



Lao People's Democratic Republic
Peace Independence Democracy Unity Prosperity

Operational Guideline

for the implementation of the
National Plan of Action on Nutrition
(NPAN) 2021 to 2025

National Nutrition Committee Secretariat
2023



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Foreword

Levels of malnutrition are persistently high in Lao PDR, jeopardizing the socio-economic development of the country. To accelerate actions addressing malnutrition in the Lao PDR, we developed and endorsed our second National Plan of Action for Nutrition which covers the years of 2021 to 2025. The Plan of Action is done in alignment with the country's Nutrition Strategy 2016 to 2025, and the 9th Socio-Economic Development Plan of the country and supports the development goals of the country.

To support all national and sub-national nutrition stakeholders, including Ministries, Departments, Offices, Civil Society, Private Sector as well as Development Partners in the implementation of the National Plan of Action for Nutrition 2021 to 2025, the here presented operational guideline has been developed under the leadership of the National Nutrition Committees' Secretariat.

The updated guideline is aligned with the government's recent policy frameworks and its technical details build on the experiences of nutrition convergence in Lao PDR since 2019 until now. It emphasizes the strategic linkages to the sector development plans and the National Socio-economic Development Plan (NSED) for 2021-25 and emphasizes integration. This includes guidance on sector work planning, budgeting for nutrition, and therefore, the inclusion of nutrition data in our country's management information systems. In this regard, the Guideline is a valuable reference to advocate and fully realize integrated planning and implementation.

In light of this, the guideline provides operational details on the implementation of the Government of Lao PDR Prime Minister Decree Number 70/PM, 30 July 2021, It is a living document, that also encourages the testing, improvements and gradual adoption of the planning, reporting and monitoring templates and their incorporation of nutrition into national and sub-national Annual Sector Plans and Reports.

The integration of nutrition policy and budget planning and the shift towards program budgeting, as proposed by the ongoing reform of the national public finance management system, led by the MOF, in alignment to the State Annual Budget Plan processes are very crucial components fostering integrated planning and resourcing of nutrition, needed to reaching out and accelerating action to provide essential services to the most vulnerable.

On behalf of the National Nutrition Committee's Secretariat, I am pleased to present the updated guideline for the implementation of the National Plan of Action on Nutrition 2021 to 2025, which provides the required guidance to accelerate actions, improve coherence and integration of nutrition, resolving fragmented planning and fostering transparency in nutrition planning, budgeting and spending.

Vientiane Capital, Date

Vice-Minister of Health



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Bounfeng PHCUMMALAYSITHI, MSc, MMA, Ph.D

Acknowledgments

The development of the **Updated Operational Guideline for the Implementation of the National Plan of Action for Nutrition, 2021 to 2025**, has been led by the National Nutrition Committee's Secretariat. The guideline provides operational guidance for action.

On behalf of the Secretariat, I would like to express special thanks to all actors who came together to support the process and contributed to the development, finalization and endorsement of the guideline.

Sincere gratitude to the MoH's Departments of Hygiene and Health Promotion and the National Nutrition Center, especially Dr Phonesavanh Keonakhone, and her Team, for providing strong leadership and coordinating the intensive process, organizing national and sub-national consultation workshops and bilateral meetings with governmental, non-governmental and nutrition development partners, providing clarifications and seeking and consolidating inputs from the very early stage till the completion and endorsement of the guideline.

Special thanks to all involved Nutrition Focal Points of the various Ministries, especially of the Ministry of Health, Ministry of Agriculture and Forestry, the Ministry of Planning and Investment and the Ministry of Finance, for deliberating on their experience and providing practical and sound inputs making the document being a valuable guideline for all nutrition policymakers and practitioners involved in the implementation of the NPAN.

Sincere gratitude to the Nutrition Focal Points and members of the Secretariats of the Provincial and District Nutrition Committees, in particular nutrition focal points and members PNCs and DNCs of Xiengkhang Province and Kham District, Luang Namatha Province and Sindd District, Luang Prabang Province and NAN District, Attepeu Province and Saysetha District, Salavang Province and TaOi District, for sharing their valuable experience in sub-national processes and practices, a basis for the elaboration of details relevant to subnational actions.

Sincere appreciation also to the support of the food and nutrition development partner representatives of the donors, the UN, the Scaling Up Nutrition Civil Society Association of Lao PDR, and various others for supporting the process and providing inputs to the completion of the task.

Special appreciation goes to the EU Delegation to Lao PDR as well as to the team of the 'EU Funded Technical Assistance for the Implementation of the National Plan of Action' (TANPAN) for their continued efforts and professional, strategic, technical and operational guidance throughout the process.

Vientiane Capital,

Dep't

General Director of Department of Hygiene and Health Promotion



Dr. Bouakeo SUVANTHONG

Acronyms

CIE	Center for Inclusive Education
DHHP	Department of Hygiene and Health Promotion
DHIS	District Health Information System
DHO	District Health Office
DNC	District Nutrition Committee
DNC-S	District Nutrition Committee Secretariat
DOPC	Department of Planning and Cooperation
DPs	Development Partners
EU	European Union
FMIS	Financial Management Information System
FNS	Food and Nutrition Security
GoL	Government of Lao People's Democratic Republic
HMIS	Health Management Information System
IYCF	Infant and Young Child Feeding
LESMIS	Lao PDR Education and Sports Management Information System
LWU	Lao Women's Union
LYU	Lao Youth Union
MAF	Ministry of Agriculture and Forestry
MCH	Maternal and Child Health
M&E	Monitoring and Evaluation
MoES	Ministry of Education & Sport
MoH	Ministry of Health
MPI	Ministry of Planning & Investment
MOICT	Ministry of Information, Culture and Tourist
NC	Nutrition Center
NFP	Nutrition Focal Point
NGO	Non-Governmental Organisation
NNC	National Nutrition Committee
NNC-S	National Nutrition Committee Secretariat
NNC-S TC	National Nutrition Committee Secretariat Technical Committee
NNF	National Nutrition Forum
NPAN	National Plan of Action for Nutrition
NSEDP	National Social Economic Development Plan
PEO	Provincial Education Office
PHO	Provincial Health Office
PNC	Provincial Nutrition Committee
PNC-S	Provincial Nutrition Committee Secretariat
RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health
SAM	Severe Acute Malnutrition
SUN	Scaling-up Nutrition
TANPAN	Technical Assistance to the implementation of the NPAN
TWG	Technical Working Group
WASH	Water, Sanitation and Hygiene

1. NPAN Introduction

This Guideline was first developed in 2019 covering the Lao PDR National Nutrition Strategy 2016 to 2025 and the implementation of its Plan of Action from 2016 to 2020. The guideline was drawing from experiences in Nepal, Uganda, Ethiopia, Peru, Brazil and Bangladesh that were implementing multi-sectoral national nutrition plans^{1, 2, 3}. It is appreciated that international experience can inform national action in Laos, yet, the country required its own national guidance specific to the local context.

This updated guideline for the implementation of the NPAN 2021 to 2025 is based on lessons learned from NPAN implementation in 2016 to 2020 and the first two years' experience from the implementation of the NPAN 2021 to 2025. The updated guideline was developed in a consultative manner. It was further informed by the results of the Assessment of Multi-sectoral Approach and Nutrition Coordination in Lao PDR, the Review of Multisectoral Coordination for Nutrition in Lao PDR and the Institutional Capacity Assessment funded by the EU and conducted by NIPN, UNICEF and TANPAN, respectively. Global guidance material and review results^{4, 5} complemented the national experience. Key stakeholders' inputs supported its finalization.

It is considered a living document, aiming for an effective implementation of the NPAN 2021-25 and ensure reaching its targets. The Annexes provide background information, guidance material, templates for planning and reporting.

1.1 National Nutrition Strategy to 2025 and Plan of Action 2021-2025

Malnutrition remains a serious development and public health issue for the Lao PDR. In response, the NPAN 2021-2025⁶ addresses the immediate (direct), underlying (indirect) and basic causes of malnutrition (Annex 1: Conceptual Framework of NPAN 2021 to 2025) through 13 Strategic Objectives and 3 Components. Intended results will be achieved through engaging multiple sectors for joint planning, sectoral but coordinated implementation and joint learning (Figure 1). The health, education and agriculture and forestry sectors lead the attainment of these results through 22 Interventions (Figure 2), supported by the Ministry of Planning and Investment, Ministry of Finance, Ministry of Labor and Welfare, and the Lao Women's Union.

¹ Implementing Multisector Nutrition Programs in Ethiopia and Nepal: Challenges and Opportunities From a Stakeholder Perspective. Food and Nutrition Bulletin Vol 37, Issue 4_suppl, 2016

² Pathways to Better Nutrition In Nepal and Uganda, SPRING/ USAID, July 2016

³ Addressing malnutrition multisectorally. What have we learned from recent international experience? Case studies from Peru, Brazil, Bangladesh, F. James Levinson, Y. Balarajan, A. Marini, August 2013

⁴ Multisectoral Planning for Nutrition. A tool kit, developed by MQSUN. Available at: <https://mqsunplus.path.org/multisectoral-nutrition-planning-toolkit/>

⁵ Review of SUN National Country Nutrition Plans. A report. Available at:

https://scalingupnutrition.org/wp-content/uploads/2021/06/SUN-Country-National-Nutrition-Plans_May2021.pdf

⁶ National Plan of Action on Nutrition (NPAN) 2021 to 2025, Government of Lao PDR with support of UNICEF, funded by the EU. Available at: [NPAN 2021-2025 \(Eng\) – SUN CSA Laos](#)

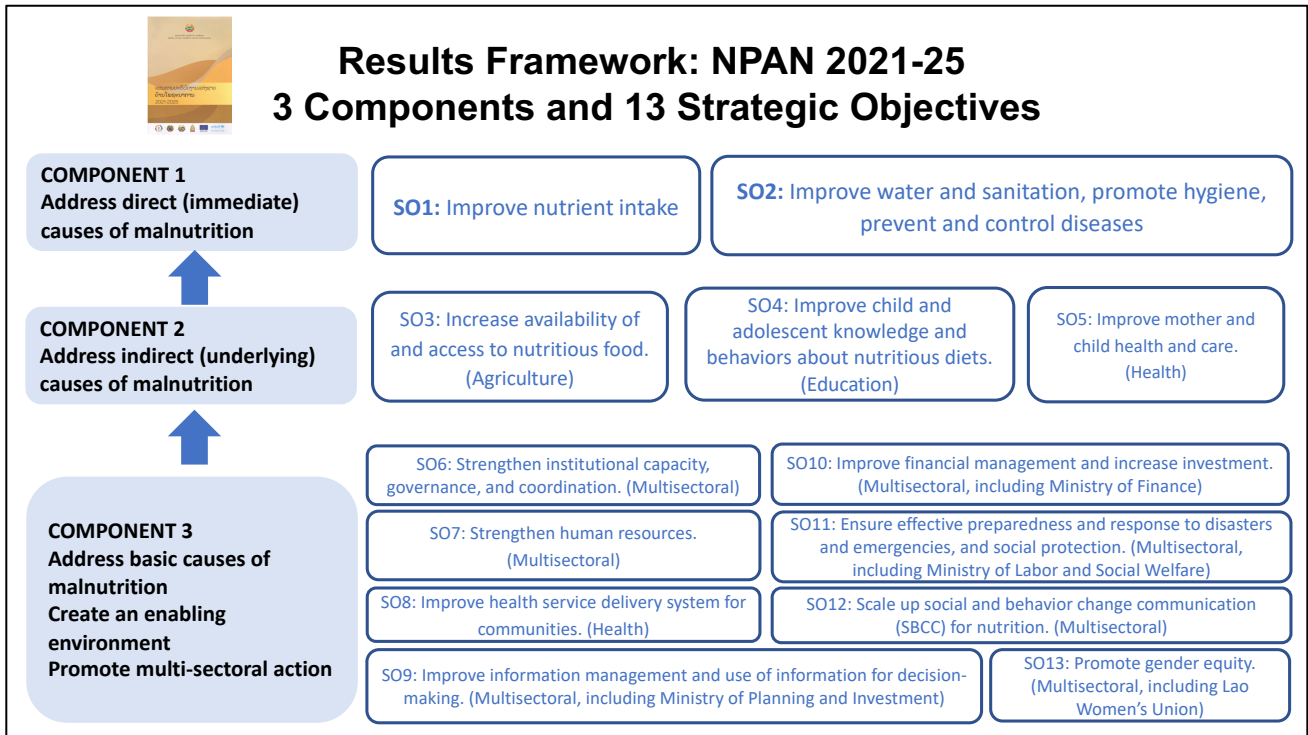


Figure 1: Results Framework of the National Plan of Action on Nutrition 2021-2025 – Components and their Strategic Objectives

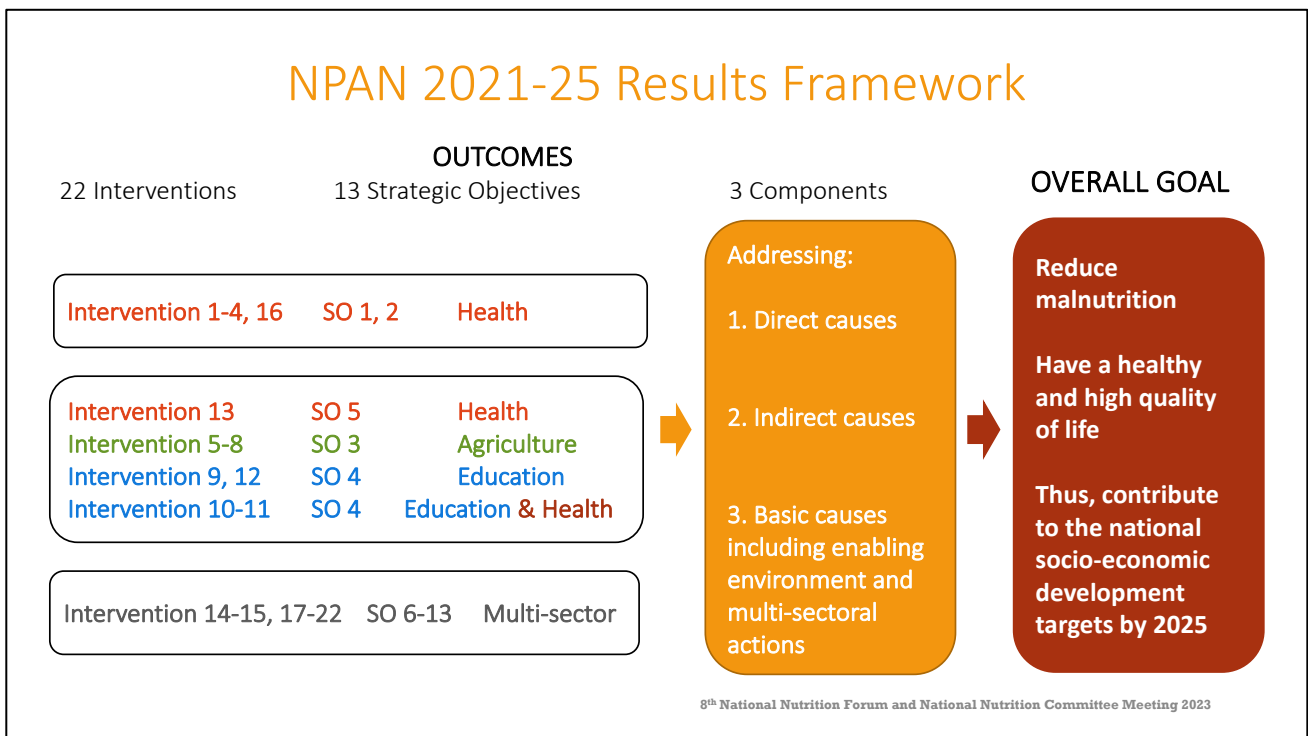


Figure 2: Results Framework of the National Plan of Action on Nutrition 2021-2025 – From Interventions to the Overall Goal

1.2 Nutrition Convergence Approach

This Guideline operationalises the convergence approach addressing issues of malnutrition in a multi-sectoral manner in Lao PDR. Convergence requires different sectors to deliver nutrition specific and sensitive services through common geographical targeting and coordination to ensure addressing the various needs of the populations adequately and simultaneously, and therefore, tackle multiple determinants of undernutrition leading to a greater and more sustainable impact. The NPAN 2021-2025 intends to implement high impact and cost-effective priority interventions on a larger scale.

