability and to advocate for better nutrition. (Module 4)
Functional capacity	Set of essential skills or core competencies that facilitate the delivery of technical expertise to drive a desired change, which allows for adequate relationship building and team functioning for planning, implementation and monitoring and evaluation (M&E) of multisectoral and multi-stakeholder plans for scaling up nutrition in action. (Introduction Module)

Word or Phrase	Definition
Gender	Socially defined roles, behaviours, activities and attributes that differ between countries and cultures. (Introduction Module)
Governance/ enabling environment	Critical area of actions for addressing malnutrition, as experience shows that getting higher priority for nutrition or other cross-sectoral objectives requires both high-level political support and partnerships that build buy-in from the sectors concerned; the need for 'ownership' applies to ministries as well as to governments as a whole. Capacity development for nutrition across sectors is also important, alongside increasing 'policy coherence' through government-wide attention to unintended negative consequences on nutrition of policies in other sectors. (Introduction Module)
Impact indicators	Indicators referring to the health status of the target population (e.g. reduction in child mortality, reduction in child morbidity, improved child nutritional status). These do not show progress over relatively short periods of time. (Module 3)
Monitoring, evaluation and learning (MEL) framework	Guiding set of documents to monitor and evaluate the progress of the MSNP. One component is the indicator matrix, often Excel-based, to document, quantify and advance the results in the CRF/MSNP into sufficient detail (granularity) to measure change systematically and progressively. A second component is a narrative document that describes a system linking strategic information obtained from various data-collection systems that will improve achievement of the MSNP. (Module 5)
MEAL system	Scaling Up Nutrition (SUN) M onitoring, E valuation, A ccountability and L earning system, which provides the means for measuring the extent to which the SUN Movement is achieving results and impact.
MEL system	Sum total of M&E mechanisms that support the development and successful implementation of an MSNP. It outlines key indicators, processes and tools to aid stakeholders in making informed decisions regarding implementation. It supports synthesis, use and sharing of information arising from implementation or from evidence from evaluations and research and creates transparency and accountability for results. (Module 5)
Multisectoral nutrition plan	Plan that describes how multiple sectors will work together to improve malnutrition in their country, which is key to ensuring that various sectors know what actions are expected of them to help achieve their country's nutrition objectives. Endorsed at the highest level, MSNPs guide collective implementation and resource allocation. (Introduction Module)
Multisectoral nutrition planning	An approach to scaling up nutrition that recognises that the determinants of nutritional status are multifaceted and multidimensional, and as such, addressing malnutrition requires an appropriate well-coordinated response bridging all related sectors. This process enables donors, countries and implementers to address the multifactorial causes of national nutrition challenges by linking and integrating programme design, delivery and evaluation across disciplines and sectors. (Introduction Module)
Multi-stakeholder platform	Multisectoral support mechanism that can include sectoral representatives from various ministries and representatives from civil society organisations (CSOs), donor and United Nations (UN) agencies, businesses and the research community. (Introduction Module)
Nutrition-sensitive	Category of interventions to address the underlying and systemic drivers of undernutrition by engaging a wide range of sectors (e.g. agriculture, public health, social protection, education, WASH) in action to improve nutrition. Examples include action to diversify food production or strengthen peoples' livelihood systems to increase availability and access to foods to support adequate consumption and

Word or Phrase	Definition
	meet nutrient requirements, as well as action to improve sanitation and hygienic environments. (Introduction Module)
Nutrition-specific	Category of interventions to address the immediate causes of undernutrition, including dietary intake and health status. These are primarily focused on women and children but also include supplementation of various nutrients (e.g. iron, folic acid, vitamin A, iodine) to prevent nutrient deficiencies in populations or initiatives to address behaviours (e.g. infant feeding practices, including breastfeeding and complementary feeding). Management of acute malnutrition is also a nutrition-specific intervention. (Introduction Module)
Nutrition situational analysis	Process in assessing the country context that helps to highlight the priority nutrition issues and disparities between population groups, communities or regions of the country. (Module 1)
Outcome indicators	Indicators that refer more specifically to the objectives of an intervention that measure the 'results' of said programming. These measure both the 'quantity' (how many) and 'quality' (how well) of the activities implemented. (Module 3)
Output indicators	Indicators that add more details in relation to the product (output) of the activities implemented (e.g. the number and categories of health providers trained in case management or the number and type of radio spots produced and broadcast). These indicators are useful for monitoring implementation and its quality. They do not provide information on the results and impact of the activity. (Module 3)
Policy framework analysis	Process in assessing the country context that identifies national policies, strategies and other legal documents in support of nutrition. Sometimes this can be combined with the political economy analysis. (Module 1)
Political economy analysis	Often a subset of the policy framework analysis that helps in determining power relationships to inform the feasibility of different approaches. Together, the analyses provide the evidence base and help to identify priorities upon which the MNSP can be developed. (Module 1)
Prioritisation	Process that begins with the contextual analysis, which can help to identify priority nutrition challenges, vulnerable groups, high-burden geographic regions in the country, priority actions to address the identified challenges and key stakeholders and their respective roles. (Module 2)
SMART indicators	Set of criteria to use in developing indicators so that progress to reach targets can be easily monitored. Indicators should be <u>s</u> pecific, <u>m</u> easurable, <u>a</u> ttainable, <u>r</u> elevant and <u>t</u> ime-bound. (Module 3)
Stakeholder analysis and mapping	Process in assessing the country context that includes collating the available information and analysing the situation to identify key actors and their potential contributions and to start bringing together stakeholders who will be instrumental in developing the MSNP. (Module 1)
SUN Academia Network	New initiative being launched in some SUN countries that aims to elevate the role of academia in driving the evidence base, strengthen national research capacity, prioritise implementation science and research based on needs identified by SUN countries and leverage their voices to advocate for and position nutrition. (Introduction Module)
SUN Business Network	Only dedicated global platform for business and nutrition that engages and supports business to act on, invest in and innovate responsible, sustainable actions and operations to improve nutrition; provides a neutral platform to broker partnerships/collaborations between business and all actors on nutrition at the national, regional and global levels. (Introduction Module)

Word or Phrase	Definition
SUN Civil Society Network	Set of actors/groups that encourages formation of civil society alliances, which represent over 3,000 organisations locally, nationally and internationally, spanning multiple sectors and backgrounds. (Introduction Module)
SUN Donor Network	Set of actors/groups that provides a space where donors at global and country levels can work together, and in collaboration with other SUN Movement stakeholders, to promote high-level political commitment for nutrition, evidence-based policies and actions, more and better financing, aligned implementation, monitoring of progress and impact and the sharing of lessons learnt. (Introduction Module)
SUN Government Focal Point	High-level individual, nominated when a country joins the SUN Movement, who is well placed to unite the nutrition community. SUN Government Focal Points act as a key driving force for the national movement, ensuring that the country's multisectoral nutrition efforts engage the whole of government and coordinating any external support. They are supported by a multi-stakeholder platform, which can include representatives of CSOs, donor and UN agencies, businesses and the technical community. (Introduction Module)
SUN Movement	Global movement established in 2010 to end malnutrition in all its forms, with the following four strategic objectives relevant to national processes to scale up effective interventions via a multisectoral approach to end malnutrition and attain global nutrition targets / development goals: (1) expand and sustain an enabling political environment, (2) prioritise and institutionalise effective actions that contribute to good nutrition, (3) implement effective actions aligned with common results and (4) effectively use, and significantly increase, financial resources for nutrition. (Introduction Module)
SUN UN Network	Group that elevates the nutrition dialogue through its senior leadership and helps to leverage the collective strengths of the UN agencies to foster innovations, find efficiencies and enhance complementarity across agencies and with government and SUN networks. (Introduction Module)
Sustainable Development Goals (SDGs)	Agenda for sustainable development agreed by 193 UN Member States in 2015 that outlines 17 goals to be reached by 2030. The aim of 'Zero Hunger' that is supported by the SUN Movement is captured in SDG 2; however, at least 12 of the 17 Goals contain indicators that are highly relevant to nutrition. (Introduction Module)
Technical capacity	Component of functional capacity that delineates skills which are specific to a person's or group's purposes. For example, effective communication may be a technical skill for a communications expert but, if not technically trained in it, becomes a functional skill for a nutrition expert. From this perspective, potential overlaps in technical and functional capacities exist, and these overlaps provide an opportunity for peer-to-peer and experiential learning during capacity-strengthening efforts. (Introduction Module)
World Health Assembly Targets	Set of six global nutrition targets for 2030 (updated from 2025): (1) a 50 percent reduction in the number of children under 5 years old who are stunted, (2) a 50 percent reduction of anaemia in women of reproductive age, (3) a 30 percent reduction in low birth weight, (4) reduce and maintain childhood overweight to less than 3 percent, (5) an increase in the rate of exclusive breastfeeding in the first 6 months up to at least 70 percent and (6) a reduction in and maintenance of childhood wasting to less than 3 percent. (Introduction Module)

Annex 2. Country Case Studies of the Multisectoral Nutrition Planning Process



COUNTRY CASE STUDY: AFGHANISTAN

Background

Food and nutrition insecurity are major concerns in Afghanistan. As of 2018, 39.0 percent of Afghans are poor, 3.4 million people are severely food insecure and another 5.9 million are moderately food and nutrition insecure. At the national level, of children under 5 years old, 40.9 percent are stunted, 25.0 percent are underweight and 9.5 percent are wasted; and of women 15 to 49 years old, 42.0 percent are anaemic.ⁱ

The predominant causes of food and nutrition insecurity in Afghanistan are limited production and availability of food supplies, insufficient access to food, food shortages arising from disasters and price shocks and poor diets, health and WASH conditions, which prevent proper food utilisation.

The Afghanistan Food Security and Nutrition (AFSeN) Policy and Strategic Framework, drafted in December 2012, was approved by the government in mid-2013. The document delivers information on context and describes the goal and objectives and its institutional arrangements.

Since the endorsement of the AFSeN Policy and Strategic Framework, the political, economic and social situations have changed dramatically. For example, the Afghanistan National Peace and Development Framework was presented at the Brussels conference in 2015. In addition, as a member of the UN, Afghanistan became a signatory of the UN SDGs. Therefore, the sociopolitical changes and emerging necessities required Afghanistan to have more clarity on where the country is situated, where it wants to go and how it could achieve its nutrition-related objectives.

Government ministries, primarily the Ministry of Public Health and the Ministry of Agriculture, Irrigation and Livestock, developed food security- and nutrition-related policies and strategies and were executing some programmes and actions. However, there was no multi-stakeholder agenda or strategic plan to give a scheduled and operational direction to all AFSeN stakeholders. The government realised that food security and better nutrition are imperative to national development and stability. Therefore, Afghanistan joined the SUN Movement in September 2017 and subsequently launched the Afghanistan Food Security and Nutrition Agenda (AFSeN-A) on 16 October 2017 to put an end to hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Initiating the multisectoral planning process

In December 2017, the Afghanistan SUN Government Focal Point initiated support to the AFSeN-A Secretariat for the development of a multisectoral, multi-stakeholder **AFSeN-A Strategic Plan**. The Strategic Plan development was supported by Maximising the Quality of Scaling Up Nutrition Plus (MQSUN+), in collaboration with UN partners, in-country.

ⁱ SUN Movement website. SUN countries: Afghanistan page. Available at <https://scalingupnutrition.org/sun-countries/afghanistan/>. Accessed 17 August 2020.



COUNTRY CASE STUDY: AFGHANISTAN (cont.)

The Afghan director-general of the Council of Ministers Secretariat led the overall process of this work. The AFSeN-A Secretariat coordinated the AFSeN-A core group, which is composed of line ministries and other government authorities, UN and development partners and CSOs. The group's main role throughout the process was to actively contribute to the common objective; share information on, provide input for, contribute to and commit to supporting the development of the Strategic Plan; and be available and prepared for face-to-face meetings and workshops. The AFSeN-A country team provided coordination support, input, documents and organisation/facilitation of meetings and workshops.

