



# **REGIONAL DEVELOPMENT COUNCIL – ILOCOS REGION**

NEDA REGIONAL OFFICE 1

## **EXCERPT FROM THE MINUTES OF THE SECOND REGIONAL DEVELOPMENT COUNCIL 1 (RDC-1) FULL COUNCIL MEETING FOR CY 2022 HELD ON 29 JUNE 2022 VIA ZOOM**

### **RDC-1 Resolution No. 46, s. 2022**

#### **APPROVING AND ADOPTING THE UPDATED IMPLEMENTING GUIDELINES ON NUTRITION SHEPHERDING PROJECT AND ORGANIZATION OF THE REGIONAL NUTRITION SHEPHERDING TEAM OF REGION 1 FOR EFFECTIVE NUTRITION PROGRAM MANAGEMENT**

**WHEREAS**, the Philippine Plan of Action for Nutrition (PPAN) 2017-2022 as the country's policy framework in addressing all forms of malnutrition, calls for an enabling program focused on the mobilization of local governments for effective nutrition program management;

**WHEREAS**, the National Nutrition Council (NNC), together with its partners, have initiated relevant actions along with mobilization to ensure that more Local Government Units (LGUs) invest in nutrition and contribute to the desired nutrition outcomes;

**WHEREAS**, one of the LGU mobilization tools developed by NNC is the Compendium of Actions on Nutrition (CAN) which identify the unique role of the NNC regional offices in the interface and shepherding or mentoring of LGUs in order to multiply the number of LGUs advancing their work relative to PPAN;

**WHEREAS**, in 2015, the Regional Nutrition Committee-1 (RNC-1) issued Resolution No. 2, s. 2015 adopting the Guidelines on Shepherding of Local Nutrition Committees established by NNC-National Capital Region (NCR) for implementation in Region 1, but no standardized actions had been set and executed;

**WHEREAS**, the NNC Governing Board (GB) through Resolution No. 4 series of 2019 approved the LGU Mobilization Plan/Strategy for PPAN to scale up efforts of mobilizing LGUs in achieving desired nutrition outcomes in the remaining years of the PPAN implementation;

**WHEREAS**, the LGU mobilization strategy adopts a peer learning approach to strengthen local governance on nutrition which includes among others the Nutrition Shepherding Project that requires the organization of a Regional Nutrition Shepherding Team to shepherd or mentor fellow LGUs;

**WHEREAS**, the implementing Guidelines on Nutrition Shepherding Project for Effective Nutrition Program Management was issued by the NNC Secretariat to systematize and standardize the process in shepherding LGUs across all regions;

**WHEREAS**, the said Guidelines also aims to support and strengthen the approved LGU Mobilization Strategy of the NNC-GB for improved nutrition program management contributing to the achievement of PPAN outcomes;

**WHEREAS**, the organization of the Regional Nutrition Shepherding Team will facilitate the smooth mobilization of target LGUs on effective nutrition program management towards the delivery of nutrition outcomes;

**WHEREAS**, in 2022, the implementing guidelines on the nutrition shepherding of local nutrition committees was revised, and online training on Nutrition Shepherding was conducted across the regions which include topics on the successful transfer of technical knowledge, skills, and attitude needed for effective nutrition program management;

**WHEREAS**, the Health, Nutrition and Population (HNP) Subcommittee (Subcom) of the Regional Social Development Committee 1 (RSDC-1) adopted the updated guidelines on nutrition shepherding and endorsed the organization of the Regional Nutrition Shepherding Team in Region 1 to the RSDC-1 through HNP-1 Resolution No. 3, s. 2022;

**WHEREAS**, the RSDC-1, during its 2<sup>nd</sup> regular meeting on 07 June 2022, reviewed the HNP Subcom resolution and found the proposal vital and supportive of the region's development thrust to improve nutrition and health outcomes for all as advocated in Chapter 10 of the Enhanced Ilocos Regional Development Plan (RDP) 2017-2022 Midterm Update;

**WHEREAS**, the RSDC-1 approved the endorsement of the Updated Implementing Guidelines on Nutrition Shepherding Project and Organization of the Regional Nutrition Shepherding Team of Region 1 to the RDC-1 through RSDC Resolution No. 8, s. 2022 for approval and adoption:

**NOW, THEREFORE, BE IT RESOLVED, AS IT IS HEREBY RESOLVED**, to approve and adopt the Updated Implementing Guidelines on Nutrition Shepherding Project (Annex A) and organization of the Regional Nutrition Shepherding Team of Region 1;

