



2021 Scaling Up Nutrition National Conference

MCDP II Readiness and Performance Assessment

2021 SUN National Nutrition Conference



“Sustaining stunting reduction through creating an enabling environment for nutrition programmes”





Outline

- Acknowledgements
- Introduction /Background
- Methods
- Findings
 - The implications
- Conclusions
- Recommendations



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Acknowledgements

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- This assessment was made possible through the infrastructural support of the Government Republic of Zambia through the various key ministries
- We also acknowledge the donors, cooperating agencies, and non-governmental agencies for their valued technical contribution.
- This assessment was designed and implemented by the USAID-funded SUN LE Project with the National Food and Nutrition Commission (NFNC) of Zambia



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Background

Scaling Up Nutrition Learning and Evaluation (SUN LE) is a 4-year USAID-funded project implemented by Khulisa Management Services, Inc. in partnership with the Government of the Republic of Zambia (GRZ) and in consortium with 3 institutional partners:



Khulisa Management Services, Inc.



Indaba Agricultural Policy Research Institute



ICF International



University of North Carolina at Chapel Hill



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Approaches

The Primary Health Care Progress model and collective impact assessment was adapted to collect data on 8 domains

1. Govern and Leadership

1. Nutrition leadership
2. Leadership
3. Quality Management infrastructure
4. Social Accountability (collaboration with external stakeholders)
5. Social Accountability – multi-sectoral action (within Government sectors)

2. Adjmt to Population Needs

6. Surveillance of nutritional related AEs
7. Priority setting (and allocating resources)
8. Learning and Innovation

3. Cmtdties, supplies and Service infra.

9. Availability of essential commodities
10. Availability of basic equipment/
11. Coverage of the package of services, distribution and convergence
12. Service delivery point amenities
13. Standard precautions and equipment

4. Information Systems

15. Management information system (both multi-sectoral coordination and sector specific).
16. Beneficiary records (for individuals and households)



Approaches

5. Workforce

1. Workforce density and distribution (based on defined complement of staff)
2. Workforce competencies
3. Community workers
4. Nutrition and government commitment

6. Funding

1. Budgets
2. Financial Management Information System
3. Remuneration (community workers)

7. Population Nutrition Mgt

1. Local priority setting
2. Community engagement (in design, financing, governance, and implementation)
3. Empanelment (providers know who they are responsible for and how many)
4. Proactive population outreach

8. Service Organization and mgt

1. Team-based services delivery (single unit, shared identity, coordinated)
2. Existence of service management capability and leadership (professionalised, service trained and evaluated)
3. Information system use
4. Performance measurement and management
5. Supportive supervision



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Approaches

| | MOH | MOA | MoFL | MW DSEP | MCDSS | MO GE | NFNC | Donor /CP | NGO /CSO | Total Intervd | Target | % |
|-------------------|-----|-----|------|------------|-------|----------|------|--------------|-------------|------------------|--------|------|
| National | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 10 | 0 | 17 | 18 | 94.5 |
| Provincial | 9 | 10 | 10 | 9 | 10 | 9 | 8 | 0 | 1 | 66 | 80 | 82.5 |
| District | 30 | 30 | 30 | 29 | 29 | 30 | 9 | 0 | 25 | 212 | 270 | 78.5 |
| Ward | 58 | 49 | 37 | 11 | 41 | 58 | 0 | 0 | 0 | 254 | 360 | 70.5 |
| Total | 98 | 90 | 78 | 50 | 81 | 98 | 18 | 10 | 26 | 549 | 728 | 75.4 |

Data collection and Validation

- KII guide adapted from the PHC Progression Model and Collective Impact (CI) tools.
- Performance scored on a rubric scale to assign capacity/performance level

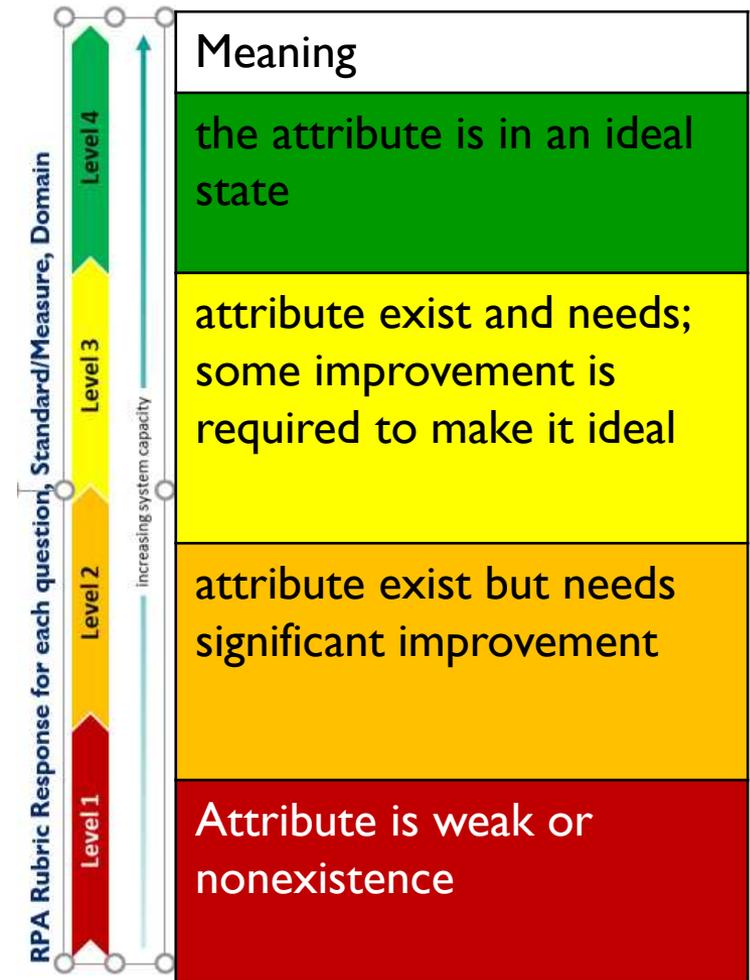


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Data analysis

Variables/Measures scored during interviews

- Averaged rubrics at the domain, measure and Dimension level e.g.





