

Program Delivery Units

AN INNOVATION OF THE SEQOTA DECLARATION, ETHIOPIA'S COMMITMENT TO END STUNTING

3

Seqota Declaration
Program Delivery
Units

6

Members in the
Federal Program
Delivery Unit

16

Members in the
Regional Program
Delivery Unit

40

Woreda coordinators
to be deployed

THE PROBLEM

In July 2015, the Government of Ethiopia announced its multi-year plan to end stunting in Ethiopia. Named after one of Ethiopia's worst famine-stricken areas, the Seqota Declaration commits to eradicating the underlying causes of chronic undernutrition and ending stunting among children under 2 by 2030. Before the introduction of the Seqota Declaration, Ethiopia developed the National Nutrition Program (NNP) in 2008 to address malnutrition. While this program, led by the health sector, made some progress, it has been hampered in three ways: (i) limited inclusion of nutrition in some implementing sectors' strategies and programs, resulting in crucial missed opportunities to improve nutrition and complement successes both in these sectors and in existing nutrition interventions; (ii) limited horizontal ministerial-level intersectoral coordination mechanisms at national and regional levels; and (iii) poorly focused or incomplete strategies and interventions for breaking the intergenerational cycle of malnutrition, particularly in addressing the critical window of opportunity – the first 1,000 days.

THE SOLUTION

Several governments around the world have established delivery units to drive performance improvement. In addressing the challenge of limited horizontal ministerial-level intersectoral coordination mechanisms at national and regional levels, the establishment of a two-tiered delivery unit at federal and regional levels has led to the development of a multisectoral nutrition investment plan with clear performance targets and a mapping of resources across implementing sectors.

The three Program Delivery Units (PDUs) – one federal and two regional – established by the Seqota Declaration represent an innovative approach to driving a multisectoral response to address stunting in Ethiopia. Staffed by a small, full-time team combining the best local talent from the civil service and private sector, the delivery units help to strengthen program coordination and management, whilst responsibility for end-to-end program implementation rests with the relevant ministries.

The core functions of the three Seqota delivery units include strategic management, coordinating the Declaration, monitoring and performance management, engagement with senior leadership, and communicating results and accountability.

Reporting fortnightly to a coalition of federal ministers and ultimately to the Deputy Prime Minister, H.E. Demeke Mekonnen, the delivery units generate progress reports highlighting critical issues that require attention by the group of ministers responsible for tracking the implementation, and offer course correction actions endorsed by the ministers.

CORE FUNCTIONS OF THE PDU

STRATEGIC MANAGEMENT



Providing leadership and clarity for the Seqota Declaration vision. The delivery units articulate and signal the importance of a small number of key government delivery priorities informed by the strategic objectives of the Seqota Declaration to ensure coherent, actionable and measurable goals.

COORDINATING THE DECLARATION



Providing secretarial support to existing inter-ministerial coordination bodies and technical committees for the design, implementation, and tracking of nutrition smart programs reflecting the multisectoral dimension of the Seqota Declaration.

MONITORING AND PERFORMANCE MANAGEMENT



Overseeing a direct monitoring mechanism for the agreed priorities to connect senior leadership with front-line outcomes and keep the system focused on their achievements by maintaining political pressure for results and reporting progress to the government. Providing analytical support and recommendations to enable departments, agencies and front-line workers to overcome key delivery challenges and unblock obstacles.

ENGAGEMENT WITH SENIOR LEADERSHIP



Conducting the political and technical negotiations with other actors to ensure buy-in for the government's priorities and sending a clear message throughout the system that implementing sectors and stakeholders are being held accountable for performance against the government's key priorities.

COMMUNICATING RESULTS AND ACCOUNTABILITY



Producing a coherent narrative of the government's actions and achievements. At the federal level, the delivery unit ultimately reports to the Deputy Prime Minister and on a fortnightly basis to the group of ministers to ensure accountability for sectoral results. At the regional level, the delivery units report directly to the Regional Presidents.

Sisay Sinamo (MD, MPH, PhD)
Senior Program Manager, Seqota Declaration,
Federal Program Delivery Unit
Ministry of Health, Addis Ababa, Ethiopia
Tel: +251 911 510 988
Email: seniorprogrammanagerfpdu@gmail.com