Social and behavior change communication provides a good example and a framework for practical convergence promoting better nutrition. A strategy developed for Lao PDR⁷ explains how various approaches (e.g., population targeting, messaging, etc.) can apply across the health, education and agriculture-forestry sectors at ground level, to successfully improve malnutrition status. Information on the National Social and Behavior Change Communication Strategy is presented at Annex 2.

What is the nutrition convergence approach?

Convergence for nutrition means delivering priority nutrition interventions to complement each other and implement as per needs in same geographical areas. Areas should be selected based on nutrition vulnerability, e.g., high prevalence and absolute numbers of stunting or wasting among child under five years, with consideration of aggravating factors such as food insecurity, poverty, and dietary diversity.

Why is convergence necessary?

Direct and indirect determinants of undernutrition need to be tackled through a mix of priority actions implemented by different sectors. The complementing delivery of priority nutrition specific and nutrition sensitive interventions to nutritionally vulnerable geographical areas maximize their impact by capitalizing on the synergy between interventions to address the causes of undernutrition.

How to do convergence?

Aim to “Plan multi-sectorally, implement sectorally, review progress multisectorally.” This means that individual government sectors (health, agriculture, education) come together for joint planning and targeting as well as review, and monitor and evaluate jointly, but implement their nutrition related interventions, activities, programs through their sectors and under their sector responsibility. Inclusion of NPAN outcomes into the National Socio-Economic Development Plan (Figure 3) will likewise ensure recognition by Policy Makers, and enhance sectoral ownership, and ultimately, integration into sector budget plans.

The reflection of nutrition in the 9th NSED 2021-2025, and in the three sectors’ 9th development plan are available in Annex 3 and Annex4, respectively.

⁷ Social and Behavior Change Multi-sectoral Communication Strategy for Nutrition – Lao PDR, Peace Independence Democracy Unity Prosperity and UNICEF, with assistance from the European Union.

1.3 Objectives of Guideline and Intended Users

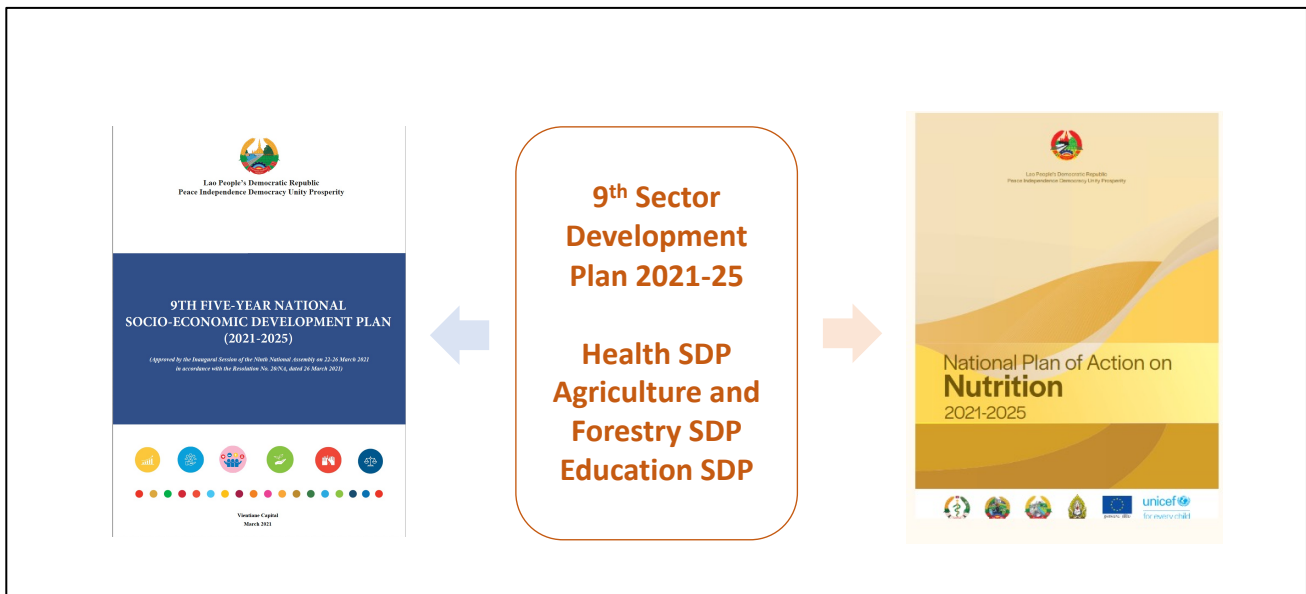


Figure 3: Planning Frameworks – National and Sector Plans and the NPAN 2021-25

This document provides the **‘guiding principles’** to operationalize NPAN 2021-2025 and maximize a multi-sectoral (convergence) approach to nutrition through the following steps:

1. Clarifying the principles of convergence and a multi-sectoral approach to nutrition.
2. Strengthening multi-sectoral coordination at national, provincial and district levels to bring together key sectors and stakeholders working in nutrition
3. Sharing NPAN information to all relevant internal and external stakeholders
4. Nutrition planning and budget preparation at all levels, sharing tools and preparing workplans
5. Improving reporting and monitoring for joint learning to allow plan adjustments and ensure that implementation is on track and achieves targets.

This Guideline is intended to support decision makers, planners and technical specialists at central, provincial and district levels, the NNC-S, PNC-S and DNC-S, their members and NFPs. It guides in the planning, implementation, monitoring, coordination, reporting and reviewing of the NPAN implementation. The guideline has been kept deliberately short to enable ease of use. Users requiring more information on the Lao PDR nutrition situation, NPAN priority nutrition actions and national nutrition targets should refer to the Lao PDR National Nutrition Strategy 2016-2025 and Plan of Action 2021-2025.

Key steps to manage actions for nutrition:

1. Ensure functional nutrition coordination mechanisms to bring together key sectors and stakeholders working in nutrition
2. Plan for effective nutrition actions and mobilize and manage resources
3. Implement nutrition actions through sector’s quality services
4. Monitor and report annual implementation progress, and mid-term and final reviews and share lessons

1.4 Pre-conditions for a multi-sectoral nutrition approach

The NPAN signals commitment to nutrition at the highest level and is an important first step in addressing the immediate, underlying, and basic causes of undernutrition in the country. To deliver its activities, as planned, the following principles are required:

Ownership of the NPAN by the relevant line ministries (MOH, MOES, MAF, MPI) agencies and local authorities.

Ownership goes beyond understanding the NPAN. It means that each stakeholder group feels responsible for nutrition actions and is invested in their success. Ownership also means nutrition remains a priority regardless of shifts in national plans and international donor priorities; and that strong leadership is provided even if staff and resources are limited.

Engagement and commitment by all stakeholders in support of improved nutrition.

In order to deliver convergence for nutrition, the structures, systems and processes to support the planning, financing, implementation, monitoring, reporting and coordination of nutrition actions must be institutionalized and functioning; and NPAN activities must be adequately resourced.

Engage and ensure commitments of all stakeholders to attain nutrition goals

- √ **Establish** strong institutional arrangements to support effective planning, implementation, monitoring, reporting and coordination of NPAN actions, for example, embed nutrition into national policy, work plan and budget processes; monitoring & evaluation (M&E) systems and coordination mechanisms;
- √ **Allocate** needed resources at the right time and in a coordinated manner to support improved nutrition. This includes funding proposed NPAN actions and investing in building a strong skilled workforce;
- √ **Engage** actively in the multi-sectoral response to nutrition by participating in national and sub-national nutrition committees and technical working groups that guide, oversee and review the planning and implementation of NPAN actions; and by forming strategic partnerships that favor improved nutrition outcomes.

2. Organization for multi-sectoral coordination and management

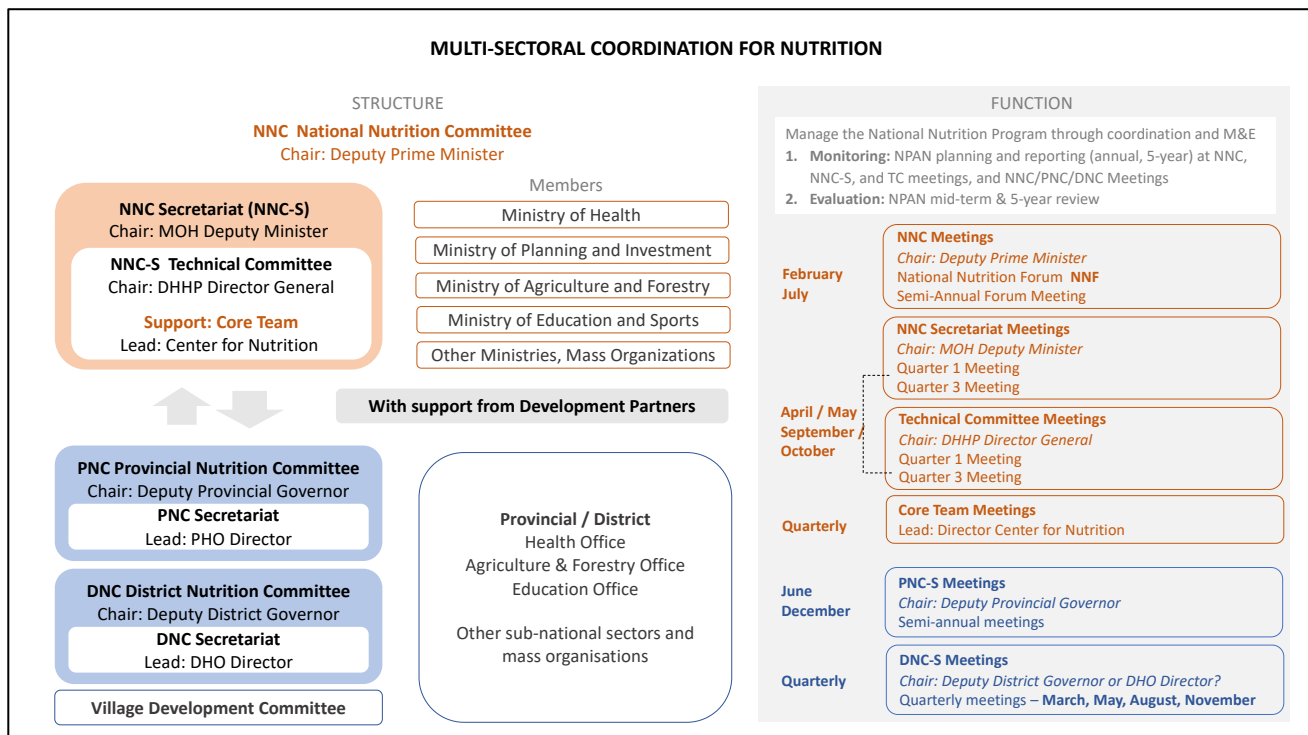


Figure 4: Multi-sectoral coordination structure, mechanism and functions related to managing NPAN implementation, at central, provincial and district level

Why is multi-stakeholder coordination necessary?

A convergence approach can be maximized with effective coordination of the different sectors and stakeholders. Their efficient use of resources through budget planning and expenditure reporting will also contribute to attaining impact by prioritizing needs where the needs are highest.

The coordination occurs via multi-stakeholder platforms coordinated by the Secretariats of the Nutrition Committees at national, provincial and district level (NNC, PNC, DNC) and where sectors and other nutrition stakeholders:

- come together to share plans and identify the nutritionally vulnerable geographical areas that are to be jointly targeted with priority nutrition interventions from the NPAN
- agree on common NPAN indicators for reporting, monitoring and evaluation, and specify data to be monitored at different levels
- share updates on 'WHO' is working on 'WHAT' nutrition activities 'WHERE'
- report on NPAN intervention implementation progress and review results achieved
- support each other at each level of NNC, PNC and DNC, and between levels, to make sure the common indicators are met

How does multi-stakeholder coordination take place?

The aim is to establish a multi-stakeholder coordination mechanism with platforms at national and sub-national level that are led by high level Government representatives to ensure good convening power, as well as allow inclusive participation from all relevant sectors, mass organizations and

networks (UN, donor, civil society alliance, private sector, academia). These mechanisms require clear lines of communication to facilitate sharing of information on nutrition and alignment of actions, for example, between sectors and the Secretariats or between collaborating sectors (i.e., health and education for WASH). Moreover, coordination **between technical departments that respond to nutrition within each sector** is required for them to effectively collaborate with the Secretariat and other sectors.

Notably, nutrition coordination tasks by Secretariats within central, provincial and health offices, and by sector Nutrition Focal Points, are accomplished in parallel with existing technical roles.

This mechanism should promote horizontal and vertical linkages as well as communication:

- between central and sub-national level government authorities
- between the various key ministries
- between the government and development partners

In line with the Government of Lao PDR (GoL) Prime Minister Decision 70/PM, 30 July 2021 (Annex 6) nutrition committees are to be set-up at the three administrative levels so that sectors and stakeholders working in nutrition (Figure 4) can be convened to support the convergence approach. The decision describes the composition and duties of each structure, and appoints the NNC, the NNC-S and the NNC-S Technical Committee. The 2021 Decision replaces Decision 93/PM (25 November 2016).

In addition to the entities notified by the Decision 70/PM, 30 July 2021, a core team exists. The core team is an operational and technical level body, its members are technical focal points of the NNC-S.

- **National level:** National Nutrition Committee (NNC), National Nutrition Committee Secretariat (NNC-S), Technical Committee (TC), Core Team
- **Provincial level:** Provincial Nutrition Committee (PNC), Provincial Nutrition Committee Secretariat (PNC-S), Core Team
- **District level:** District Nutrition Committee (DNC), District Nutrition Committee Secretariat (DNC-S), Core Team

Nutrition committees include representatives from key government sectors, MOH, MAF; and MOES as well as MPI and MoF, and mass organizations as per Decision No. 70/PM (2021). They convene regular multi-sectoral meetings (Figure 5). It appears that they function better where food and nutrition development partners participate. Committee members' lists and contact information are maintained by NNC and PNC Secretariat.

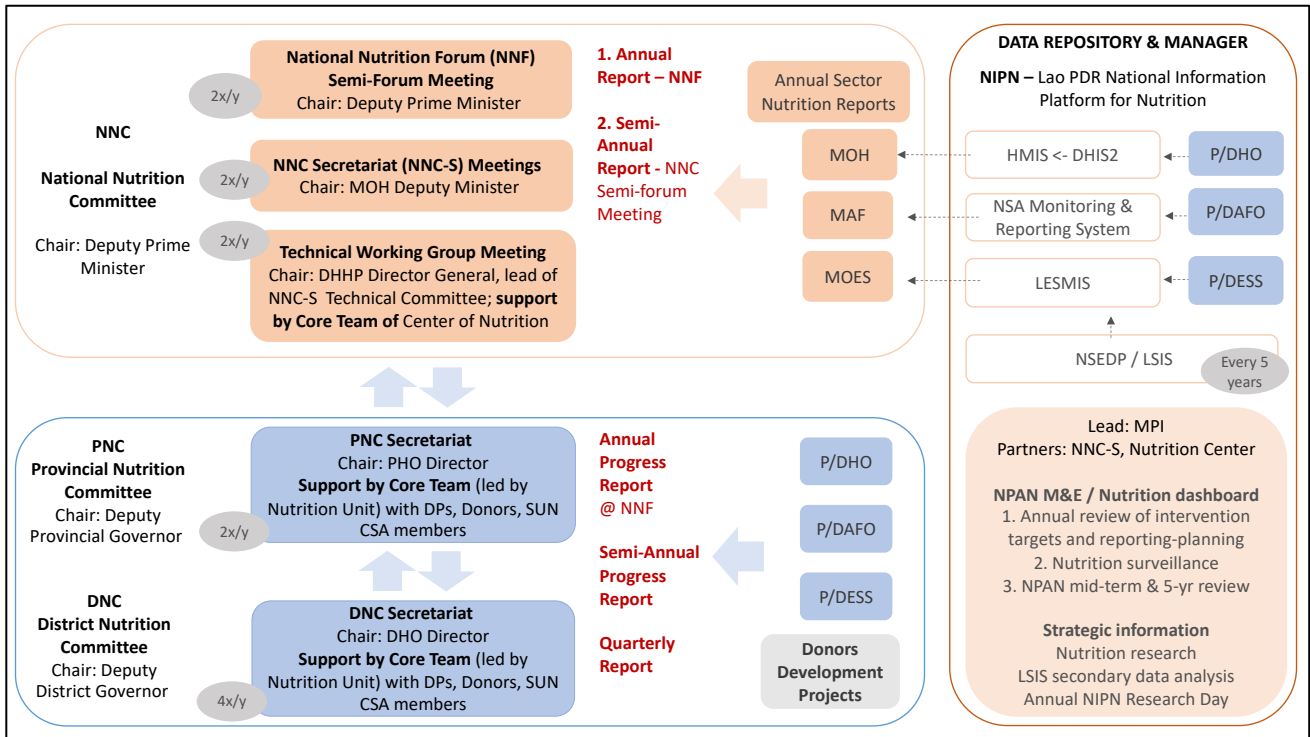


Figure 5: Multi-sectoral planning, monitoring and reporting at national and sub-national levels

2.1 Central level

A National Nutrition Committee (NNC) is established at the central level. The NNC is chaired by the Deputy Prime Minister, its members are high level delegates of the member institutions, mainly Deputy Ministers. The NNC is supported by the NNC-S and the NNC-TC. Composition, roles and duties are notified through the Decision No. 70/PM, 30.07.2021 (Annex 5). In addition, the three bodies are supported by a Core Team that is led by the Nutrition Center Director. It is composed of the lead sector Nutrition Focal point(s) tasked to liaise regularly with the NNC-S, and the nutrition focal points within the sector's technical departments responsible for nutrition. Details on the composition, objective, tasks, frequency of meetings is presented in Table 1. (NOTE: Texts in blue are recommended additions because they currently play a role for the NPAN. Their official inclusion is pending the update to PM Decision 70/PM.)

