



U.S. Government Global Nutrition Coordination Plan 2016–2021: Annual Summary of Interagency Progress (June 2016– September 2017)



Cover Photo

A mother from a rural fishing community in Ghana breastfeeds her child as she waits to attend a health clinic set up to serve the community.

Credit: Karen Kasmauski/MCSP

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ACRONYMS

ARS	USDA Agricultural Research Service
BFS	USAID Bureau for Food Security
CDC	Centers for Disease Control and Prevention
CNPP	USDA Center for Nutrition Policy and Promotion
FANTA III	Food and Nutrition Technical Assistance III Project
FAS	USDA Foreign Agricultural Service
FFP	USAID Office of Food for Peace
FNS	USDA Food and Nutrition Service
GFSA	Global Food Security Act
GH	USAID Global Health Bureau
HHS	U.S. Department of Health and Human Services
HIV	Human Immunodeficiency Virus
HRSA	HHS Health Resources and Services Administration
IMMPACT	International Micronutrient Malnutrition Prevention and Control
MCC	Millennium Challenge Corporation
NACS	Nutrition Assessment, Counseling and Support
NIFA	USDA National Institute of Food and Agriculture
NIH	National Institutes of Health
OASH	HHS Office of the Assistant Secretary for Health
OFDA	USAID Office of Foreign Disaster Assistance
OGA	HHS Office of Global Affairs
OHA	USAID Office of HIV/AIDS
OSTP	White House Office of Science and Technology Policy
PEPFAR	U.S. President's Emergency Plan for AIDS Relief
SISN	Society for Implementation Science in Nutrition
TWG	Technical Working Group
USAID	U.S. Agency for International Development
USDA	U.S. Department of Agriculture
VHA	Veteran's Health Administration
WHO	World Health Organization



Azamat Azarov/CIP

EXECUTIVE SUMMARY

Improving nutrition is critical to boosting prosperity and enhancing the health and livelihoods of vulnerable populations around the world. The U.S. Government has been a long-term leader in improving nutrition to save lives and improving the prospects of future generations of children globally through better nutrition outcomes. At the foundation of the U.S. Government Global Nutrition Coordination Plan 2016–2021 is the U.S. Government’s desire to strengthen both domestic and international nutrition interventions thereby ensuring efficient and effective use of American investments. Through improved coordination and collaboration across U.S. Government agencies, the Coordination Plan maximizes support to country-led programs, demonstrates global nutrition leadership, strengthens existing partnerships and develops new ones. With these actions, the U.S. Government is strengthening collective accountability and advancing progress toward global nutrition targets.

The Coordination Plan outlines technical focus areas with substantial nutrition-related U.S. Government investments through which improved cross-government coordination could catalyze greater progress. Since its release in June 2016, much progress for improved cross-government coordination and collaboration toward nutrition is attributable to the Coordination Plan. This annual summary report, covering June 2016 through September 2017, outlines these accomplishments, identifies challenges to implementation, and reflects on how these results may inform priorities for future action.

PROGRESS

This first year of implementation marked progress in both formalizing the structure and function of the Coordination Plan and facilitating collective action in the Coordination Plan’s technical focus areas. Multiple notable steps in creating formal leadership and structure to guide action toward Coordination Plan goals: (1) The formation of a permanent, government-wide Global Nutrition Technical Working Group (TWG) to lead implementation of the Coordination Plan; (2) the creation of sub-groups for each of the eight focus areas; (3) the identification of individuals to co-lead each of these sub-groups; and (4) the establishment of regular meetings for the TWG and sub-groups.

In addition, the following are some examples of progress made by sub-groups in the first year of implementation:

- The Nutrition Information Systems sub-group, along with the Micronutrient Delivery Platforms sub-group, has provided a platform for the U.S. Centers for Disease Control and Prevention (CDC) and USAID to strengthen collaboration on national survey and surveillance activities to expand this knowledge and interaction to other U.S. Government agencies.
- The Food Safety sub-group facilitated a two-day online Food Safety Information Exchange event focused on Feed the Future, with participation from nearly 185 individuals from 25 different countries.
- The First 1,000 Days sub-group hosted a webinar for U.S.-based and overseas offices on maternal, infant and young child nutrition. More than 40 people from 10 countries participated, learning from and sharing their experiences with one another.
- The Nutrition-related Non-communicable Diseases sub-group hosted a presentation by the U.S. Department of State on their International Visitors Leadership Program and discussed how to enhance inter-agency collaboration when responding to foreign government requests to learn about preventing nutrition-related non-communicable diseases (NCDs).
- The Nutrition and Infectious Diseases sub-group is exploring how to extend the Nutrition Assessment, Counseling and Support (NACS) approach, which was developed largely under the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) for care of HIV patients, to the management of other infectious diseases.
- The Global Food Security Strategy sub-group led the development of the Global Food Security Strategy Nutrition Technical Guidance, a resource available for use by all agencies and implementers to inform programmatic implementation in the field.
- The Implementation Science sub-group coordinated a presentation on the Society for Implementation Science in Nutrition (SISN) to learn more about this society's priorities and actions toward expanding research and experience with implementation science.

CHALLENGES AND NEXT STEPS

The first year of Coordination Plan implementation had both progress and challenges, such as defining and institutionalizing leadership roles and gaining overseas staff participation, which must be addressed in future years of implementation. As participating U.S. Government agencies improve coordination and make progress on the actions and goals outlined in the Coordination Plan, additional barriers and challenges may emerge. The U.S. Government is committed to overcoming these challenges and seizing emerging opportunities to enhance cross-government action. The positive effect of the U.S. Government Global Nutrition Coordination Plan has moved across agencies and is expected to accelerate during future years of implementation.