Assessing the country context

In April 2018, the Afghan team, supported by MQSUN⁺, proceeded with the preparation of a contextual analysis of the nutrition situation in the country. This began with identification, compilation and review of relevant literature covering the following domains: food security and nutrition; agriculture and vulnerability to climate change and shock; food production, as well as availability, access and utilisation of food; nutrition; health; education; WASH; poverty; gender; and the governance and policy environment. The draft contextual analysis report was circulated through the AFSeN-A coordinator, team, and respective partners and all comments were compiled and addressed. The final [contextual analysis](#) presents the Food Security and Nutrition situation, trends and policy context, consolidating all available information and data and analysing these in relation to the SDGs and the AFSeN-A.

The team also prepared a stakeholder mapping and power analysis, which presents details of key stakeholder's nutrition-related programmes, geographic focus, challenges, needs and recommendations for improvement. Based on the mapping, an analysis of power was drafted to present the strengths, weaknesses, potential to contribute to the AFSeN-A objective and classification of power and interest for each stakeholder. The team conducted follow-up and key informant interviews to inform and finalise the analysis.

Both the contextual and stakeholder mapping analyses, complemented by a road map and an outline for the development of the AFSeN-A Strategic Plan, were presented at a multisectoral, multi-stakeholder workshop, the purpose of which was to review the analyses and seek consensus and validation of the plan's road map and outline and to agree a common results framework for the AFSeN-A Strategic Plan. More than 50 persons from various ministries, the UN and CSOs attended the two-day workshop and presented their views, comments and suggestions to further improve and finalise the contextual analysis and stakeholders mapping. Importantly, at the closing of the workshop, the director-general of the Council of Ministers Secretariat, the Afghanistan SUN Focal Point and the AFSeN-A coordinator highlighted the need for the development of the Strategic Plan and reaffirmed the Afghan government's commitment to improving the country's food and nutrition status.

Developing the MSNP

Subsequently, the Strategic Plan was prepared by the core group, with support from technical experts, ensuring the full involvement and ownership of all key stakeholders and partners. This included development of a logical framework, or logframe, presenting the plan's goal, strategic objectives, outcomes and key action areas; an activity matrix; and an M&E indicator framework presenting the indicators, baselines, targets, source of verification and responsibilities for tracking and monitoring progress.



COUNTRY CASE STUDY: AFGHANISTAN (cont.)

Emphasis was placed on aligning the work with the AFSeN-A and assisting stakeholders in defining the overall goal of the plan, objective, indicators and a set of interventions, by sector, for the AFSeN Strategic Plan. The overall goal of the plan is to improve the food security and nutrition situation of the Afghan people.

The plan was presented to the core group and, following feedback, the AFSeN-A Strategic Plan was updated and finalised accordingly. The AFSeN-A Steering Committee approved the plan, which cleared the way for finalisation of the activity matrix, the indicator matrix and the key chapters for operational guidance.

Promoting advocacy for their MSNP

The AFSeN-A Strategic Plan sets forth a set of activities for advocacy at national, regional, and district levels, orienting advocacy efforts around five key audiences: multisectoral government ministries and authorities; the private sector; religious authorities and leaders; development partners, donors and CSOs; and the media. The advocacy strategy for the AFSeN-A Strategic Plan includes work by the Advocacy Technical Working Group to engage key stakeholders in national launch events for mobilising interest and engagement in the plan, hold meetings and workshops for messaging the roles and responsibilities of each sector in implementing the plan, ensure integration of nutrition actions and ensure that advocacy efforts are ongoing throughout the entire life cycle of the plan.

Costing the MSNP

The final step in costing the AFSeN-A Strategic Plan began with preparation of a concept note, presenting the proposed approach, steps and timelines, followed by the development of the costing readiness assessment of the final activity matrix using the MQSUN⁺-developed [template](#) and [related guidance](#) to assess whether the plan contains the details and information required for a full costing exercise. Guidance arising from the costing readiness assessment of the AFSeN-A Strategic Plan led to intensive stakeholder consultations to collate the required costing information. Two methods were used for the costing: the ingredients approach (micro-costing) and the expenditure/budget approach. The actual costing estimates were mainly based on budgetary estimates of programmes and projects, complemented by accessible official documents, which were triangulated and validated. Costing focused on activities funded off-budget and not the activities funded through on-budget or government funds. The results of the costing exercise provided a good estimation and orientation to proceed with inception of the plan.

Key outcomes of the multisectoral planning process

By November 2019 the team had developed a solid set of planning documents that had been agreed and validated by all stakeholders: a **contextual analysis** presenting the food security and nutrition situation, trends and policy context; a **stakeholder mapping matrix** presenting details of key stakeholders' nutrition-related programmes, geographic focus, challenges, needs and recommendations; and a [costed AFSeN-A Strategic Plan](#) narrative and logframe (overall goal, objectives, outcomes and action areas), including a detailed **activity matrix**, **indicator matrix** and operational guidance for **M&E**, **capacity development**, **operational research**, **advocacy** and **costs** of off-budget activities (analysed by funded and unfunded).



COUNTRY CASE STUDY: AFGHANISTAN (cont.)

The M&E framework of the Strategic Plan gives a comprehensive list of objective and outcome indicators to be used for MEL throughout the plan's life cycle. It includes baseline and targets for indicators and sources of verification and identifies which actors hold responsibility for meeting each target. These key output indicators were approved, validated and signed by the AFSeN-A Steering Committee.

Lessons learnt from the multisectoral planning process

The process of developing the AFSeN-A Strategic Plan was undertaken through a multisectoral consultative process involving bilateral discussions and workshops with key stakeholders at each stage. Government entities and stakeholders (humanitarian as well as development partners) were frequently consulted throughout the multisectoral planning process. Partners and stakeholders in Afghanistan were extremely proactive and supportive, demonstrating strong country commitment to food security and nutrition, which greatly facilitated the multisectoral planning process. All document drafts were discussed in depth and benefited from constructive contributions by multi-stakeholder groups (ministries and partners) in-country. There was widespread agreement to define 'food security and nutrition' as the overall goal of the Strategic Plan.

Although the costing results provided good estimates, additional detailed and sectoral information on scale and targets would help to specify and further mobilise financial requirements. Those details can only be gained through a continued process and intensive in-depth dialogue with the line ministries and partners. In addition, nutrition has only received minimal funding, and there has been little tracking of nutrition funding in Afghanistan. Hence, there is limited experience in financial planning, allocations or mechanisms to release and track funds in nutrition-sensitive action areas. Such capacities should gradually be built over time.

Overall, the developed outputs from the multisectoral planning process provided an enormous amount of in-depth and up-to-date information not only for stakeholders in-country but also for interested audiences globally, as a number of the output indicators have been published online and shared with the SUN network. The AFSeN-A Secretariat has the opportunity to develop a data and knowledge management platform or system, which would allow open and easy access to the key documents developed at the initial phase of this work.

The AFSeN-A Strategic Plan development was led by the Government of the Islamic Republic of Afghanistan and facilitated with support from MQSUN+ and other partners in-country. The plan development team worked tirelessly to support the vision of a food-secure, well-nourished, healthy and productive Afghan population. The success of the multisectoral planning process is a direct result of the hard work of the AFSeN-A Secretariat, core group and Steering Committee in ensuring contributions and ownership across multiple sectors and stakeholders.

Next steps: Implementation of the plan

Following the multisectoral planning process, the AFSeN-A Secretariat, core group and Steering Committee have already updated and finalised the operational documents—including the activity matrix, M&E indicator matrix, implementation guidance notes and costing exercise—to provide further context and ensure details are agreed and aligned with sector priorities.



COUNTRY CASE STUDY: AFGHANISTAN (cont.)

The next steps in preparing for the launch of the inception phase of work will be to discuss and agree a work plan, including the requirements to finalise the operational parts of the Strategic Plan, the sectoral work plans, indicators and M&E system, mobilisation of resources and the drafted implementation plan. This will involve, for example, establishing functional and operational structures to start implementation of the Strategic Plan, such as ensuring that the Technical Secretariat becomes part of the permanent government structure and receives public sector resources to maintain its functions; ensuring adequate human resources in all sectors at national and subnational levels; and supporting provinces in the development of provincial multisectoral plans, using the AFSeN-A Strategic Plan as the ultimate framework.

Given that financial tracking is key to transparency and accountability of plan implementation, it will be important to establish a 'financial planning' core group that includes representatives of all sectors, as well as representation from the Ministry of Finance. This group can seek opportunities to gradually build human capacities on matters related to financial planning and management for nutrition. This team can also help improve the financial planning process by working jointly with technical officers in each sector to guide and seek the information required to complete the detailed costing matrix. Conducting a financial gap analysis will help identify the level of actual and planned allocations and commitments for nutrition activities and calculate the financial gaps to inform resource mobilisation efforts. In the longer term, establishing a financial planning and tracking system for nutrition-specific and nutrition-sensitive activities will ensure a routine and sustained process. An expenditure review can then be added, allowing for identification of insights and learning and improved planning.

The Strategic Plan cannot be implemented at scale without adequate resources to support it. Therefore, implementing the advocacy plan, preparing for advocacy and fundraising campaigns and events, updating advocacy messages and seeking further opportunities and options for leveraging resources will be key steps in the resource mobilisation and advocacy process. Key messages for advocacy can be formulated in a way that motivates and convinces policymakers to act and that persuades and informs them on the merits of the nutrition activities in the AFSeN-A Strategic Plan.

COUNTRY CASE STUDY: GUINEA

**Background**

Guinea-Conakry, officially the Republic of Guinea, is a Francophone country on the west coast of Africa with a population of approximately 12.4 million. Despite its rich agricultural history, malnutrition remains a serious problem. More than 30 percent of children under 5 years old suffer from chronic malnutrition (stunting), and more than 9 percent suffer from acute malnutrition (wasting). In addition, only 33.4 percent of infants under 6 months old are exclusively breastfed, and 50.6 percent of women of reproductive age (15 to 49 years old) are anaemic.ⁱⁱ

The Republic of Guinea joined the SUN Movement in 2013. The government established the Food and Nutrition Division within the Ministry of Health and Public Hygiene to coordinate the management of nutrition activities and policy and regulatory reform of the nutrition sector, as well as implement a set of high-impact nutrition activities with the support of development partners. The head of the Food and Nutrition Division was appointed as SUN Focal Point.

First version of the MSNP

A National Food and Nutrition Policy was approved in 2005, followed by the development of the Plan Stratégique National Multisectoriel de Nutrition (PSNMN) 2016-2020 [Strategic National Multisectoral Nutrition Plan]. This plan aimed to eliminate malnutrition, as well as its economic and socio-sanitary determinants. Other policy and regulatory reforms then took place, including the development of marketing codes for breast milk substitutes, vitamin A supplements and food fortification. In addition, the Ministry of Agriculture integrated a nutrition component into its national agricultural development policy, to be implemented in the National Plan for Agricultural Investment, Food and Nutrition Security. The same applied to the presidential initiative known as the Accelerated Food Security and Nutrition Security and Sustainable Agricultural Development Program.

The Technical Group for Food and Nutrition came together in March 2016 with new terms of reference to function as the Nutrition Multisectoral Platform to coordinate and align stakeholders' contributions with policy and legislation. The civil society platform was also very active and had advocated for the involvement of community organisations in improving nutrition, as well as for the inclusion of the private sector in the Technical Group for Food and Nutrition.

A CRF was developed and was critical in aligning the sectoral policies affecting nutrition and the various annual work plans. There is a plan for the CRF to be implemented progressively.

As part of this earlier phase of multisectoral planning, the SUN Guinea team initiated an exercise to estimate the costs of the PSNMN. In 2016, with support from MQSUN, they estimated the costs for the identified interventions in the plan and trained various stakeholders on its content, its implementation and the costing methodology. A cost-per-activity methodology was utilised to estimate the resource needs for implementation of the PSNMN for a period of six years. A costing tool was also developed to support budgeting and planning.

ⁱⁱ SUN Movement website. SUN countries: Guinea page. Available at <https://scalingupnutrition.org/sun-countries/guinea/>. Accessed 17 August 2020.