**RESOLVED FURTHER**, to approve the members of the Regional Nutrition Shepherding Team in Region , 1 to wit:

1. Regional Nutrition Planning and Evaluation Team-1 (RNPET-1) Members from the following member agencies:
  - a) Department of the Interior and Local Government Regional Office (RO)1;
  - b) Department of Health Center for Health Development (CHD) 1;
  - c) Department of Budget and Management RO1;
  - d) Department of Social Welfare and Development Field Office 11;
  - e) National Economic and Development Authority RO1;
2. City Nutrition Action Officer of Vigan City, Ilocos Sur;
3. District Nutrition Program Coordinator of La Union;
4. Non-Government Organization (NGO) Representative to be identified by NNC RO1;  
and
5. NNC RO1's Regional Nutrition Program Coordinator and Nutrition Officer III or II;

**RESOLVED FURTHER**, to request the NNC RO1, as the secretariat of the RNC-1 and agency being mandated in the areas of food and nutrition, to provide necessary updates and reports on the matter in the quarterly meetings of the HNP Subcommittee and RSDC-1;


**RESOLVED FURTHER**, to provide copy of this resolution and the Updated Implementing Guidelines on Nutrition Shepherding Project and the Regional Nutrition Shepherding Team of Region 1 to the Regional Nutrition Council 1;



**RESOLVED FINALLY**, to provide copies of this resolution to all RDC-1 members for information and guidance;

**APPROVED**, this 29<sup>th</sup> day of June 2022 in a virtual meeting conducted via Zoom.


**CERTIFIED TRUE AND CORRECT:**

  
**IRENEA B. UBUNGEN**  
RDC-1 Secretary  
(Asst. Regional Director, NEDA 1)

**ATTESTED BY:**

  
**NESTOR G. RILLON**  
RDC-1 Vice-Chairman  
(Regional Director, NEDA 1)

**CONCURRED BY:**

  
**JUAN CARLO S. MEDINA**  
RDC-1 Chairman  
(Mayor, Vigan City, Ilocos Sur)



# **IMPLEMENTING GUIDELINES ON NUTRITION SHEPHERDING**

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## LIST OF ABBREVIATIONS

<b>AIP</b>	Annual Investment Plan
<b>BNS</b>	Barangay Nutrition Scholar
<b>CAN</b>	Compendium of Actions on Nutrition
<b>CDP</b>	Comprehensive Development Plan
<b>DCNPC</b>	District/City Nutrition Program Coordinator
<b>DILG</b>	Department of the Interior and Local Government
<b>DOH</b>	Department of Health
<b>GAD</b>	Gender and Development
<b>GB</b>	Governing Board
<b>HDPRC</b>	Human Development Poverty Reduction Cluster
<b>HUC</b>	Highly Urbanized Cities
<b>ICC</b>	Independent Component Cities
<b>LCE</b>	Local Chief Executive
<b>LDIP</b>	Local Development and Investment Plan
<b>LDRRM</b>	Local Disaster Risk and Reduction Management
<b>LGU</b>	Local Government Unit
<b>LHEARN</b>	Learning Hub for Enhanced and Revitalized Nutrition
<b>LNAP</b>	Local Nutrition Action Plan
<b>LNC</b>	Local Nutrition Committee
<b>MELLPI</b>	Monitoring and Evaluation of Local Level Plan Implementation
<b>NAO</b>	Nutrition Action Officer
<b>NIED</b>	Nutrition Information and Education Division
<b>NGO</b>	Non-Government Organization
<b>NNC</b>	National Nutrition Council
<b>OPT</b>	Operation Timbang Plus
<b>PDPFP</b>	Provincial Development and Physical Framework Plan
<b>PPAN</b>	Philippine Plan of Action for Nutrition
<b>RDC</b>	Regional Development Council
<b>RNC</b>	Regional Nutrition Committee
<b>RNET</b>	Regional Nutrition Evaluation Team
<b>RNPC</b>	Regional Nutrition Program Coordinator
<b>RNST</b>	Regional Nutrition Shepherding Team
<b>RO</b>	Regional Office
<b>RSDC</b>	Regional Social and Development Committee
<b>RTWG</b>	Regional Technical Working Group
<b>PIR</b>	Program Implementation Review
<b>P/C/M</b>	Province/City/Municipality
<b>PMNP</b>	Philippines Multisectoral Nutrition Project
<b>SBCC</b>	Social and Behavior Change Communication

# 1 Background

The Philippine Plan of Action for Nutrition (PPAN) 2017-2022 is the country's policy framework that provides the directions and priority actions to address all forms of malnutrition in the country. The PPAN calls for an enabling program focused on mobilization of local governments for effective nutrition program management.