FINDINGS



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Domain 1: GOVERNANCE AND LEADERSHIP



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Governance and Leadership



1. Nutrition / SUN Policies
2. Quality Management
3. Collaboration within Government sectors
4. Collaboration with External stakeholders
5. Leadership

Domain 1: Overall performance



- Governance and Leadership had an average score of 2.4
 - Quality management infrastructure scored highest showing that most line ministries had a quality policy or guideline, but it was not a multisectoral one
 - All other measures scored close to 2.0
- "Sustaining structural reduction through creating an enabling environment for nutrition programmes"*



Governance & Leadership by Sector

| Ministry/ Agencies | over all governance and leadership | nutrition policies | quality managem ent | collabora tion withn GRZ | collabora tion external |
|-----------------------|--|-----------------------|---------------------------|-----------------------------------|-------------------------------|
| MoH | 2.5 | 2.5 | 2.4 | 3.1 | 2.1 |
| MCDSS | 2.4 | 2.3 | 2.5 | 2.9 | 2.2 |
| MWDSEP | 2.4 | 2.5 | 2.4 | 2.9 | 2.1 |
| MOA | 2.5 | 2.4 | 2.5 | 2.8 | 2.3 |
| MOFL | 2.2 | 2.1 | 2.3 | 2.8 | 1.9 |
| MOGE | 2.3 | 2.3 | 2.3 | 2.9 | 1.9 |
| NGO/CSO | 2.8 | 3.0 | 2.7 | 3.1 | 2.4 |
| NFNC | 2.9 | 3.1 | 2.8 | 3.2 | 2.8 |

- Sector scores for different measures ranged from 2.2 to 3.0
- Overall, NFNC fared slightly better than other sectors in all measures, followed by NGO/CSO
- Other sectors were very similar in their scores in governance and leadership
- External collaboration was lowest in MOGE and MoFL

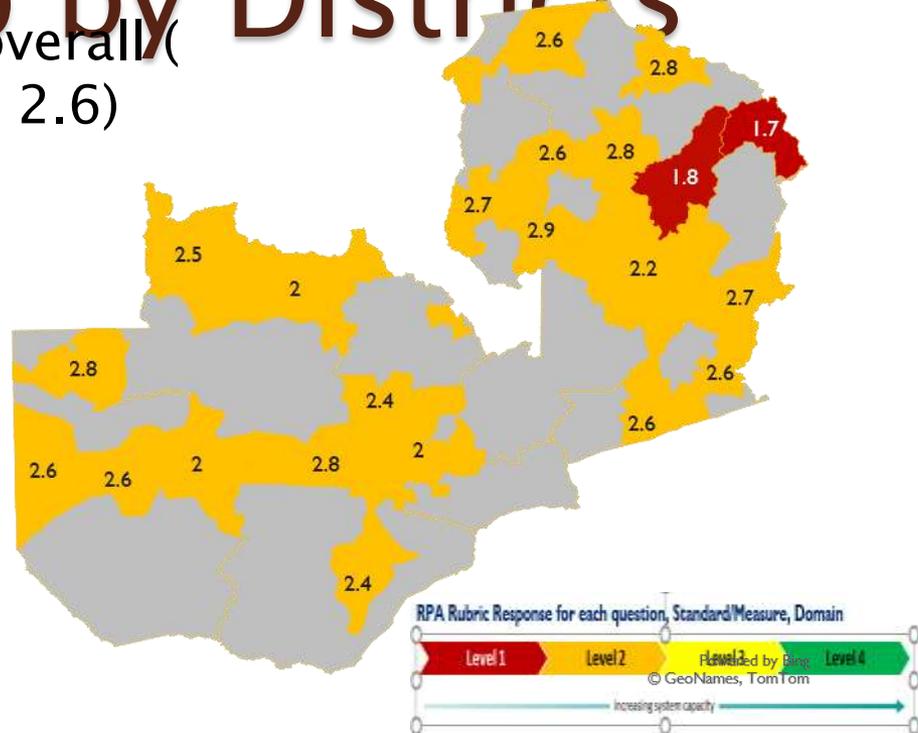


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Governance and Leadership by Districts

The overall (Score 2.6)

- Samfya, Nchelenge and Katete district had the highest overall scores at 2.9.
- Chinsali Isoka scored lowest



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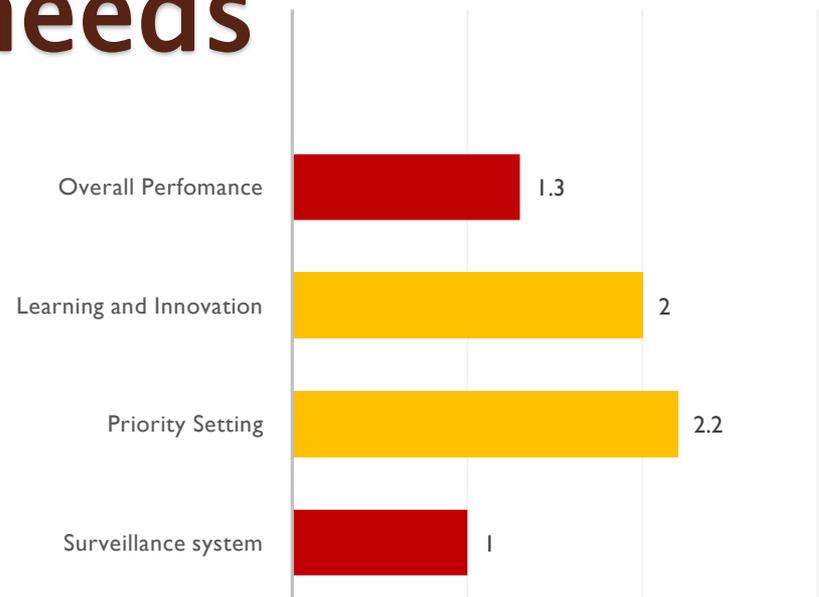
Domain 2: ADJUSTMENT TO POPULATION NUTRITION NEEDS