COUNTRY CASE STUDY: GUINEA (cont.)



Despite the past achievements made in nutrition coordination and planning in Guinea, challenges remained in the implementation of the PSNMN and scaling up of high-impact interventions, as well as documentation of lessons learnt and good practices. As such, in order to improve the enabling environment to implement and scale up key nutrition actions, the SUN Focal Point and the country nutrition team worked closely with UN agencies and other nutrition partners, with support from MQSUN+, to review and finalise the PSNMN and strengthen related nutrition coordination and planning actions.

Key steps for updating the MSNPAssessing the country context

After the launch of the multisectoral planning update initiative, the local team, with support from MQSUN+, proceeded with preparation of a contextual analysis and mapping of nutrition interventions and stakeholders as part of the National Multisectoral Nutrition Policy 2018-2030.

The stakeholder mapping looked at all organisations and partners implementing nutrition actions in Guinea and included proposals for scaling up actions. A multisectoral approach was used at all stages of the process. The methodology used for the mapping exercise was inspired by the SUN Planning and Monitoring Tool of the Renewed Efforts Against Child Hunger and Undernutrition (REACH) partnership.

The results of the contextual analysis and stakeholder mapping were used for the revision and update of the national policy and the PSNMN, as well as for the development of the advocacy and communication strategy and action plan.

Reviewing and finalising the MSNP

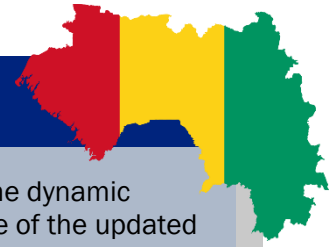
The PSNMN development process involved the participation of actors from the public sector, civil society and the private sector, with technical and financial support from MQSUN+ and other technical and financial partners.

The process of developing the PSNMN was guided by a road map, ensuring broad participation of all key actors in the multisectoral food and nutrition system through stakeholder consultations and analysis of scientific evidence, as well as workshops and validation.

The institutions and stakeholders that participated in the development of the plan included the Office of the Prime Minister, relevant sector ministries, regional and local government representatives, donors, UN agencies, CSOs (national and international), academic and research institutions, the private sector and local and international nongovernmental organisations.

Roughly 100 people from all sectors involved in nutrition (agriculture, education, health, private industry, trade, fisheries, cooperation, social action, civil society, government, etc.) took part in a validation workshop of the National Multisectoral Nutrition Policy and the PSNMN and development of advocacy and communication strategies for the mobilisation of resources. The documents of the PSNMN were reviewed, discussed, amended and validated after incorporating participants' amendments into the documents.

COUNTRY CASE STUDY: GUINEA (cont.)



The PSNMN was designed as a living document, capable of responding to the dynamic environment expected during the implementation period. The main objective of the updated PSNMN is to, *'by 2030, significantly reduce undernourishment and all forms of malnutrition as well as their economic and socio-health consequences to significantly contribute to improving the nutritional status of the Guinean population, in particular women, children, adolescents and other vulnerable people'*.

Developing an advocacy and communication strategy

The advocacy and communication strategy was developed in parallel with the National Multisectoral Nutrition Policy 2018-2030 and aims to be implemented through the National Multisectoral Nutrition Strategic Plan 2018-2022. It is intended to be a tool for implementing the sectoral and specific objectives of the PSNMN and is particularly suited to supporting efforts to achieve high-impact nutrition interventions. The advocacy and communication strategy was developed on the basis of the suggestions and comments gathered during a workshop held in September 2018 in Conakry.

A second workshop and training was held in October 2019 with the objective of ensuring the participation and support of key audiences in the advocacy work that will be carried out to implement the PSNMN. Specifically, the workshop aimed to validate the advocacy and communication strategy for nutrition and the action plan, solicit participants' comments on the results of the mapping of nutrition stakeholders and validate messages, arguments and advocacy tactics to support the multisectoral approach detailed in the PSNMN.

Developing an implementation framework and coordination bodies

As part of the PSNMN development, a framework for implementation and the coordinating bodies of the plan was developed. Given that the problems of nutrition and food security are multifaceted, the response must be multisectoral. Therefore, it was necessary to create a multisectoral coordination body at the central level. The national multisectoral nutrition body or committee constitutes a working group on nutrition, the composition and functioning of which was fixed by a presidential and inter-ministerial decree. The national committee was placed under the supervision of the prime minister and includes representatives of many ministerial departments, national and regional assemblies, nongovernmental organisations and UN agencies specialising in nutrition, CSOs, the private sector, universities and research institutions.

The PSNMN, like the National Multisectoral Nutrition Policy, is carried out through the implementation, management and coordination mechanisms at three levels: central, regional and community. The strategic plan details the roles and responsibilities for institutions and structures at each of these levels.

Developing an M&E system

The evaluation system was developed to monitor progress and assess the achievement of the plan. Each sector has a basic indicator. M&E of the strategy is the responsibility of the entire multi-stakeholder platform, led by the Secretariat with the SUN Movement Focal Point and other participating ministries. The Ministry of Health is responsible for following normative regulations and ensuring the quality of products and services for specific nutrition interventions. The national standardisation office or agency is responsible for technical regulations and other technical standards in the food / food production sector.

COUNTRY CASE STUDY: GUINEA (cont.)



The local government, in agreement with the given authority, is responsible for providing the data necessary for monitoring and reporting on the progress of plans, as well as providing other information for monitoring purposes.

Mobilising resources for nutrition

The plan details a set of actions for resource mobilisation at various levels and through several coordinating bodies—which will be a key next step for Guinea. The blueprint for financing the PSNMN is based on the establishment of a sovereign fund, which is to be financed by the national development budget and the creation of a specific excise tax, making it possible to mobilise international funding. There is also a need for the introduction of performance-based financing, which constitutes the basis of contractual allocations to the executing agencies. The establishment of a conditional direct cash transfer programme to households also constitutes one of the instruments of transition to scale for targeting interventions in order to improve malnutrition indicators in the short term. The mobilisation of resources to cover the financing needs of the plan should be done both internally and externally.

Key outcomes of updated multisectoral planning process

By the end of 2019, the Guinea country team had completed and validated the following key documents as part of the multisectoral nutrition planning process:

- > **Updated National Multisectoral Nutrition Policy**, a strategic document to be shared with all nutrition stakeholders and used as a basis for nutrition planning in Guinea.
- > **Revised PSNMN 2018-2023**, including an updated **budget**, as well as a general overview of the country; a food and nutrition situational analysis, with nutrition-related constraints, opportunities and priorities; expected results and key strategies for the plan; a logframe; an implementation framework with coordination bodies; and an M&E system.
- > **Multisectoral communication and advocacy strategy** and associated two-year action plan.

Lessons learnt from the multisectoral planning process

The Guinea country team and partners utilised a participatory approach and facilitated the engagement of many stakeholders, both governmental and nongovernmental, from all sectors involved in nutrition (agriculture, education, health, private industry, trade, fisheries, cooperation, social action, civil society, government, technical and financial partners). These actors were frequently consulted throughout the multisectoral planning process and took part in various workshops for the preparation and validation of the National Multisectoral Nutrition Policy and PSNMN, as well as the development of advocacy and communication strategies for nutrition. Contextual analysis, stakeholder mapping and revision of strategic documents were discussed in depth and benefited from constructive contributions from all stakeholders.

Overall, the developed products provide a plethora of detailed and up-to-date information not only for stakeholders in the country but also for interested audiences globally, particularly other countries engaging in a multisectoral planning process. Relevant results have been widely disseminated to in-country stakeholders and also published online for wider access.

COUNTRY CASE STUDY: GUINEA (cont.)



The nutrition platform may also consider developing a database and knowledge management system or platform, allowing open and easy access to the key documents developed for all those who need them to plan future actions.

Next steps: Advancing into the next stage of multisectoral planning

Based on the observations and suggestions of the participants in the various workshops and the expertise of the nutrition team, the Guinea national nutrition team raised the following actions for further advancement of the nutrition agenda, potentially with outside technical support:

- > *Monitor the implementation* of the nutrition policy and strategic plan. Develop the M&E system, ensuring all stakeholders consider the nutrition policy and strategies when designing and planning their projects and action plans.
- > *Advocate for the nutrition budget* to be considered in the government's budget lines.
- > *Revitalise the multisectoral nutrition coordination bodies* through a presidential decree.
- > *Conduct socio-anthropological studies* involving academics to understand resistance to exclusive breastfeeding in certain regions.
- > *Establish a private sector network / SUN Business Network.*
- > *Revitalise the Technical Group for Food and Nutrition* to act as a framework for exchanges between the various stakeholders in the field of nutrition. Suggest establishing a functional and operational structure to motivate the implementation of the working group. Ensure the functionality of the multisectoral nutrition information and knowledge management system, with biannual meetings of the steering committee and monthly meetings of technical working groups.
- > *Identify Focal Points for nutrition in sector ministries* to ensure continuity of advocacy for nutrition in all relevant sectors.
- > *Develop decentralised multisectoral plans* to facilitate the implementation of the national plan at the subnational level.
- > *Prepare campaigns and advocacy and fundraising events* to optimise the implementation of the strategic plan, including the organisation of a roundtable event on nutrition resource mobilisation in Guinea.
- > *Conduct a nutrition financial gap analysis* by comparing budgetary costs with planned and actual allocations.
- > *Establish a planning and financial monitoring system* for nutrition-specific and nutrition-sensitive activities. The financial tracking may lead to an expenditure review for better understanding and improved planning.



COUNTRY CASE STUDY: YEMEN

Background

Beginning in 2011, Yemen experienced major political changes and civil unrest. The 2013 Demographic and Health Surveys found that 46.5 percent of all children under 5 years old in Yemen were stunted, and an estimated 16.3 percent were wasted.ⁱⁱⁱ Since 2015, the civil unrest in Yemen has escalated into a widespread civil conflict accompanied by increasingly severe economic instability and unemployment, contributing to a rise in food and nutrition insecurity. Since Yemen's civil war ramped up in 2015, an estimated 85,000 children have died of hunger, and 14 million people are on the brink of starvation.^{iv} There is evidence that infant and young child feeding practices are extremely poor. Only 10 percent of infants are exclusively breastfed for the first six months of life and only one-fifth of children 6 to 23 months old are fed in accordance with all three recommended infant and young child feeding practices.ⁱⁱⁱ Though undernutrition is a primary concern in Yemen, at the same time nearly half (46.8 percent) of adults in Yemen are overweight with serious long-term implications for the population's health and the country's massively overburdened health care system.

Yemen joined the SUN Movement in 2012. The Government of Yemen outlined in its Vision 2025 the need to address poverty and malnutrition and its commitment to a multisectoral approach to combat malnutrition. In support of these priorities, a High Council for Food Security and Nutrition, chaired by the prime minister, was established in 2013 and supported by the SUN steering committee. Since then, the government has taken significant steps to address the nutrition situation in Yemen. These steps have included forming the required governance structures, engaging with stakeholders, conducting contextual and situational analyses, mapping actions and developing a CRF.

Setting the stage for multisectoral nutrition planning

In 2016, the country team updated their nutrition analyses and provided recommendations on key interventions, with consideration for the emergency and conflict situation. In April 2017, the Yemen SUN Focal Point initiated the process of updating the contextual analyses and Multisectoral Nutrition Action Plan (MSNAP) using the results of the latest surveys, as well as identifying and costing key interventions. With support from MQSUN+, the country team guided collection of the necessary input and data required for a full costing and provided recommendations for the way forward.

The development of the 2020-2023 [Yemen MSNAP](#) and its associated updated [CRF](#), [M&E plan](#) and [advocacy strategy](#) was led by the Government of the Republic of Yemen. The work built on a nutrition situation analysis, a CRF and a costing exercise conducted in 2018. The process was led by the SUN Yemen Secretariat under the Ministry of Planning and International Cooperation, supervised by Yemen's SUN steering committee and supported by MQSUN+. To better respond to the actual and emerging needs in the country, the scope was expanded to include nutrition needs and efforts within the humanitarian context.