Table 1: National level coordination bodies (NNC, NNC-S, NNC-S TC and Core Team)

	NNC	NNC Secretariat	NNC-S Technical Committee
Composition	<p>Chair: Deputy Prime Minister</p> <p>Deputy Chair: Minister of Health</p> <p>12 Committee Members</p> <p>Deputy Minister</p> <ol style="list-style-type: none"> 1. Ministry of Agriculture and Forestry - MAF 2. Ministry of Planning and Investment - MPI 3. Ministry of Education and Sports - MOES 4. Ministry of Health - MOH 5. Ministry of Finance - MOF 6. Ministry of Industry and Commerce - MIC 	<p>Chair: Deputy Minister of Health</p> <p>5 Deputy Chairs</p> <p>Director General</p> <ol style="list-style-type: none"> 1. MOH - Hygiene & Health Promotion Department (DHHP) 2. MOH - Cabinet Office 3. MAF - Planning and Cooperation Department 4. MPI - International Cooperation Department 5. MOES - Planning Department 6. MOF – State Budget Department <p>17 Secretariat Members</p> <p>MOH</p> <p>Director General</p> <ol style="list-style-type: none"> 1. Food and Drug Department 2. Planning and Cooperation Department 3. Healthcare and Rehabilitation Department 4. Deputy Director General, Hygiene & Health Promotion Department <p>Director</p> <ol style="list-style-type: none"> 5. Nutrition Center 	<p>Chair: Director General, Department of Hygiene and Health Promotion, MOH</p> <p>3 Deputy Chairs</p> <p>Deputy Director General</p> <ol style="list-style-type: none"> 1. MOH - Hygiene & Health Promotion Department 2. MAF - Planning and Cooperation Department 3. MOES - Pre-school and Primary Education Department <p>13 Committee Members</p> <p>MOH</p> <p>Deputy Director General</p> <ol style="list-style-type: none"> 1. Food and Drug Department 2. Healthcare and Rehabilitation Department <p>Deputy Director</p> <ol style="list-style-type: none"> 3. Lao Tropical and Public Health Institute 4. Hygiene & Health Promotion Division 5. Nutrition Center 6. Maternal and Child Health Center

	NNC	NNC Secretariat	NNC-S Technical Committee
	<p>7. Ministry of Information, Culture and Tourism - MOICT</p> <p>8. Deputy Chief, Cabinet, Office of the Prime Minister - OPM</p> <p>Vice-President and Secretary</p> <p>9. Central Lao Front for National Development - LFND</p> <p>10. Central Lao Federation of Trade Unions - LFTU</p> <p>11. Central Lao Women's Union - LWU</p> <p>12. Deputy Secretary General, Lao People's Revolution Youth Union - LYU</p>	<p>6. Maternal and Child Health Center</p> <p>7. Environmental Health and Water Supply Center</p> <p>8. Information and Education for Health Center</p> <p>MAF Director General</p> <p>9. Livestock and Fisheries Department</p> <p>10. Agriculture Department</p> <p>11. Agriculture Extension & Cooperatives Department</p> <p>MOES Director General</p> <p>12. Early Childhood Education</p> <p>13. General Education Department</p> <p>14. + Inclusive Education Center</p> <p>15. + Research Institute for Educational Sciences RIES</p> <p>16. Planning & Cooperation Department</p> <p>MPI</p> <p>17. Director General, Planning Department</p> <p>18. + International Cooperation Department</p> <p>19. + Development Research Institute</p> <p>MOICT</p> <p>20. Director General, Mass Communication Department</p>	<p>MAF Deputy Director General</p> <p>7. Livestock and Fisheries Department</p> <p>8. Agriculture Department</p> <p>9. Agriculture Extension & Cooperatives Department</p> <p>MOES</p> <p>10. DDG of Preschool and Primary Education Department</p> <p>MPI Deputy Director</p> <p>11. UN System Division</p> <p>12. Planning Division, Planning Department</p> <p>13. + International Cooperation Department</p> <p>14. + Development Research Institute</p> <p>MOICT</p> <p>15. Deputy Director General, Media Department</p> <p>+ Other Technical staff of relevant department and centres through their technical representatives, who are the Deputy DG and Deputy Director of key sectors in the NNC-S. (See names of involved Departments in Annex 4)</p>
Objectives and tasks	<ul style="list-style-type: none"> • Guide and extend the decisions from the Politburo central party and other meetings relevant to nutrition, instructing stakeholder implementation including at local level with efficiency • Issue regulations to promote implementation in the area of nutrition • Guide sectors, relevant stakeholders, provinces and Vientiane prefecture in the area of nutrition • Have rights to elect a national nutrition secretariat, provincial and prefecture 	<ul style="list-style-type: none"> • Director General of the Department of Hygiene and Health Promotion (DHHP-MOH) lead practical implementation of NPAN, as Chair of the NNC-S Technical Committee • Comply with the orders and directives of the NNC <p>Tasks</p> <ul style="list-style-type: none"> • Act accordingly to the guidance of National Nutrition Committee (NNC) • Act as the aide to research strategies, programmes, implementation plans and measures relevant to nutrition which will be 	<ul style="list-style-type: none"> • Act as the technical committee of the National Nutrition Committee Secretariat • Act as the responsible committee for the extension of nutrition implementation • Support the NNC-S as the aide for researching legal instruments, laws, regulations, strategies, short-, mid- and long-term implementation plans, measures and evaluation instruments related to nutrition • Create a budget resource mobilisation plan for the National Nutrition Committee and Secretariat

	NNC	NNC Secretariat	NNC-S Technical Committee
	<p>committee, technical committee or task force committee as appropriate</p> <ul style="list-style-type: none"> • Have rights to issue orders for budget, work force and asset mobilisation to focus on nutrition as appropriate • Coordinate with foreign countries and both public and private international organisations to campaign for funding and aid to support the area of nutrition • Monitor, evaluate, support and summarise the implementation at each phase • Research, compliment and congratulate the authorities, organisations, departments, units and individuals with outstanding performance in these sectors 	<p>proposed to NNC for endorsement, reporting about the implementation conditions to NNC</p> <ul style="list-style-type: none"> • Set the purpose for coordination between NNC and nutrition subcommittees, ministries, state organisations, mass organisations, civil society organisations and international stakeholders including local committees within national context, to establish policies, strategies and nutrition plans with effectiveness • Coordinate with the subcommittees to research and set out short-, mid- and long-term implementation plans • Meet with the subcommittees to draft relevant measures and regulations at each phase for NNC • Meet with the subcommittees to organise meetings for NNC 	<ul style="list-style-type: none"> • Summarise implemented activities, budgets and monitor the progress of National Nutrition Strategy implementation • Prepare meetings and note the meeting results of National Nutrition Committee and Secretariat • Support the NNC-S in the internal and external coordination of respective ministries in relation to nutrition, including international stakeholders • Department of Hygiene and Health Promotion, Ministry of Health shall be the focal point of the NNC-S Technical Committee, supported by the National Nutrition Centre • Act accordingly to orders and guidance from NNC-S
<p>Meeting frequency</p> <p>Q = Quarter</p>	<p>Two times/year Q2 / Semi-Forum – July Q4 / NNF – February</p> <p>Meetings are to include participation from representatives of key Development Partners (donor, UN, CSA) working in nutrition in Lao PDR. This meeting is named “National Nutrition Forum (NNF)”, also named as the Q4.</p> <p>Supported by the National Nutrition Committee Secretariat (NNC-S)</p>	<p>Two times/year Q2 / Semi-Forum – July Q4 / NNF – February</p> <p>Meetings are to include participation from representatives of key Development Partners (mainly SUNCSA, SUN Business Partners Donors and Financing Institutions, Embassies, UN) working in nutrition in Lao PDR.</p> <p>Will use the same TC quarterly report.</p> <p>Supported by Technical Committee and Core Team</p>	<p>Quarterly meetings Q1 – April / May Q2 – July Q3 – September / October Q4 / NNF – February</p> <p>Ad hoc meetings are possible on need basis</p> <p>Meetings are to include participation from technical representatives of key Development Partners and members of the DPs FNS (mainly SUNCSA, SUN Business Partners Donors and Financing Institutions, Embassies, UN) working in nutrition in Lao PDR.</p> <p>The TC quarterly report is shared (presented); this is summarised from quarterly reports of 18 PNC Secretariat and 3 sectors.</p> <p>Recommendations from the TWG will be used to guide decisions of the NNC-S. Supported by Core Team</p>

Core Team

COMPOSITION

Lead: Director of Nutrition Center

Members: Nutrition Focal Points who are technical staff from each of the key sectors in nutrition; they are 2-3 people per ministry and should ideally be the same person joining meetings/activities (names in Annex 4.1). Responsible persons, apart from NFPs, join meetings based on technical topic/issue discussed.

MOH – NFP from NC & DHHP, with responsible staff from:
 DHHP: MCH Center, WASH Center, Nutrition Center
 Department of Healthcare & Rehabilitation
 Department of Communicable Disease Control
 Department of Food & Drug
 Cabinet Office – Statistics Center
 Department of Planning and Finance

MOES – NFP from CIE* with responsible staff from:
 Department of General Education
 Department of Early Childhood Education
 Center of Inclusive Education (CIE)
 Research Institute for Educational Sciences (RIES)
 Department of Planning and Finance (DPF)

MAF – NFP from Department of Planning & Cooperation with responsible staff from:
 Department of Agriculture
 Department of Livestock & Fisheries
 Department of Forestry
 Department of Technical Extension and Agricultural Processing
 Department of Rural Development

MPI – NFP from DIC and DRI with responsible staff from:
 Department of International Cooperation
 Development Research Institute (DRI) – Lead for NIPN

OBJECTIVES

- Ensure nutrition objectives, targets, actions and costings are included in sectoral 5-year and annual plans and budgets

TASKS

- Oversee NPAN intervention implementation progress and provide periodic guidance and reports including use of budgets to NNC Secretariat.
- Assist the NNC-S with the coordination of nutrition activities within their line ministries as well as with international organisations
- Organisation of statutory committee meetings and forums (NNC, NNC-S, NNC-S TC, Core team, Nutrition Forum).
- Planning of multi-sectoral monitoring and supervision activities at sub-national level.
- Data collection for nutrition stakeholder and action mapping (to know which stakeholders are working on what nutrition action where).
- Drafting of tools to support subnational nutrition coordination.
- Maintaining up to date contact information of all nutrition Stakeholders⁸ working in Lao PDR

MEETINGS

Every 2 months meeting to support the Quarterly TC meetings and semi-annual Secretariat and NNC meetings; ad hoc meetings will be convened as necessary. A sample agenda of items to be discussed during these meetings are included in Annex 8. Recommendations from the Core Team will be used to guide decisions of the NNC-S TC that is then endorsed to the NNC-S.

⁸ Nutrition Committee members at national and subnational level; Food & Nutrition Security Development Partners; SUN Country Network Focal Points.

2.2 Province Level

Provincial Nutrition Committees (PNC) are established in each province, chaired by the Deputy Provincial Governor, their role is supported by the PNC-S and the Core Team. Details on their leader and membership, objective and tasks, and meeting schedule is presented at Table 2 below. These provincial members are notified about their role and duties by their respective authority, the Provincial Governor.

Table 2: Provincial level coordination bodies (PNC, PNC-S, Core Team)

	PNC	PNC-S	Core Team – Nutrition Focal Point
Chair	Deputy Provincial Governor	Director of Provincial Health Office	Head of Nutrition Section, Hygiene and Health Promotion Division, Provincial Health Office
Members	Assigned by the Deputy Provincial Governor NOTE: Members and functions are adapted from Decree 70, and assigned persons are updated yearly. Example: Agreement by Kham District in Xiengkhouang Province for 2023	None	Members: one representative from each of the key sectors acting as Nutrition Focal Point for nutrition actions within their sector at province level
Objectives and Tasks	<ul style="list-style-type: none"> Comply with the orders and directives of the NNC <p>Tasks</p> <ul style="list-style-type: none"> Coordination of the planning, resource mobilisation, implementation, monitoring and review of nutrition actions at provincial level Appoint a provincial nutrition committee secretariat, core team and district nutrition committees Report on implementation of nutrition action plans to the NNC-S on a regular basis (at least quarterly) 	<ul style="list-style-type: none"> Comply with the orders and directives of the PNC <p>Tasks</p> <ul style="list-style-type: none"> Support the PNC with coordination of the planning, resource mobilisation, implementation, monitoring and review of nutrition actions at provincial level Report on implementation of nutrition action plans to the PNC on a regular basis (at least quarterly) Provide supportive supervision to DNC-S in regards of planning, monitoring and reporting Offices for the PNC-S will be progressively set up in provinces and will act as a hub for multi-sectoral coordination, planning, budgeting, monitoring and review of the NPAN interventions at province level. Please see the tasks of supporting PNC-S in below note Maintaining up to date contact information of all nutrition stakeholders working in the province 	<ul style="list-style-type: none"> Ensure nutrition objectives, targets, actions and costings are included in provincial sectoral 5-year and annual plans and budgets <p>Tasks</p> <ul style="list-style-type: none"> Oversee and monitor NPAN intervention implementation progress and provide periodic reports including use of budgets to PNC-S Collaborate with the various nutrition stakeholders to share information on nutrition actions implemented within the province Prepare PNC Secretariat quarterly and annual workplans and report. Support PNC, PNC-S and Core team meetings Support multi-sectoral monitoring and supervision activities in the province and their districts

	PNC	PNC-S	Core Team – Nutrition Focal Point
		<ul style="list-style-type: none"> Implementation of the communication plan for nutrition at the sub-national level, within the respective province and districts 	
Meeting frequency (depending on budget availability)	<p>Twice a year, every 6 months.</p> <p>Meetings with participation from representatives of key Food and Nutrition Security Development Partners (donor, UN, CSA) working in the respective province in Lao PDR.</p> <p>Supported by a Provincial Nutrition Committee Secretariat (PNC-S).</p>	<p>Four times per year (every 3 months).</p> <p>Meetings are to include participation from representatives of key Development Partners (donor, UN, CSA) working in the respective province in nutrition in Lao PDR</p> <p>Supported by the Core Team</p>	<p>Sectoral focal points will meet once per quarter (outside of the PNC-S meeting) to share information and update on nutrition activities. Ad hoc meetings will also be convened as needed</p> <p>Recommendations from the Core Team meetings will be used to guide decisions of the PNC-S.</p>

2.3 District Level

District Nutrition Committees (DNC) are established in each district, they are chaired by the Deputy District Governor, and supported by the DNC-S and the Core Team. Details on their leader and membership, objective and tasks, and meeting schedule is presented at Table 3 below. The members, their role and duties, are notified by their respective authority, the District Governor.