SECTION 1: BACKGROUND AND STRUCTURE OF THE U.S. GOVERNMENT GLOBAL NUTRITION COORDINATION PLAN

An estimated, one in three people are malnourished worldwide, exacting a tremendous toll on human and economic development.¹ Improving nutrition is essential to enhancing the health, productivity and potential of both children and adults, communities, nations and the world as a whole. Multiple U.S. Government agencies are engaged in human nutrition research and in scaling up evidence-based approaches that improve nutrition outcomes and ensure that taxpayer money spent on nutrition interventions be used to achieve the greatest impact possible. Enhanced inter-agency communication and collaboration are critical to good stewardship of resources to increase the impact of nutrition resources in areas of need.

The [U.S. Government Global Nutrition Coordination Plan \(2016–2021\)](#) will harness the strengths of the U.S. Government’s domestic and international nutrition investments through improved communications, collaboration, and linkages between research and program implementation and contribute to sustained impact toward the 2025 Global Nutrition Targets (see box). In addition, the Coordination Plan seeks to contribute to the Sustainable Development Goals and other U.S. Government global commitments by leveraging each other’s work and strengthening collective accountability through three action areas: (1) support country-led efforts; (2) promote leadership and partnership; and (3) generate, share and apply knowledge and evidence.

The Coordination Plan was written by members of a Technical Working Group comprised of representatives of eight U.S. Government departments and agencies:

- Millennium Challenge Corporation (MCC)
- Peace Corps
- U.S. Agency for International Development (USAID)
- U.S. Department of Agriculture (USDA)
- U.S. Department of Health and Human Services (HHS)
- U.S. Department of State
- U.S. Department of Treasury
- White House Office of Science and Technology Policy (OSTP)

A Steering Committee comprised of senior leadership from all participating U.S. Government agencies provided guidance, direction and final approval for the Coordination Plan, which was officially released in June 2016.

The 2025 Global Nutrition Targets, adopted at the World Health Assembly in 2012, are:

- Increase the rate of exclusive breastfeeding in the first 6 months up to at least 50 percent
- 40 percent reduction in the number of children under 5 who are stunted
- 50 percent reduction of anemia in women of reproductive age
- Reduce and maintain childhood wasting to less than 5 percent
- 30 percent reduction in low birth weight
- No increase in childhood overweight

1. Development Initiatives, 2017. *Global Nutrition Report 2017: Nourishing the SDGs*. Bristol, UK: Development Initiatives.

The Coordination Plan identified six technical focus areas as primary but not exclusive opportunities to improve the global impact of nutrition-related U.S. Government investments. The intent of the focus areas was not to describe a comprehensive landscape of action but to identify core examples of activities and commitments in global nutrition with U.S. Government investments that may yield greater results through collaboration among government agencies.

The six focus areas originally identified in the Coordination Plan are:

- 1) Food Fortification (now expanded to Micronutrient Delivery Platforms)
- 2) Nutrition Information Systems
- 3) Food Safety
- 4) The First 1,000 Days
- 5) Nutrition-related Non-communicable Diseases
- 6) HIV and Nutrition (now expanded to Infectious Diseases and Nutrition)

Since its release, two other technical focus areas have been added to the Coordination Plan as a reflection of both coordination actions outlined in the Coordination Plan itself and new global nutrition strategies and goals. The two additional focus areas are:

- 7) Global Food Security Strategy
- 8) Implementation Science

These technical focus areas will be described in more detail in later sections of this report.

PURPOSE OF THE ANNUAL SUMMARY REPORT

Among coordination actions laid out in the Coordination Plan, the U.S. Government committed to releasing an annual summary of inter-agency progress under the Coordination Plan. This report documents progress during the first year of Coordination Plan implementation, from June 2016 through September 2017. The preparation of this annual summary report presented an opportunity to take stock of where inter-agency coordination has advanced under the Coordination Plan, identify challenges to implementation and consider priorities for future action. The review of challenges and accomplishments as outlined in this first annual summary report will inform priority actions for future years of implementation.

SECTION 2: PROGRESS OF INTER-AGENCY COLLABORATION ON COORDINATION PLAN STRUCTURE AND FUNCTION

A PERMANENT, GLOBAL NUTRITION TECHNICAL WORKING GROUP

Following the release of the Coordination Plan, a permanent, government-wide Global Nutrition TWG was formed to lead the implementation of the Coordination Plan and identify opportunities for inter-agency planning and programming. In addition, the TWG provides a forum for sharing information and best practices and to discuss new issues regarding nutrition programs and research.

The Global Nutrition TWG consists of individuals who were involved in the development of the Coordination Plan as well as new members who joined since its launch. Each U.S. Government agency appoints a liaison between the TWG and their respective agency to participate in TWG meetings on a regular basis. Most U.S. Government agencies have identified point persons, but obtaining a point person from all agencies and from each relevant U.S. post overseas will continue to be a TWG priority in 2018. The TWG meets on a quarterly schedule. As of September 2017, 63 U.S. Government personnel were on the membership roster for the TWG, including point persons and interested parties (see Appendix 1).

During the first year of implementation, the TWG was led by three volunteer Co-chairs, two from USDA and one first from Peace Corps, and later, USAID, with support from their representative agencies. The Co-chairs convened full TWG meetings, helped form sub-groups for each priority technical area and monitored action and progress toward Coordination Plan goals. In addition, USAID acted as an operations facilitator for the TWG through facilitating and documenting meetings and processes. The current Co-chairs agreed to continue their leadership roles in 2018 to provide continuity in progress and action for the TWG.