ⁱⁱⁱ Ministry of Public Health and Population (MOPHP) and Central Statistical Organization (CSO) [Yemen], Pan Arab Program for Family Health (PAPFAM), ICF International. *Yemen National Health and Demographic Survey 2013*. Rockville, Maryland: MOPHP, CSO, PAPFAM, ICF International; 2015. Available at <https://dhsprogram.com/pubs/pdf/FR296/FR296.pdf>.

^{iv} Dyer O. Yemen: Number of children under 5 who have died from malnutrition may be as high as 85,000, says Save the Children. *BMJ*. 2018;363.

COUNTRY CASE STUDY: YEMEN (cont.)

Assessing the multisectoral planning needs

By 2019, due to reduced government resources and changes in capacity and governance structures, it was noted that international partners were playing an increasingly significant role in efforts to improve nutrition in the country, particularly through the humanitarian response. Hence, there was a need to also reflect this development in the emerging MSNAP.

Subsequently, it was decided that the ongoing crisis, including the worsened nutrition situation and changing institutional context, called for a fully developed results framework and action plan for the government and partner organisations to improve nutrition outcomes through a multisectoral and multi-stakeholder approach, linking developmental and humanitarian efforts. In 2019, under the leadership of the Ministry of Planning and International Cooperation and the SUN Yemen Secretariat, and with support from MQSUN+, the process of updating the CRF and developing the MSNAP and accompanying documents began.

A partner and programme mapping was the first step in gathering programmatic details to revise the CRF, update the costing and prepare the MSNAP. This included the development of sector-specific guidance notes and humanitarian and development nexus mapping notes aimed at guiding the gap analysis, using the CRF outline to map the status of implementation against planning, costing presentations and data templates.

Updating and costing the CRF

Based on the mapping of key sectors and programmes, a workshop and face-to-face consultations, the CRF was gradually updated. The final draft of the CRF included development and humanitarian actions for all sectors and activity details, indicators, annual targets and costs. The updated costing of the MSNAP and its CRF builds on a cost-readiness assessment, methodology and costing exercise conducted in 2018. The same methodology was employed but with estimates of the costs of the newly added or updated activities presented in the updated CRF, developed over the second half of 2019.

The process for updating the CRF costs included an orientation workshop with stakeholders from all sectors for presenting and discussing the updated CRF, the objectives of the MSNAP and the costing exercise, as well as presenting again the methodology used to generate the costs of the activities. In-depth sectoral and bilateral consultations were also held with SUN Government Focal Points and representatives of partner organisations to finalise the targets and estimate unit and total costs. Information and results were gathered using templates that listed goals, objectives, intermediate output, activities, sub-activities and targets per year and requested estimated unit costs of activities or sub-activities.

The main method used to calculate the estimated costs was the micro-costing or ingredient approach. The costing exercise provided detailed cost calculations for each activity, based on unit costs and established annual targets. This detailed costing of the comprehensive CRF was an extraordinary achievement of the SUN Yemen team.

Drafting the MSNP narrative

The MSNAP narrative was developed based on the updated and costed CRF. Drafting started in September 2019 and was finalised by early 2020. The team started by preparing and updating the table of contents, plus reviewing and seeking agreement and clarifications on input and responsibilities of the team.

COUNTRY CASE STUDY: YEMEN (cont.)

Literature was reviewed to inform initial drafting of the situational analysis and governance and policy context analysis. The MSNAP also outlines the underlying logic and justification for the goals, objectives, activities and related indicators contained in the CRF. Furthermore, it details the wider set of principles underlying their development and planned implementation. There are additional chapters that delineate planned institutional arrangements and capacity development, as well as chapters that summarise two key accompanying documents, the *Nutrition Monitoring and Evaluation Plan* and the *Advocacy Strategy in Support of the Republic of Yemen's Multisectoral Nutrition Plan*.

The SUN Yemen Secretariat conducted workshops, as well as multisectoral and bilateral roundtable meetings, to compile partner input and discuss priorities and details for the MSNAP narrative. The main sectors represented through governmental ministries and departments were health, water and environment, agriculture and irrigation, livestock, fisheries and education. In addition to the consultations, planning and programme documents from relevant sectors and actors were compiled, reviewed and mapped. The list of actors included selected sectoral ministries, UN agencies, humanitarian clusters and their representatives from international partner organisations.

Developing the nutrition M&E plan

The M&E plan followed as an accompaniment to the CRF and MSNAP based on the results of an M&E workshop. This was followed by bilateral consultations with sectors to discuss data flow within and between ministries and organisations and to review and complete M&E spreadsheets that serve as a reference on objectives, indicators and targets that each sector is accountable for, as well as data flow and reporting arrangements. As a result of those consultations, each key ministry identified outcome- and output-level indicators and targets, responding to the priorities, goals and objectives, the described data management and data use and the highlighted programmes that need to be evaluated.

The CRF formed the basis for setting the indicators and targets at the various levels, complemented by information arising from the sectoral M&E consultations. M&E reporting templates complemented the M&E plan as annexes, capturing sectoral (ministerial) outcomes and quarterly output indicators for tracking and reporting against set targets. Formats and content were based on input collated through consultations.

Their M&E approach is rooted in an understanding that the Republic of Yemen is about to transition out of a humanitarian crisis that was disruptive in all realms, including service delivery; individual, institutional and systems capacity; and data availability. Thus, the plan includes indicators and an M&E approach that is deemed to be realistic in the short to medium term. It also highlights M&E-related activities that will facilitate the introduction of processes and institutional arrangements to track MSNAP implementation and outcomes and foster accountability and learning across sectors for timely nutrition-related results that can benefit the people of Yemen for years to come.

Formulating an advocacy strategy and action plan

Finally, an advocacy strategy and action plan was developed with the purpose of informing, raising the awareness of and sensitising politicians, policymakers and national and international partner organisations on the CRF and MSNAP and on the importance of a multisectoral approach to addressing malnutrition. The time frame for the advocacy strategy is three years, in line with implementation of the MSNAP and CRF.

COUNTRY CASE STUDY: YEMEN (cont.)

A rapid analysis of relevant stakeholders and their potential contributions to the nutrition advocacy strategy was the first step in guiding preparation of the outline for the in-depth reviews and consultations. This was followed by multi-stakeholder and bilateral consultations. An advocacy consultation workshop was conducted in November 2019. Results of the workshop provided the strategic and programmatic content for the strategy. Advocacy objectives, audiences and processes to achieve the 'expected changes' in terms of policy, awareness raising, leadership and the operational environment were reviewed, discussed and agreed.

The detailed advocacy strategy includes annexes for target audiences in each sector, sectoral expected changes and messages by objectives, elements for social and behaviour change communication and an advocacy plan. The advocacy strategy was closely aligned with existing related advocacy strategies, in particular the Yemen Nutrition Cluster Advocacy Strategy 2018-2020.

Lessons learnt from the multisectoral planning process

Yemen's SUN Secretariat led the process of developing the MSNAP and the updated CRF, M&E and advocacy work, supported by Yemen's nutrition stakeholders and humanitarian, as well as development, partners. During the process, draft documents were frequently shared with members of government and nongovernmental partners to seek detailed input and comments. Through an interactive process of workshops and both online and face-to-face consultations, the outputs were finalised and cleared by the representatives of the SUN Yemen Secretariat. Endorsement by the steering committee, as well as the de facto government in Sana'a and legitimate government in Aden, were prepared.

Strong commitment to multisectoral nutrition was demonstrated throughout the process, starting in 2018 until its completion in early 2020. Smooth communication and information exchange between Yemen-based and international teams was paramount and facilitated efficiently through online conferences and calls and online sharing of documents through a Cloud-based system, which allowed real-time access by all team members. In-depth discussion and constructive contributions provided by all stakeholders throughout the process allowed for mutual agreement and outstanding joint achievements.

Overall, the developed outputs from the multisectoral planning process can provide an enormous amount of in-depth and up-to-date information not only for stakeholders in-country but also for interested audiences globally. Wide dissemination of the outputs is critical for in-country stakeholders, and wider access through online publication can offer lessons for other countries engaged in the nutrition planning process.

Despite ongoing widespread and protracted conflict in the country and calamitous effects on the country's economy, state institutions continue to play a strong role in delivering humanitarian assistance. Preserving the capacity of public sector institutions to deliver life-saving basic services and working across the humanitarian-development nexus remain key objectives of the 2019 Humanitarian Response Plan.

COUNTRY CASE STUDY: YEMEN (cont.)

Sharing lessons learnt

Inspired by the extraordinarily strong leadership and noteworthy achievements of Yemen's SUN Secretariat team, sharing the lessons derived from Yemen's process of scaling up nutrition with global nutrition partners was deemed crucial. These included:

- > A *Nutrition Exchange* podcast: 'Conducting a Costing Readiness Assessment', published by the Emergency Nutrition Network (ENN), *Nutrition Exchange*, Issue 12, 18 July 2019. Available at ENN's online Media Hub: <https://www.enonline.net/mediahub/podcast/yemencostingreadiness>.
- > A poster presentation at the SUN Global Gathering in Nepal, 2019.
- > A technical assistance (TA) session at the SUN Global Gathering in Nepal, 2019: The head of Yemen's SUN Secretariat served as a panellist to reflect on the role of TA as a catalyst in the SUN Movement, on collaborating with MQSUN+ and other partners throughout the multisectoral planning process and on shared perspectives on next steps and learnings. Summary: https://scalingupnutrition.org/wp-content/uploads/2020/01/191231_Final-SUNGG-Report_EN-1.pdf.
- > TA experience sharing: The SUN Yemen team and MQSUN+ international consulting team were interviewed about their experiences for inclusion in the Technical Assistance for Nutrition technical brief, *Providing Technical Assistance for SUN Countries* (April 2020). Available at https://mqsunplus.path.org/wp-content/uploads/2020/05/TAN_brief_v4.pdf.

Next steps: Inception of the MSNP

Following completion of the costed CRF, MSNAP narrative and associated plans, it will be important to ensure *endorsement of the MSNAP and CRF* by Yemen's SUN steering committee, as well as the relevant government entities, as prerequisites for further subnational planning and implementation. *Wide dissemination* of all completed documents, through both printed and online platforms, will keep all stakeholders informed and provide proper *knowledge management* of developed and compiled resource materials.

The operational details included in the MSNAP and its associated costed CRF, M&E matrix and advocacy strategy and plan were based on intensive interactions and online and face-to-face consultations with partners and Focal Points. It remains imperative for multisectoral coordinating mechanisms to revisit these during the inception phase to further contextualise and ensure that details are agreed and aligned with sectoral priorities and that gaps are identified, whilst striving to meet targets for alleviating malnutrition in Yemen.

Follow-up and updates to the costed CRF will be important because new evidence and changes may arise over the course of MSNAP plan implementation. Tracking budgets, allocations and expenditures is crucial for transparency and accountability. Building human resources for financial planning, allocations or mechanisms to release and track funds in nutrition-specific and nutrition-sensitive action areas is highly desirable. Further, a financial gap analysis could help to flag funding gaps and determine priorities whilst mobilising resources.