Table 3: District level coordination bodies (DNC, DNC-S, Core Team)

	DNC	DNC-S	Core Team
Chair	Deputy District Governor	Director of District Health Office	<p>Head of Nutrition Unit, Hygiene and Health Promotion Division, District Health Office</p> <p>Members: one representative from each of the key sectors as focal points for nutrition actions within the district.</p>
Members	NOTE: Members and functions are adapted from Decree 70, and assigned persons are updated yearly. Example: Agreement by Kham District in Xiengkhouang Province for 2023		
Objectives and Tasks	<ul style="list-style-type: none"> Comply with the orders and directives of the NNC and PNC <p>Tasks:</p>	<ul style="list-style-type: none"> Comply with the orders and directives of the DNC <p>Tasks:</p> <ul style="list-style-type: none"> Support the DNC with coordination of the planning, resource mobilisation, implementation, 	<ul style="list-style-type: none"> Ensure nutrition objectives, targets, actions and costings are included in district sectoral 5-year and annual plans and budgets <p>Tasks:</p>

	DNC	DNC-S	Core Team
	<ul style="list-style-type: none"> • Coordination of the planning, resource mobilisation, implementation, monitoring and review of nutrition actions at district level. • Appoint a DNC-S and core team. • Report on implementation of nutrition action plans to the PNC-S on a regular basis (at least quarterly). 	<p>monitoring and review of nutrition actions at district level.</p> <ul style="list-style-type: none"> • Report on implementation of nutrition action plans to the DNC and PNC-S on a regular basis (at least quarterly). • Maintaining up to date contact information of all nutrition stakeholders working in the district. 	<ul style="list-style-type: none"> • Oversee and monitor NPAN intervention implementation progress and provide periodic reports including use of budgets to DNC-S. • Collaborate with the various nutrition stakeholders to share information on nutrition actions implemented within the district.
Meeting frequency (depending on budget availability)	<p>Twice a year, every 6 months.</p> <p>Meetings are to include participation from representatives of key Food and Nutrition Security Development Partners (donor, UN, CSA) working in the respective districts in Lao PDR.</p> <p>Support by District Nutrition Committee Secretariat (DNC-S).</p>	<p>Four times per year (every 3 months).</p> <p>Meetings are to include participation from representatives of key Development Partners (donor, UN, CSA) working in the respective district in nutrition in Lao PDR.</p> <p>Support by Core Team.</p>	<p>Sectoral focal points will meet once per quarter (outside of the DNC-S meeting) to share information and update on nutrition activities (ad hoc meetings will also be convened as necessary).</p> <p>Recommendations from the Core Group meetings will be used to guide decisions of the DNC-S.</p>

2.4 Nutrition Focal Points

The Nutrition Focal Points (NFP) is guided by the Nutrition Center Director (as lead of the Core Team) that supports the Chair of the NNC-S TC (DHHP Director General). Their role supports the National Nutrition Committee Secretariat (NNC-S) and its Technical Committee in planning, monitoring and reporting progress in implementing the NPAN. They are also part the key members of the Core Team led by the Nutrition Center. See list of NFPs in Annex 6.

At Central level, 5 key NFP belong to different Departments of the five core Ministries responding to nutrition: 1) MOH-DHHP and NC, 2) MAF-DOPC, 3) MOES-Department of Inclusive Education, 4) MPI-Department of International Cooperation, 5) MOF-Department of External Finance ⁹.

At Sub-national level, line Departments and Offices designate NFP from the Planning Division or a Technical Office to liaise with a nutrition partner. They also play a key role in coordinating a nutrition project, and a representative to the PNC or DNC.

2.4.1. Objectives and Tasks

Objectives related to multi-sectoral technical coordination

- Facilitate routine policy and budget planning, monitoring and reporting on nutrition within their sectors and level, in line with the indicators for 22 interventions of the Lao PDR National Plan of Action for Nutrition (NPAN) 2021-25
- Strengthen multi-sectoral coordination between the health (MOH), education (MOES), agriculture (MAF), MPI, MOF sectors at national and sub-national levels in liaison with the Secretariats of the NNC, PNC and DNC
- Strengthen internal technical liaison for nutrition within their sector and level (central, province, district) and represent their sector at the NNC-S Technical Committee and Core Team meetings

Tasks related to technical multi-sectoral nutrition

1. Central, provincial and district NFPs liaise with departments and partner relevant for nutrition planning and implementation.
2. Each sector NFP organize meetings internally with relevant sector department, at their level (central/province/district) to ensure understanding of NPAN, integrate nutrition into their sector plans, facilitate departments to prepare their work plans and prepare their budgets for internal submission as well as submission to the multi-sectoral level, the NNC-S TC.
3. NFP follow-up, review and collect the quarterly, bi-annual and annual reports of relevant departments, ensuring a consistent reporting against NPAN indicators and department's annual activity plans, prepare progress reports, submit to the authorized sectoral department, followed by the submission to the NNC-S as per agreed timeline (quarterly, bi-annual, annual).

⁹ Note: Inclusion of MOF's External Finance Department has not yet been formalized. This will be reviewed and decided when Decision 70 is updated.

4. Central NFPs collaborate with NNC-S to prepare and conduct the National Nutrition Forum (NNF), prepare reports and presentations to submit to their respective sector department for presentation at the forum.
5. Sector NFPs provide regular updates to the NNC-S arising from their internal coordination of implementing NPAN during quarterly Core Team and NNC-S Technical Committee meetings.
6. Sub-national NFPs liaise with stakeholders on nutrition matters, and represent their sector at the PNC and DNC meetings

2.4.2. Staff transitions and hand over

Frequent movement of government staff, sometimes with little notice, has disrupted internal (within sectors) and external (to the NNC-S) coordination of the NPAN.

The **handover check list** (Annex 7) has been developed to ensure smooth continuation and minimize information gaps when staff are transferred, rotated or promoted. The handover checklist is predominantly addressed to NFPs, while it is relevant for any staff carrying a role in multi-sectoral or sectoral planning, reporting, monitoring, coordination or implementation. The handover checklist lays out information for incoming staff, aiming to informing them about their role, helping to rapidly gain knowledge and understanding of their responsibility to plan, coordinate and report on the NPAN. It also helps the outgoing staff to reflect upon the tasks, review and consolidate document, conclude and lay out the way forward. The preparation of such a hand-over or completion note is crucial for any transition process and is an effective means to manage information even during times of transitions.

The hand over checklist has two parts and to be completed by outgoing staff, firstly the preparation of all the relevant documentation, and secondly. managing the hand over by conducting meetings with the income staff, relevant departments and partners. To ensure that all relevant information and knowledge has been handed over, the notes should be signed by the relevant parties, predominantly the income staff. The Secretariat' or Departments supervisor has to oversee the handover process and ensure completion of the checklist before the departure of the outgoing staff.

Hand over process – two parts:

What	Who
1. Complete the Handover Checklist by prepare all relevant information, documents or files and the write the hand over note.	Outgoing staff – addressed to income staff and supervisors
2. Conduct hand over meetings – this can be done at one time, or over several face-face/remote meetings, depending on the persons' availability	Outgoing person and income staff, plus relevant department members

Handover report content (in Handover checklist Annex 7)

1. NPAN
 - Overview and purpose of NPAN
 - Context and rationale of role in implementing NPAN
2. Responsibilities and day-to-day tasks, e.g., coordination and mechanism, planning, monitoring and reporting, line support, peer to peer learning

3. Lessons learned from role
4. How to troubleshoot common problems
5. Workplan
6. List of contact persons, designation and contact details
7. List of files for handover

3. NPAN information sharing and public communication

An important step to successful operationalization of the NPAN and implementation of a convergent approach is to make sure the NPAN is understood and used by all relevant stakeholders working in Lao PDR. This includes not just an understanding of the purpose and content of the NPAN, but also of each stakeholder’s roles and responsibilities for supporting the Plan. It is also important to increase understanding of the many causes of undernutrition and why addressing it requires a multi-sectoral, convergence approach and share information related to the progress and workplans.

High-level advocacy for nutrition is also important so as to increase recognition of the centrality of improved nutrition to national development and to mobilize key parliamentarians and external funders to increase their commitment to the NPAN. Increased nutrition awareness among local-level decision makers and technical officials is necessary to help generate demand for nutrition among those involved in the local planning process.

3.1 Internal communication of progress and workplans

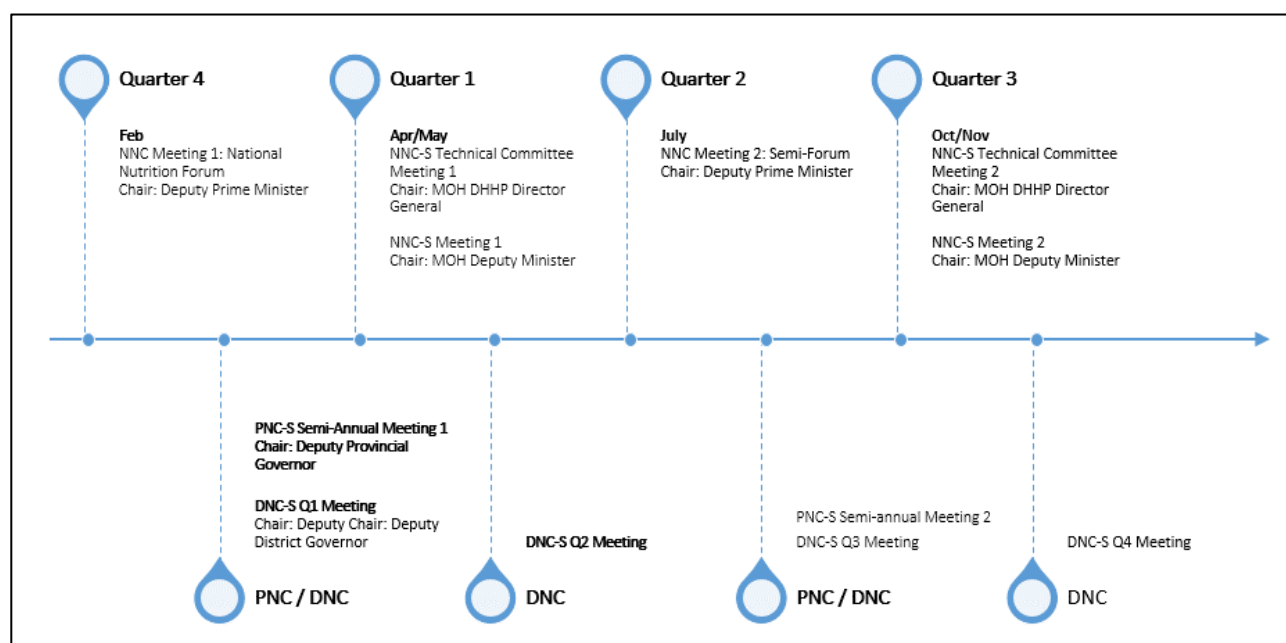


Figure 6: Routine meetings by NNC, PNC, DNC and Secretariats

The routine meetings led by the NNC, PNC and DNC Secretariats (Figure 6, Table 1) monitor the progress of implementing NPAN actions according to annual plans. The status of NPAN outcomes are presented as annual reports at the National Nutrition Forum held in Vientiane Capital.

Secretariats share the meeting minutes to participants. Results from quarterly meetings by DNCs are taken up at 6-monthly meetings by PNCs, who then report to NNC and other nutrition stakeholders at the annual NNF chaired by the Deputy Prime Minister.

These provide evidence and rationale for priority nutrition actions to be set for the coming year, and which the stakeholders advocate to the government’s sector leads within the NNC.

In between these meetings, the NNC-S Technical Committee meetings are held quarterly with sector Nutrition Focal Points and development partner technical representatives. They communicate prioritized tasks for the sector

actions agreed at the NNF, and respond to issues that could potentially affect the attainment of annual indicator targets by sector. Convergence takes place in addressing and communicating issues across sectors and together with mass organizations (Lao Women's Union, Youth Union), where projects also channel solutions downwards to their implementation offices at sub-national level.

3.2 Websites and social media for public communication

The websites that provide information about nutrition actions and program data on Laos are listed below. The use of these platform could further be optimized to share policy updates, progress and trends to the public, interest and involved nutrition actors.

Government of Lao PDR

- Website: https://phosanakan.la/?page_id=1509 - The online nutrition information resource managed by the Nutrition Center. There, you will find out about the work of the Government of Lao PDR and its partners to improve nutrition outcomes in the country, and what practical steps the Lao public can take to improve their own health and wellbeing through nutrition. This includes messages related to healthy nutrition and relevant to change nutrition behaviors among consumers, families, fathers and mothers.
- Facebook page: <https://www.facebook.com/phosanakan> - Shares real time updates on events, including study tours, trainings and other important nutrition news of Lao PDR, also press releases and public information linking to other social media posts.

Both platforms are gradually expanded to disseminate and communicate information relevant to the NPAN addressed to policy and decision makers, nutrition stakeholders, partners including donors as well as the civil society. Information includes multi-sectoral as well as sectoral related nutrition policy and strategies, the National Nutrition Strategy, the National Plan of Action on Nutrition 2021 to 2025, progress reports, and knowledge products, such as relevant studies, training materials, guidelines. Updates are also provided with regard to decisions and actions by the NNC, NNC-S and NNC S TC.

- **NIPN website:** <https://www.nipn-nutrition-platforms.org/Lao-PDR> / <https://nipn.lsb.gov.la/> National information platform for nutrition is hosted by the Ministry of Planning and Investment, policy and research information is managed by the National Institute for Economic Research (NIER), while the data component, including a dashboard for key nutrition information and trends, is managed by the Centre for Development Policy Research, in collaboration with related line ministries and partners.
- **Sectoral Websites** – Ministries manage their sectoral websites, which allow sharing information relevant to nutrition within their sector, these websites are valuable sources to share information publicly, such as e.g. study and assessment results, lessons learnt, case studies etc. This requires the support of each Ministry's Information and Communication Department:
Ministry of Health <https://hmis.gov.la/data>
Ministry of Agriculture and Forestry www.maf.gov.la
Ministry of Education and Sports <https://lesmis.la/en> (see Statistics section of <http://www.moes.edu.la/moes/index.php/component/contact/contact/64-2017-07-10-08-11-32/1?Itemid=102>)

Other resources

- **Scaling Up Nutrition Civil Society Alliance Laos:** <https://suncsalaos.org/> – Established in 2014, SUN CSA Laos is managed by a Secretariat hosted at the Plan International office. It is a network of over 70 international and local organizations implementing nearly 100 nutrition projects that support the nutrition priorities of the Government of Lao PDR.

- **SUNCSA Laos Facebook** page: <https://www.facebook.com/suncsalaos> - shares ongoing activities of SUN CSA network and its members, including the Friday Hangout, quarterly SUN CSA Nutrition Working Group meeting and the annual SUNCSA General Assembly and technical workshop.

4. Nutrition planning and budget preparation

Institutionalizing and mainstreaming nutrition into the regular policy, programme and activity planning in alignment to the budget cycle is an important step in operationalizing and mobilizing resources for the implementation of the NPAN.

The annual planning process within sectors is guided by sector members of the NNC, PNC, and DNC and the secretariats, as well as the NNC-S TC. Those committees and the secretariats lead joint sectoral planning, while the task is executed by sectoral Nutrition Focal Points reporting to the members:

Integration of NPAN priorities into the routine planning and budget cycles ensures that:

- nutrition is prioritized in national and sub-national socio-economic development plans;
- relevant line ministries include nutrition objectives, targets, actions and costs into sectoral and sub-sectoral policies, strategies, plans and budgets;
- all stakeholders adhere to bottom-up planning processes, with nutrition needs assessed in a participatory manner at the local level and actions that aim to address the key issues included within district and provincial plans and budgets.

What is the role of NNC-S and Nutrition Focal Points for planning and budgeting?

- NFP to assist annual planning for nutrition within their sector at planning, provincial and district levels, including setting of annual targets for all indicators of their indicators, and developing activities to their level;
- NFPs with support of their departments are to ensure planned nutrition interventions and activities are specific enough and comply to the planning templates to allow the required budget preparation and identification of funding sources.
- NFP to contribute to the analysis of surveys, assessments and reports (e.g. LSIS every 5-years) , in regards to nutrition progress and indicators under their responsibility and ensure plans address the challenges encountered.
- NNC-S ensure that all planned nutrition interventions in the NPAN and by each sector are costed and sources of resources identified (both GoL and DP)
- NNC-S members and NFPs lead and participate in multi-sectoral planning meetings on nutrition and support the joint decisions to ensure convergence in implementation,

4.1 Annual sector planning

Sector planning for nutrition, led by the NNC-S and supported by the NFPs, occurs prior to a sector's submission of their annual budget plan in March. This follows the State Budget Plan Calendar, and is led by planning and finance departments of each Ministry (Table 1). Naturally, the implementation of sector plans depends on allocated public funds or on direct/indirect financial support by short- and long-term development programs and projects.