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Domain 2: Adjustment to population needs

- Adjustment to population needs scored 1.3
- There is hardly any mechanism for an overarching surveillance system, though some sector specific surveillance occurs
- Priority setting based on evidence and learning, and innovation is implemented but less formally and inconsistently



Adjustment to population needs by Sector

| Line Ministry Agency | Adjustment to Population Needs | Surveillance | Prioritising | Learning and Innovation |
|----------------------|--------------------------------|--------------|--------------|-------------------------|
| MOH | 1.2 | 1.0 | 2.5 | 1.9 |
| MOA | 1.4 | 1.0 | 2.1 | 2.5 |
| MoFL | 1.1 | 1.0 | 1.6 | 1.5 |
| MWDSEP | 1.4 | 1.0 | 2.1 | 2.0 |
| MCDSS | 1.2 | 1.0 | 2.2 | 2.1 |
| MOGE | 1.2 | 1.0 | 2.1 | 1.7 |
| NFNC | 1.8 | 1.0 | 2.5 | 2.3 |
| Overall | 1.3 | 1.0 | 2.2 | 2.0 |

- Across all sectors, surveillance was reported to be almost non-existent
- Performance on recommended priority setting practices was relatively better except for MOH and NFNC
- Half of Govt sectors performed slightly better (level 2) in practice of recommended learning and innovation



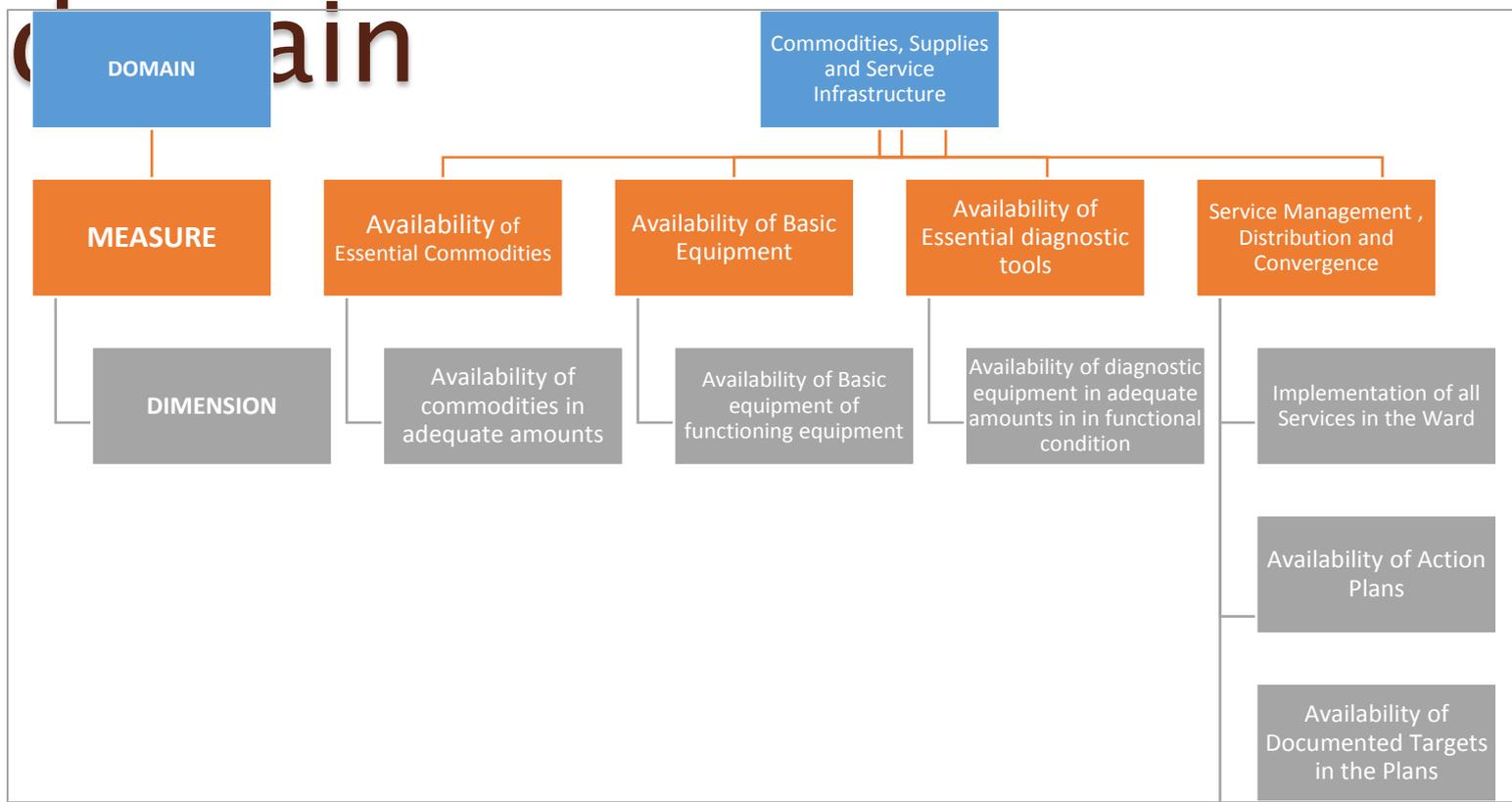
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Domain 3: COMMODITIES, SUPPLIES, AND SERVICE INFRASTRUCTURE



