2023 SCALING-UP NUTRITION NATIONAL CONFERENCE

13-14 September 2023

QUESTION GUIDE FOR BREAK AWAY SESSIONS DISCUSSIONS

MoH

SECTOR BREAKAWAY SESSIONS: Each sector should review the performance of each domain and measures and discuss the following questions.

To consolidate the gains and momentum under you have made, in your sector discuss feasible actions/measures that you could use to address the gaps identified in each Domain.

Discussion questions

What is the general outlook for the perfomance of the domain in you sector,

1. What measures are affecting the performance of the doman negatively or positively.
2. what areas in this domain and measures are doing well
    o   Why is the perfomance better in these meausres ie what are the drivers of better perofmance
    o   What strategies should the sector implement to consolidate and strengthen the gians
3. Which measures need to be strengthened
    o   Why is the perfomance poor in these domains and meausres
    o   What strategies should the sector implement to imporve performance in these domains and measures
    o   What strategies are required to imporve the pefomance of the poor perfoming domains and measures
4. What policy level recommendations would you suggest to imporve the perfomance of the domain .

Domain 1 Governance and Leadership

Overall, the average score on governance and leadership improved from 2.5 in 2020 to 3.2 in 2022. All 5 measures improved, but the most improvements were in the availability of nutrition/SUN policies and the two Social Accountability/Collaboration measures with external stakeholders and within Government.

Sector	Overall Domain		Measures									
			Nutrition/ SUN Policies		Leadership		Quality Management		Collaboration with …			
									… GRZ stakeholders		… external stakeholders	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
MOH	3.4	3.3	4.0	3.8	3.0	3.0	3.2	3.8	3.6	2.7	2.8	3.4

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

	2020	2022
Measure 1: Nutrition SUN policies	**2020**	**2022**
Is there a national policy in your sector that addresses the government's nutrition commitment?	3.5	3.9
How prominently does nutrition feature in the sector policies, plans, guidance of relevant sectors (health, agriculture, water/ sanitation/ hygiene, poverty alleviation	3.3	3.8
Existence of evidence-based nutrition policies/strategies/plans?	3.7	3.6
Policy/plan formulated through participatory process?	3.3	3.5
Is the policy or plan operationalised in legal or administrative frameworks?	4.0	4.0
Policy/plan contains SUN fundamental elements (minimum package of services, implementation approach, M&E framework, and financing mechanism)	3.2	3.7
Existence of joint reviews of the SUN/MCDP II progress	2.6	.
Measure 2: Governance and Leadership	**2020**	**2022**
Knowledge of a SUN/MCDP II coordinating entity or structure	4.0	3.0
Coordinating entity's operational capacity and reach	2.9	3.4
Presence of a backbone structure	3.4	3.7
Adequacy of the coordinating entity	2.7	3.2
Sustainability of the coordinating entity	1.0	4.0

Measure 3: Quality Management	2020	2022
Clearly stated leadership commitment to institutionalize quality throughout the system	2.0	3.7
Articulation of sector- specific direction on quality, often outlined as a national quality policy or strategy, or integrated with broader nutrition systems planning.	2.7	3.2
Implementation of quality assurance interventions	3. 7	3.9
Active systems exist that routinely collect and share data on quality in the sector	3.5	3.8
There is a culture and willingness of learning on quality across the SUN system, including development of mechanisms to collect and share learnings on quality of services	3.5	3.6
Measure 4: Collaboration with External Stakeholders	2020	2022
National level engagement occurs around SUN-related issues with relevant external stakeholders (private sector, civil society/NGOs, and donors)	4.0	3.0
Influence of external stakeholders in national level nutrition planning, policy formation, and monitoring and evaluation	4.0	3.0
Public disclosure occurs on the status of SUN implementation and results /updates	4.0	2.0
COMMON AGENDA/VISION: The Government and all external stakeholders have a shared vision for change, including a common understanding of the problem and a joint approach to solving it	4.0	3.0
MUTUALLY REINFORCING PACKAGE OF INTERVENTIONS /ACTIVITIES: There are clearly defined, mutually-reinforcing, harmonized package of interventions/ activities for SUN multisectoral implementation between the Government and external stakeholders.	4.0	3.0
CONTINUOUS COMMUNICATION: Is there a clear communication strategy that ensures consistent and open communication between the Government and external stakeholders to create trust, assure mutual objectives, and create common motivation	2.0	3.0
SHARED SUN MEASUREMENT (M&E or CRF/ District Score cards) SYSTEM to be used by Government and external stakeholders	3.0	2.0
Measure 5: Collaboration with Government	2020	2022
Evidence of cross-sector integrated planning for SUN exist	3.0	3.4
COMMON AGENDA/VISION: all sectors of Government have a shared vision for ch	2.7	3.5
MUTUALLY REINFORCING ACTIVITIES: There are clearly defined, mutually-reinfor	2.5	3.4
Continuous communication: is there consistent and open communication betwee	1.7	3.4
Shared sun measurement (m&e or crf) system	1.4	2.8