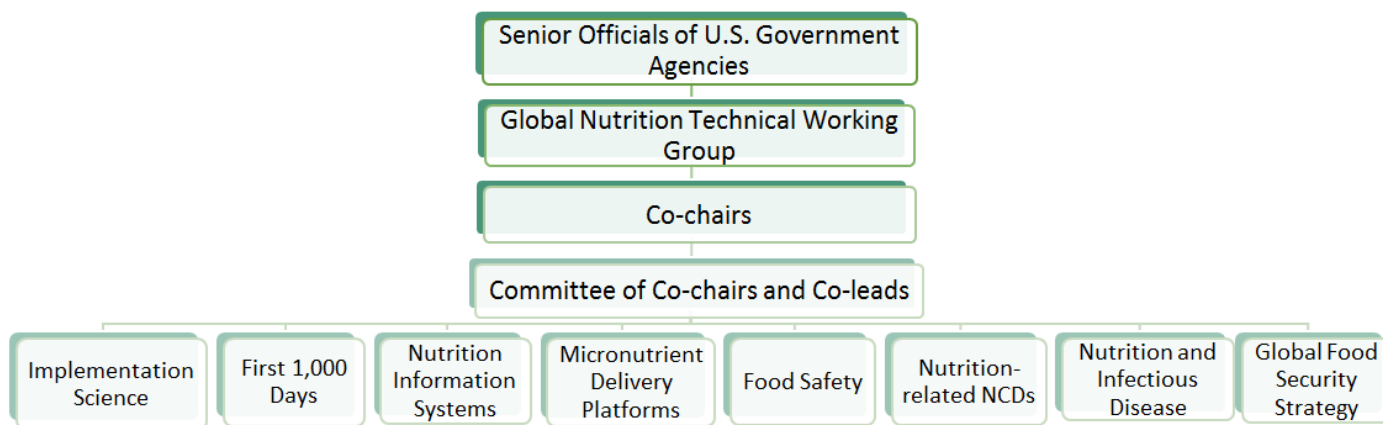
NUTRITION TECHNICAL AREA SUB-GROUPS

Through leadership and coordination across the TWG in this first year of implementation, sub-groups for each of the eight focus areas were formed. These sub-groups are open to and comprised of diverse subject matter experts from various U.S. Government agencies and departments that are relevant to the specific focus area; participation in the groups is voluntary. The TWG determined that each sub-group should be led by two agency representatives, called Co-leads. The Co-leads provide additional leadership for a technical area in which they have relevant expertise and experience.² The TWG Co-chairs have also been tasked with participating in two to three sub-groups in order to further ensure that sub-groups meet and collaborate regularly and that the outcomes of the sub-group actions support the overall goals of the Coordination Plan. Sub-groups communicate with one another about progress, challenges and areas of intersection during regular Co-lead meetings, convened by the Co-chairs. This structure has proven to be an efficient management approach to keep Co-leads and Co-chairs updated on sub-group activities and progress and has ensured that sub-groups communicate and collaborate on areas of shared interest.

2. The Co-Leads, Co-chairs, and Operations Facilitator collectively act as a virtual Secretariat for the TWG.

To facilitate additional collaboration, support sub-groups, and share information across office, agency and governmental boundaries, a U.S. Government Global Coordination Plan online resource site was created using the MAX Federal Community tool. This online platform makes working documents, reference materials and relevant research and implementation plans available to all TWG and sub-group members, and it enables archiving of Coordination Plan meeting notes, terms of reference and other relevant materials.

Figure 1: U.S. Government Global Nutrition Coordination Plan Organogram



SECTION 3: PROGRESS IN EIGHT NUTRITION TECHNICAL FOCUS AREAS

The sub-groups created for each of the eight technical focus areas have each been formalized through regular meetings of subject-matter experts from multiple U.S. Government agencies. Examples of each sub-group’s progress are presented in the following sections.



Kate Holt/MCSP

I. THE FIRST 1,000 DAYS: THE SYNERGY IN ADDRESSING MATERNAL, INFANT AND YOUNG CHILD NUTRITION

The First 1,000 Days sub-group was formed in August 2016 under the leadership of senior staff from USAID and the National Institutes of Health (NIH). Membership includes technical staff from multiple agencies (see Appendix 2), drawing on diverse representation and expertise from across the U.S. Government. Early after the sub-group's formation, members created a detailed list of the work each agency is doing that aligns with the 1,000 days "Action Areas," as outlined in the Coordination Plan. The sub-group then identified areas of overlap across agencies and developed priority actions the group could take to share knowledge and facilitate collaboration within the first year of Coordination Plan implementation.

Following are examples of progress within the First 1,000 Days sub-group:

Sub-group members have been closely engaged with the newly re-invigorated anemia task force within USAID to share knowledge and best practices related to iron-deficiency anemia during pregnancy. The anemia task force has begun to include additional agency participation, including from USDA.

On June 12, 2017, the sub-group hosted a webinar for U.S.-based and overseas offices on maternal, infant, and young child nutrition. The webinar featured presentations on USDA's Special Supplemental Nutrition Program for Women, Infants, and Children Program and country case studies from USAID programs in Malawi and Nepal. These program examples were relevant and useful for other government agencies and country-led programs desiring to improve maternal, infant, and young child nutrition. More than 40 people from 10 countries participated, learning from and sharing their experiences with one another.

The sub-group has chosen a focus country, Uganda, in which multiple U.S. Government agencies are supporting efforts to improve maternal, infant, and young child nutrition. The group is actively looking into ways to improve collaboration across U.S. Government agencies working there, drawing on findings from ongoing activities in the country.



USAID-ACESSO/Fintrac, Inc.

2. NUTRITION INFORMATION SYSTEMS

The Nutrition Information Systems sub-group was formed in early 2017 with Co-leads from CDC and USDA and membership from multiple U.S. agencies (see Appendix 2). The Co-leads of this small group have actively solicited additional agencies in an effort to expand membership. The principal focus thus far has been to gather information about the nutrition surveillance-related activities of each U.S. Government agency and the countries in which these activities are taking place.