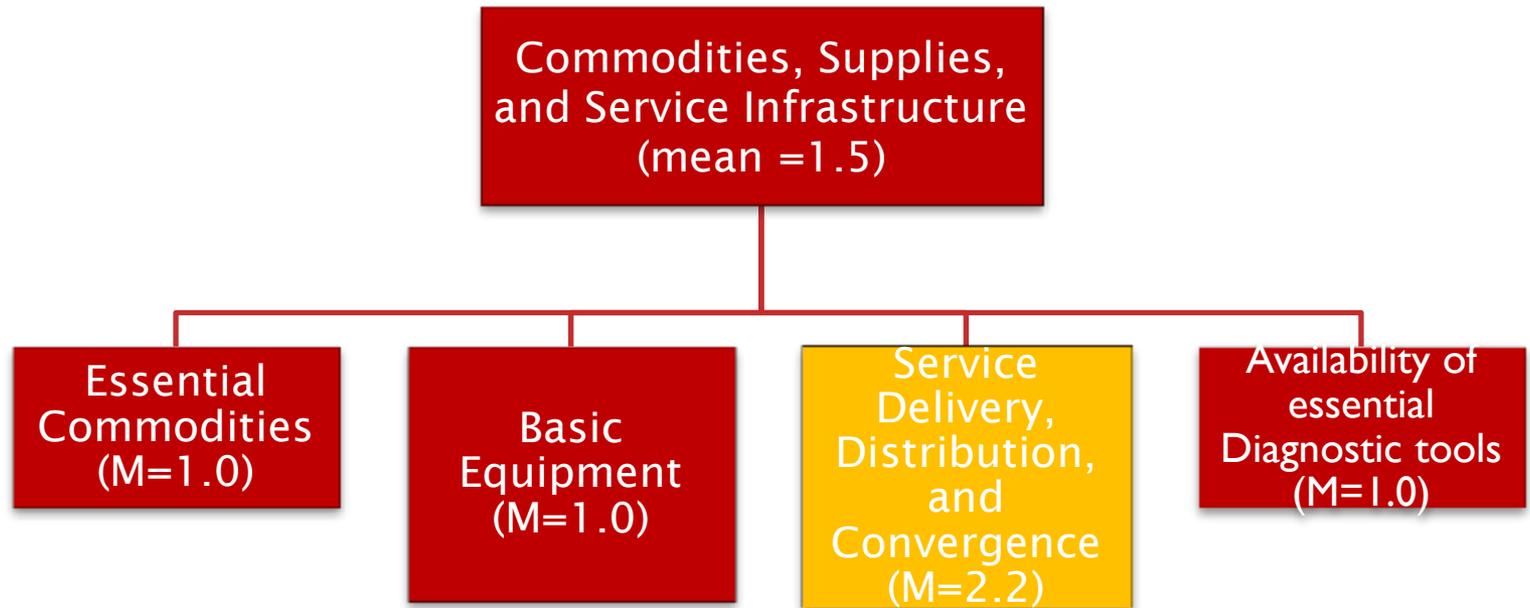
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Commodities, Supplies and service infrastructure



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Commodities, Supply, and Service Infrastructure



- The overall score of commodities, supply chain and service infrastructure was low

Commodities, Supplies, and Service

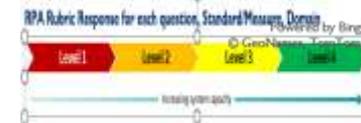
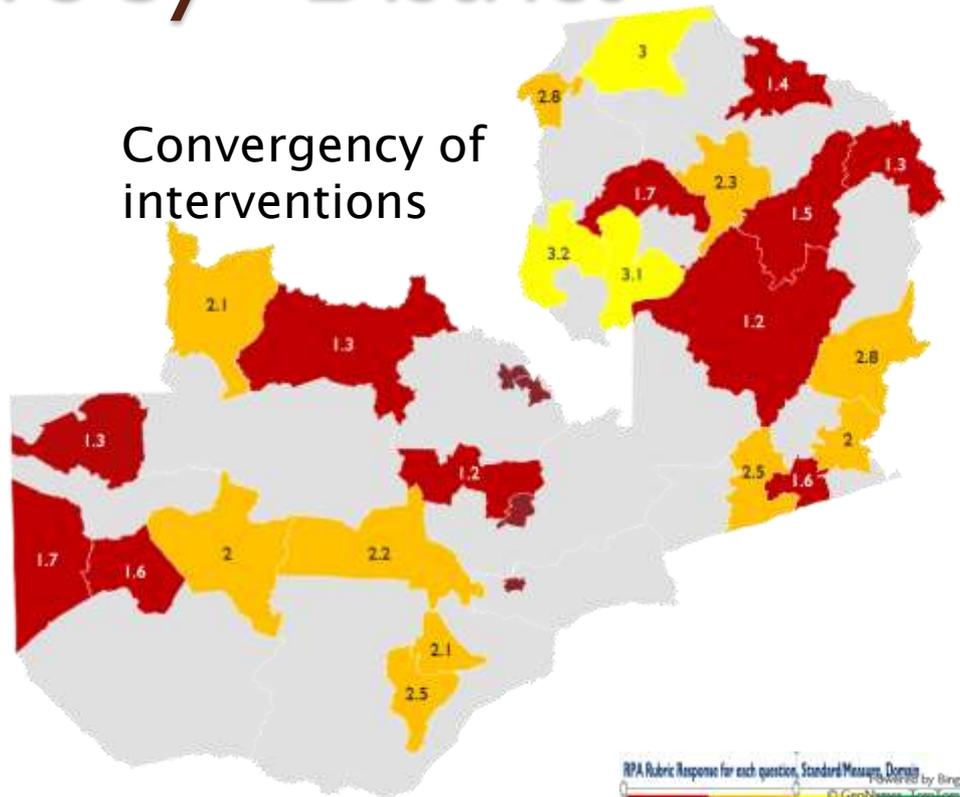
| Ministry of Institution | Domain 3 | Essential Consumables | Basic Equipment | Essential diagnostic tools | Convergency of interventions |
|-------------------------|----------|-----------------------|-----------------|----------------------------|------------------------------|
| MOH | 1.4 | 1.0 | 1.0 | 1.0 | 2.1 |
| MOA | 1.4 | xx | 1.0 | 1.0 | 2.0 |
| MoFL | 1.3 | 1.0 | 1.0 | 1.0 | 1.8 |
| MWDSEP | 1.3 | 1.0 | 1.0 | 1.0 | 1.9 |
| MCDSS | 1.5 | 1.0 | 1.0 | 1.0 | 2.0 |
| MOGE | 1.8 | xx | xx | xx | 1.8 |
| NFNC | 1.9 | xx | xx | xx | 1.9 |
| NGO/CSO | 2.4 | xx | xx | xx | 2.4 |

