



Together for Nutrition 2014

Working Across Sectors to Improve Nutrition in India

Bhavishya Alliance

A Multisectoral Initiative to Address Undernutrition in Maharashtra

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Bhavishya: The Indian Partnership for Child Nutrition: 2006 – 2012

1. Background
2. The Partnership's Strategy for Solving This Problem
3. The Partners
4. The Process
5. Key Results
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7. Acknowledgements



Background

- That a multisectoral approach is needed to prevent and manage child undernutrition is well documented
- The Government of India has also launched a Multisectoral Programme to address the challenge
- However, there is minimal evidence on *how* a multisectoral programme can be developed and implemented
- *Bhavishya Alliance* attempted this during the period 2006 – 2012; our experience is summarized here



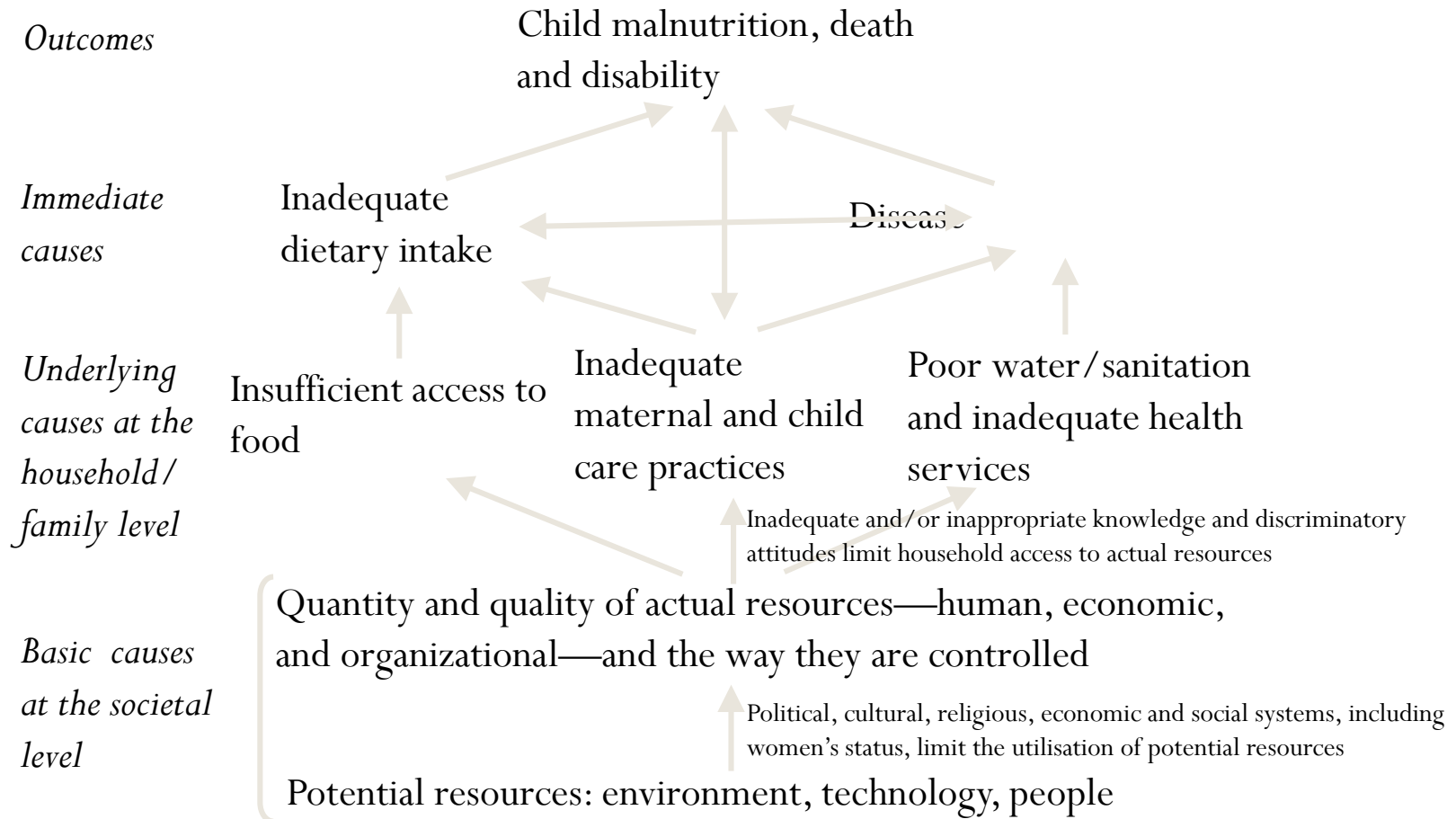
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The Partnership's Strategy



