

# Scaling-up Micronutrient Programs: What Works and What Needs More Work?

## *The 2008 Innocenti Process*

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**The 2005 Innocenti Meeting on MN Research: review of the biological effectiveness of improving MN status.**

**Limited evidence on “**how**” to transform interventions of known efficacy in controlled settings into programs delivered at scale in a variety of country-specific contexts.**



**MN Forum initiated a process to determine**

**(1) what interventions work at scale and how we know they work, and**

**(2) gaps in evidence, experience, and documentation of MN program performance and effectiveness.**

# The Innocenti Micronutrient Program Meeting

Florence, Italy, 22-25 September 2008



- Review, discuss and synthesize evidence of large-scale program implementation and impact
- Assist in moving global partners and country-level program managers toward a consensus on appropriate programming guidance
- Recommend to the Micronutrient Forum priorities to improve the performance and effectiveness of scaled-up micronutrient programs.



# ***Preparation***

## **Four background papers**

**1. Houston and Pelletier  
*“Micronutrient Program Assessment  
Tool”***

**2. Dary et al. *“The Evidence on  
Micronutrient Programs: A Selected  
Review”***



## ***Preparation (Cont.)***

***3. Leroy et al. “The micronutrient impact of multisectoral programs focusing on nutrition: Examples from conditional cash transfer, microcredit with education, and agricultural programs”***

***4. Faillace et al. “Synthesis Report on Barriers and Enablers in the Start-up and Implementation of Large-Scale Micronutrient Programs”***



## ***The Innocenti Participants***

- **Country-level implementers from Ministries of Health in Africa, Asia, and Latin America**
- **Global-level implementers (UNICEF, WFP, WHO, REACH, MI, GAIN, A2Z, IMMPACT/CDC, Mainstreaming Nutrition Initiative, Helen Keller International, and World Vision)**
- **Global partners/donors (BMGF, USAID, UNICEF, WB)**
- **Program-oriented academics**



## ***Meeting Format***

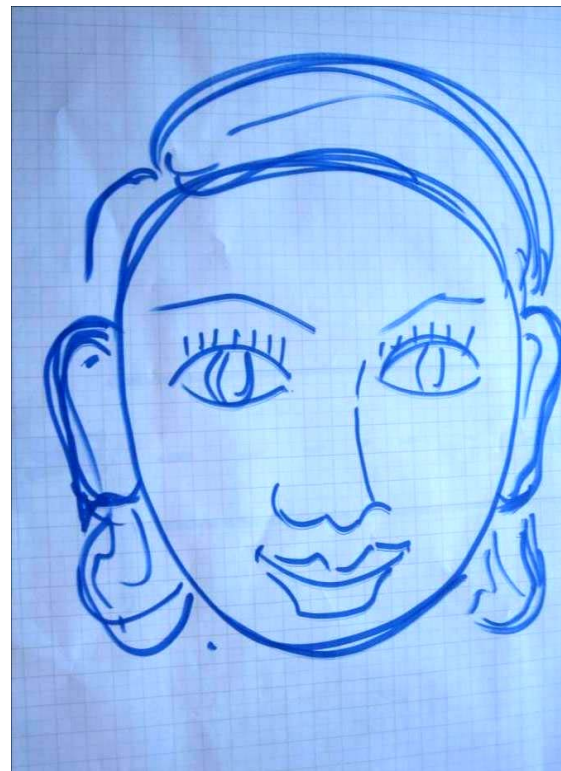
- **one-day pre-conference workshop of country implementers**
- **full-group presentations and discussions**
- **smaller group break-out activities**

# Micronutrient Community: Current vs. Future State

## COUNTRY IMPLEMENTERS



Current: One eye open, one eye closed. One ear open. See and hear only what you want.



Future: Both eyes and ears are open to see and listen.



## ***Results***

- (1) Broad themes and issues extending across most, if not all, large-scale MN programs, “Overarching Issues”**
- (2) Intervention-specific issues pertaining to a particular MN intervention
- (3) Call to action**

# Key Stakeholders



## *Overarching Issues*

- Key stakeholders share common goals but lack the leadership needed to coordinate priority-setting, advocacy, and action.

## *Call to action*

- Advocate for a global leadership group or mechanism that will develop a unified voice on micronutrient priorities and strategies, enhance global advocacy, and strengthen programming coordination.