Domain 2 Adjustment to Population Needs

Overall, all measures in this domain improved from 2020, although surveillance remains a weak point in the programme, with only a slight improvement (from 1.0 in 2020 to 1.3 in 2022). On the contrary, priority setting scored the highest in 2020 and improved further in 2022 (2.2 and 3.1, respectively).

Line Ministry/Agency	Overall Performance		Surveillance		Priority Setting		Learning / Innovation	
	2020	2022	2020	2022	2020	2022	2020	2022
MOH	1.4	2.4	1.0	1.7	2.2	3.6	2.0	2.3

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

Measure 6: Surveillance System	2020	2022
Existence of surveillance system	1.0	1.8
Number of functions in the surveillance system	.	.
Format of the surveillance system	.	.
Measure 7: Priority Setting	**2020**	**2022**
Use of data for priority setting	3.4	3.8
Stakeholder engagement in priority setting	2.7	3.7
Allocation of resources to priorities set	1.0	3.3
Measure 8: Learning and Innovation	**2020**	**2022**
Existence of mechanisms for learning and innovation	2.1	2.4
Stakeholder engagement in learning and innovation	2.4	3.0
Frequency of innovation scaled up	1.9	2.6

Domain 3 Commodities, Supplies, and Service Infrastructure

Overall, the performance of all the sectors improved from level 1 in 2020 to level 2 in 2022. The improvement was mainly attributed to the service convergence measure which improved from level 2 in 2020 to 3 in 2022. On the contrary, little improvement was observed regarding measures on availability of essential nutrition consumables, basic equipment and essential diagnostic tools which remained in levels one at both assessments.

| | Overall score | | Availability of … | | | | | | Service Convergence | |
| | | | …Essential Nutrition Consumables | | …Basic Equipment | | …Essential Diagnostic tools | | | |
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
MOH	2.6	2.5	1.0	1.0	2.6	-	1.0	1.0	2.8	3.4

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

Measure 9 Essential commodity	%of Management Units with all essential nutrition consumables	
	2020	2022
Iron /Folate	72	60
Under-five cards	87.8	54.4
RUTF	50	24.9

Measure 10 Basic Equipment	% of Management Units with the Equipment/ available	
	2020	2022
Scales	96.6	95
height boards	87.9	95
MUAC Tapes (children and Adults)	94.8	80.1

Measure 12: Service Management, Distribution and Convergence	2020	2022
Are there documented numeric targets for delivery of the SUN minimum package	1.0	1.0

Domain 4 Information System,

Overall performance in Domain 4 improved from level 1 in 2020 to level 2 in 2022. The same pattern was observed across the domain's two measures.