NFPs ensure that their sector's NPAN interventions and its activities are included within: (a) annual plans of departments and their centers/units/sections who are responsible for implementing the NPAN nutrition interventions, and (2) in their sector's Annual Sector Budget Plan (e.g., MOH Annual Sector Budget Plan, MAF Annual Sector Budget Plan, MOES Annual Sector Budget Plan).

The above processes assume that nutrition is part of each sector's program and therefore, is

prioritized by the sector’s annual budget planning and consequently, annual budget allocation. Refer to Annex 3 for linkages of NPAN with the 2021-25 sector development plans of MOH, MAF and MOES.

4.2 Joint planning

Why meet with other sectors to plan for nutrition?

Joint planning meetings enable convergence because:

- **each sector** develops an understanding of how sectoral interventions can address undernutrition in the country
- **joint decisions** are made regarding the target areas that are nutritionally vulnerable and require convergent action
- **stakeholders** identify “who” is working on “what” nutrition action “where” that facilitates collaboration (linkages) and complementarity for improved nutrition actions, examples:
 - √ delivery of WASH and MCH interventions for maximum synergy at areas with high levels of stunting or wasting among children under 5 years of age.
 - √ nutrition counseling on Infant & Young Child Feeding and maternal nutrition given to caregivers in households and supported to have home gardens or raise ducks at areas with high levels of stunting in children under 5 years of age.

4.2.1 Central Level

The NNC-S will manage the parties responsible based on this annual planning and reporting process, aligning it with State Budget Plan calendar (Table 1):

1. Secretariats of NNC, PNC and DNC will compile, write and finalize their **NPAN Annual Progress Report** (Annex 8.3.1) **and Plan** using a new **Activity Monitoring Tool** (Excel template Annex 8.2) that aids annual planning and reporting. The tool will guide the Secretariats and NFPs during annual review of progress at the end of the year; in writing the sector and consolidated reports; and then in planning again for the following year.
2. NFPs of each sector will coordinate internally for progress in implementing their nutrition interventions and write their annual sector reports and prepare their annual sector plans using the new **Activity Monitoring Tool**; the 3 sectors have 2 sheets each in the Annual Activity Plan Excel file (Section 5). They will submit these annual plans to the Secretariat, who will consolidate it (using another sheet in the Excel file).
3. Data for the **NPAN Annual Progress Report** and the **Annual Activity Plan** are obtained from the Excel Template for NPAN Planning & Reporting; annual outcome indicator targets and 5-year impact indicator targets are published in the NIPN website.

The **NNC with support of the Secretariat** at DHHP and the Nutrition Center will advocate to the three key sectors (health, agriculture, education), to include national nutrition priorities captured by the NPAN in routine planning and reporting, annually (at the NNF) and every five-years. During the first quarter of each year, they will convene PNCs, sector leads and stakeholders at the National Nutrition Forum to share the progress report from the previous year (e.g., 2022) and agree on the multi-sectoral plan for the current year (e.g., 2023). The first quarter of each fiscal year is also the

start of the planning cycle thus, the annual progress report will be prepared using the new planning and reporting tool in Excel.

The NNC-S Technical Committee will convene the sector NFPs and Development Partners (DPs) in the second quarter of each year following the National Nutrition Forum to discuss implementation of priorities set at the NNF and address issues raised.

4.2.2 Province and District Level

The sector NFPs, under guidance of PNCs or DNCs and their Secretariats, together with essential technical specialists, will lead provincial and district nutrition analysis and corresponding planning, as part of monitoring the NPAN implementation.

Province and District NFP tasks

1. Compile, write and finalize their **NPAN Annual Progress Report** (Annex 8.3.1) and **Plan** using a new **Activity Monitoring Tool** (Excel template Annex 8.2) that aids annual planning and reporting. The tool will guide the Secretariats and NFPs during annual review of progress at the end of the year; in writing the sector and consolidated reports; and then in planning again for the following year
2. Use malnutrition prevalence data obtained from DHIS II¹⁰ by health offices (PHO, DHO) to identify geographical targets (villages, districts, provinces)
3. Review status of activities planned and implemented for the year using the Activity Monitoring Tool. They will fill it up with information on: status of activities planned (achieved, not achieved), budgets received (government, projects) versus planned budget, and positive and negative experiences when implementing, and the recommendations to issues identified. This exercise will be done during the review meeting
4. Identify nutrition issues during implementation, its causes and the appropriate response across the sectors, mass organisations and projects
5. Include planned nutrition activities in routine sector plans that are costed using resources from GoL or projects

Planning and review meetings are held in the last quarter of each year, such as the below. The review meeting is the basis for the Annual Sector Progress Report submitted to the NNC-S in January and consolidated into the Annual Nutrition Report shared at the National Nutrition Forum.

- October – Planning meeting
- November / December – Review meeting

Regular and consistent solid review and analysis of planning and implementation is a challenge to the involved Departments, due to capacity constraints. Where present, development partners could assist to strengthening the performance of PNC, DNCs and NFPs.

¹⁰ Inclusion of malnutrition data for each province is in progress, starting from 4 provinces 2022 covered by World Bank HANSA Program: Phongsali, Houaphanh, Xiengkhouang, Oudomxay. MOH aims to expand data collection from these.

Targeting: How to decide where to implement nutrition interventions?

- **Nutrition-specific interventions** are implemented nationwide with target populations identified based on national guidelines; for example, vitamin A supplementation is allocated to children 6-59 months. These health interventions consist the work plan of the MOH Nutrition Center and are achieved in collaboration with relevant MOH departments, divisions or centers.
- **Nutrition-sensitive interventions** are implemented by MOES and MAF at target areas where the prevalence of stunting and wasting among children under five years are highest. Surveys or routine surveillance will also identify aggravating factors such as levels of food insecurity, household poverty or dietary diversity through surveys requiring multi-sector efforts, for example:
 - Surveys that measure food insecurity: MAHP – Months of Adequate Household Food Provisioning; HFIAS – Household Food Insecurity Access Scale; FIES – Food Insecurity Experience Scale
 - Surveys that measure actual consumption patterns by individuals, households, and communities: Household Dietary Diversity Score, Minimum Dietary Diversity for Women, Minimum Dietary Diversity for Children, Food Consumption Score

4.3 Process of annual budget planning

NPAN annual planning and reporting process follows the State Calendar for Budget Planning (Annex 8.1), partly an effort to harmonize and integrate nutrition into sector plans, resolve fragmented planning and forge some transparency in nutrition planning, budgeting and spending. This builds on information provided by a review of the NPAN 2016 to 2020, conducted by UNICEF in 2020¹¹ and operational guidance¹² under preparation as part of the PFM Reform, led by MOF and supported by WB and the EU.

The approach in nutrition planning and budgeting is to plan and allocate financial resources according to the defined nutrition activities within the sectoral sub-programs and programs, respectively. This is to be done in accordance to the new structure of the Chart of Accounts, approved in June 2023. The new Chart of Accounts allow for identifying nutrition as a secondary function of the institution to which a specific budget can be allocated. The new approach will also improve tracking expenditures for nutrition.

Following this approach, it is recommended to integrate nutrition into the program budgeting classification. This implies that the NPAN interventions are linked to activities of sub-programs and programs of each sector to which they correspond the most. In the absence of such correspondence, the sectoral programs must be expanded to plan specific nutrition activities that are defined in the NPAN. In this respect, it is important to use the facilities of the new Chart of Accounts approved in June 2023.

¹¹ Source: Review of Costing of the National Plan of Action for Nutrition 2016–2020, Government of Lao PDR with support of UNICEF, funded by the EU (page 18-19 (2020). Available at: [REVIEW OF COSTING OF THE NATIONAL PLAN OF ACTION FOR NUTRITION 2016-2020.pdf \(unicef.org\)](#)

¹² Operational guidelines are under preparation, in cooperation with partners supporting the PFM Reform, led by the MOF, supported by WB and other partners, including the EU Technical Assistance on the implementation of the NPAN implementation (TANPAN).

Upcoming financial system changes and implications on nutrition

The new Chart of Account contains a specific segment related to the ministry; this segment refers to its main function (health, education, agriculture). Further, it also includes several secondary functions, one of them being nutrition. Under these secondary function nutrition, NPAN interventions need to be linked to the existing activities of the sector. If such a linkage is not possible, then activities need to be defined newly in the future program classification.

Following National Assembly approval of (nutrition) plans and budgets, available domestic funds must be disbursed from Ministry of Finance (MoF) to each relevant sector and to sub-national level and allocated to the approved nutrition priority actions in accordance with GoL procedures.

To improve the effectiveness and efficiency of use of resources, the establishment of an expenditure tracking system is recommended. With respect to expenditure tracking in case of nutrition, this is to be done through the new Chart of Accounts. The new system allows – in particular in case of the economic classification Chapter 63 – an extension of exiting sub-divisions such that the nutrition spending can be recorded separately. At an initial stage, as long as the new Chart of Accounts are not adopted, tracking of expenditures can be done through the Expenditure Tracking Tool¹³ developed by TANPAN. Further, with the adoption and implementation of the Financial Management Information System (FMIS), nutrition spending can be tracked within the core FMIS through the budget execution system. This is directly linked to the Accounting System, which in turn is linked to the Reporting System. In such a configuration, through the FMIS, spending reports on nutrition can be generated at any point in time and for each sector and its nutrition investments.

This would allow to continuously track allocations and execution in accordance to the budget planning structure and through MOF and the sectors' budget department or divisions.

4.4 Work planning, reporting and budget planning job aids

Secretariats of Nutrition Committees and Nutrition Focal Points are supported with templates listed below and provided in Annex 8.

1. Annual Activity Monitoring Tool (Annex 8.2)
2. Annual Progress Report Narrative (Annex 8.3.1), applied to: NNC-S Annual Progress Report, PNC-S Bi-annual Report, DNC-S Quarterly Report
3. Annual NNC-S report powerpoint (Annex 8.3.5)
4. Annual PNC report powerpoint – 5 slides (Annex 8.3.2)
5. Meeting agenda template (Annex 8.3.3)
6. Meeting minutes template (Annex 8.3.3)
7. National Nutrition Forum – agenda, invitation letter, registration form (Annex 8.3.5)
8. Contacts database for all nutrition actors at central, province and district, Excel (Annex 8.3.4)

Process of reporting and planning with updated forms

Reporting and planning with New Excel template for Activity Monitoring (Annex 8.2) that follows the cycle of the State Budget Plan Schedule (Annex 8.1) is detailed below using the 2022 and 2023 fiscal years.

¹³ TANPAN Expenditure Tracking Tool. Presented at:
<https://www.dropbox.com/scl/fo/msfam91bbeuz6h8nh84ad/h?dl=0&rlkey=3ypszdjuj8ldubvhi1doggby0>

Annual Sector Review and Planning (using new Activity Monitoring Tool in Annex 8.2)

- 1) NNC-S TC issue the notification for report and planning and sent to NFPs of sectors and PNC
- 2) Three sectors discuss 2022 report and plan 2023 internally in Oct/Nov 2022, a process facilitated by their Nutrition Focal Points. Nutrition planning per sector will follow each sector's planning dates. Each sector has different planning cycle dates
- 3) Annual sector review and planning process occurs as below:
 - a) Review nutrition activity progress for current year (e.g., **2022**) – REPORT part of sheet
 - b) Develop nutrition activity plan for next year (e.g., **2023**) – PLAN part of sheet

Annual Joint Review and Planning

This is the ideal process for harmonized planning, but NNC-S at the Nutrition Center is only able to do step 2. Step 1 can be tedious in January when all sectors are re-doing plans based on reviews of past year performance, together with sub-national level.

- 1) Secretariats with support of the Core Team review and plan with three sector NFPs the implementation results (for example, results in 2022 and plan for 2023), using the Excel Plan and Report tool. They utilize and consolidate information from the 3 sector's official annual progress report and plan obtained by the NFPs. This occurs (ideally) in January 2023 and they agree on status of annual targets (achieved/not achieved, why not?)
- 2) Secretariats (NNC, PNC, DNC) develop plans for NPAN multi-sectoral interventions, according to what is relevant to their level
- 3) NNC-S consolidates NPAN implementation progress for current year into Annual Progress Report narrative

Nutrition alignment to routine State Budget Calendar (Annex 8.1)

- 1) Departments of sectors (ministries) submit draft '2023 budget plan' (example) following Deputy Prime Minister instruction to sectors; this is a program and project plan, based on 5-year sector plan, with approximate budgets.
- 2) Nutrition Focal Points (NFP) of 3 sectors are responsible for facilitating inclusion of nutrition into 2023 budget plans (for example) submitted to the Department of Planning, as per below examples.
 - MOH NFP checks that nutrition-specific budget is included in budget plan of 3 Departments: a) Hygiene and Health Promotion (including Nutrition Center, MCH Center, WASH Center), b) Healthcare and Rehabilitation, and c) Food and Drug
 - MOES NFP checks that nutrition-sensitive budget is included in budget plan of 4 lead Departments/Center/Institute: a) Early Childhood Education, b) General Education, c) Inclusive Education Center; and d) Research Institute for Educational Sciences
 - MAF NFP checks that nutrition-sensitive budget (or NSA budget) is included in budget plans of 4 lead Departments: a) Agriculture, b) Livestock & Fishery, c) Forestry, and d) Technical Extension and Agricultural Processing; and in budget plans of 4 supporting departments: e) Soil Management & Development, f) Irrigation, g) Rural Development, and h) Poverty Reduction Fund

- 3) Department of Planning in each ministry aggregates budget plan of concerned technical Departments into their sector's annual budget
- 4) MOH, MOES, MAF submit budget plans to MPI that includes nutrition priorities for central and sub-national level

5. Reporting, M&E and supervision

The NPAN 2021-25 includes a shared framework for performance monitoring and evaluation. This M&E Framework enables assessment of whether progress towards the overall NPAN objectives is being achieved.

The NPAN M&E framework includes: indicators selected to measure the intended outputs, outcomes and impact; the year and value of the baseline situation of the indicator parameter; targets with year of expected achievement; source of data and frequency of collection; and the key stakeholders responsible for M&E activities.