The National Nutrition Council (NNC) together with its partners have initiated relevant actions along Local Government Unit (LGU) mobilization to ensure that more LGUs invest in nutrition and contribute to the desired nutrition outcomes. One of the LGU mobilization tools developed by NNC is the **Compendium of Actions on Nutrition (CAN)** chronicling stories and lessons learned from the journey of 11 high-performing local government units on nutrition. Three of the key lessons and corresponding recommendations from the Compendium can be cited:

1. **leadership of the local chief executive (LCE)** is the most important factor and is indispensable to the ascent of the LGU in nutrition, thus organizing LCEs from performing LGUs as **nutrition champions and as the peers of LCEs** is an excellent ingredient of LGU mobilization
2. **LGUs learn from the good practices of high-performing LGUs**, therefore calls for the establishment of more organized way of in-depth **sharing of good practices** and
3. regional offices of NNC have a unique role in the **interface and shepherding or mentoring** of LGU to multiply the LGUs ascending in their work for PPAN; there is a need to **beef up the regional capacity** for such roles.

The CAN recommendations highlight the need for NNC to intensify efforts on LGU mobilization. Thus, in April 2019, the LGU Mobilization Strategy for PPAN was approved by the NNC Governing Board through Resolution No. 4 series of 2019. This signaled the scaling up of efforts to mobilize local governments for nutrition improvement in the remaining years of PPAN implementation. More specifically, the strategy, with its four components (as shown in Figure 1), aims to move the 32 priority provinces of the Human Development and Poverty Reduction Cabinet (HDPRC) Cluster and the majority of its LGUs (a total of 806 cities and municipalities) from LGUs with low-intensity nutrition programs to ones that deliver nutritional outcomes.





**Figure 1.** Components of the NNC LGU Mobilization Strategy

As a strategy to implement Component 2, the LGU Mobilization Strategy<sup>1</sup> entails the engagement and management of nutrition champions from among well performing local chief executives (LCEs) as coach and mentors of peer LCEs/LGUs. From this “peer learning” approach of Component 2, the LGU mobilization strategy has now evolved to adopt a peer learning approach composed of three equally important modalities for effective nutrition program management: 1) Nutrition Champions Project 2) Nutrition Shepherding Project and 3) Learning Hubs for Enhanced and Revitalized Nutrition (LHEARN) Project. These three modalities are interlinked with each other.

Shepherding includes transfer of technical knowledge, skills, and attitude needed for effective local nutrition program management. This initiative is not at all new to NNC and the nutrition sector. Several NNC Regional Offices (NNC ROs) have implemented the initiative in the past. Pioneered by the NNC National Capital Region in 2012 with members of their Regional Nutrition Management Group as “Shepherds”, a few others replicated the initiative with differing methodologies and guidelines. For NNC Region 10 (started in 2015) involved members of the Local Nutrition Committees as LGU mentors. NNC CAR also implemented an LGU Mobilization strategy through a Regional Nutrition Committees (RNC) Resolution in 2017 where regional inter-agency teams aided low performing LGUs as well as candidate LGU awardees.

<sup>1</sup> The implementation of the strategy shall be monitored using the PPAN LGU Mobilization Results Framework

Recognizing the need to shepherd LGUs to multiply the LGUs ascending in their work for PPAN and to standardize the Shepherding initiative across all regions, the NNC will implement the Nutrition Shepherding Project. The following are the specific objectives of the project:

1. organize Regional Nutrition Shepherding Teams to provide regular mentoring support in each region
2. develop standard tools for providing mentoring to LGUs under this project
3. raise the level of performance on nutrition of LGUs across each region

The following set of implementing guidelines shall be adopted to support and strengthen the NNC GB Resolution No. 4 series of 2019. These guidelines consolidate and build on the gains and lessons from the implementation of the initiative by the select NNC regional offices and highlight the engagement of local government units as LGU shepherds. It also emphasizes the reciprocal relationship between gender and nutrition, identifying practical entry points for mainstreaming gender into nutrition policy and programming.

## 2 Objectives of the guidelines

These guidelines aim to:

1. guide the NNC ROs and the RNC in implementing the Nutrition Shepherding project in their respective regions
2. define processes and tools that will facilitate the mobilization of LGUs to shepherd or mentor fellow LGUs on effective nutrition program management towards the delivery of nutrition outcomes

Considering that every region has their own peculiarities, regions are expected to implement this set of guidelines with some variations. These guidelines on shepherding do not intend to supplant existing systems of regional teams providing technical assistance to LGUs. Rather, it aims to provide additional inputs that the regions can use to enhance/strengthen existing teams and their practices/processes in assisting LGUs. This is also in recognition of the fact that different situations call for different approaches.

## 3 Target users of the guidelines

This set of guidelines is intended mainly for the use of the NNC ROs together with the RNC, in undertaking a purposive and structured “shepherding” or mentoring activities among identified priority LGUs for improved nutrition program management. The guidelines may also be used by the Local Nutrition Committees as reference once adopted at the provincial/highly urbanized cities (HUC) levels.