- Availability of inputs (essential commodities, equipment and tools was low across all ministries.
- Variations were observed on the convergency of interventions in the ministries, only MOH, MOA, MCDSS and NGOs had between 70% to 90% of the wards covered with interventions in the minimum package.

Commodities, Supplies, and Service Infrastructure by District

- Availability of essential commodities, Basic Equipment and diagnostic tools were low
- Districts seem to be doing better on convergence of interventions
 - 13 districts scored between 2.0 to 2.9
 - 3 scored above 3.0

Convergence of interventions



Domain 4: INFORMATION SYSTEM



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Information system – Domain

4

Information System (1.8)

Management information system (1.3)

Measures assessed under information systems and the scores

Beneficiary (2.5)

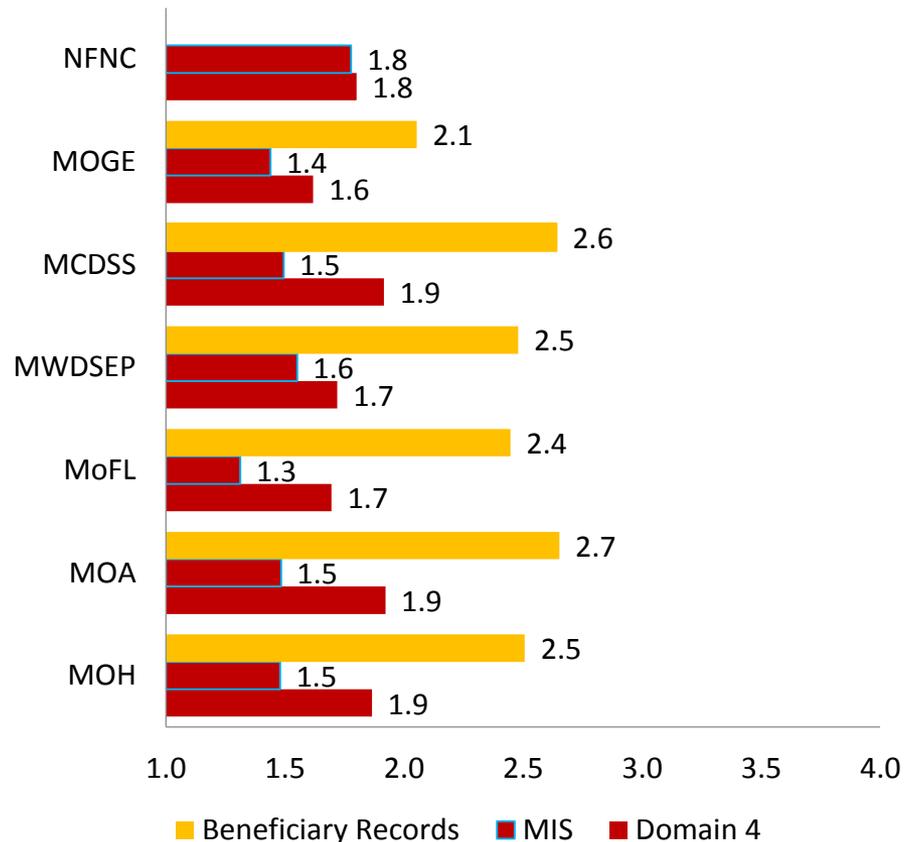


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Information System Performance by Sector

Information System scores by Ministry / agencies

- Majority of the sectors scored below the mean of 2
- MOGE had the lowest score (1.6)
- The results show that all the sectors are still lagging behind with regard to MIS and keeping of beneficiary records



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Information System and Measures by Districts

- At district level, the overall performance for the domain was 1.9, with mean scores for MIS and beneficiary records 1.6 and 2.7 respectively
- Most districts scored slightly above the mean of 2 on beneficiary records. Mumbwa, Samfya and Petauke districts scored above 3.0.