Following are examples of progress within the Nutrition Information System sub-group:

The sub-group is developing plans to strengthen food and nutrient intake assessments using existing U.S. agencies' tools.

USAID and CDC are working together in Uganda on national survey and surveillance activities, with efforts led by the [CDC International Micronutrient Malnutrition Prevention and Control \(IMMPaCT\) program](#). The Nutrition Information Systems sub-group, along with the Micronutrient Delivery Platforms sub-group, has allowed a platform for CDC and USAID to catalyze stronger collaboration and to expand this knowledge and interaction to other U.S. Government agencies. Discussions are underway for expanding these national survey and surveillance efforts to additional countries in Africa.

Members of this sub-group have reached out to the CDC Emergency Response and Recovery Branch to determine areas of potential collaboration with the Nutrition Information Systems sub-group.



Giovanni Okot/SPRING

3. MICRONUTRIENT DELIVERY PLATFORMS

This sub-group of technical experts involved in micronutrient work are from several U.S. Government agencies, with Co-leads from USAID and USDA (see Appendix 2). Early discussions identified that the technical focus area of “food fortification,” as outlined in the Coordination Plan, only covered one of multiple ways to increase micronutrient supply and consumption. Therefore, the focus was expanded to “micronutrient delivery platforms” to encompass the many strategies for increasing micronutrient supply and consumption, while also ensuring that the design, implementation and monitoring aspects of these strategies were all incorporated into the sub-group’s focus. An inventory of the major work streams of all U.S. Government global micronutrient activities will serve as a repository of U.S. Government micronutrient research and action and help the sub-group identify areas of potential further collaboration and coordination.

Following are examples of progress within the Micronutrient Delivery Platforms sub-group:

The sub-group is promoting the appropriate use of dietary reference intakes for assessing and evaluating micronutrient levels in the average population by supporting the use of Estimated Average Requirements as a measurement for nutrient intake, when available, in U.S. Government micronutrient activities.³

The sub-group is looking into how to better assess the contribution of the consumption of fortified foods and supplements on population-level nutrient intake.

As mentioned above (see page 1), in addition to the Nutrition Information Systems sub-group, the Micronutrient Delivery Platforms sub-group is also facilitating increased collaboration and knowledge sharing on the USAID and CDC collaborative work to improve national survey and surveillance in Uganda.

3. The Institute of Medicine of the Academies of Sciences of the U.S. recommends the use of Estimated Average Requirement to measure population-level nutrient intakes, but most public health projects use Recommended Nutrient Intake or the Recommended Daily Allowance to measure this without realizing that the latter two dietary reference intake measures are only applicable for use in obtaining the average intakes of individuals’ diets. However, not all nutrients have an Estimated Average Requirement.



4. FOOD SAFETY

The Food Safety sub-group was formed in spring 2017 with technical staff from USAID and FDA as Co-leads. When this sub-group was first formed, leadership in the TWG recommended merging this sub-group with an existing USAID Food Safety Working Group, which had been functioning as an agency-wide effort since 2015. Merging these two groups created a more streamlined process for coordination to support food safety as it relates to both the U.S. Global Nutrition Coordination Plan and the U.S. Government Global Food Security Strategy (2017–2021). The Food Safety sub-group now has representation from a variety of U.S. Government agencies (see Appendix 2).

This sub-group is carrying forward and expanding on the scope established by the former USAID Food Safety Working Group. The sub-group provides a platform for the exchange of information and experiences, thereby strengthening the coordination of communications and learning to increase the effectiveness of food safety activities. It also offers the opportunity for the U.S. Government to broaden the reach of food safety efforts.

Following are examples of progress within the Food Safety sub-group:

In June 2017, the sub-group facilitated a two-day, online Food Safety Information Exchange event focused on Feed the Future.⁴ Nearly 185 individuals from 25 different countries participated in this event. Through the discussion, participants evaluated the existing research portfolio, identified gaps and weaknesses in the initiative, and assessed the need for further research to ensure successful implementation of the Global Food Security Strategy.

Produce Safety Training is being provided for a number of Latin America and Caribbean countries. Honduras and Guatemala, both Feed the Future countries, are on the list of countries for building technical expertise and capacity in alignment with Feed the Future goals.

4. Feed the Future is the U.S. Government's global hunger and food security initiative. The Global Food Security Strategy is the guiding document for this initiative, and Feed the Future seeks to turn this strategy into action. Learn more: <https://feedthefuture.gov/>



Amy Fowler/USAID

5. NUTRITION-RELATED NON-COMMUNICABLE DISEASES

The Nutrition-Related Non-Communicable Disease sub-group was formed in March 2017 under the leadership of Co-leads from USDA and HHS. The sub-group is comprised of more than 20 members from across the U.S. Government with a wide variety of expertise on NCDs (see Appendix 2).

The priority of the sub-group during implementation year one was to share evidence, knowledge and experiences on nutrition-related NCDs and identify areas of shared interest and action across U.S. Government agencies to guide the sub-group's priority activities going forward. The sub-group identified three focus areas for increased information and evidence sharing during this first implementation year: sugar sweetened drinks, school nutrition and food marketing to children.

Following are examples of progress within the Nutrition-related Non-communicable Diseases sub-group:

The sub-group coordinated presentations on domestic school nutrition research from Dr. Marilyn S. Nanney, a researcher and associate professor at the University of Minnesota as well as a presentation from the USDA Foreign Agricultural Service McGovern-Dole International Food for Education and Child Nutrition Program. These presentations led to discussion among the sub-group and a review of the evidence on domestic school nutrition.