# Key Stakeholders

## *Overarching Issues*

- Stakeholder groups within the micronutrient community do not communicate effectively with one another.

## *Call to action*

- Enhance communication among micronutrient stakeholder groups.



**Key stakeholder groups must build bridges to optimize comparative advantages for collective action.**



# Key Stakeholders



## *Overarching Issues*

- Stakeholders have misaligned and often competing priorities and approaches at both global and country levels. This has impeded coordinated actions and slowed progress in achieving common goals.

## *Call to action*

- Create mechanisms that promote and reward productive collaboration among stakeholders for effective large-scale implementation of micronutrient interventions.

# Micronutrient Community



## *Overarching Issues*

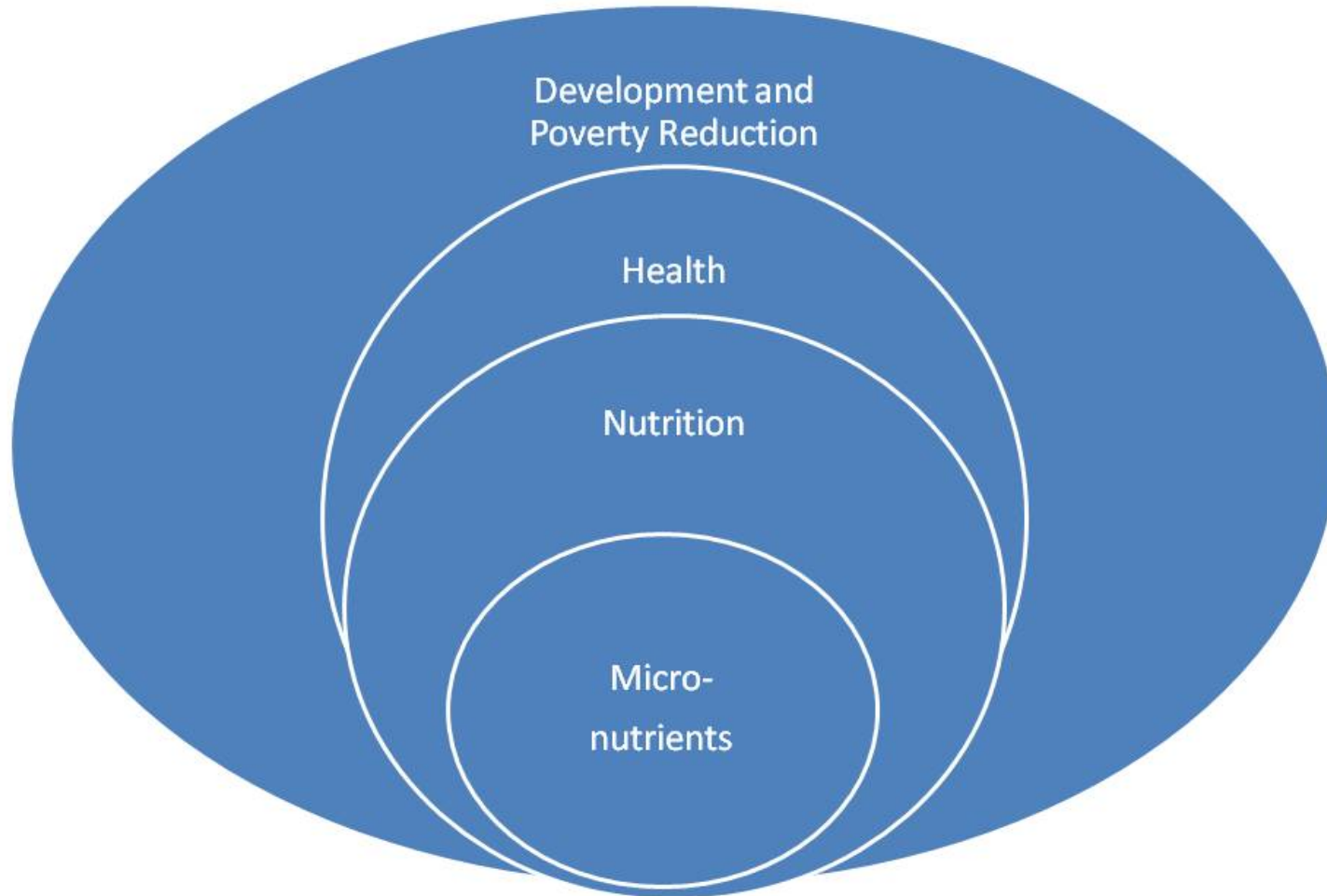
- The micronutrient community has not adequately engaged with the broader nutrition, health, or development initiatives.