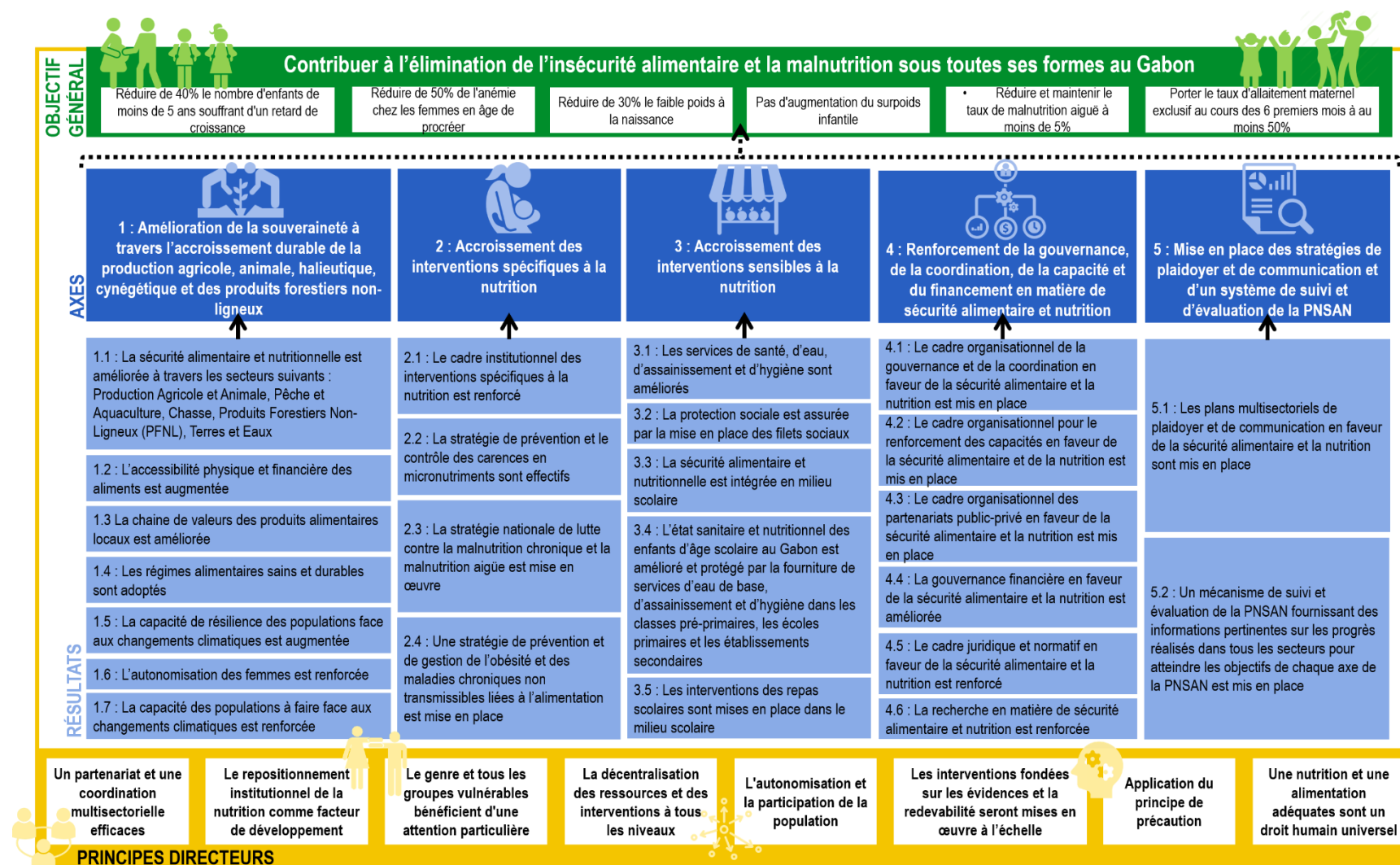


COUNTRY CASE STUDY: YEMEN (cont.)

Preparation for the inception phase of plan implementation is a key next step, including discussion and preparation for programme and activity implementation at national and subnational levels. This can be facilitated by capacity building through establishment of solid institutional coordination and implementation structures that allow mutual learning and inform plan adjustments at the sectoral and multisectoral levels. Strong advocacy and communication efforts to mobilise and support the allocation of resources required to start the scale-up of programmes and activities are imperative, including the development of strong multisectoral social and behaviour change communication efforts. Along with M&E, including preparation and start-up of multisectoral reporting and the monitoring and information management system will also be important.

Annex 3. Country Examples of Common Results Framework Models

Figure 1. Gabon's common results framework conceptual model.



OBJECTIF GÉNÉRAL



Contribuer à l'élimination de l'insécurité alimentaire et la malnutrition sous toutes ses formes au Gabon



AXE



1 : Amélioration de la souveraineté à travers l'accroissement durable de la production agricole, animale, halieutique, cynégétique et des produits forestiers non-ligneux



RÉSULTAT

1.1 : La sécurité alimentaire et nutritionnelle est améliorée à travers les secteurs suivants : Production Agricole et Animale, Pêche et Aquaculture, Chasse, Produits Forestiers Non-Ligneux (PFNL), Terres et Eaux

PRODUCTION AGRICOLE ET ANIMALE

- 1.1.1 : L'intégration de la formation en nutrition dans les curricula des écoles de formation des professionnels clés du secteur au niveau national et régional est achevée, ainsi que la mise à leur disposition d'outils pour mieux considérer la dimension nutrition dans leur travail
- 1.1.2 : Les éleveurs sont encadrés dans les bonnes pratiques d'élevage
- 1.1.3 : La consommation des produits locaux d'origine animale est accrue.
- 1.1.4 : Les capacités des petits exploitants sont renforcées pour l'accroissement de la production de l'agriculture familiale
- 1.1.5 : Les Zones Économiques Spéciales (ZES) ou Zones agricoles à haute productivité (ZAP) sont créées pour l'agriculture et l'élevage en partenariat avec le secteur privé
- 1.1.6 : Les mesures incitatives découlant du code Agricole (exo-fiscales et douanières) et des investissements sont opérationnalisées
- 1.1.7 : Les mesures incitatives découlant du code des investissements sont opérationnalisées
- 1.1.8 : L'approche multi-ressources (production végétale, élevage, agriculture et PFNL) est intégrée dans les plans de gestion des forêts communautaires
- 1.1.9 : L'approche Champ École Paysans (CEP) est intégrée dans les plans de développement rural
- 1.1.10 : Les zones rurales sont repeuplées pour créer des emplois dans le secteur agricole et activités connexes
- 1.1.11 : Les systèmes de production végétale et animale sont intensifiés de manière durable, la production est augmentée et le temps et l'effort sont réduits
- 1.1.12 : L'entrepreneuriat agricole est renforcé chez les jeunes pour accroître la production alimentaire locale
- 1.1.13 : La production locale des produits alimentaires est accrue à travers la mécanisation agricole
- 1.1.14 : L'agriculture est diversifiée
- 1.1.15 : Les pôles de développement agricole intégrés sont réalisés

PÊCHE ET AQUACULTURE

- 1.1.16 : Le secteur de la pêche et de l'aquaculture est renforcé
- 1.1.17 : Les inventaires et les évaluations des produits halieutiques sont conduits pour une meilleure connaissance des stocks et un prélèvement durable
- 1.1.18 : Les actions d'appui et de recherche sont développées en faveur de la pêche
- 1.1.19 : L'armement national dans la pêche maritime industrielle est développé
- 1.1.20 : Les pêches artisanale, continentale et maritime sont développées
- 1.1.21 : La qualité sanitaire des produits halieutiques est renforcée pour accroître la chaîne de valeur
- 1.1.22 : Les infrastructures de transformation et de conservation des produits halieutiques sont mises en place

CHASSE

- 1.1.23 : Les inventaires multi-usage de la forêt et de la faune sont conduits
- 1.1.24 : Les forêts communautaires sont développées
- 1.1.25 : Les ressources cynégétiques sont exploitées rationnellement par les communautés locales
- 1.1.26 : Les projets de « Game Ranching » sont développés pour l'élevage des espèces sauvages

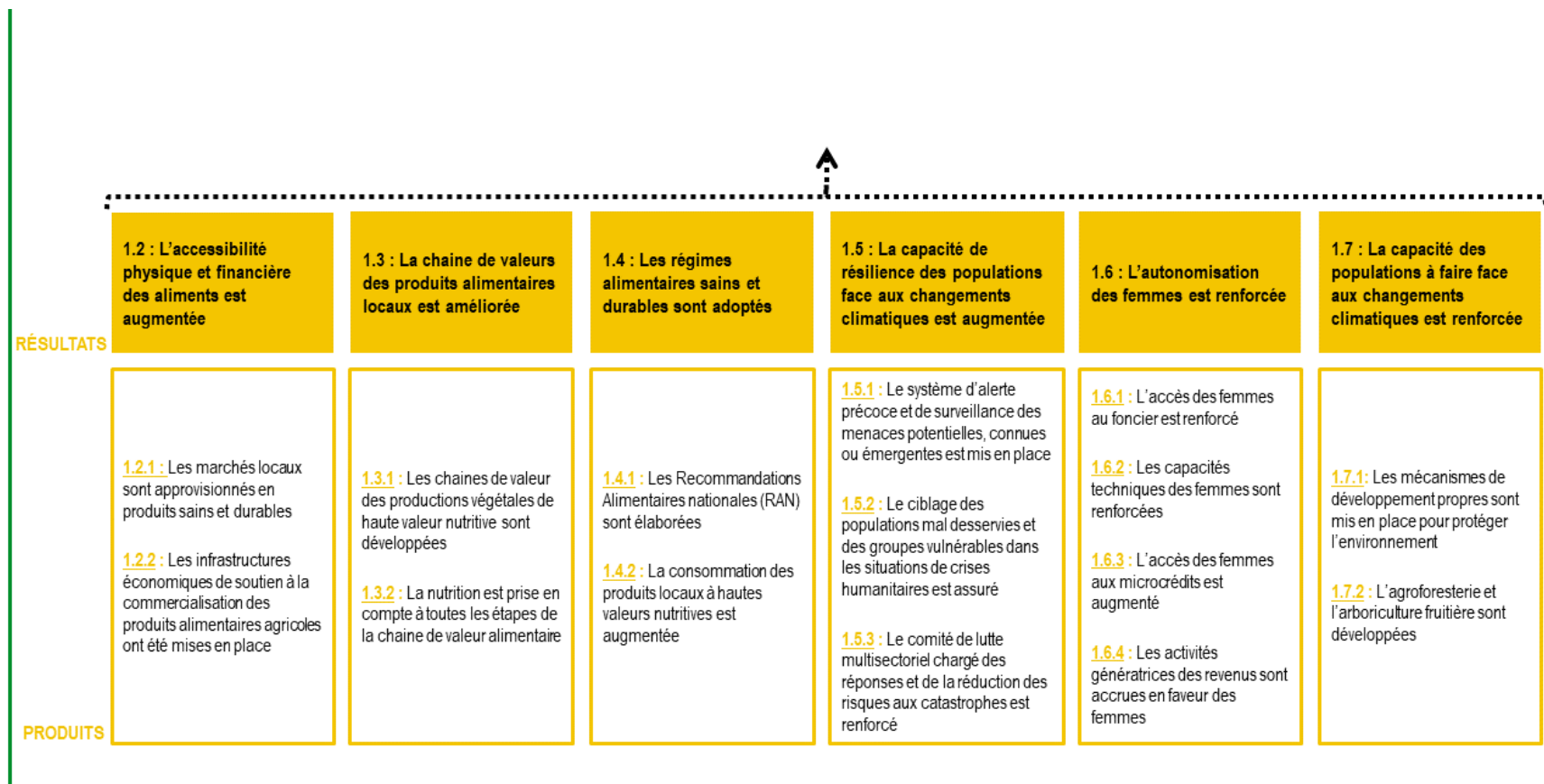
PRODUITS FORESTIERS NON LIGNEUX (PFNL)

- 1.1.27 : Les techniques de domestication et d'amélioration des PFNL comestibles sont promues
- 1.1.28 : L'investissement pour les filières PFNL qui contribuent à la SAN est promu
- 1.1.29 : Le régime juridique des espèces PFNL domestiques est clairement défini
- 1.1.30 : Les mécanismes de gestion et d'exploitation durables des PFNL sont développés
- 1.1.31 : La consommation des produits FNL de haute valeur nutritive est promue