The sub-group hosted a presentation by the U.S. Department of State on their International Visitors Leadership Program in June 2017, after which the sub-group discussed how to have closer inter-agency collaboration when responding to foreign government requests to learn about preventing nutrition-related NCDs through improved nutrition.



Kate Holt/MCSP

6. NUTRITION AND INFECTIOUS DISEASES

The Nutrition and Infectious Diseases sub-group was initiated with leadership from senior nutrition advisors at USAID and NIH. Membership in this sub-group includes representatives from three U.S. Government agencies, but the sub-group is working to engage other U.S. Government agencies to expand membership for future years (see Appendix 2). Shortly after the sub-group's establishment, members recognized the need to expand the scope of the sub-group beyond solely HIV to include instead all infectious diseases for which nutrition plays a key role in disease prevention, treatment or severity. This includes infectious diseases such as tuberculosis and malaria, emerging diseases such as Zika and Ebola, and infections associated with diarrhea and environmental enteropathy.

Following are examples of progress within the Nutrition and Infectious Diseases sub-group:

The sub-group is exploring how to extend the NACS approach, which was developed largely under PEPFAR for care of HIV patients, to the management of other infectious diseases. This sub-group informed a Food and Nutrition Technical Assistance III (FANTA III) project⁵ technical meeting on NACS integration into existing health system platforms, and a NACS user's guide that has been developed and posted on the FANTA III website based on the interagency PEPFAR experience with NACS and HIV/AIDS.

A collaborative effort lead by USAID and NIH with FANTA III, Tufts University and the Academy for Nutrition and Dietetics has developed Guidelines for an Integrated Approach to the Nutrition Care of Adolescents and Adults with HIV, which were initially field tested in Ethiopia and currently in Tanzania through the NACS platform. These guidelines will complement WHO's *Guidelines for an Integrated Approach to Nutritional Care of HIV-infected Children (6 months–14 years)* (2009).

5. Food and Nutrition Technical Assistance (FANTA) Project www.fantaproject.org



Richaela Primus/Africa Lead

7. GLOBAL FOOD SECURITY STRATEGY

The Global Food Security Act (GFSA), passed by Congress in April 2016, allocates funds to initiatives that focus on agriculture, small-scale food producers, and the nutrition of women and children worldwide. This bill required the U.S. President to develop and implement a U.S. Government Global Food Security Strategy to promote global food security, economic growth, resilience and nutrition. Nutrition is a core tenet of this Strategy, with a focus on the first 1,000 days from pregnancy to a child's second birthday.

Since the Global Nutrition Coordination Plan is the U.S. Government's coordination mechanism for nutrition, it was included in the Global Food Security Strategy Implementation Plan as a platform to collaborate on and support implementation both at the headquarters and country levels as well as to document U.S. Government progress and results toward Global Food Security Strategy goals. Therefore, the Global Food Security Strategy sub-group was formed in April 2017 to meet this GFSA requirement and includes members from various U.S. Government agencies led by Co-leads from USAID and USDA (see Appendix 2).

Following are examples of progress within the Global Food Security Strategy sub-group:

The sub-group led the development of the [Global Food Security Strategy Nutrition Technical Guidance](#), a resource available for use by all agencies and implementers to inform programmatic implementation in the field.

The sub-group has held several country conference calls with inter-agency teams in country, such as in Guatemala and Honduras. These calls coordinated inter-agency contributions to country guidance and led to improvements in guidance documents. The sub-group will continue to assist countries through conference calls and on-the-ground assistance to support integration of nutrition into each of the Feed the Future country programs.

On Sept. 7, 2017, a webinar was held to orient headquarters and field staff on this Nutrition Technical Guidance resource. The webinar had at least 77 confirmed attendees, as some overseas offices set up viewing rooms for multiple people.



Amy Fowler/USAID

8. IMPLEMENTATION SCIENCE

As part of the coordination actions for the Coordination Plan, the TWG formed an Implementation Science sub-group to interact with the existing Interagency Committee on Human Nutrition Research and the new International Society for Implementation Science in Nutrition. The sub-group was formed in March 2017 to share best practices linking research to nutrition programs and inform members of the U.S. Government nutrition community about the use of implementation science within nutrition programming. The Implementation Science sub-group is comprised of more than 20 members from across the U.S. Government under the leadership of Co-leads from USDA and USAID (see Appendix 2). The priority of the sub-group in the first year was to exchange implementation science research, resources and experiences across U.S. Government agencies, informing areas of potential future cross-agency collaboration and coordination.

Following are examples of progress within the Implementation Science sub-group:

On June 16, 2017, the sub-group coordinated a presentation on the Society for SISN to learn more about this society's priorities and actions toward expanding research and experience with implementation science. This presentation generated fruitful discussions on how the sub-group could interact with and complement SISN activities in the future.

The sub-group extracted relevant implementation science research and resource initiatives put forth by the Interagency Committee on Human Nutrition Research, including those within the [National Nutrition Research Roadmap \(2016–2021\)](#), to help identify and plan potential key opportunities and partnerships going forward.

What Is Implementation Science?

“Implementation Science is the study of methods to promote the adoption and integration of evidence-based practices, interventions and policies into routine health care and public health settings.”

– Fogarty International Center, NIH

Touchpoints between Sub-groups

The Coordination Plan's technical focus areas are interrelated, with areas of overlap and intersection among each of the eight focal areas as well as themes that cut across all focus areas. Therefore, the TWG and Co-leads are finding ways to coordinate between and across the eight sub-groups to avoid silos. For future implementation years, sub-groups have made it a priority to coordinate on areas of overlap. For instance, the 1,000 Days and Nutrition-related NCDs sub-groups are collaborating on a webinar in early 2018 that will share research and program experiences on good early life nutrition to reduce the risks of under-nutrition, overweight and obesity and nutrition-related NCDs later in life.