## *Call to action*

- Design and implement a proactive strategy to strengthen linkages between the micronutrient community and broader nutrition, health, and development initiatives.



## The Micronutrient Community must link with broader agendas



# Micronutrient Community



## *Overarching Issues*

- The micronutrient community has not harnessed the full potential of private sector resources, expertise, and delivery mechanisms to improve micronutrient products, services, and delivery platforms.

## *Call to action*

- Create new opportunities to advance regular public-private sector dialogue and collaboration to solve public health problems based on where public and private sector priorities merge, and a set of mutually agreed on principles for interaction.

# Country Teams



## *Overarching Issues*

- **Country teams lack guidance and are not empowered to assess needs systematically and facilitate evidence-based decision-making.**

## *Call to action*

- **Develop guidance to help country teams systematically assess and document program effectiveness, facilitate evidence-based decision-making**

# Country Teams



## ***Overarching Issues***

- **Weak program monitoring, evaluation, and documentation have hindered efforts to strengthen programs, advocacy, accountability, and guidance to country-level managers.**

## ***Call to action***

- **Develop in-country capacity for strategic systems that monitor, evaluate, and document MN program performance and impact.**

# Fundings



## *Overarching Issues*

- **Achieving micronutrient goals is impeded by the overall paucity of nutrition funds.**

## *Call to action*

- **Advocacy strategy to mobilize funds to implement large-scale micronutrient interventions.**

# Fundings



## *Overarching Issues*

- Limited funding directed to implementation research restricts our understanding of how best to design, manage, implement, evaluate, and finance micronutrient programs at scale.

## *Call to action*

- Steer more funds towards implementation research to improve our understanding of the best ways to design, manage, implement and finance micronutrient programs at scale within different country or regional contexts.



**FROM RESEARCH/  
EFFICACY**



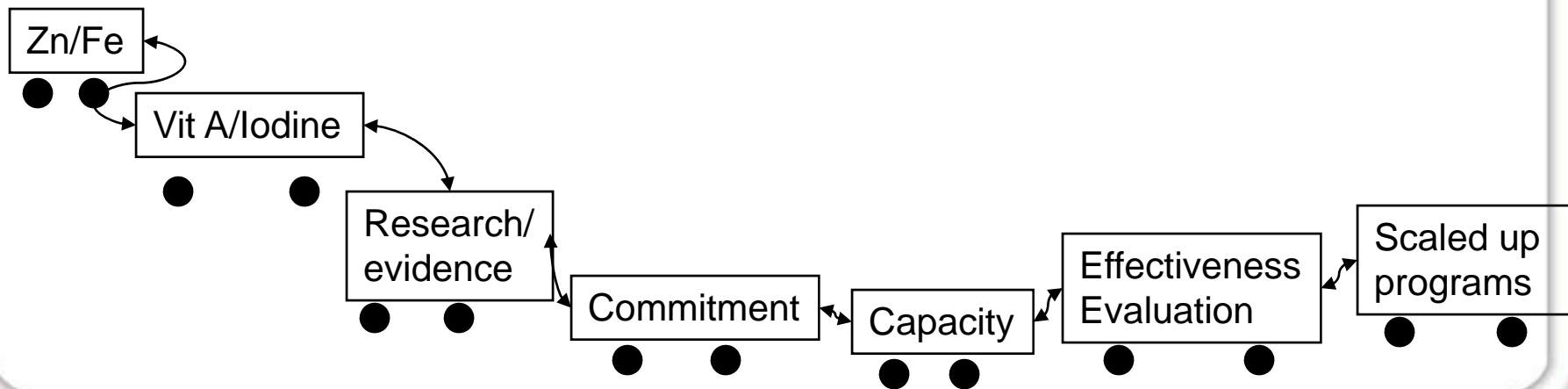
**POLITICAL COMMITMENT**



**CAPACITY DEVELOPMENT**



**SCALED-UP PROGRAMS/POLICY**



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# 谢谢

# Thank you

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