To monitor and evaluate (mid-term, 5-year) the progress of implementing the NPAN, the NNC Secretariat at the Central level will oversee the setting of nutrition targets:

- 5-year targets for Impact indicators (Goal)
- Annual targets for Outcome indicators (Interventions)

Targets for Outcome (Intervention) indicators at province or district level may be set if baseline and endline values are measured. The baseline values are necessary to set annual indicator targets. Setting of and annual monitoring of indicator targets are also contingent to availability and quality of data from existing MIS systems of the three sectors, in particular sub-national data (Figure 5):

- Health – DHIS2
- Education – LESMIS
- Agriculture and Forestry – NSA Monitoring and Reporting system

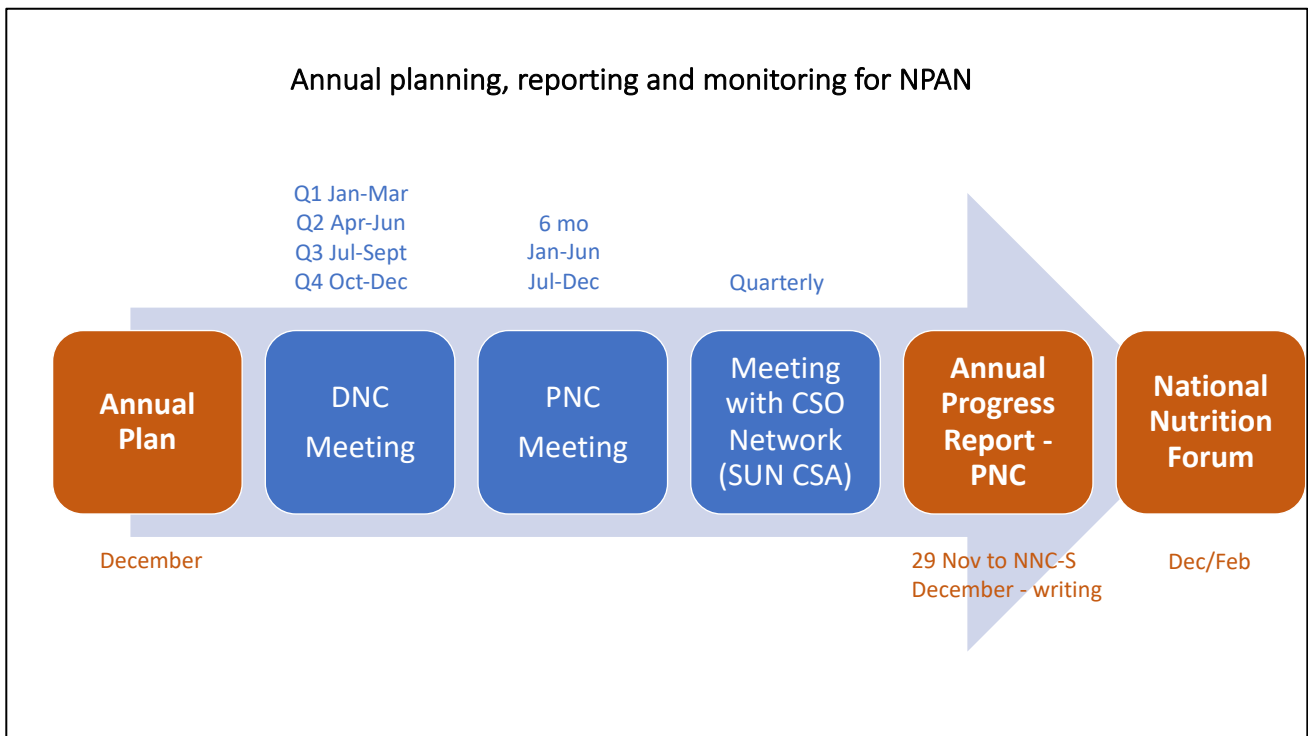


Figure 7: Annual planning and reporting for NPAN implementation

Table 4: Updated Annual Progress Report routines (also Table 1, Figure 6, Section 3.1)

	Who – roles	What – tasks	When – users of reports (meetings)	
NNC	Secretariat team at DHHP, NC	Compile reports to produce quarterly, annual reports	NNC-S meetings NNC-S TC meetings PNC and DNC meetings	National Nutrition Forum <ul style="list-style-type: none"> presided by NNC Chair convened annually Purpose <ul style="list-style-type: none"> to review NPAN implementation progress to track commitments to provide advocacy and recommendations for nutrition
PNC				
DNC				
Sectors	Focal Points (NFP)	Submit quarterly, annual report to NNC-S	Core Team Meetings (routine)	
Information management – NPAN dashboard (NIPN) <ul style="list-style-type: none"> communication and dissemination tool to inform decision makers of NPAN progress during review meetings highlights key high-level outcomes or outputs achieved, shows current progress against baselines and targets prepared annually, adapted for each level (central, provincial and district) prepared by the nutrition committee secretariat offices using available nutrition data 				

5.1 Joint monitoring and supervision

Joint monitoring and supervision are to be planned under the leadership of the NNC, PNC and DNC Secretariats with support from their offices to monitor implementation of the convergent nutrition plans.

Joint monitoring and analysis provide information on outputs and outcomes, and encourages inclusive decision making. And to ensure the effective and efficient implementation with regards to planning, monitoring and reporting, 'peer-to-peer supportive supervision' is recommended. This approach will improve management of nutrition program implementation according to planned results in the NPAN.

What is “Supportive supervision”?

Supportive supervision is experienced when managers provide support to their staff through a designed process that involves using various techniques to improve an individual’s knowledge and skills in order to achieve the goal of their jobs.

The technique of “Peer to Peer” means active learning among a group of people who are experienced and face similar challenges, and who come together to support each other. The concept is important because:

- You can seek help from an experienced person if you cannot do it yourself;
- Experienced persons can be found from inside or outside the organization;

Learning occurs through others' practical experiences of doing the same task, in order to improve your work.

Using “Peer to Peer” approach to monitor progress of work

1. **Opening** – Manager introduces purpose and process to staff being supervised
2. **Sharing and listening** – Staff shares his experience about implementing the NPAN (planning, reporting & monitoring), and Supervisor listens and encourages staff to open up about ongoing issues and also good practices
3. **Exploration** – Supervisor encourages staff to explore the issues
4. **Seeking ideas and solutions** – Supervisor proposes ideas, and shares experiences
5. **Wrap-up** – Supervisor and staff identify and agree on solutions together ('action plan/points'); they agree on a way forward, a solution to issues at hand.

5.2 Reporting structure and reviews

Results need to be regularly reviewed by the coordination mechanisms (NNC, PNC, DNC) through the Secretariat together with sector NFPs, to assess progress and permit needed adjustments in programming to achieve better outcomes (Figure 5).

All sector NFPs and PNC Secretariat Coordinators submit Annual Progress Reports on the status of NPAN implementation to the NNC Secretariat Office.

The NNC Secretariat office will consolidate the sector reports to produce the Nutrition Annual Report that is presented at the National Nutrition Forum. The report narrative was updated to outline achievements, challenges and lessons learned during the reporting year, and priority activities for the upcoming year.

Table 5: Updated Annual Progress Report structure

Purpose	NNF and Sector Annual Progress Report content headings
<p>Achievements – regarding activities, indicator targets, expenditure</p>	<p>I. Priorities <i>What’s the status of priority activities planned for current year? (Met/Unmet)</i></p> <p>II. Progress by sector <i>What’s the status interventions’ annual indicator targets under the 3 sectors, and multi-sector? (Met/Unmet)</i></p> <p>III. Budget <i>What’s the expenditure status? Underspent, overspent spent according to plan)</i></p>
<p>Challenges – regarding activities, indicator targets, expenditure</p>	<p>IV. Challenges <i>What were the challenges faced in missed planned activities, missed indicator targets, and budget under-/over-/no-spending</i></p>
<p>Lessons learned – good practices, and recommendations to solve challenges (e.g., low/no attainment of activities, indicators targets, lack of budgets)</p>	<p>V. Lessons learned <i>What are the good practices that facilitated the attainment of activities/targets/budgets?</i></p> <p>VI. Recommendations <i>What are the recommendations to solve challenges encountered (e.g., low / no attainment of activities, targets, budgets)?</i></p>
<p>Priority activities – for the upcoming fiscal year</p>	<p>VII. Next step <i>What are the priority activities planned for the next year? Section includes recommendations in Part VI</i></p>

Annual sector progress and PNC reports will be discussed during a workshop prior to the National Nutrition Forum. At this meeting, appropriate measures to address slow or off-track implementation will be discussed and developed.

A National Nutrition Forum, presided by the Chair of the National Nutrition Committee, will be convened annually to review NPAN implementation progress, track commitments and provide advocacy and recommendations for nutrition. The Forum will include participation from all key national and local nutrition stakeholders, including heads of the principal government departments, UN agencies, donors, CSA. A sample agenda is included in Annex 8.3.5. Writing of the Annual Progress Report is suggested according to Figure 7, however, inclusion of content from 18 PNC reports and holding an Annual review workshop depends on time and staff available at the NNC-S in January, when sectors are occupied with sector reviews as well as preparation for the NNF.

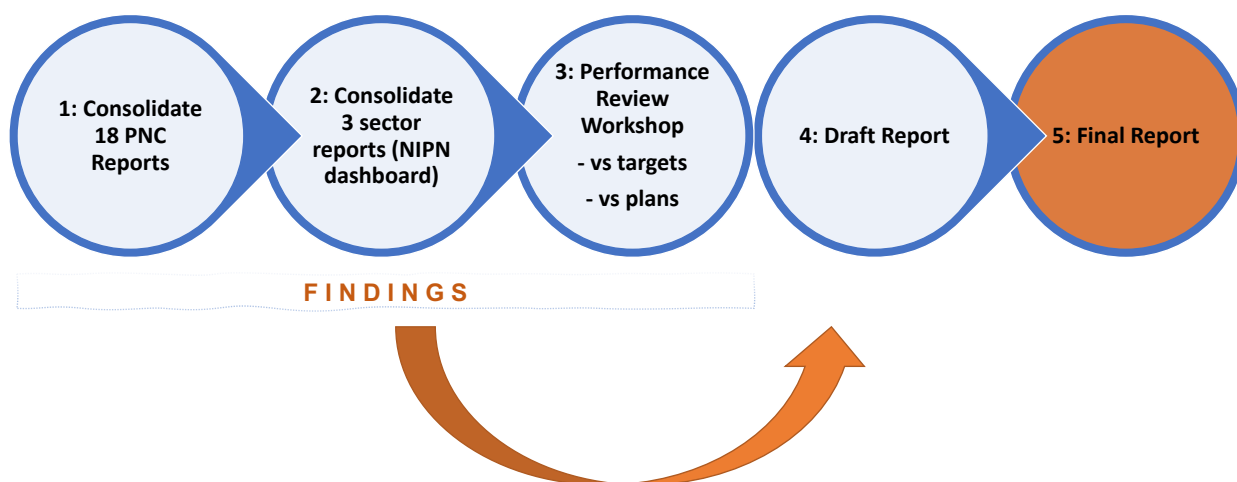


Figure 8: Process for writing the annual progress report

A suggested communication and monitoring tool to inform decision makers of NPAN progress at review meetings is to present results in a “dashboard” which highlights the key high-level outcomes or outputs achieved, showing current progress against baselines and targets. The dashboard set-up at the National Information Platform for Nutrition (NIPN – <https://nipn.lsb.gov.la/dashboard/>) will consolidate available nutrition data from PNCs and DNC, and from MOH, MAF and MOES collected by the NNC-S.

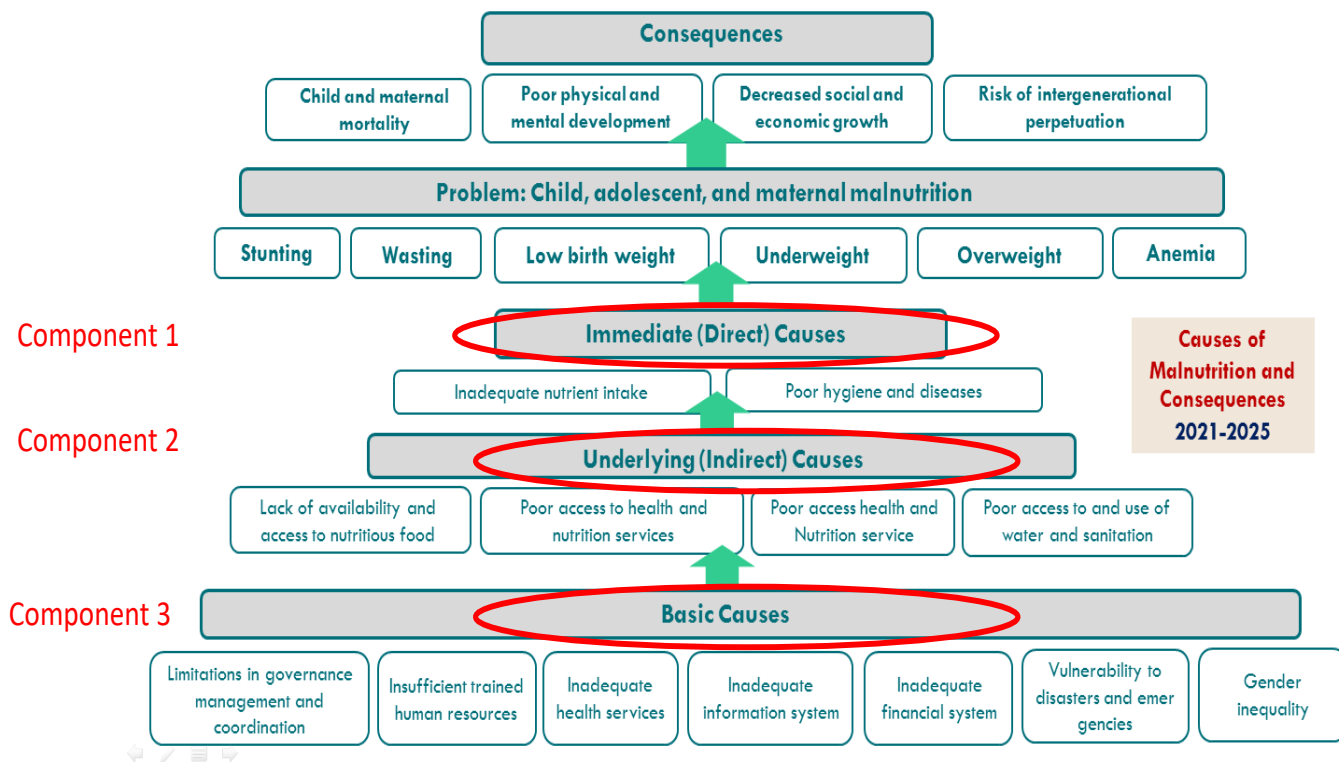
The National Information Platform for Nutrition (NIPN) is an international initiative funded by the European Commission. Specifically, NIPN aims at building institutional capacity at both national and sub-national levels to manage and analyze nutrition data from multiple sectors to track progress and nutrition investments in the country. The information generated is expected to guide nutrition policy discussions in the country for evidence-based decisions and policy formulation.¹⁴

Comprehensive data generated from NIPN is expected to be the basis for the NNC’s Annual Progress Report on the implementation of the NPAN, and complemented by monitoring and reporting of the NSEDP and SDG goals. Its indicator data base adopts selected WHA and SDG Targets (both up to 2023). Knowledge products feed into nutrition-related policy dialogue and progress in conjunction with the annual National Nutrition Forum and other NNC review meetings. NIPN also intends to build national and sub-national capacity to manage and analyze data that influence nutrition.

¹⁴ MPI, EU, UNICEF. NIPN capacity needs assessment report (2019)

Annex

Conceptual Framework of NPAN 2021-2025



Annex 2: National Social and Behavior Change Communication (SBCC) Strategy for Nutrition

A social and behavior change communication strategy provides an example for an overall technical framework for practical convergent nutrition. It explains how various approaches (e.g., population targeting, messaging) can apply across the health, education and agriculture-forestry sectors at ground level, to successfully improve malnutrition status.

The Nutrition Centre (NC) and UNICEF has developed a *Social and Behavior Change Communication (SBCC) Strategy for Nutrition*¹⁵ to promote and sustain positive food security, health and nutrition outcomes through synergistic actions by multiple sectors in Laos. The Strategy was endorsed in 28 December 2015, and designed by a nutrition SBCC task force led by the MOH Centre for Information Education for Health (CIEH). It is based on formative research that established the key behavior issues to facilitate interventions to prevent malnutrition. It aims for three broad results: to enhance nutrition behaviors, enhance enabling environment and enhance capacity for nutrition SBCC at national and sub-national levels.

- **Content:** Begins from the first 1,000 days of a child, through adolescence and across the daily life of a household and its community, influencing behaviors such as breastfeeding, complementary feeding, dietary improvements (in adolescence, pregnant and lactating women), hygiene and sanitation, home care of illnesses and utilization of health services
- **Primary target group:** Women of reproductive age, including community stakeholders at all levels influencing their lives, e.g., family members, community leaders, employers and health service providers
- **Channels to reach target populations:** Individual and group counseling particularly at all points of contacts between women, care givers and service providers; informal gathering at community level; formal sessions through health services, school curricula and mass media; and ensures programs and projects use consistent community messages, tools and materials.
- **Intended users:** Stakeholders supporting the national nutrition agenda led by the health, agriculture and education sectors and complemented by the Lao Youth and Women's unions, who are guided in communicating with primary and secondary target audiences using various channels or platforms. It is expected that stakeholders will develop their respective communication materials based on this guidance therefore ensuring key message content is consistent and coherent.
- **Sector roles:** Depends on their behavior objectives; for example, health sector may focus on activities supporting changes to IYCF practices, agriculture sector may focus on supporting changes within households regarding home garden or raising small livestock to improve dietary diversity.
- **Implementation:** Led by the MOH Centre for Information and Education for health (CIEH) with the NNC- S; engages sectors belonging to PNC and DNC; they in turn, engage key government sectors through an established Core Group and Technical Working Groups consisting of sector representatives, Development Partners (UN agencies, Donors and SUN CSA), and increasingly, the private sector.

¹⁵ Social and Behavior Change Multi-sectoral Communication Strategy for Nutrition – Lao PDR (2019, MOH, UNICEF). Developed with assistance from the European Union.