SECTION 4: CHALLENGES

Interest, hard work and enthusiasm of those involved has led to the marked steps thus far of forming the cross-agency structure for coordination and progress on the Action Areas outlined in the U.S. Government Global Nutrition Coordination Plan. Despite this progress, the first year of implementation has also brought out challenges that must be addressed in coming implementation years.

LEADERSHIP

The TWG is still working on a process to define and institutionalize leadership roles for the TWG and the sub-groups. Although the Co-chairs, Co-leads, and USAID, as operations facilitator, collectively acted as a virtual Secretariat for the Coordination Plan for the first implementation year, a more formal, defined leadership structure is necessary for future years of implementation. The TWG plans to address this challenge in the 2018 fiscal year of implementation.

OVERSEAS STAFF PARTICIPATION

During the first year of implementation, the TWG and sub-groups focused on establishing sub-groups but noted the need to identify how to engage and work most effectively with the field, including both overseas U.S. Government staff and international stakeholders. Therefore, an important next step for the technical sub-groups and the TWG is to broaden participation to include overseas counterparts and to generate demand for interagency support through the Coordination Plan TWG and sub-groups. As a next step for 2018, each of the sub-groups intends to reach out to agency technical expertise overseas and invite them to participate more regularly in sub-group meetings and events.

OPEN DATA

Interagency Coordination Plan members are committed to ensuring that, in addition to research data, program data (such as breastfeeding rates and program retention rates) are also made openly available in a timely and usable manner. In the first year of implementation, there was a recognized need for more discussion on how the Coordination Plan can act as a platform for improving the structure of publicly available data to make it more easily accessible and user friendly. Open data will be an area of increased discussion within the TWG in the next fiscal year. However, the Office of Management and Budget memorandum and Executive Order are being updated with new commitments, and Congress is working on new legislation called the Open Government Data Act. To ensure alignment with these efforts, the TWG's activities related to open data may be delayed until these changes take effect.

SECTION 5: PRIORITIES AND PLANS FOR 2018

MANAGEMENT ACTIONS

The formation of the TWG and sub-groups gave participating U.S. Government agencies a coordination platform. To continue and strengthen regular coordination throughout 2018, agencies will:

- Refine and institutionalize the Coordination Plan leadership as well as the TWG's administrative and operational functions.
- Establish points of contact within each U.S. Government agency participating in the Coordination Plan and at relevant international posts, so that TWG and sub-groups can share knowledge management resources, webinars and communications with host country colleagues as well as enhance overseas engagement in the TWG and sub-groups.
- Identify specific country-level activities that would benefit from enhanced coordination through collaboration across U.S. Government agencies. Nominating points of contact in overseas posts, as mentioned above, will also help with this by facilitating both in-country coordination among agencies and outreach to country counterparts.
- Advocate for increased attention to nutrition and highlight opportunities for staff in country offices; there is a lack of adequate nutrition staff (i.e., those who have formal nutrition education and training) in U.S. Government overseas posts to cover the wide span of nutrition interventions and sectors.
- Identify ways to build capacity for country leadership in nutrition. One avenue the TWG is exploring is engaging nutrition experts through members of the International Affiliate of the Academy of Nutrition and Dietetics (formerly known as the American Overseas Dietetics Association).
- The TWG will work to speed up collaboration efforts of sub-groups that formed later in the implementation year and therefore had less time to achieve notable progress during this first year.

SUB-GROUP ACTIVITIES FOR 2018

Sub-groups are still planning the technical priorities and actions for 2018. Examples of some of the many potential sub-group technical activities under discussion for fiscal year 2018 are:

- Conduct a webinar on recent research and programming for anemia, with a focus on women of reproductive age and children. The causality of anemia and interventions for prevention and treatment are complex; however, several U.S. Government agencies are engaged in research and testing of anemia interventions. Experts from these agencies will be invited to present the latest evidence on causality and programming to other U.S. Government health-related staff and host country officials. This webinar will be a collaborative effort between the Micronutrient Delivery Platform and the First 1,000 Days sub-groups.
- Support the inter-agency development of the Global Food Security Strategy Target Country Plans, which will assist with coordination and transparency of U.S. Government work in these countries.
- As mentioned in the "Touchpoints between Sub-groups" section, conduct a webinar on good early life nutrition for U.S. Government domestic and overseas-based staff, which will be developed and jointly conducted by the First 1,000 Days and Nutrition-related NCDs sub-groups.
- Identify ways to increase the availability of timely nutrition data and support the Global Food Security Strategy commitment to increase the focus on strengthening target country data systems.

SECTION 6: CONCLUSION

Improving nutrition is a global challenge that requires collective action. The U.S. Government is committed to contributing to progress toward global nutrition targets, and the U.S. Government Global Nutrition Coordination Plan has strengthened this commitment. At the forefront of the Coordination Plan is the recognition that, as stewards of American investments, U.S. Government agencies must ensure that these investments are used in the most efficient and impactful way possible. By integrating each agency's strengths into federally-funded nutrition activities, the Coordination Plan has helped agencies better leverage each other's work and strengthen their collective accountability.

The Coordination Plan has given nutrition-related staff at federal agencies a platform to better understand each other's expertise and work and to identify intersection points, thereby improving cross-governmental coordination and collaboration. The creation of an actual U.S. Government nutrition community of practice has been a positive step that members expect will continue well beyond and outside of the structure of this Coordination Plan. The U.S. Government entities involved in the Coordination Plan are creating stronger relationships and improving communication around global nutrition activities both at the headquarter and country levels. Through better coordination mechanisms, participating agencies are working to maximize support to country-led programs, maintain global nutrition leadership, strengthen existing partnerships, and develop new partnerships. In addition, agencies are generating, sharing and applying knowledge and evidence to accelerate progress toward shared nutrition goals. Although participating U.S. Government agencies are still learning how best to manage this new coordination structure, agencies have already observed the positive impact the U.S. Government Global Nutrition Coordination Plan has had on cross-government collaboration.