Ministry/Agencies	Domain 4 overall		MIS		Beneficiary records	
	2020	2022	2020	2022	2020	2022
MOH	1.4	2.7	1.4	2.3	1.3	2.8

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

Measure 15 Management Information System	2020	2022
Standardized SUN indicators and consolidated SUN information systems	1.7	.
Format of MIS	3.0	3.0
Measure 16 Beneficiary Record	**2020**	**2022**
16.1 Use of personal/ group/ household/ club records at service delivery points	.	1.7
16.1b Use of personal/ group/ household/ club records at service delivery points	1.0	3.7
16.2 Format of personal records at service delivery point	2.3	2.4
16.3 Format of personal records at service delivery point	.	.

Domain 5 Workforce

Overall performance in the workforce domain improved from a score of 2.1 in 2020 to 2.7 in 2022 largely as a result of improvements in the workforce density and distribution measure, which is a result of recruitment of key personnel in some ministries, particularly MOH and MOE.

National Ministries	Overall Domain Score		Workforce density		SUN Workforce competencies		Community workers	
	2020	2022	2020	2022	2020	2022	2020	2022
MOH	2.7	3.2	2.4	2.6	3	3.1	3.4	3.5

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

Measure 17 Workforce density and distribution

- *Adequacy of SUN/MCDP II workforce compared to local SDP benchmarks.*

Measure 18 SUN workforce competencies	2020	2022
Availability of the SUN/MCDP II focal person	2.9	3.6
SUN/MCDP II competencies are clearly and sufficiently defined	2.4	3.2
Extent of availability of all necessary competencies to implement SUN/MCDP II	2.1	3.0
Mechanisms to keep competencies up to date among SUN/MCDP II.	1.8	2.5
Measure 19 Community workers	**2020**	**2022**
Availability of workers primarily conduct community nutrition proactive outreach.	2.7	3.4
Trained and accredited, formally employed; remunerated appropriately and supported community workers	4.0	3.8

Domain 6 Funding,

Overall performance scores in the funding domain improved only slightly between 2020 and 2022 with performance remaining low across all three measures, indicating suboptimal performance for the programme around funding. Meaningful improvements can only be seen in the 'existence of FMIS' measure, largely because 3 ministries (MOH, MFL, and MWDS) maintained a financial management system that met at least one of the following conditions: i) processes are clearly defined, ii) the system is used across SDPs and management units, and iii) the system is electronic.

Across all line ministries, the 'remuneration of volunteers' measure remained poor in 2022, with an overall performance score of 1.5, and the attendant negative implications for nutrition services delivery to communities and households.

Line Ministry/Agency	Overall Performance		Surveillance		Priority Setting		Learning / Innovation	
	2020	2022	2020	2022	2020	2022	2020	2022
MOH	1.4	2.4	1.0	1.7	2.2	3.6	2.0	2.3

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

	2020	2022
Measure 20 Maintenance of Budget	**2020**	**2022**
Proportion of the budget that is directed to administrative vs direct implementation	3.6	3.1
Measure 21 Existence of FMIS	**2020**	**2022**
Maintenance/use of a FMIS for SDPs/MUs to track revenue and expenditure flows	1.0	3.0
Stability of flow of SUN/MCDP II funds (GRZ support towards SUN funds) to SDPs and MUs	1.6	2.7
Timeliness of flow of SUN/MCDP II funds (GRZ support towards SUN Funds) to SDPs and MUs	1.5	2.6
Timeliness of flow of SUN/MCDP II funds (IPs support towards SUN Funds) to SDPs and MUs	.	2.7
Predictability of flow of SUN funds (GRZ support towards SUN Funds) to SDP and MUs	1.0	2.4
Predictability of flow of SUN funds (IPs support towards SUN Funds) to SDP and MUs	.	2.8
Does this level receive funds from Ips to implement SUN programmes?		1.0
Measure 22 Remuneration of community volunteers	**2020**	**2022**
Stability of remuneration at this level	1.3	1.8

Remunerations typically made in time	1.5	1.5
Predictability of volunteer remuneration at ward level.	1.5	1.8

Domain 7 Population Nutrition Management

Performance scores for the domain remained at level 2, with minimal increases in the last 2 years (from 2.2 in 2020 to 2.6 in 2022). The measures 'proactive population outreach' and 'empanelment' improved the most, demonstrating that efforts are being made to ensure that beneficiaries are reached with recommended interventions. However, the level of improvement is still too low to achieve the desired coverage and subsequent stunting reduction.