The System that is Producing Malnutrition is Highly Complex



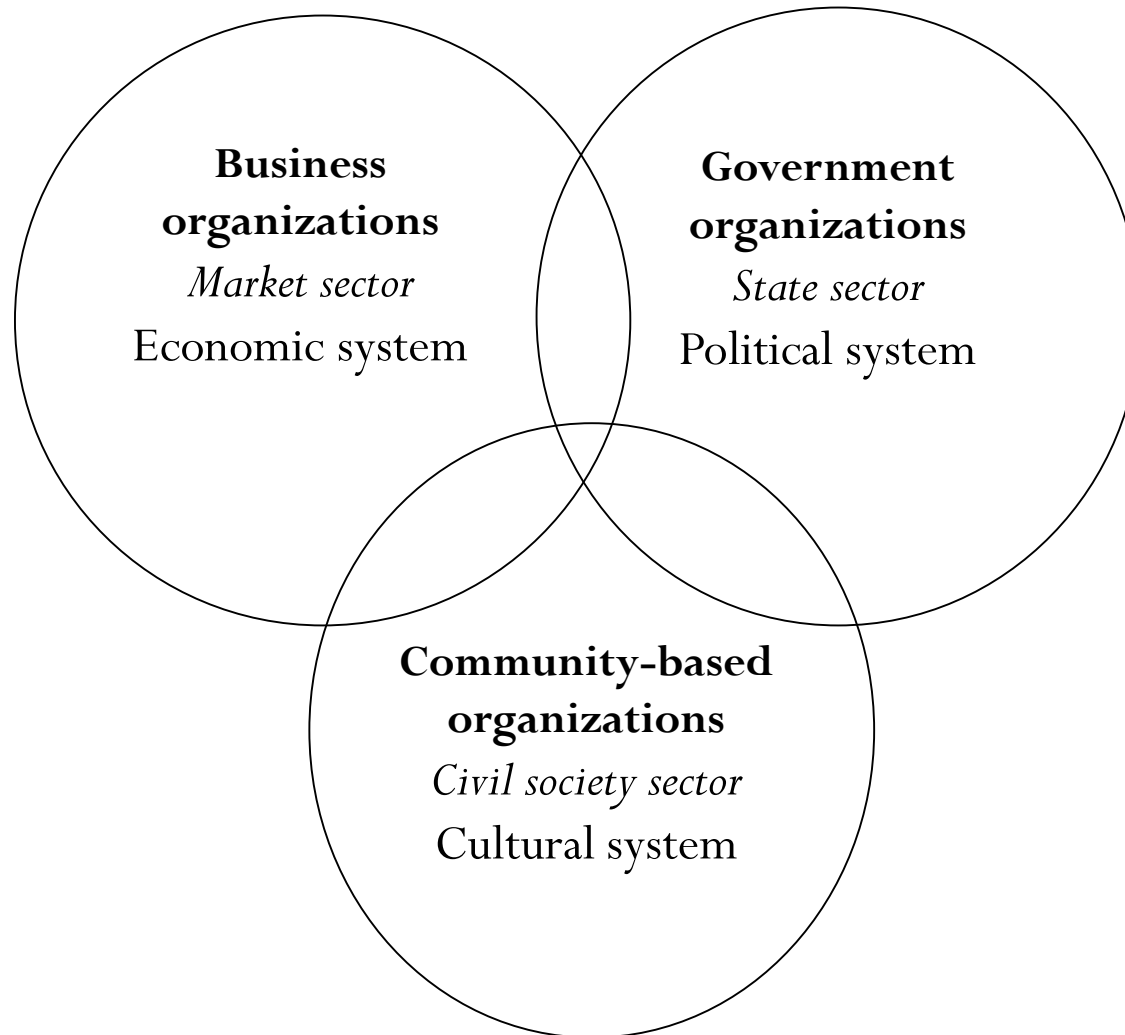


Child Malnutrition is a Complex Problem that Can Only Be Solved Through an Extraordinary Approach

Type of complexity	Definition	Ordinary approach for simple problems	Extraordinary approach for complex problems	Process requirement
Dynamic	Cause and effect are far apart in space and time	Piece by piece	System as a whole	Systemic
Generative	Future is unfamiliar and undetermined	Existing solutions	Emerging solutions	Creative
Social	Actors have diverse perspectives and interests	Experts and authorities	Stakeholders and stickholders	Participative



Societal Problems Can Only Be Solved with the Organizations from All Three Sectors





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The Partners



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Sector	International	National	Maharashtra
Governmental, inter- governmental, and quasi- governmental organizations	UNICEF World Bank World Food Program	Department of Health Department of Women and Child Development National Institute of Nutrition The Planning Commission	The Rajmata Jijau Mission on Nutrition Administrative Training Institute Department of Women and Child Development Department of Health & Family Welfare Panchayat government State Mission on Nutrition and Child Mortality
Business organizations	Generon McKinsey Unilever	HDFC Hindustan Lever ICICI Ranbaxy Tata	
Community- based, voluntary, non- governmental, and other civil society organizations	CARE India Catholic Relief Services Oxfam Synergos	Centre for Health Education Training and Nutrition Awareness (CHETNA) Child Relief and You (CRY) Nutrition Foundation of India Population Foundation of India Self-Employed Women's Association (SEWA) The Hunger Project India	Institute of Health Management MAVIM Society for Nutrition, Education and Health Action for Women and Children (SNEHA) SNDT Women's University