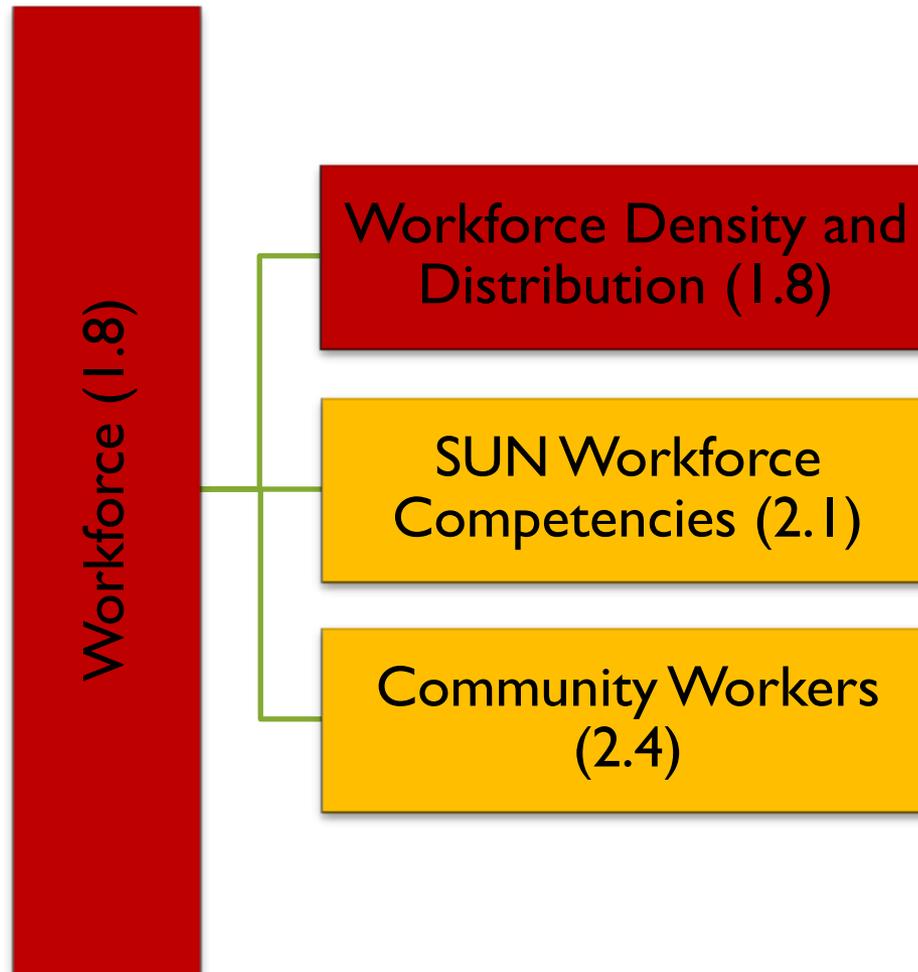
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Domain 5: Workforce Performance



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Workforce Performance



Domain 5: workforce by Ministry/ Agencies

| National Ministries | Workforce density | Workforce competencies |
|---------------------|-------------------|------------------------|
| MOH | 2.4 | 3.0 |
| MOA | 2.3 | 2.3 |
| MoFL | 2.1 | 2.0 |
| MWDSEP | 1.5 | 4.0 |
| MCDSS | 1.6 | 2.3 |
| MOGE | 1.8 | 1.5 |
| NFNC | 1.8 | 2.8 |

Workforce Density

- Significant workforce density gaps were found in MWDSEP, MCDSS, MOGE and NFNC

Workforce competencies

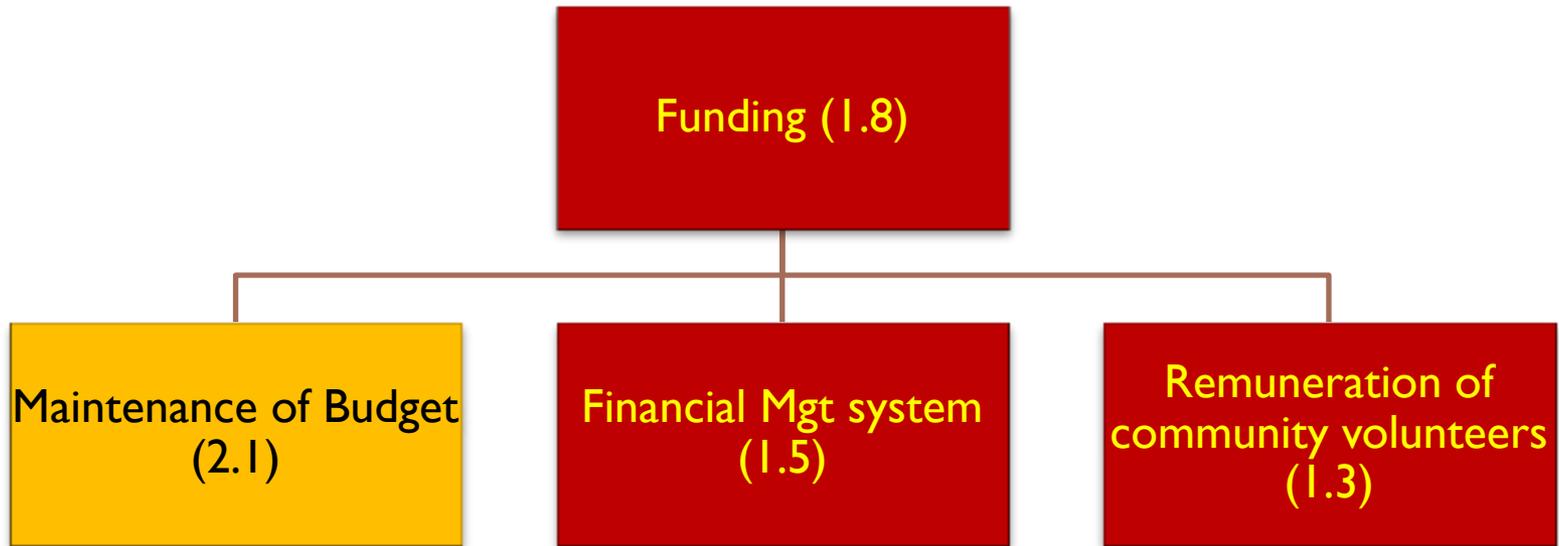
- Assessed as lowest (poor), in MOGE; satisfactory in MoFL, MOA and NFNC; fairly good in MOH; and good in MWDSEP.