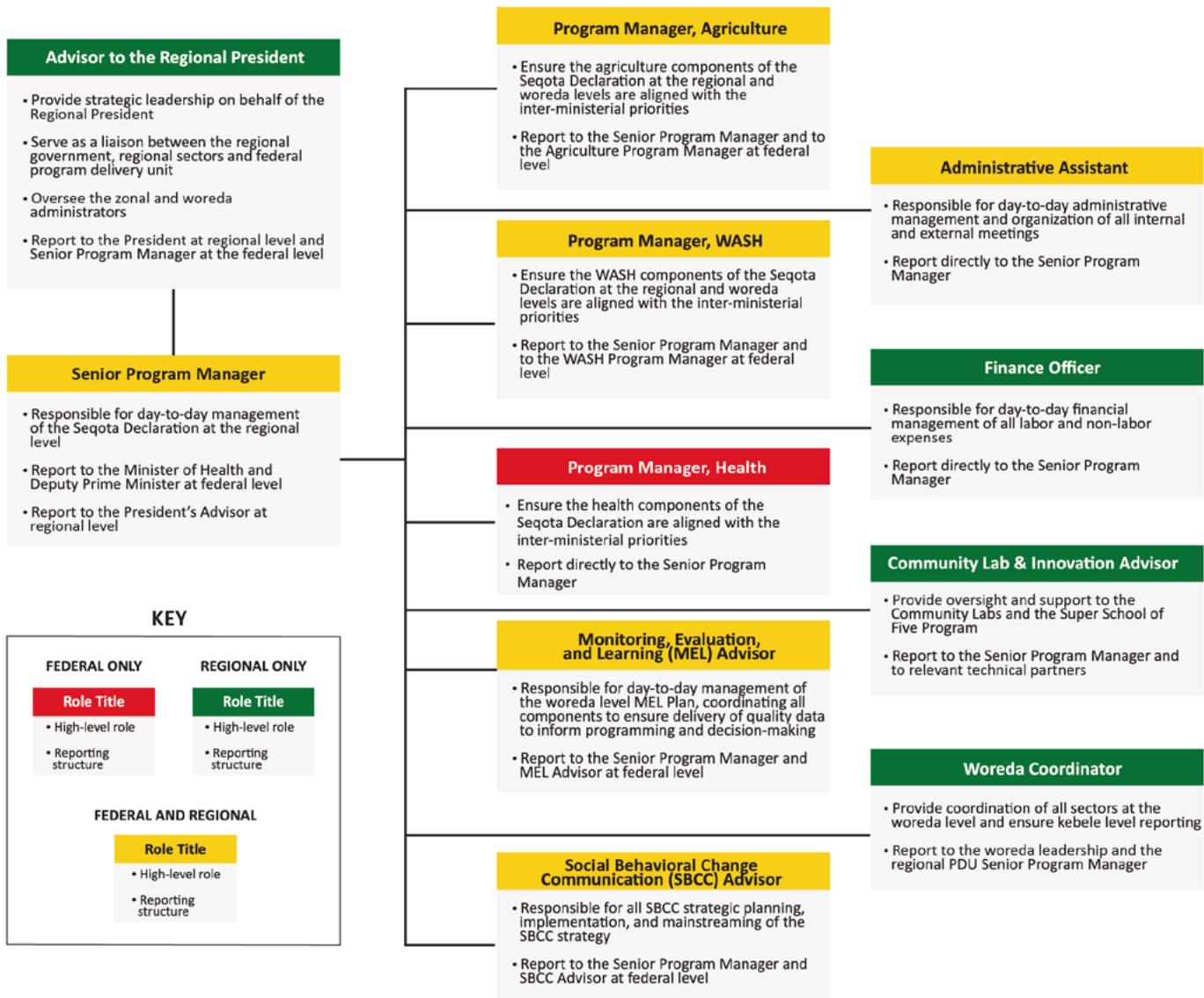


OVERVIEW OF PROGRAM DELIVERY UNITS

A delivery unit is a small team of highly-skilled individuals with a mandate to help political leaders stay focused on the delivery of key policy priorities. Delivery units help achieve efficiency where public administrations work in silos, with often overlapping mandates, fragmented responsibilities across several entities, insufficient resources, and an absence of communication strategies. Adopting the best practices of delivery units, the Seqota Declaration Program Delivery Units represent an extension of Ethiopia's senior leadership with direct communication channels to top-ranking government officials and a wholehearted commitment to delivery-focused outcomes.

With technical and funding support from Big Win Philanthropy, three fully functional delivery units have now been established – one at federal level and two at regional level in Amhara and Tigray regions. The roles, responsibilities and reporting lines of delivery unit staff members are outlined below:

ROLES AND RESPONSIBILITIES OF THE SEQOTA PDU



EXPANDING THE PROGRAM DELIVERY UNITS

ThinkPlace and Emergency Nutrition Network (ENN) carried out a process evaluation and codification of the PDU model. In collaboration with Big Win Philanthropy, the Seqota PDU has developed a PDU Implementation Guide based on the lessons learned from the past 3 years. This guide has been adapted for the new Food and Nutrition Coordination Offices (similar to PDUs) in other regions and city administrations. The Bill & Melinda Gates Foundation and the World Bank are funding the expansion of this nutrition-focused multisectoral PDU model to other regions in the country through Alive and Thrive and UNICEF respectively. Each new regional PDU will link to the existing federal unit ensuring best practice and lessons can be effectively shared.