Capacity Assessment of the SBCC Strategy (2021) - Findings and Recommendations

Main findings:

- Shared understanding of SBCC and its terminology is still lacking
- Decision makers, planning officers and program managers at national and sub-national level have limited experience in nutrition SBCC programming, including coordination of different SBCC approaches by development partners particularly within health and agriculture sectors
- Inadequate data from research and monitoring and evaluation of SBCC indicators
- Poor coordination with low capacity to localize SBCC strategies
- Absence of SBCC on regular agenda of nutrition steering committee meetings
- Varying SBCC planning models, approaches and standards among government agencies and development partners
- High-level government staff turnover and multiple responsibilities at subnational levels, in part due to budget limitations
- Variations in languages across regions
- Capacity gaps in SBCC core competencies

Recommendations:

- Country-specific entry points for piloting and rollout of SBCC training modules
- Focus capacity building actions on:
 - √ 5 technical steps in the SBCC process: 1) situation analysis; 2) designing an evidence-based communication strategy; 3) co-creation of messages, materials and media; 4) implementation and management planning; and 5) planning for monitoring and evaluation, documenting promising practices and reporting outcomes
 - √ Formative research, situation analysis and strategic planning
 - √ Creating materials with convincing and clear messages
 - √ SBCC for pre-service and in-service curricula of medical and paramedical staff such as midwifery, nursing, public health and nutrition

Source: Capacity Assessment: Social and behaviour change communication in nutrition programmes in Asia and the Pacific – Lao PDR Summary Report (2021, Rain Barrel Communications). With assistance from UNICEF and the European Union.

Annex 3: NPAN in the 9th NSEDP 2021-25

The full inclusion of NPAN Activities into the National Socio-Economic Development Plan is essential to ensure recognition by the Policy Makers, ensure sectoral ownership, as well as integration into sector work and budget plans. This integration should be achieved through a close collaboration of the NNC and NNC-S members with MPI and the NSEDP planning and implementation structure. In this regard, members of the NPAN implementation structure should also contribute to the NSEDP sector working groups ensuring integration. This is to be done in alignment to the planning and implementation cycle. The mid-term review of the NSEDP as well as NPAN are envisaged for end 2023.

The NSEDP also plays an important role in addressing underlying causes of malnutrition in the country as it engages a wider group of actors, addressing issues related to poverty and economic access to foods and other issues related to nutrition. Wise versa, the implementation and achievement of the NPAN targets is a significant contribution to achieve the national socio-economic development targets set at the NSEDP.

Selected NPAN 2021-25 priorities are among the 9th NSEDP Outcomes:

- Outcome 2 - Improved qualities of human resources with enhanced research capacities, and abilities to meet development needs and utilized science and technologies to improve efficiency and add values to productions and services. Consequently, this will achieve Universal Health Care coverage by ensuring more efficient and inclusive health care services, including delivery of maternal and child health and nutrition services, and improving behaviors related to nutrition, hygiene and sanitation, as well as through improvements in early childhood education.
 - a. Output 1 – More inclusive and better-quality healthcare services and nutrition, particularly during the first 1,000 days. This includes upgrading human resources and public and private facilities at all levels) to provide quality diagnostic services, support the growth and full development of children with the community, and provide adequate nutrition and hygiene maintained both in school and at home, and declare Model Health Villages. Nutrition targets and indicator set under this output is the reduction of malnutrition prevalence of stunting to 27%).
 - b. Output 2 – early childhood education (ECE) with communities, and preparation for formal primary school, which contribute indirectly to reduce malnutrition.
- Outcome 3 – enhanced well-being, among others, including nutrition as among the solutions for alleviating multi-dimensional deprivation factors for children. However, the NSEDP does not propose any actions directly addressing nutritional issues among children.
- Outcome 4 – enhanced environmental protection and reduced disaster risks by investment in appropriate sanitation services and protecting water quality. It also includes a priority activity to promote sustainable agriculture through organic, effective and sustainable multi-crop production taking food security capacity and nutritional value into account. However, activities addressing household food security or consumption of healthy foods, as proposed by the NPAN, are not presented yet.

Annex 4: 2021-25 NPAN and Sector Development Plans

Annex 4.1: NPAN Health and MOH Health Sector Development Plan 2021-25

The seven nutrition-specific interventions are included into the National Health Sector Development Plan 2021-25, in particular within the updated 2021-25 Action Plan of the Reproductive, Maternal, Neonatal, Child, Adolescent Health Strategy 2016-25.

NPAN	Health Sector Development Plan 2021-25
Intervention 1 MIYCN	Program 1 Hygiene and health promotion / Sub-program 1.4 Nutrition
Intervention 2 Micronutrients supplementation	Program 1 Hygiene and health promotion > Sub-program 1.4 Nutrition Program 4 Consumer protection for food, drug and medical products
Intervention 3 WASH – household, kindergarten, primary schools	Program 1 Hygiene and health promotion / Sub-program 1.4 Nutrition *Note link with ESDP 2021-25?
Intervention 4 Integrated management of child hood illnesses, Deworming	Program 2 Prevention and control of communicable disease
Intervention 10 Micronutrients, deworming and immunization in kindergarten, primary schools	Program 1 Hygiene and health promotion / Sub-program 1.4 Nutrition
Intervention 13 Integrated management of severe/acute malnutrition (IMAM)	Program 1 Hygiene and health promotion / Sub-program 1.4 Nutrition
Intervention 16 Primary healthcare	Program 1 Hygiene and health promotion / Sub-program 1.4 Nutrition

Annex 4.2: NPAN Nutrition-Sensitive Agriculture and MAF Agriculture and Forestry Sector Development Plan 2021-25

The four NPAN nutrition-sensitive interventions are not directly reflected National Agriculture and Forestry Sector Development Plan 2021-25, however, a linkage can be established through its three pillars and subsequently, within the four programs, and 13 sub-programs.

MAF's Guidelines on NSA provide thorough guidance on the design and implementation, its monitoring and reporting for the agriculture sector's actions addressing nutrition¹⁶.

- Program 1 – Food security
- Program 2 – Commercial agriculture
- Program 3 – Forest protection management
- Program 4 – Rural development and poverty alleviation
- 13 sub-programs
 1. *Management and development of agricultural land and compost (fertilizers)*
 2. *Irrigation development - Agro-irrigation / Irrigation development – irrigated*
 3. *Research and expansion of plant, animal, fish, wood, and fruit tree varieties*
 4. *Transfer of technological techniques on planting, raising, and processing*

¹⁶ Introduction to nutrition-sensitive agriculture in the Lao People's Democratic Republic, Supporting local production, processing and marketing of diverse, nutritious food for local consumption (2019, FAO & MAF), 2. Guideline for NSA Monitoring and Reporting, with Excel tools and dashboard – *these job aids are being updated with MAF in 2023.*

5. *Improving the production model*
6. *Plant protection and quarantine*
7. *Clean agricultural work*
8. *Capacity building for disaster risk reduction*
9. *Policy and legislation*
10. *Inspection work*
11. *Work to improve the organization and development of human resources*
12. *Cooperation with foreign countries*
13. *Integration of production and marketing information*

NPAN	Agriculture Sector Development Plan 2021-25
Intervention 5 Crops, vegetables & fruits (Agriculture Dept)	Program 1. Food security program / 1.2 Food crop production (Budget – 1.1.2 Food plants)
Intervention 6 Protein- and calcium-based foods from small animal-raising and fisheries (Livestock and Fisheries Dept)	Program 1. Food security program / 1.3. Livestock and fisheries (Budget – 1.1.3 Livestock, 1.1.4 Meat production)
Intervention 7 NTFP (Forestry Department)	Program 3. Forest protection management plan / 3.4 Village forest management and non-timber forest products
Intervention 8 Value chain system for nutrition (Technical Extension and Agriculture Processing Department)	Program 1-3 Program 4. Rural Development Program

Annex 4.3: NPAN Education and MOES Education Sector Development Plan 2021-25

The four nutrition-sensitive interventions are included into the National Education Sector Development Plan 2021-25, in particular within the High-level Outcome 1 (for school meals) and Outcome 2 (for WASH), with activities within sub-sector plans on Early Childhood Education, on Primary Education and on Lower Secondary Education.

NPAN	Education Sector Development Plan 2021-25
Intervention 9 School curriculum	ECE Sub-Sector Plan / Outcome 2.3.1 / Intermediary Outcome 1 / Strategy 4 – WASH, school meals Primary Education Sub-Sector Plan / Outcome 2.3.1 - Intermediary Outcome 1 / Strategy 4 - Intermediary Outcome 4 / Strategy 2
Intervention 10 Micronutrients, deworming and immunization in kindergarten, primary schools	ECE Sub-Sector Plan / Outcome 2.3.1 / Intermediary Outcome 1 / Strategy 4 – WASH, school meals
Intervention 11 WASH in kindergarten, primary schools	ECE Sub-Sector Plan / Outcome 2.3.1 / Intermediary Outcome 1 / Strategy 4 – WASH, school meals Primary Education Sub-Sector Plan / Outcome 2.3.1 - Intermediary Outcome 1 / Strategy 4 - Intermediary Outcome 4 / Strategy 2
Intervention 12 School lunches	ECE Sub-Sector Plan / Outcome 2.3.1 / Intermediary Outcome 1 / Strategy 4 – WASH, school meals Primary Education Sub-Sector Plan (to be clarified)

Annex 5: Prime Minister Decision No.70/PM, 30 July 2021 – Decision on the Operation of NNC

LAO PEOPLE'S DEMOCRATIC REPUBLIC PEACE INDEPENDENCE DEMOCRACY UNITY AND PROSPERITY

Prime Minister

No. 70/PM
Vientiane Capital, dated 30.07.2021

Decision on the Operation of National Nutrition Committee

- Pursuant to Government law (revision), No. 04/NA, dated 8 November 2016;
- Pursuant to the Decree of the Prime Minister with the endorsement and promulgation of the National Nutrition Policy No. 248/PM, dated 01 December 2008;
- Pursuant to Prime Minister Decision on sharing responsibilities of Prime Minister and Deputy Prime Ministers No. 28/PM, dated 07 April 2021;
- Pursuant to Prime and Deputy Prime Ministerial meeting, on 16-18 June 2021.

The Prime Minister has issued the following Decision:

Article 1. Appointment of National Nutrition Committee as below:

1. Prof. Dr. Kikeo Khaykhamphithoune, Deputy Prime Minister	President
2. Minister of Health	Vice President
3. Deputy Minister of Agriculture and Forestry	Committee
4. Deputy Minister of Planning and Investment	Committee
5. Deputy Minister of Education and Sport	Committee
6. Deputy Minister of Health	Committee
7. Deputy Minister, Deputy Chief Cabinet of Prime Minister's Office	Committee
8. Deputy Minister of Finance	Committee
9. Deputy Minister of Industry and Commerce	Committee
10. Deputy Minister of Information, Culture and Tourism	Committee
11. Vice President of the Central Lao Front for National Development	Committee
12. Vice President of the Central Lao Federation of Trade Unions	Committee
13. Vice President of the Central Lao Women's Union	Committee
14. Deputy Secretary General of Lao Youth Union Executive Committee	Committee

The sectors relevant to the contents of Article 1, Article 3 and Article 5 shall elect their respective representatives and report to the National Nutrition Committee, Ministry of Health to be instated in the committee and perform their duties as assigned.

Article 2. Role, Rights and Duties of National Nutrition Committee:

1. Guide and extend the decisions from the Politburo central party and other meetings relevant to nutrition, instructing stakeholder implementation including at local level with efficiency;
2. Issue regulations to promote implementation in the area of nutrition;
3. Guide sectors, relevant stakeholders, provinces and Vientiane prefecture in the area of nutrition;
4. Have rights to elect a national nutrition secretariat, provincial and prefecture committee, technical committee or task force committee as appropriate;
5. Have rights to issue orders for budget, work force and asset mobilisation to focus on nutrition as appropriate;
6. Coordinate with foreign countries and both public and private international organisations to campaign for funding and aid to support the area of nutrition;
7. Monitor, evaluate, support and summarise the implementation at each phase;

8. Research, compliment and congratulate the authorities, organisations, departments, units and individuals with outstanding performance in these sectors.

Article 3. To elect National Nutrition Committee Secretariat as below:

1. Deputy Minister of Health	Chair
2. Director General of Hygiene and Health Promotion Department, MoH	Vice Chair
3. Director General of Office, MoH	Vice Chair
4. Director General of Planning Department, MAF	Vice Chair
5. Director General of International Cooperation Department, MPI	Vice Chair
6. Director General of Planning Department, MoES	Vice Chair
7. Director General of Food and Drug Department, MoH	Committee
8. Director General of Planning and Cooperation Department, MoH	Committee
9. Director General of Healthcare Department, MoH	Committee
10. Director General of Livestock and Fishery Department, MAF	Committee
11. Director General of Agriculture Department, MAF	Committee
12. Director General of Extension and Cooperatives Department, MAF	Committee
13. Director General of Planning Department, MPI	Committee
14. Director General of Preschool and Primary Education Department, MoES	Committee
15. Director General of Planning and Cooperation Department, MoES	Committee
16. Director General of Media Department, MoICT	Committee
17. Deputy Director General of Hygiene and Health Promotion Department, MoH	Committee
18. Director of Nutrition Centre, MoH	Committee
19. Director of Maternal and Child Health Centre, MoH	Committee
20. Director of Environmental Health and Water Supply Centre, MoH	Committee
21. Director of Centre of Information and Education for Health, MoH	Committee

Article 4. Rights and Duties of National Nutrition Committee Secretariat (NNC-S):

1. Act accordingly to the guidance of National Nutrition Committee (NNC);
2. Act as the aide to research strategies, programmes, implementation plans and measures relevant to nutrition which will be proposed to NNC for endorsement, reporting about the implementation conditions to NNC;
3. Set the purpose for coordination between NNC and nutrition subcommittees, ministries, state organisations, mass organisations, civil society organisations and international stakeholders including local committees within national context, to establish policies, strategies and nutrition plans with effectiveness;
4. Coordinate with the subcommittees to research and set out short-, mid- and long-term implementation plans;
5. Meet with the subcommittees to draft relevant measures and regulations at each phase for NNC;
6. Meet with the subcommittees to organise meetings for NNC.

Article 5. To elect the NNC-S Technical Committee as below:

1. Director General of Hygiene and Health Promotion Department, MoH	Chair
2. Deputy Director General of Hygiene and Health Promotion Department, MoH	Vice Chair
3. Deputy Director General of Planning and Cooperation Department, MAF	Vice Chair
4. DDG of Preschool and Primary Education Department, MoES	Vice Chair
5. Deputy Director General of Food and Drug Department, MoH	Committee
6. Deputy Director General of Healthcare Department, MoH	Committee
7. DDG of Agricultural Extension and Cooperatives Department, MAF	Committee
8. Deputy Director General of Livestock and Fisheries Department, MAF	Committee
9. Deputy Director General of Agriculture Department, MAF	Committee
10. Deputy Director General of Media Department, MoICT	Committee
11. Deputy Director of Lao Tropical and Public Health Institute, MoH	Committee
12. Deputy Director of UN System Division, Planning Department, MPI	Committee
13. Deputy Director of Planning Division, Planning Department, MPI	Committee
14. Deputy Director of Hygiene and Health Promotion Division, MoH	Committee
15. Deputy Director of National Nutrition Centre, MoH	Committee
16. Deputy Director of Maternal and Child Health Centre, MoH	Committee

Article 6. Rights and Duties of the NNC-S Technical Committee:

- Act as the technical committee of the National Nutrition Committee Secretariat;
- Act as the responsible committee for the extension of nutrition implementation;
- Support the NNC-S as the aide for researching legal instruments, laws, regulations, strategies, short-, mid- and long-term implementation plans, measures and evaluation instruments related to nutrition;
- Create a budget resource mobilisation plan for the National Nutrition Committee and Secretariat;
- Summarise implemented activities, budgets and monitor the progress of National Nutrition Strategy implementation;
- Prepare meetings and note the meeting results of National Nutrition Committee and Secretariat;
- Support the NNC-S in the internal and external coordination of respective ministries in relation to nutrition, including international stakeholders;
- Department of Hygiene and Health Promotion, Ministry of Health shall be the focal point of the NNC-S Technical Committee, supported by the National Nutrition Centre;
- Act accordingly to orders and guidance from NNC-S.

Article 7. Ministries, ministry-equivalent organisations, local authorities, and appointed individuals shall strictly acknowledge and implement this Decision with their duties and responsibility.

Article 8. This Decision supersedes Decision 93/PM, dated 25 November 2016.

Article 9. This Decision shall come into effect starting from the signed date.