Domain 6: Funding



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Domain 6: Funding



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Funding by Sector

| Ministry / Agency | budget maintenance | FIMS | Domain |
|-------------------|--------------------|------------|------------|
| NFNC | 2.4 | 1.4 | 1.6 |
| MOH | 2.1 | 1.4 | 1.7 |
| MOA | 2.0 | 1.3 | 1.6 |
| MOFL | 1.8 | 1.3 | 1.5 |
| MWDSEP | 1.9 | 1.3 | 1.6 |
| MCDSS | 2.1 | 1.3 | 1.6 |
| MOGE | 1.9 | 1.5 | 1.6 |
| NGOs | 2.5 | 2.6 | 2.6 |

All funding measures were better among NGOs and lowest in MWDSEP, MOFL and MOGE



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Domain 7: Population Nutrition Management



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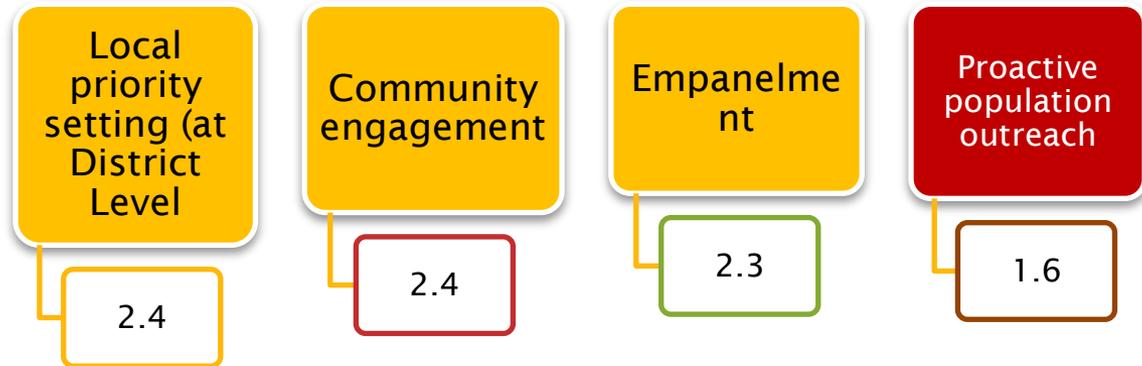


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Domain: Population Nutrition Mgt



This set of measures refers to interrelated conditions and factors that influence the delivery of services to the of populations. (Domain scores 2.4)



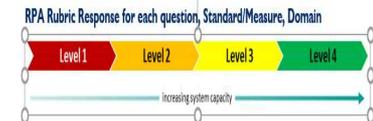
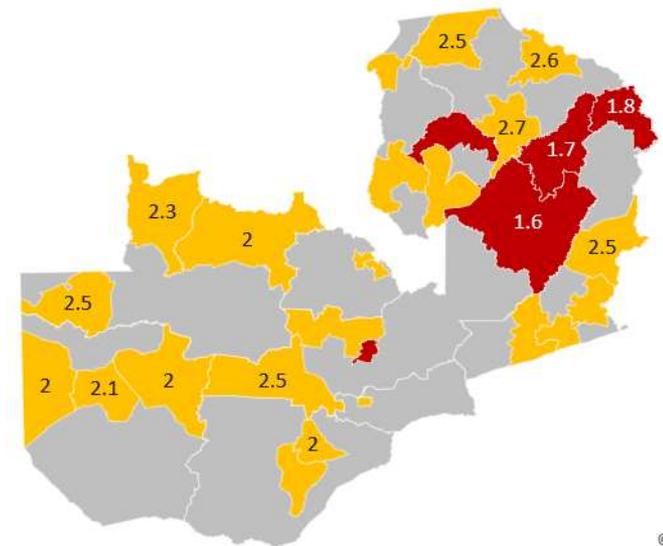
Population Nutrition Management by Sector and districts

PERFORMANCE BY SECTOR/ AGENCY

| Ministry | PopN Nut Mgt | Priority setting | Empanelment | Community Engement | Proactive Population Outreach |
|----------|--------------|------------------|-------------|--------------------|-------------------------------|
| MOH | 2.3 | 2.9 | 2.4 | 2.6 | 1.3 |
| MOA | 2.2 | 2.5 | 2.4 | 2.6 | 1.5 |
| MoFL | 2.1 | 2.4 | 2.0 | 2.2 | 1.8 |
| MWDSEP | 2.2 | 2.6 | 2.6 | 2.1 | 1.7 |
| MCDSS | 2.1 | 2.5 | 2.3 | 2.3 | 1.5 |
| MOGE | 2.1 | 2.3 | 2.2 | 1.9 | 1.9 |
| NFNC | 2.3 | 3.1 | 2.5 | 2.3 | 1.5 |
| NGOs | 2.4 | 3.1 | 2.7 | 2.8 | 1.3 |

- Districts in Muchinga, and Northern provinces scored lowest on all measures.