Ministry	Domain 7 overall score		Measures							
			Priority setting		Community engagement		Empanelment		Proactive Population Outreach	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
MOH	2.5	3.1	3.2	3.6	2.7	3.0	2.6	3.2	1.6	2.5

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

	2020	2022
Measure 23 Priority Setting	**2020**	**2022**
District and Ward units collect or receive data to use for strategic action plans on at least an annual basis	3.2	3.6
Involvement of communities and local leaders in data interpretation and priority setting	2.7	3.3
Measure 24 Community Engagement	**2020**	**2022**
District units yearly -solicit local (ward-level) input from diverse members of the community on the design, financing, governance and implementation of SUN activities.	2.8	2.9
Ward implementation units regularly solicit local input from diverse member of the community on the design, financing, governance and implementation of SUN activities.	2.2	3.3
Impact of community engagement/input on the way in which services are structured and delivered.	2.6	2.8
Measure 25 Empanelment	**2020**	**2022**
Proportion of the population at this SDP or community service level that is empanelled to a nutrition related provider, care team or SDP	3.0	3.5
Frequency at which panels are updated at least once per year in the district/ward	2.7	3.5
Measure 26 Proactive Population Outreach	**2020**	**2022**
The districts /Ward/SDP provides proactive population outreach according to local nutrition needs and priorities	1.5	3.0

The district /ward/SDP have registries or lists to identify relevant priorities	1.0	1.0

Domain 8 Service Organisation and Management

The overall score for the service organisation and management domain improved from Level 2 in 2020 to Level 3 in 2022. All line ministries had improved scores. These findings reveal that, compared to 2020, during the 2022 PA, there are increased platforms where different SUN providers can work together as a formal multi-sectoral team to coordinate service delivery to specific clients (individuals, households, communities). However, promotion of team culture and use of documentation for planning, priority setting, and implementation need improvement. At district level, all districts were at Level 3 of performance for team-based service delivery services, while ward sectors were at Level 2. The two administrative levels exhibited great improvement in their team management performance. This implies that districts are working better together as teams to deliver nutrition interventions. Similarly, the wards are making progress towards team-based service delivery, but improvements are still needed.

Sector	Overall		District		Ward	
	2020	2022	2020	2022	2020	2022
MOH	2.7	3.2	2.8	3.8	1.0	2.9

Below is a list of dimensions that were used to get PA score from the ministry for this domain:

Measure 27 Team-based service delivery	2020	2022
Sector implementation follows the instructions / guidance of multi-sectoral	2.8	3.7
Measure 28 Service management capability and leadership	**2020**	**2022**
Services delivery is led by a manager(s)/team leaders who received formal or structured training/orientation on management of the service operations depending on sector-specific needs.	1.0	1.0
Service delivery managers receive annual review and feedback on their service management capabilities and performance	1.0	1.0
Measure 29 Information system use	**2020**	**2022**
Staffing for Data Use Percentage of SDPs/management units that have staff capacity for using information systems and data	1.0	1.0
Collection and Reporting of Quality data Percentage of SDPs/ that routinely use information systems for capturing and reporting comprehensive client data in a timely manner	1.0	1.0
Use of data for Quality Improvement.	1.0	1.0
Measure 30 Performance Targets	**2020**	**2022**

Percentage of SDPs that use established performance indicators for SUN.	.	3.5
Percentage of SDPs that conduct routine monitoring of SUN indicators.	.	3.6
Percentage of SDPs that have documented quality improvement work linked to underperforming areas.	.	3.5
Measure 31 Supportive supervision	**2020**	**2022**
Percentage of SDPs/management levels that implement or receive supportive supervision on at least an annual basis.	1.6	3.3
Percentage of SDPs/management levels that receive any mentorship/ technical support as a result of the supervision visits team.	1.2	3.9