Prime Minister
(Seal and Signature)
Phankham Viphavanh

Annex 6: Core Team and Nutrition Focal Points

This is the composition of Core Team as of May 2023. Since transfers of position holders are common, every position holder is supported by 2 to 3 deputies who can take charge if need be. A checklist to allow a smooth implementation by the Secretariat has been developed (Annex 7). For the sector NFPs in each province, contact the NFP for each sector below or refer to district agreements on the assigned NFP (for example: Agreement by Kham District in Xiengkhouang Province for 2023). Members and functions in these agreements are adapted from PM Decree 70, and assigned persons are updated yearly.

Chair of Core Team – Central level

1. Dr Phonesavanh Keonakhone, Director, Nutrition Center, Department of Hygiene and Health Promotion (DHHP)

MOH

Department of Hygiene and Health Promotion

2. Dr Latsada Phameuang, Chief of Health Promotion Division
3. Dr Nali Xayyachak, Deputy Head, Health Promotion Division
4. Mrs Phousavanh Muongpak, Technical staff, Nutrition Division
5. Dr Bounyoth Mounkalak, Deputy Director, Nutrition Center
6. Mr Vilasith Mikhasith, technical staff, Nutrition Center
7. Mr Maikho Vongxay, technical staff, Nutrition Center
8. Mr. Souphaxay Khamphanthong, Deputy Head of Division, Nutrition Center
9. Mr. Taiphadaosadet Faengthong, Technical Staff, Nutrition Center
10. Mr. Somsamay Bounchaluen, Technical Staff, DHHP
11. Mr. Phouthone Souliphone, Technical Staff, DHHP

Department of Planning and Finance

12. Dr Phetvongsin Chivolakun, Deputy Head, Planning Division
13. Mrs Phouvieng Khammany, Technical Staff
14. Dr. Bouasone Mangkhala, Technical Staff

Cabinet

15. Ms. Sotsada Phimkhammy, Technical Staff, Cabinet office

MAF

16. Mr Kolakgkot Vongsouthi, Technical staff, Planning Unit, Department of Planning and Cooperation
17. Ms. Chansouda Kousonsavath, Technical Staff, Department of Planning and Cooperation
18. Ms. Phatsala Phothideth, Technical Staff, Department of Planning and Cooperation

MOES

19. Ms. Southasone, Technical staff, Center for Inclusive Education

MOF

20. Ms Sengsavanh Chanthavongsa, Technical staff, External Finance and Debt Management Department

MPI

21. Ms. Latdavanh Tounalom, Deputy Division Head, Department of International Cooperation
22. Mr Anoulack Manivong, Asia and Africa Division Technical Staff, Department of International Cooperation

23. Mr. Khampasueth Keovongsouthi SPRI, LASES Data Analysis, Development Research Institute – for NIPN
24. Ms. Loun Thipphasone, Deputy Head of Division, Department of International Cooperation – for NIPN

Annex 7: Handover Checklist

Name of outgoing staff	
<i>Date of last work day</i>	
Name of new staff	
<i>Starting date</i>	

Tasks	Date completed
A. Prepare NPAN information and relevant documents	
1. NPAN – overview and purpose; context and rationale of outgoing person’s role in implementing NPAN	
2. Responsibilities and day-to-day tasks, e.g., coordination and mechanism, planning, monitoring and reporting, line support, peer to peer learning	
3. Lessons learned from role	
4. How to troubleshoot common problem	
5. Workplan	
6. List of contact persons, designation and contact details	
7. Summary of above information in a 2-page handover report or PowerPoint presentation, to simplify the complexity of information	
8. List and copies of files relevant to the role	
B. Make appointment with the new staff for handover meeting When Where / How Who else involved Handover can be done over several meetings depending on availability of departing and new staff	
C. Have you met with new staff to present and discuss the following?	
1. NPAN - Overview and purpose of NPAN - Context and rationale of role in implementing NPAN	
2. Present and discuss responsibilities and day-to-day tasks, e.g., coordination and mechanism, planning, monitoring and reporting, line support, peer to peer learning	
3. Lessons learned from role	
4. How to troubleshoot common problems	
5. Workplan	
6. Contact information	
7. Handover summary report or PowerPoint presentation	
8. List and copies of files relevant to the role	

Please sign upon completion of entire process	
Signature of outgoing	Signature of newcomer

Annex 8: NPAN planning and reporting tools and job aids

Annex 8.1: NPAN planning and reporting in alignment to the State Budget Plan calendar

This table presents the annual process of nutrition reporting for 2022 and planning for 2023 according to the state budget planning cycle.

Deadline dates	Steps for State Budget Plan	Example: NPAN 2022 reporting and 2023 planning for activities and budgets
By October	<p>Public Investment Plans (PIP) submission: MPI submits the proposed PIP allocations into the overall State Budget proposal to the NA.</p> <p>NOTE: All sectors conduct annual sector review in December</p>	<p>2022 October-November 3 sectors discuss 2022 report and 2023 plan internally in last quarter of the year e.g., Oct/Nov. Nutrition planning per sector will follow each sector's planning dates. Each sector has different planning cycle dates</p> <p>Planning and review meetings are held in the last quarter of each year, such as the below.</p> <ul style="list-style-type: none"> • October – Planning meeting • November / December – Review meeting <p>October NNC-S Technical Committee Meeting – Quarter 2 NNC Secretariat Meeting – Quarter 2</p>
November–December	<p>State Budget approval: The Government reviews and officially submits the draft State Budget Plan to the National Assembly for consideration and approval, 15–20 days prior to the second plenary session of the National Assembly (3–4 weeks).</p>	<p>2022 December MOH, MAF, MOES write 2022 Sector Annual Progress Report for Nutrition 12/29 – NNC-S Secretariat notifies 3 sectors and PNC to submit 2022 Sector Annual Progress Report before 31 January 2023</p>
	<p>The Minister of Finance notifies the Provincial authorities of the budget ceilings within 15 days of the National Assembly's approval.</p>	
	<p>After NA approval, MPI communicates the approved investment budget ceiling to the provinces.</p>	
December and onward	<p>Finally, the MOF consolidates and reports the State Budget Plan to the Government.</p>	
2023 January		<p>3 sectors and PNC to submit 2022 Sector Annual Progress Report to NNC-S (NC)</p>

Deadline dates	Steps for State Budget Plan	Example: NPAN 2022 reporting and 2023 planning for activities and budgets
February		<p>Nutrition Annual Progress Report consolidated from 3 sectors' report, and MPI report; ideally finalized/verified using NIPN dashboard data</p> <p>Powerpoint of report prepared</p> <p>Report reviewed/approved by the NNC-S Chair – MOH Deputy Minister Report in powerpoint presented at 2022 National Nutrition Forum – NNC Meeting 1</p> <p>Official government nutrition report narrative shared</p>
By March	<p>Annual socio-economic plan</p> <p>Prime Minister issues an instruction for the drafting of the annual socioeconomic development plan and the budget plan by sector.</p> <p><i>*Blue text from Review of Costing of the National Plan of Action for Nutrition 2016–2020, by UNICEF, page 18-19</i></p>	<p>Departments of sectors (ministries) submit draft '2023 budget plan' following Prime Minister instruction to sectors; this is a program and project plan, based on 5-year sector plan, with approximate budgets.</p> <p>Secretariats for nutrition of 3 sectors are responsible for 2023 nutrition budget plans:</p> <ul style="list-style-type: none"> • Nutrition Center includes nutrition in 2023 DHHP budget, to be included in 2023 health sector budget plan • Inclusive Education Center includes nutrition in 2023 education sector budget plan • Department of Planning and Cooperation – Statistics Division ensures that nutrition is included in sector budget plan of 4 lead departments (Agriculture, Livestock & Fishery, Forestry and Technical Promotion & Food Product Processing) and 4 supporting departments (Soil Management & Development, Irrigation, Rural Development, Policy & Law, Poverty Alleviation Fund) <p>Planning Department in each ministry aggregates budget plan of Departments</p> <ul style="list-style-type: none"> • MOH, MOES, MAF submit budget plans to MPI that includes nutrition priorities for central and sub-national level
April		<p>NNC-S Technical Committee Meeting – Quarter 1</p> <p>NNC-Secretariat Meeting – Quarter 1</p>
By May	<p>Aggregate budget ceilings</p> <p>MOF estimates aggregate budget ceilings <u>for the following year. MOF indicates to MPI the overall capital investment budget ceiling and the breakdown between central government and the provinces.</u></p>	<p>Each sector discuss their budget ceiling versus submitted budget plan, and allocation for departments</p> <ul style="list-style-type: none"> • MOH & MOES, follow decentralized budget planning; central departments depend on their sub-national department budget plans for 17 provinces

Deadline dates	Steps for State Budget Plan	Example: NPAN 2022 reporting and 2023 planning for activities and budgets
		<ul style="list-style-type: none"> MAF follow decentralized budget planning see below <p>Awareness at the MP level as well as at the MOF level on impact on nutrition</p>
By 30 June	<p>Annual MOF budget circular: Minister of Finance issues an instruction, budget circular on the formulation of the annual State Budget plan and indicative aggregate budget ceilings from the five-year medium-term budget framework based on the medium-term budget framework for the sectors at the central and local levels.</p> <p>Revenue plans: Revenue collecting departments at all levels formulate their own revenue plans detailing each type of income: regular income, technical revenue and income from extra-budgetary fund, ODA. ODA information is submitted to the MOF in two parts: for aid funds and loans through country system and to the MPI for aid funds from direct assistance, off-budget.</p> <p>Central ministries' budget submission: Government entities at central level formulate their budget proposals in consultation with the National Assembly's committees and concerned sectors and send the draft budget proposals to MOF Budget Department.</p> <p>Provincial budgets submission: State organizations and concerned sectors at the local level formulate budget proposals and propose them to the provincial governors or capital city mayor for approval and submission to the Local Assemblies (Provincial People's Assemblies). Approved draft budget proposals are sent to MOF Budget Department for consolidation.</p>	<p>Finance Department of each sector (ministries) informs departments of their budget ceilings, and informs provincial sectors of their budget ceilings</p> <p>A critical point is this step where there is a need to influence the budget ceilings and instructions to be nutrition-sensitive <u>NNC 2nd 6-month meeting held on 15 July 2022</u></p> <p>MOH and MOES update their budget plan according to ceilings provided by MOF; they submit and discuss budget proposals (revised budget plan) to National Assembly as per central ministries' budget submission process (left).</p> <p>Influence the National Assembly Committee members on impact of nutrition in development of human capital.</p> <p>PAFO (with DAFO proposal) update their budget plan according to provincial (sub-national) ceilings provided by MOF; they submit their budget proposals (revised budget plan) to Provincial Governor or Capital City Mayor as per provincial budget submission process (left).</p> <p>Influence the Provincial People's Assembly members before and during budget preparation process on impact of nutrition in development of human capital.</p>
NA First Plenary Session (April-July)	Aggregate budget plan (expenditure and revenue) is submitted for the National Assembly's review and approval during the first plenary session (3-4 weeks).	

Deadline dates	Steps for State Budget Plan	Example: NPAN 2022 reporting and 2023 planning for activities and budgets
June-July	<p>Ceilings to spending units and revision of the budget proposal: Once the aggregate budget plan has been approved by the NA, MOF notifies spending units of their allocations.</p> <p>Spending units revise their budget plans based on the notified allocations and submit their revised budget plans to the GoL/MOF.</p> <p>Capital budget: MPI then determines the allocations of the province capital budget ceilings for each of the 18 provinces, which are communicated to provinces as a preliminary indication and loosely based on the criteria indicated in the PIL (population, area, remoteness, and poverty levels), but also in view of different provincial investment plan targets and requirements.</p>	NNC Semi-Forum Meeting
July– September	<p>Consolidated State Budget Plan: MOF Budget Department reviews and consolidates the budget proposals into the State Budget Plan and submits a draft to the Government for consideration.</p>	

Annex 8.2: Template for work planning, reporting and budget planning by sector and for multi-sector

1. Existing budget planning format – applied to three sector Interventions and multi-sector Interventions (4 sheets in Excel tool); some modifications are needed to suit budget planning format by MOES and MAF.

		Responsibility (Department and level)				Implementation period					Sub programs budget in chart of account (Name of program and account number)		Budget proposal (amount)				
		Budget proposal		Budget proposal													
		Central/Local	Department	Central/Local	Department	2021	2022	2023	2024	2025	Program	Account digit	2021	2022	2023	2024	2025
1	Sector/Intervention																
2	Act 1																
3	Act 2																

2. New Activity Monitoring Tool (Excel in google drive) – First step is to prepare the plan, followed by the budget preparation. Ideally all is completed in the first quarter of the year and finalized after the release of the budget ceiling by MOF (April - May). After that the draft plan should be updated and submitted by the sector Ministry to the MOF. The following presents an example for the reporting “Status”: Oct 2022 for submission to NNC-S for the NPAN 2022 Annual Progress Report that is presented at the NNF].

File: <https://www.dropbox.com/scl/fo/msfam91bbeuz6h8nh84ad/h?dl=0&rlkey=3ypszdjuj8ldubvhi1doggy0>

Interventions / Activities	PLAN 2022 – fill up in Jan			REPORT / ACHIEVEMENT 2022 – fill up in Dec			PLAN 2023 – fill up in Jan			REPORT / ACHIEVEMENT 2023 – fill up in Dec		
	Planned activity	Target	Budget	Budget received		Status of planned Activity	Planned activity	Target	Budget	Budget received		Status of planned Activity
				Government	Project / ODA					Government	Project / ODA	
INT 1- IYCF												
Example Act 1	BMS monitoring in 6 provinces	6 provinces, 4 districts ..	2,000,000	500,000	1,000,000	Achieved 3 provinces						
A2												
A5												
	REVIEW Challenges Example: Budget delay			REVIEW Recommendations			REVIEW Challenges			REVIEW Recommendations		
INT 2												
Act 1												
A2												
A5												
	REVIEW Challenges			REVIEW Recommendations			REVIEW Challenges			REVIEW Recommendations		

Annex 8.3: Tools and job aids for Committee Secretariats and Nutrition Focal Points

Annex 8.3.1 Annual Progress Report Narrative – Structure

Section I. Priorities

What's the status of priority activities planned for the current year? (Met / Unmet / Why?)

Section II. Progress by sector

What's the status of the annual targets of Interventions, under the 3 sectors and multi-sector? (Met./ Unmet / Why?)

Section III. Budget

What's the expenditure status? (Underspent, overspent spent according to plan / Why?)

Section IV. Challenges

What were the challenges faced in missed planned activities, missed indicator targets, and budget under-/over-/no-spending?

Section V. Lessons learned

What are the good practices that facilitated the attainment of activities/targets/budgets?

Section VI. Recommendations

What are the recommendations to solve challenges encountered (e.g., low / no attainment of activities, targets, budgets)?

Section VII. Next step

What are the priority activities planned for the next year? Include recommendations in Part VI

Annex 8.3.2 PNC powerpoint report for NNF – 5 Sections, 5 slides for 5 minutes presentation

1. Achievements of Interventions
2. Challenges
3. Lessons learned
4. Recommendations
5. Next steps / Plan for next year

Annex 8.3.3. Meeting agenda and minutes – PNC and DNC meeting, Technical Committee meeting

<https://www.dropbox.com/scl/fo/msfam91bbeuz6h8nh84ad/h?dl=0&rlkey=3ypszdjuj8ldubvhi1doggb y0>

Annex 8.3.4 Contacts database for nutrition actors at central, province and district

<https://www.dropbox.com/scl/fo/msfam91bbeuz6h8nh84ad/h?dl=0&rlkey=3ypszdjuj8ldubvhi1doggb y0>

Annex 8.3.5 National Nutrition Forum – agenda, invitations, forum report/minutes, powerpoint

<https://www.dropbox.com/scl/fo/msfam91bbeuz6h8nh84ad/h?dl=0&rlkey=3ypszdjuj8ldubvhi1doggb y0>

Annex 9: Timeline of planning, monitoring and reporting

Reporting Period	District Report due to PNC-S	Provincial Report due to NNC-S	Tasks	
			Sector Report due to NNC-S	Meeting Date of NNC-S+NFP
Q 1	March	March	March Week 2	March / Week 4
Q 2	June	June	June Week 2	June / Week 4
Q 3	September	September	September Week 2	September / Week 4
Q 4	November	November	November 25 th	<ul style="list-style-type: none"> Meeting not needed after getting 3 annual sector reports and multi-sector report (from NNC-S); each sector will liaise with the NNC-S on an ongoing basis to verify data and until writing of the NNF Annual Progress Report is complete Narrative report will be adapted into a PowerPoint for the NNF Annual Progress Report will be presented at the National Nutrition Forum