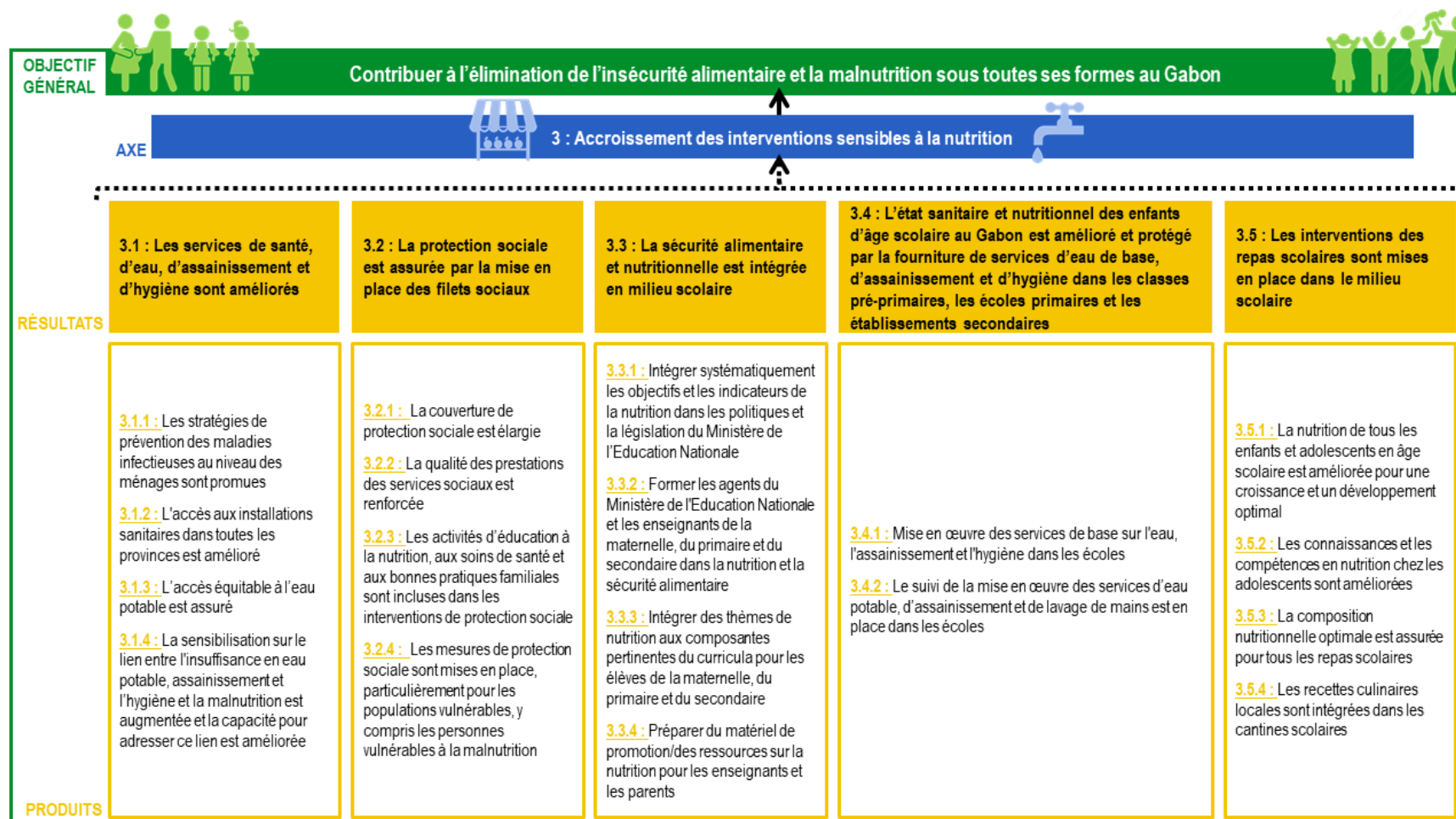
TERRES ET EAUX

- 1.1.32 : L'accès aux terres agricoles est facilité pour les exploitations familiales et les investissements privés
- 1.1.33 : Les forêts communautaires sont aménagées et exploitées durablement
- 1.1.34 : Les infrastructures de base sont mises en place pour faciliter l'approvisionnement en intrants et la commercialisation des produits

