Principles for Multisectoral Approaches for Improving Nutrition

James Garrett
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Outline

- Current thoughts on working multisectorally
- Multisectors and multiactors
- Conceptual model
- Principles and Processes
Some current thoughts….

“We recommend working to improve nutrition not only through health but also through agriculture, rural development, water supply and sanitation, education, gender, and community-driven development.”
— World Bank, Repositioning Nutrition, 2007

“The most effective way to reduce malnutrition is through multisectoral programs.”
— Richard Heaver

“Think multisectorally but act sectorally.”
(because actions, budgets and accountability structures follow sectoral lines…)
— World Bank, Improving Nutrition through Multisectoral Approaches, 2013
The Reality

- Governments and organizations continue to design and implement multisectoral programs.

- Country experiences demonstrate that multisectoral programs can work.

- But doesn’t mean having only a unified multisectoral program can have sectoral actions.
Reviews and Studies: Nutrition

- Political economy case studies (Natalicchio, 2008)
  - Benin, Burkina Faso, Gambia, Ghana, Madagascar, Senegal

- Working multisectorally (Garrett, Natalicchio, with Basset and Levinson, 2011)
  - Colombia and Senegal

- Integrated actions in nutrition (Harris and Drimie, 2012)
  - Ghana, Madagascar, Malawi, Mozambique, Nigeria, South Africa, Uganda
Inputs, Research & Development

- Research on nutrition-promoting farming systems, agronomic practices, and crops
- Micronutrient fertilizers
- Biofortified crops

Production

- Crop and livestock diversification
- Integrated farming systems including fisheries and forestry
- School and home gardens

Storage (at or near household)

- Nutrient-preserving storage

Commercial marketing, Industrial processing

- Nutrient-preserving processing (e.g., whole grains), packaging, transport, and storage
- Increased cost efficiency
  - Fortification
- Diminished use of some processes or ingredients (e.g., transfats)

Distribution & trade

- Nutrient-preserving packaging, transport, and storage
- Retail packaging and branding, including labeling
- Nutrition information, claims, and education

Wholesale and retail marketing & promotion

- Nutrient-preserving packaging, transport, and storage
- Retail packaging and branding, including labeling
- Nutrition information, claims, and education

Nutrition Opportunities

- Packaging, transport, and storage
- Retail packaging and branding, including labeling
- Nutrition information, claims, and education

Enabling Environment
Community & Market Level

- Nutrient-preserving storage
- School and home gardens
- Micronutrient fertilizers
- Biofortified crops
- Crop and livestock diversification

Economic, Political, and Social Environment

development priorities, policies, investments, institutions, processes, laws and regulations, societal actors and control of resources, gender & environmental, social, economic sustainability

Researchers, Extensionists, Input Suppliers (seeds, credit, machinery, etc), Producers and Producer Groups, Policymakers, Schools, Households

Millers & Other Processors & Mfrs, Distributors, Storage Companies, Researchers, Packaging & Logistics Firms, Wholesalers & Retailers (M and X), Policymakers & Regulators

Wholesalers, Retailers, Away from Home, Researchers, Educators, Media & Ads, Consumers, Policymakers & Regulators
Collaboration Continuum

- **Networking**: exchanging information for mutual benefit
- **Coordination**: ...and altering activities...and to achieve a common purpose
- **Cooperation**: ....and sharing resources
- **Collaboration**: ...and enhancing one another’s capacity
- **Integration**: ...and sharing activities and management
Working multisectorally
Conceptual framework

- External Context
- Internal Context
- Intra-agency Factors
- Dynamics
- Institutional Mechanisms
- Incentives
Conceptual framework: internal context

- Leaders/champions
- Vision
- Capacity
- Incentives
- Organizational
  - structures
  - values
  - cultures
  - experiences
Conceptual framework: external context

- Development priorities
- Urgency
- Environmental context
  - economic
  - social
  - cultural
  - political
  - legal
Institutional Links

- Mechanisms
- Shared Understanding
- Roles and Accountability
- Participation and Partner Relations
- Partnership Types
Hypotheses: internal context

1. Nutrition is a chosen issue
   Yes. Not “pressing.” Policymakers put on agenda and creates policy space.

2. Advocates build a shared vision
   Yes. Through participatory process, which can take time.

3. Partner organizations have strong capacities
   Lead organization, yes. Can be built in others. Depends on needs / type.
Hypotheses: internal context

4. Organizations possess values that promote collaboration
Yes. Especially set from the top. Organizational flexibility, respect, transparency, participation.

5. Organizations provide incentives for collaboration.
Yes. Each partner sees own objectives accomplished. Personal interests, not financial incentives, often drive collaboration.

6. Partners perceive benefits outweigh costs
Yes. Critical factor. Averts domination or withdrawal by one agency.
Hypotheses: external context

7. Nutrition is promoted as a development priority.
   Creates windows of opportunity. But leaders need to choose to prioritize, supported by evidence.

8. Advocates create a sense of urgency to promote action.
   Generally no sense of crisis drove action. Pressures from operational and political timelines.
Hypotheses: external context

9. General socio-economic and political conditions do not bring attention to nutrition.

Potentially crises can be used to bring attention, but general conditions had been the same for years. Specific events and people drove new attention to nutrition.
Hypotheses: institutional links

10. Collaboration implies institutional change, say in budgeting structures or modalities of implementation.

Programs created new ways of working (contracts for implementing partners, servicer-provider model, use of others’ budgets).

Overcomes problem of “budgets allocated to others, by sector.”
Hypotheses: institutional links

11. Successful collaboration requires establishing linking structures.

Must exist. But vary with circumstances and partner. Legal frameworks and nutrition strategies helpful but not essential.

No strong evidence of optimal organigram...but of approach, policy space, leadership & management.
Additional Insights

- Successfully working multisectorally at scale is possible

- Structures are populated by people. Must be led and managed effectively

- Leadership of various types, across levels
  - initiators [policymakers]
  - creators [high level technical]
  - managers [mid level technical]
Additional Insights

- Working successfully multisectorally requires lateral leadership / results without authority
  - “soft” over “hard” factors
  - leadership & mgt capacities must be strengthened

- Requires constant education and communication
  - advocacy, evidence
  - investment in personal relationships as well as technical expertise

- Inoculate against political change
  - move from policy of Government to policy of the State