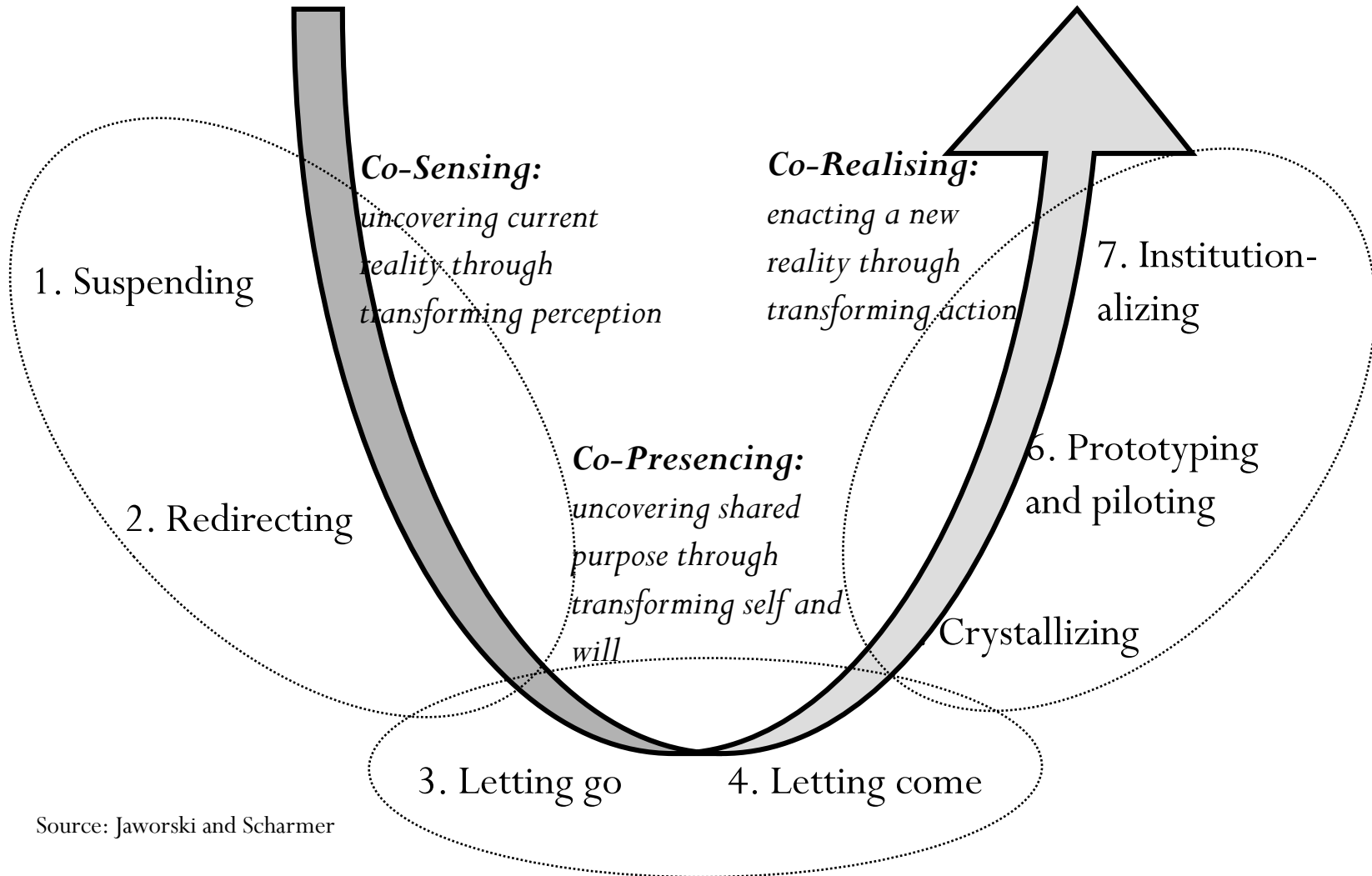
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The Process



The Change Lab ; Application of the “U-Process,” a Social Technology for Addressing Highly Complex Challenges





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Key Results



Key Results

- Between 2006 – 2012, the Alliance implemented 11 Pilots, 4 of which have been scaled up
- The Approach has been scaled up in other contexts
- Challenges
 - Mutual suspicions continued
 - Lack of Continuity of Key Personnel
 - An absence of an institutional mechanism for scaling up



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Key Learnings



The Intervention

Two *firsts*:

- A sincere attempt to evolve a multisectoral programme, looking beyond existing stereotypes
- The U Process was experimented with to evolve the partnership



Key Learnings

- Invest time and trust to nurture partnerships
- Create an enabling environment
- Ensure continuity of key personnel
- For the Partners
 - Identify and foster Government commitment
 - Ensure authentic involvement of the NGOs
 - Look beyond CSR
- Engage partners to raise resources





Acknowledgements

- All Partners, especially all who participated in the Change Lab
- All who developed and scaled up the Pilots