APPENDIX 1: U.S. GOVERNMENT GLOBAL NUTRITION COORDINATION PLAN TECHNICAL WORKING GROUP MEMBERSHIP (2017)

Agency	Member	Co-chairs and Co-leads
USAID	<p>Anne Peniston (GH) Jeniece Alvey (GH) Omar Dary (GH) Mike Manske (FFP) Sally Abbot (BFS) Susan Bradley (FFP) Tim Quick (GH) Sarah Leonard (BFS) Katherine Dennison (BFS) Ahmed Kablan (BFS) Meredith Soule (BFS) Elizabeth Brown (FFP) Melanie Thurber (FFP) Lindy Fenlason (GH) Rufino Perez (FFP) Kelley Cormier (BFS) Katherine Consavage (GH) Mellen Tanamly Angela Records (BFS) Eric Anderson (FFP) Erin Boyd (OFDA)</p>	<p>USAID Point of Contact; First 1,000 Days Co-lead</p> <p>Micronutrient Delivery Platforms Co-lead</p> <p>Nutrition and Infectious Disease Co-lead Global Food Security Strategy Co-lead Global Food Security Strategy Co-lead Implementation Science Co-lead</p> <p>Food Safety Co-lead TWG Co-chair</p>
HHS	<p>Dan Raiten (NIH) Gabrielle Lamourelle (OGA) Maya Levine Susan Vorkorper (NIH) Sheila Fleischhacker (NIH) Mark Kantor (FDA) Paula Trumbo (FDA) Julie Moss (FDA) Camille Brewer (FDA) Claudine Kavanaugh (FDA) Vilkas Kapil (CDC) Rafael Flores-Ayala (CDC) Pamela Ching (CDC) Maria Jefferds (CDC) June Dea (FDA) Daniel Reese (FDA)</p>	<p>First 1,000 Days Co-lead; Nutrition and Infectious Disease Co-lead Nutrition Related NCDs Co-lead</p> <p>Nutrition Information Systems Co-lead</p> <p>Nutrition Information Systems Co-lead Food Safety Co-lead</p>

Agency	Member	Co-chairs and Co-leads
USDA	Paul Alberghine (FAS) Diane DeBernardo (FAS) Pace Lubinsky (FAS) Cheryl Christensen (ERS) Pam Starke-Reed (ARS) John Finley (ARS) Deidra Chester (NIFA) Isabell Walls (NIFA) Dionne Toombs (OSEC) Paul Cotton (NIFA) Bryce Carson (FSIS) Doreen Chen Moulec (FSIS) Shannon McMurtrey (FSIS) Colette Rihane (CNPP) Yibo Wood (FNS) Caitrin Martin (FAS) Joanna Brown (FAS) Caitlin Blair (FAS) Sheila Fleischhacker (OSEC)	TWG Co-chair; Global Food Security Strategy Co-lead; Micronutrient Delivery Platforms Co-lead Nutrition Information Systems Co-lead TWG Co-chair Nutrition Related NCDs Co-lead; Implementation Science Co-lead
Peace Corps	Shelly Smith Erin Lawless	
State Department	Elizabeth A. Buckingham	
MCC	Michelle Inkley Carolyn Wetzel Chen	
Treasury Department	Nicholas Strychacz	

APPENDIX 2: MEMBERSHIP OF SUB-GROUPS (2017)

MICRONUTRIENT DELIVERY PLATFORMS

Diane DeBernardo	USDA/FAS	Co-lead
Omar Dary	USAID/GH	Co-lead
Ahmed Kablan	USAID/BFS	Member
Carolyn Wetzel Chen	MCC	Member
Elizabeth Bontrager	USAID/FFP	Member
Elizabeth L Brown	USAID/FFP	Member
Eric Anderson	USAID/FFP	Member
Katherine Dennison	USAID/BFS	Member
Maria Jefferds	HHS/CDC	Member
Paul Alberghine	USDA/FAS	Member
Rufino Perez	USAID/FFP	Member
Tim Quick	USAID/GH	Member

NUTRITION INFORMATION SYSTEMS

Maria Elena Jefferds	HHS/CDC	Co-lead
Rafael Flores-Ayala	HHS/CDC	Co-lead
Colette Rihane	USDA/CNPP	Member
Diane DeBernardo	USDA/FAS	Member
Eric Anderson	USAID/FFP	Member
John Finley	USDA/ARS	Co-lead
Paul Alberghine	USDA/FAS	Member
Tusa Schap Pannucci	USDA/ CNPP	Member
Yibo Wood	USDA/FNS	Member

FOOD SAFETY

Ahmed Kablan	USAID/BFS	Co-lead
June Dea	HHS/FDA	Co-lead
Adam Rosenberg	USDA/FAS	Member
Alexander Domesle	USDA/ARS	Member
Andrew Bisson	USAID	Member
Angela Records	USAID/BFS	Co-lead
A. Steed	USAID/	Member
B. Mahmoud	USAID/BFS	Member
Chris Peterson	USDA/FAS	Member
Daniel Reese	HHS/FDA	Member
Elaine Grings	USAID	Member
Elisa Loeser	USDA/FAS	Member
Elizabeth Newman	USAID/BFS	Member
Elizabeth L Brown	USAID/FFP	Member
Emanuela M Stephens	USDA/FAS	Member
Erin Milner	USAID/GH	Member
Faith Bartz	USAID	Member
Isabel Walls	USDA/NIFA	Member
I. Choim	STATE	Member
Jason Sandahl	USDA/FAS	Member
Jennifer Billings	USAID	Member
Jennifer Long	USAID/BFS	Member
Jill Luxenberg	USDA/FAS	Member
John Bowman	USAID/BFS	Member
Judy Canahuati	USAID	Member