PRODUITS









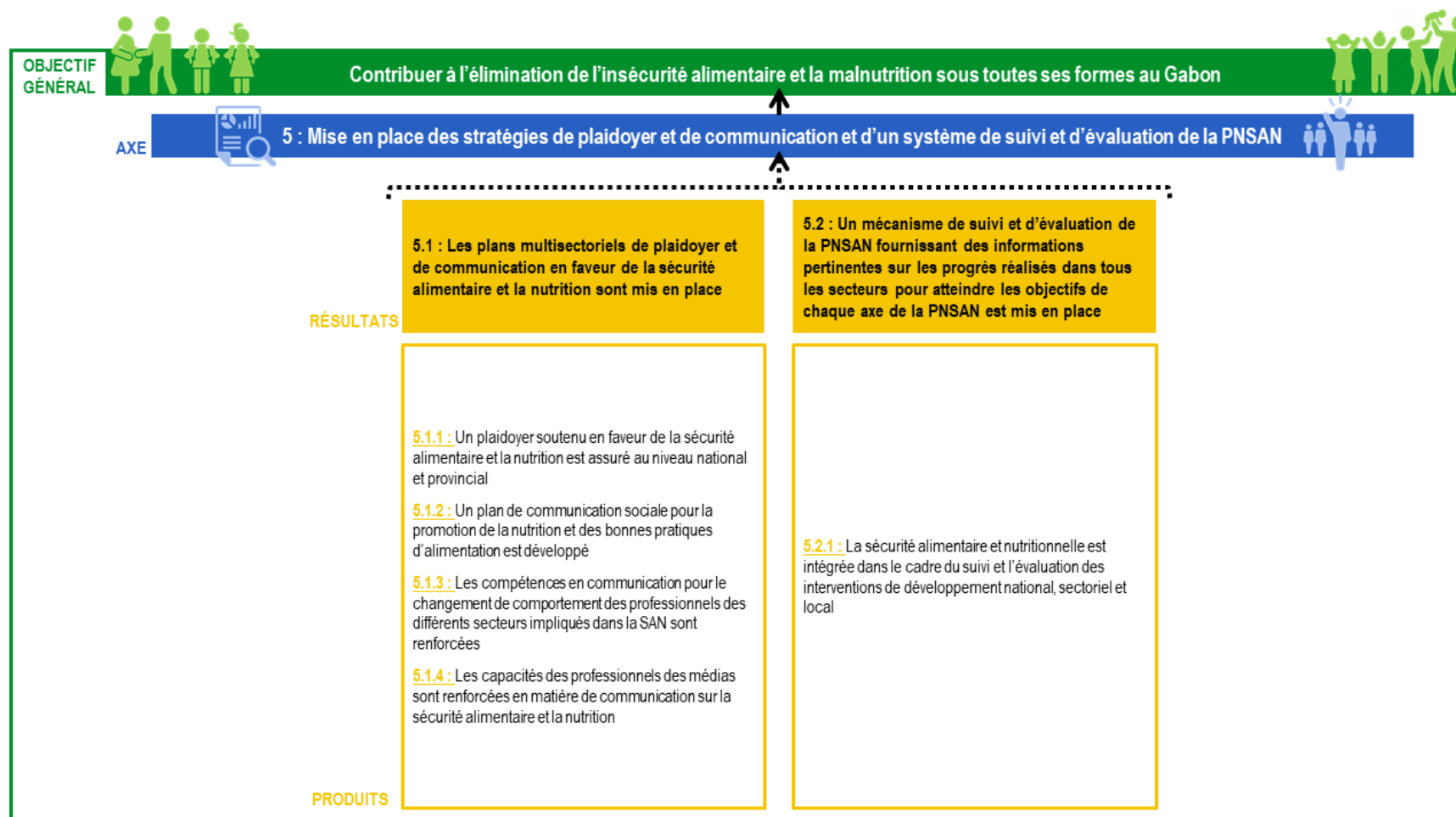
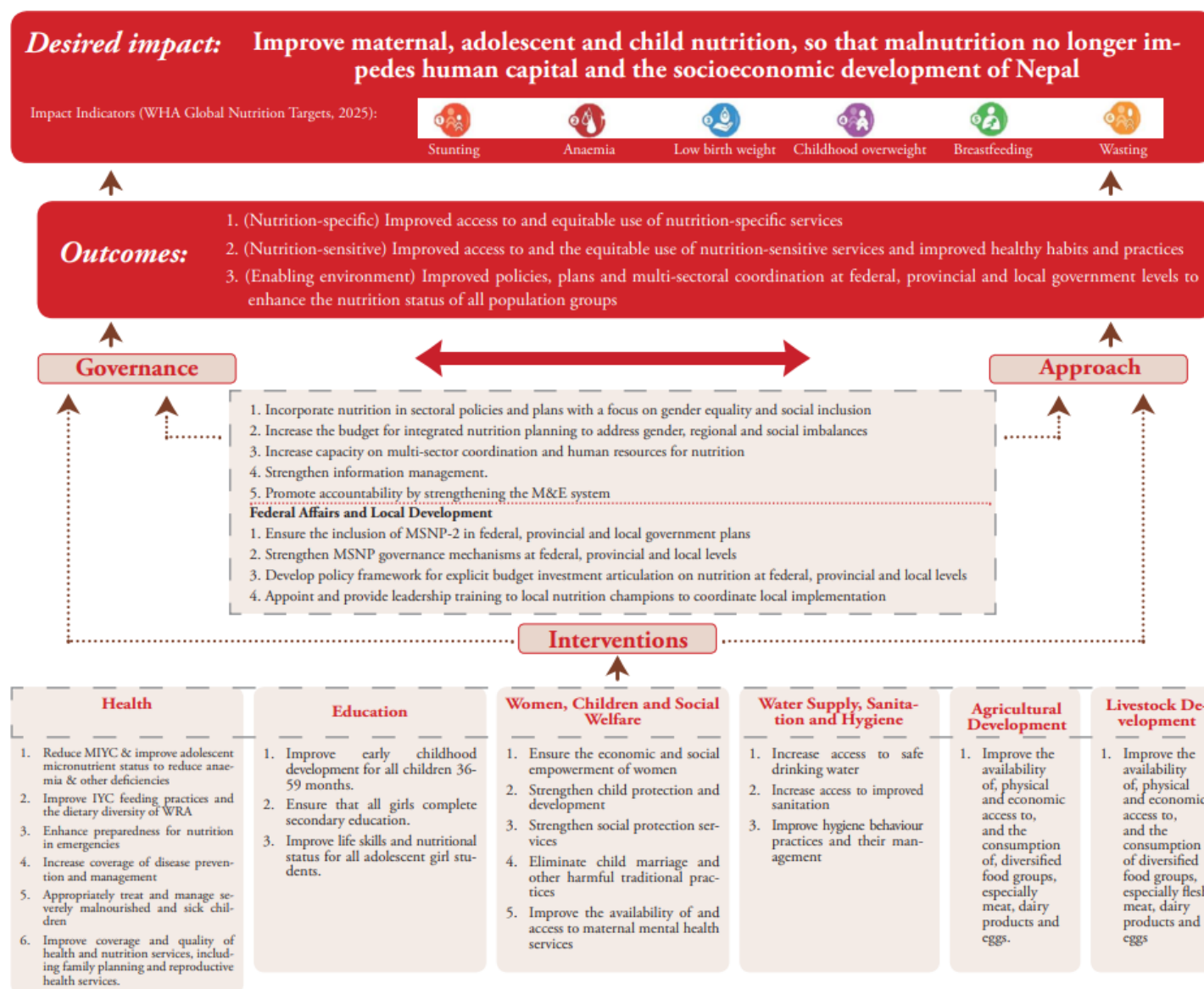
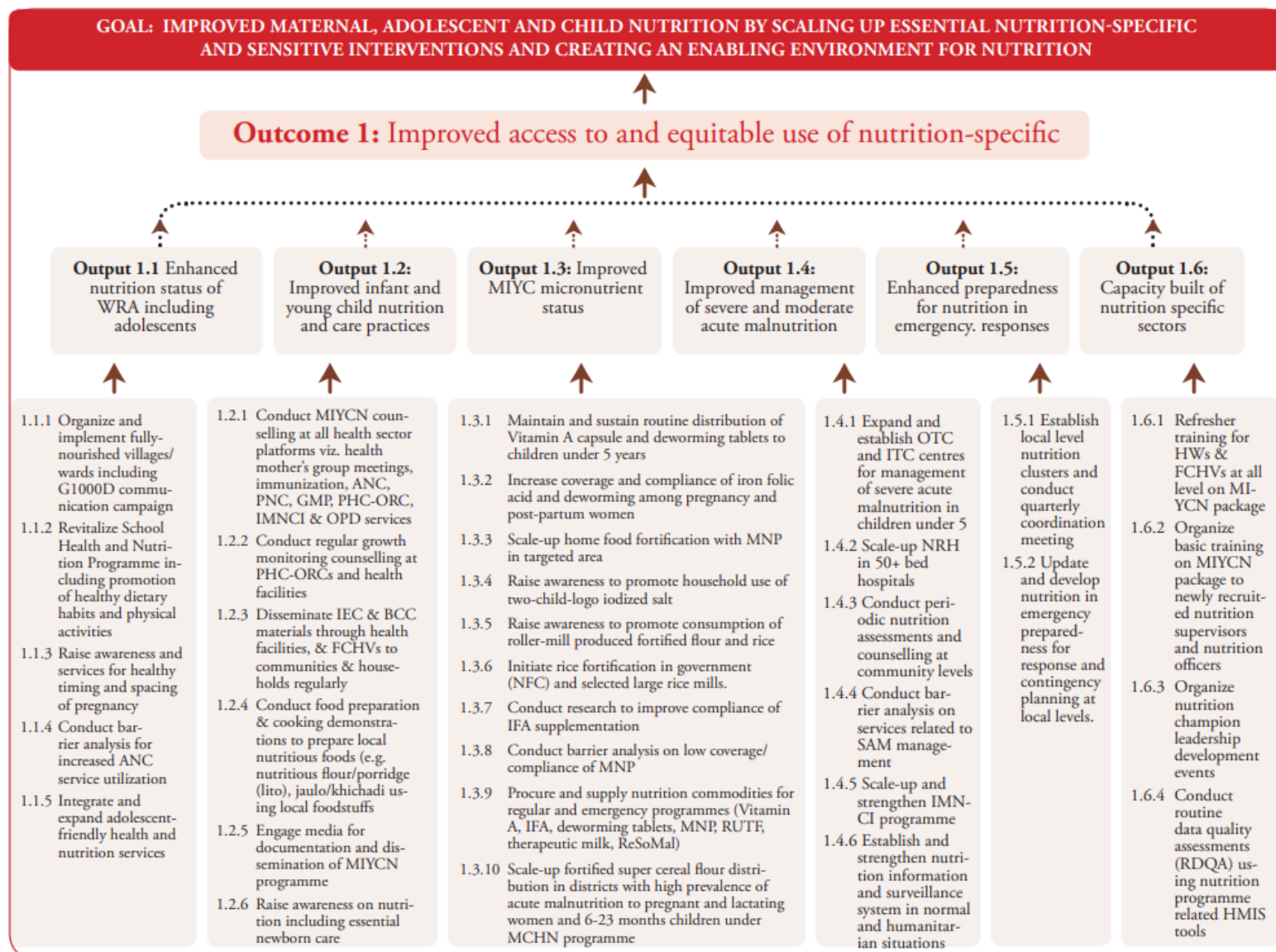
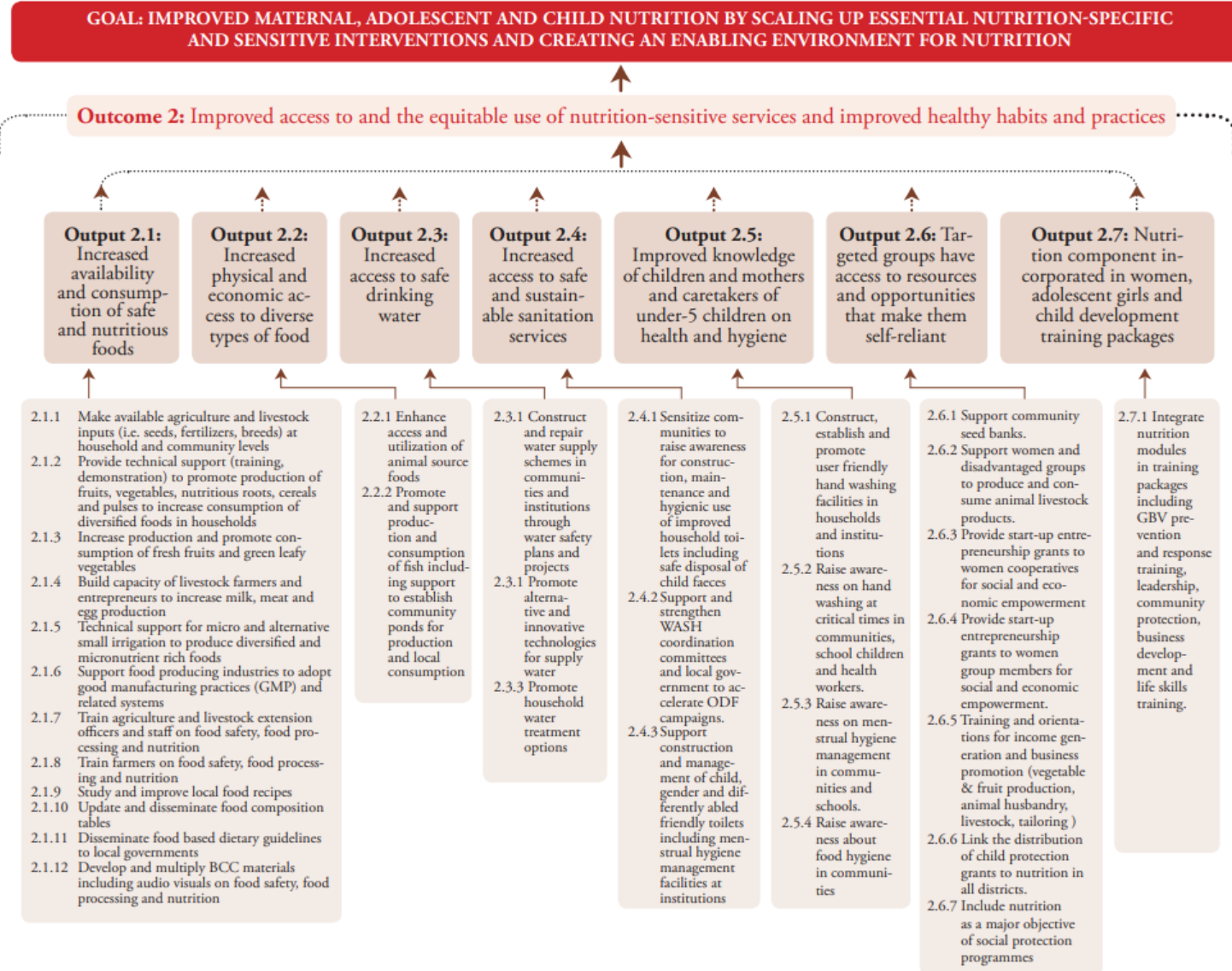
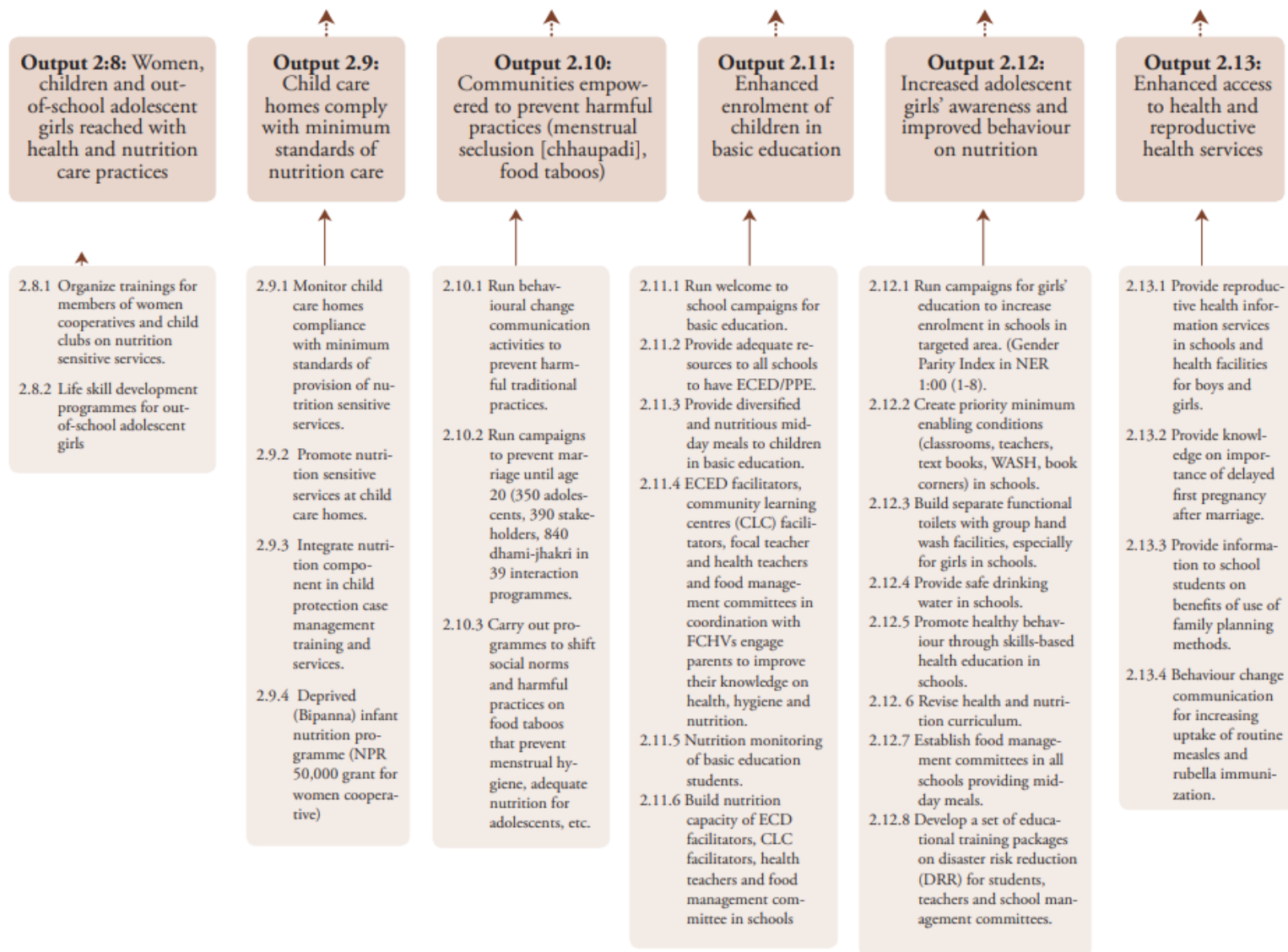


Figure 2. Nepal's Multi-sector Nutrition Plan conceptual model.