DOMAIN PERFORMANCE BY DISTRICT (2,2)



Domain 8: SERVICE ORGANIZATION AND MANAGEMENT



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Domain 8: Service Organization & Mgt

Service Organization and Management

service management capability and leadership, information systems and supportive supervision

Team Based Service Delivery

Service Management Capability & Leadership

Information Systems use

Performance Targets

Supportive Supervision

Result under this Domain are reported in Community and facility readiness to implement multisectoral nutrition programmes ;

Next presentation



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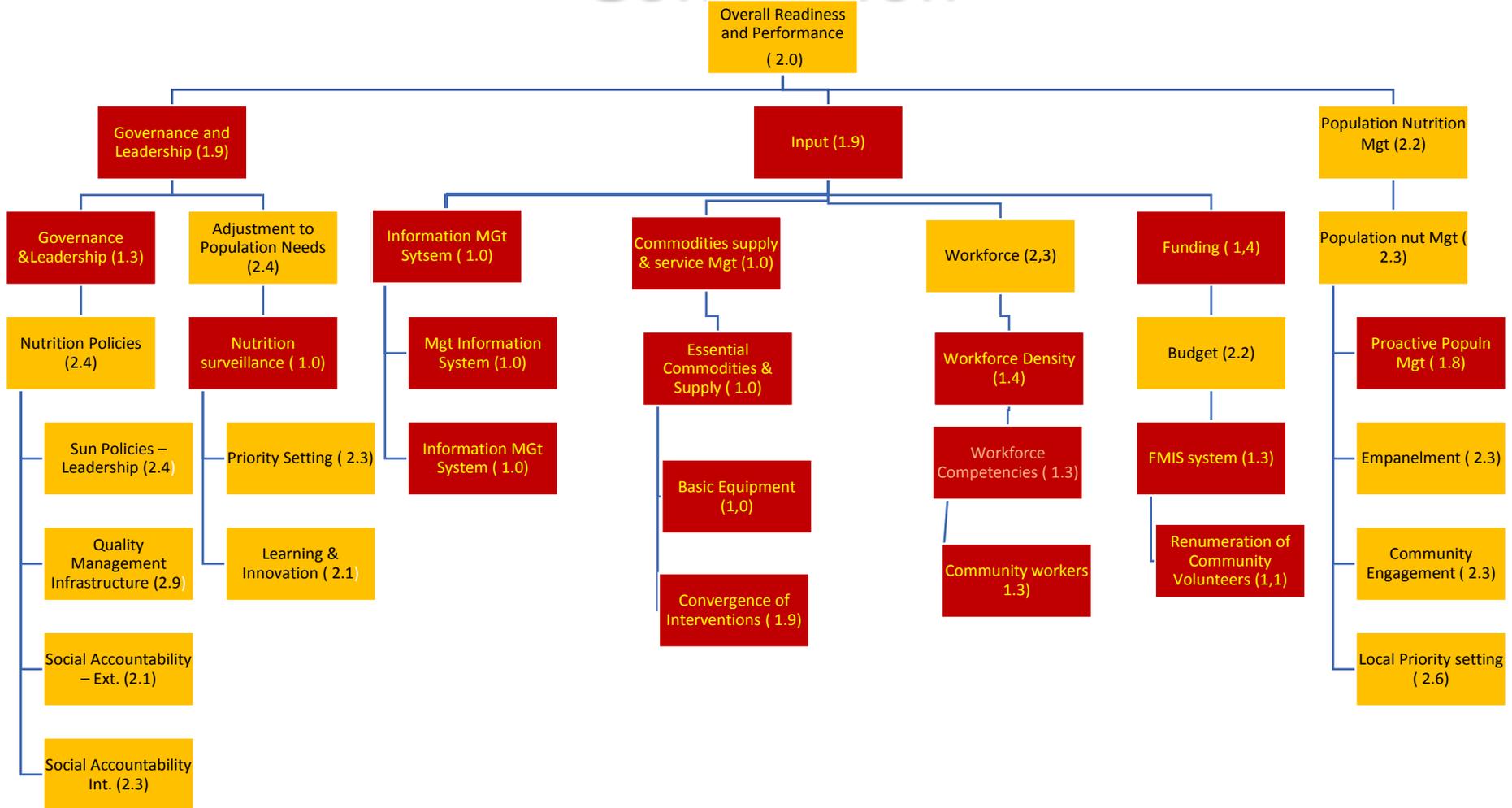
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Conclusions



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Overall Readiness Conclusion



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Implication of the findings

Governance

- Responses to population nutrition needs is hampered by weak collaboration and a lack of surveillance system.

Supplies for the delivery of nutrition services is low

- Provision and trucking of nutrition services is limited due to limited availability of inputs (supplies, information systems)

Population nutrition management is low

- Local priorities and needs of the vulnerable population are poorly aligned to service delivery



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Recommendations



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RECOMMENDATIONS

Governance and leadership

- Existing coordination system should be strengthened at all levels
- Internal and external collaboration

Adjustment to population needs

- A nutrition surveillance system needs to be put in place that links to sector specific systems.
- Sector specific systems should be in place/ strengthen existing ones.

Commodities supplies and service infrastructure

- Support towards availability of supplies and equipment should be enhanced

information system

- A standardised information system for SUN needs to be put in place



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RECOMMENDATIONS

5. Workforce

- Short terms and long-term measures to be put in place to improve workforce situation in all ministries

6. Funding

- Improve motivation of community workers/volunteers
- Financial information systems should be put in place to ensure transparency

7. Population Nutrition Mgt

- Adopt models to ensure targeted population are reached with interventions

8. Team based organization and Service infrastructure

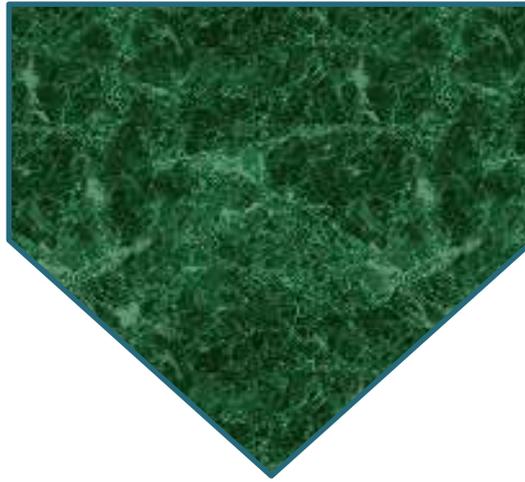
- More in the next presentation



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