Julie MacCartee	USAID/BFS	Member
J. Williams	USDA/NIFA	Member

THE FIRST 1,000 DAYS

Anne Peniston	USAID/GH	Co-lead
Daniel Raiten	HHS/NIH	Co-lead
Carolyn D Wetzel-Chen	MCC	Member
Diane DeBernardo	USDA/FAS	Member
Deirdra Chester	USDA/NIFA	Member
Elizabeth A Buckingham	STATE	Member
Elizabeth L Brown	USAID/FFP	Member
Jeniece Alvey	USAID/GH	Member
Joanna Brown	USDA/FAS	Member
John Finley	USDA/ARS	Member
Katherine Consavage	USAID/GH	Member
Katherine Dennison	USAID/BFS	Member
Maria Jefferds	HHS/CDC	Member
Michelle D Inkley	MCC	Member
Mike Manske	USAID/FFP	Member
Omar Dary	USAID/GH	Member
Sally Abbott	USAID/BFS	Member
Sarah Leonard	USAID/BFS	Member
Sheila Fleischhacker	USDA/OSEC	Member
Timothy C Quick	USAID/GH	Member
Yibo Wood	USDA/FNS	Member

NUTRITION-RELATED NON-COMMUNICABLE DISEASES

Gabrielle Lamourelle	HHS/OGA	Co-lead
Sheila Fleischhacker	USDA/OSEC	Co-lead
Andrew Bremer	HHS/NIH	Member
April Oh	HHS/NIH	Member
Caitrin Martin	USDA/FAS	Member
Casey A. Zwirtz	HHS/CDC	Member
Dan Raiten	HSS/NIH	Member
Diane DeBernardo	USDA/FAS	Member
Holly McPeak	HHS/OHPDP	Member
Jenna Seymour	HHS/CDC	Member
John Finley	USDA/ARS	Member
Kathleen Michel	HHS/NIH	Member
Lindy Fenlason	USAID/GH	Member
Megan Christensen	VHA	Member
Pamela Starke-Reed	USDA/ARS	Member
Sharon Boyd	HHS/OASH	Member
Susan Vorkoper	HHS/NIH	Member
Timothy Quick	USAID/GH	Member
Yibo Wood	USDA/FNS	Member

INFECTIOUS DISEASES AND NUTRITION

Dan Raiten	HHS/NIH	Co-lead
Tim Quick	USAID/GH	Co-lead
Andrea DeSantis	Peace Corps	Member
Hannah Gardi	Peace Corps	Member
Lindy Fenlason	USAID/GH	Member

GLOBAL FOOD SECURITY STRATEGY-NUTRITION

Diane DeBernardo	USDA/FAS	Co-lead
Katherine Dennison	USAID/BFS	Co-lead
Sarah Leonard	USAID/BFS	Co-lead
Ahmed Kablan	USAID/BFS	Member
Alexandra Dehelean	STATE	Member
Anne Peniston	USAID/GH	Member
Calixto Rafael Flores-Ayala	HHS/CDC	Member
Carolyn Wetzel Chen	MCC	Member
Dan Raiten	HSS/NIH	Member
Deirdra N Chester	USDA/NIFA	Member
Dionne Toombs	USDA/NIFA	Member
Elaine Gray	USAID/GH	Member
Elizabeth A Buckingham	STATE	Member
Elizabeth Bontrager	USAID/FFP	Member
Elizabeth L Brown	USAID/FFP	Member
Eric Anderson	USAID/FFP	Member
Erin Boyd	USAID/OFDA	Member
Erin Milner	USAID/GH	Member
Erin Pacific	USAID	Member
John Finley	USDA/ARS	Member
Laura Itzkowitz	USAID/GH	Member
Maria Jefferds	HHS/CDC	Member
Omar Dary	USAID/GH	Member
Pace Lubinsky	USDA/FAS	Member
Paul Alberghine	USDA/FAS	Member
Sally Abbott	USAID/BFS	Member
Sheila Fleischhacker	USDA/OSEC	Member
Timothy Quick	USAID/GH	Member
Yibo Wood	USDA/FNS	Member

IMPLEMENTATION SCIENCE

Sheila Fleischhacker	USDA/OSEC	Co-lead
Ahmed Kablan	USAID/BFS	Co-lead
April Oh	HHS/NIH	Member
Brad Newsome	HHS/NIH	Member
Colette Rihane	USDA/CNPP	Member
Dan Raiten	HHS/NIH	Member
Diane DeBernardo	USDA/FAS	Member
Dionne Toombs	USDA/OSEC	Member
Erin Milner	USAID/GH	Member
Eve Essery Stoodly	USDA/FNS	Member
Gabrielle Lamourelle	HHS/OGA	Member
Gila Neta	HHS/NIH	Member
Janelle Walker	HHS/NIH	Member
Janet De Jesus	HHS/NIH	Member
Katherine Dennison	USAID/BFS	Member
Kathleen Michels	HHS/NIH	Member
LaShawndra Price	HHS/NIH	Member
Omar Dary	USAID/GH	Member
Pamela Starke-Reed	USDA/ARS	Member
Pamela Thornton	HHS/NIH	Member
Paul Cotton	USDA/NIFA	Member
Rafael Flores-Ayala	HHS/CDC	Member
Susan Vorkoper	HHS/NIH	Member
Yibo Wood	USDA/FNS	Member