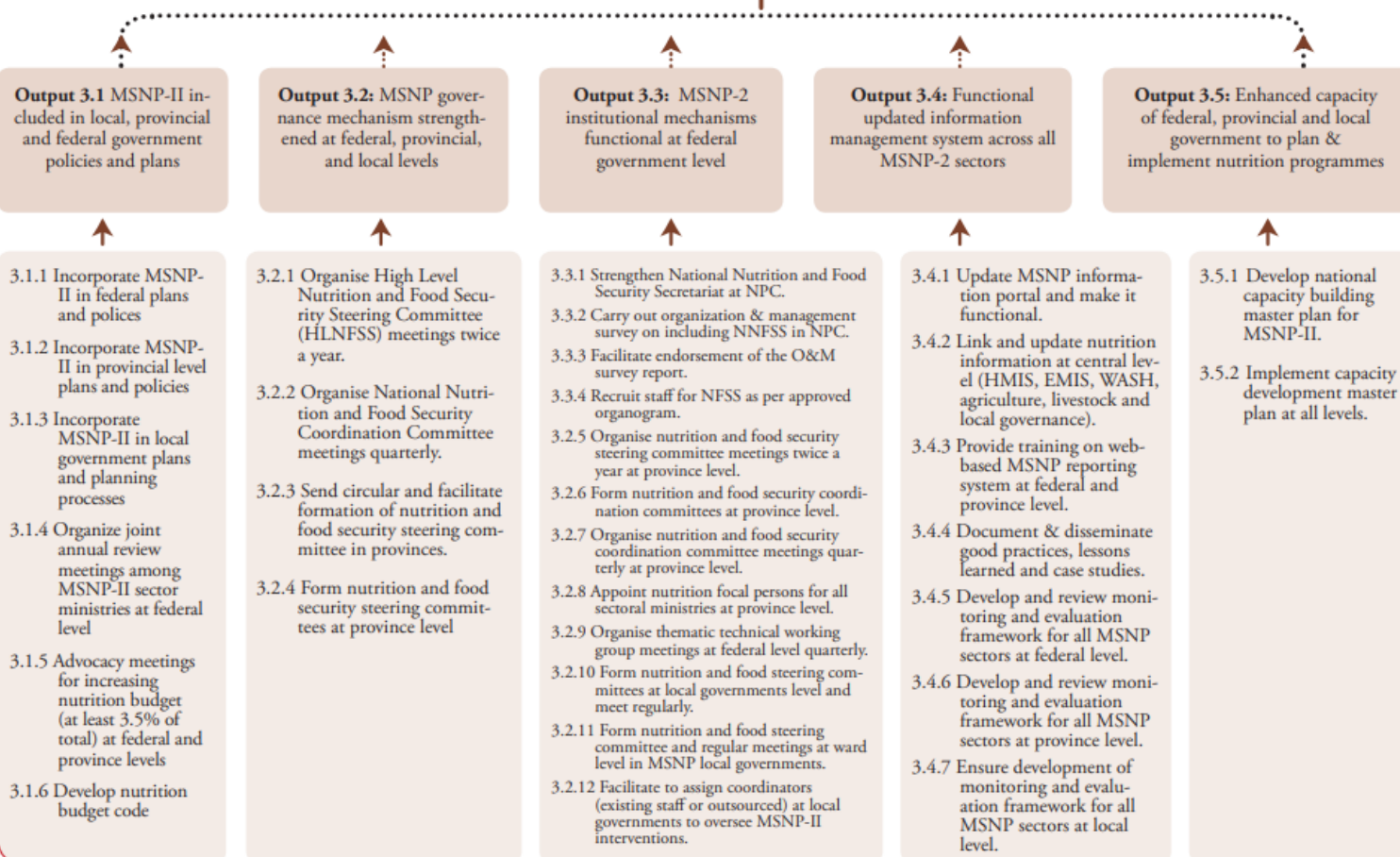






GOAL: IMPROVED MATERNAL, ADOLESCENT AND CHILD NUTRITION BY SCALING UP ESSENTIAL NUTRITION-SPECIFIC AND SENSITIVE INTERVENTIONS AND CREATING AN ENABLING ENVIRONMENT FOR NUTRITION

Outcome 3: Improved policies, plans and multi-sectoral coordination at federal, provincial and local government levels to enhance the nutrition status of all population groups.

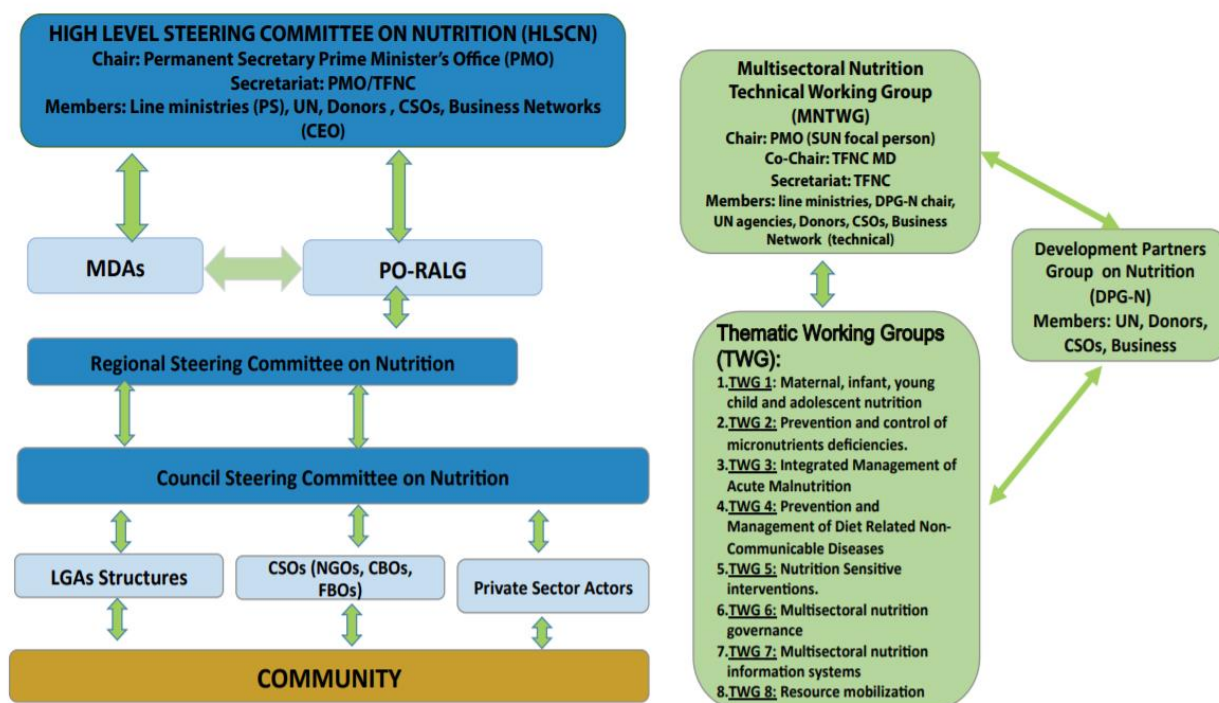


Source: Government of Nepal's National Planning Commission. *Multi-Sector Nutrition Plan II 2018-2022*. Kathmandu, Nepal: Government of Nepal; 2017: 27-32. <http://extwprlegs1.fao.org/docs/pdf/nep184979.pdf#page=47>.

Abbreviations: ECD, early childhood development; ECED, early childhood education; EMIS, Education Management Information System; FCHV, female community health volunteer; G1000D, Golden 1000 Days; GBV, gender-based violence; GMP, growth monitoring and promotion; HMIS, Health Management Information System; HW, health worker; IEC, information, education and communication; IFA, iron and folic acid; IMNCI, Integrated Management of Neonatal and Childhood Illness; ITC, inpatient therapeutic care; IYC, infant and young child; MCHN, Mother and Child Health and Nutrition; MIYC(N), maternal, infant and young child (nutrition); MNP, multiple micronutrient powder; NER, net enrolment rate; NFC, Nepal Food Corporation; NNFSS, National Nutrition and Food Security Secretariat; NPC, National Planning Commission; NPR, Nepali rupees; NRH, nutrition rehabilitation home; ODF, open defecation-free; OPD, Outpatient Department; OTC, outpatient therapeutic care; PHC-ORC, Primary Health Care Outreach; PNC, postnatal care; ReSoMal, Rehydration Solution for Malnutrition; RUTF, ready-to-use therapeutic food; SAM, severe acute malnutrition; WRA, women of reproductive age.

Annex 4. Country Examples of Multisectoral Nutrition Coordination Structures

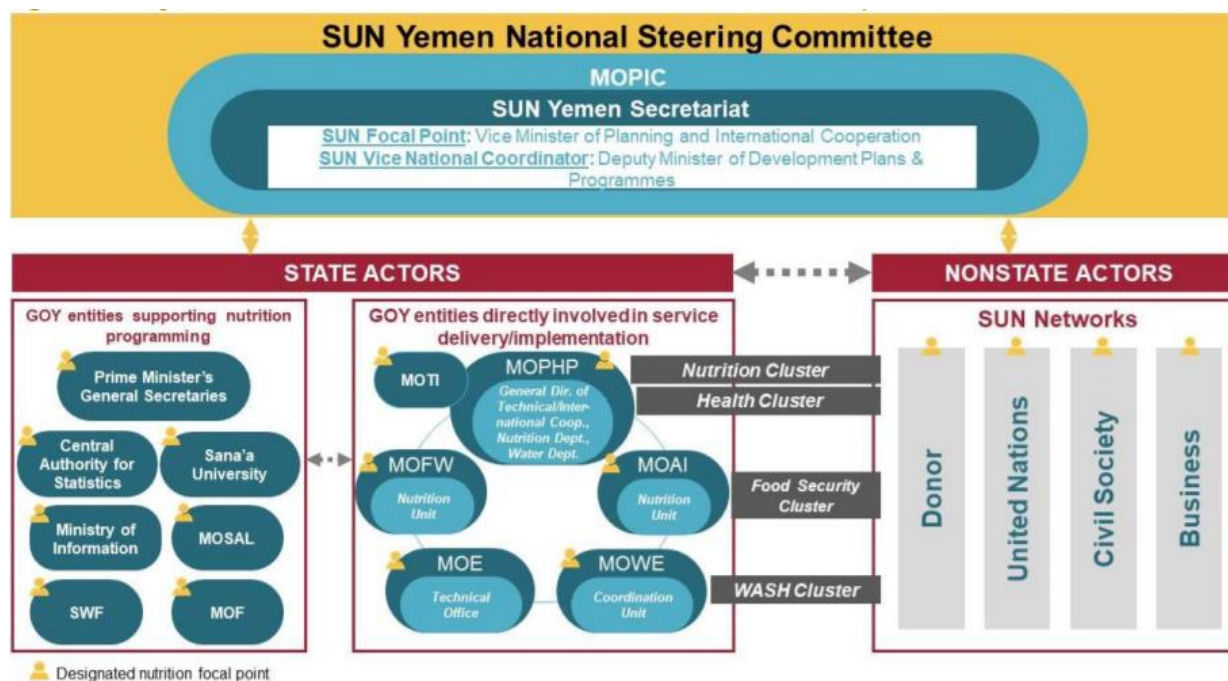
Figure 3. National Multisectoral Nutrition Action Plan (NMNAP) coordination structure for Tanzania.



Source: United Republic of Tanzania Prime Minister's Office. *National Multisectoral Nutrition Action Plan (NMNAP) July 2016–June 2021: From Evidence to Policy to Action*. Dar es Salaam, Tanzania: Government of Tanzania; 2016: 85. <https://www.unicef.org/tanzania/media/456/file/Tanzania-2016-NMNAP.pdf#page=95>.

Abbreviations: CSO, civil society organisation; CBO, community-based organisations; FBO, faith-based organisation; LGA, local government authority; MD, Managing Director; MDAs, Ministries, Departments and Agencies; NGO, nongovernmental organisation; PO-RALG, President's Office, Regional Administrative and Local Government; PS, Permanent Secretary; TFNC, Tanzania Food and Nutrition Centre; UN, United Nations.

Figure 4. Yemen multisectoral nutrition coordination structure.



Source: Government of the Republic of Yemen. *Yemen Multisectoral Nutrition Action Plan 2020–June 2023*. Sana'a, Yemen: GOY; 2020: 48. https://mqsunplus.path.org/wp-content/uploads/2020/08/Yemen-MSNAP-FINAL_29April2020.pdf#page=60.

Abbreviations: ANC, antenatal care; GOY, Government of Yemen; MOAI, Ministry of Agriculture and Irrigation; MOE, Ministry of Education; MOF, Ministry of Finance; MOFW, Ministry of Fish Wealth; MOPHP, Ministry of Public Health and Population; MOPIC, Ministry of Planning and International Cooperation; MOSAL, Ministry of Social Affairs and Labour; MOTI, Ministry of Trade and Industry; MOWE, Ministry of Water and Environment; SUN, Scaling Up Nutrition; SWF, Social Welfare Fund; WASH, water, sanitation and hygiene.