## 4 Implementation Guidelines

The implementation of Nutrition Shepherd Project will be undertaken by the NNC Regional Offices under the ambit of the RNC with the Regional Nutrition Program Coordinators (RNPC) providing the leadership role. As much as applicable and as allowed, the activities will be implemented through a combination of on-site and on-line shepherding using applicable platforms.

The following are proposed steps/process to be undertaken by the regions, as applicable.



**Figure 2.** Step-by-Step procedure in the implementation of Nutrition Shepherd Project for Effective Nutrition Program Management

### 4.1 Secure policy support of relevant regional policy making bodies.

The adoption and implementation of Nutrition Shepherd Project as prescribed in these guidelines shall be initially supported by a policy issuance primarily from the RNC.

The adoption of the Nutrition Shepherd project by the RNC and Regional Development Council (RDC) shall grant full authority and responsibility to the NNC RO to cause the organization, mobilization and capacity building, deployment, and monitoring of the regional nutrition shepherding team.

Sample RNC and RDC resolutions are in attachments 1 and 2 for reference.

### 4.2 Organize, capacitate, and mobilize the Regional Nutrition Shepherding Team.

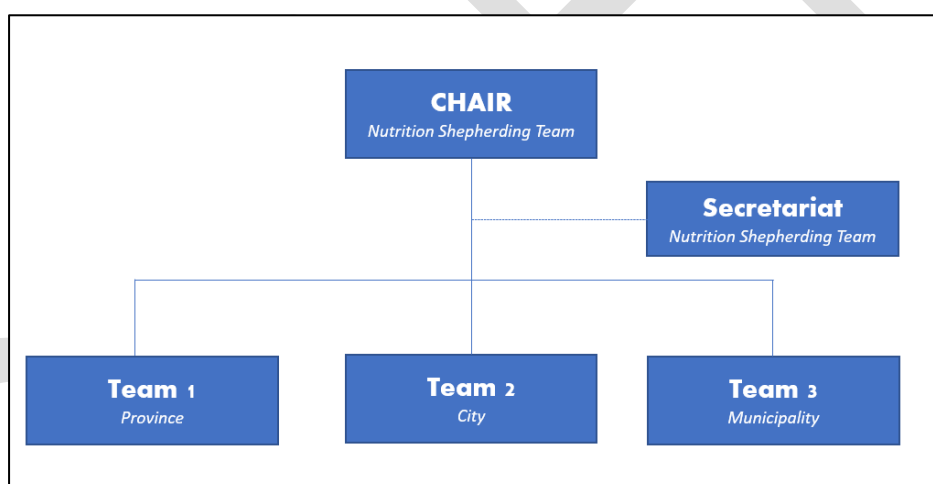
Organizing refers to bringing together regional and local partners to constitute the regional nutrition shepherding team. The following are proposed composition, functions, and organization activities for the regional nutrition shepherding team:

- a. Composition. The team<sup>2</sup> shall be composed of at least six permanent members who are willing and capable of shepherding LGUs and jumpstart the project. The following are the possible selection criteria:

<sup>2</sup> The Regional Nutrition Shepherding Team differs to the Regional Nutrition Evaluation Team organized for the MELLPI Pro because of the LGU membership which is not required in the RNET.

- i. members of the Regional Technical Working Group (RTWG), either the permanent or alternate agency representative or other regular staff
- ii. key local nutrition committee members (e.g., budget officer, planning officer, agriculture officer, Chairperson of the Committee on Health) from high-performing LGUs in nutrition (LGUs that have earned awards of distinction from NNC)
- iii. outstanding local nutrition and health workers (e.g., nutrition action officers, district/city nutrition program coordinators, health officers, barangay nutrition scholars), and

The NNC RO together with the RTWG shall ensure the representation of both women and men in the regional nutrition shepherding team. The suggested membership may be expanded, and sub-teams may be created based on the assessment of the perceived needs and situation of the priority LGUs. These sub-teams may be deployed to different LGUs considering proper matching and can be composed of at least 3 members each. Matching may consider the expertise of the member, types of LGU (e.g., Province, Component City, Municipality) and its income class and/or geographic locations.



**Figure 3.** Sample chart in creating sub-teams of the Regional Nutrition Shepherding Team

Members of the Regional Nutrition Shepherding Team shall have but not limited to the following qualifications:

- i. knowledge and skills along nutrition program management
  - ii. at least 2 years of experience in public health nutrition and related fields or local governance
  - iii. with strong communication skills both oral and written, and
  - iv. a recipient of NNC awards on nutrition, if any.
- b. **Roles and functions of the Regional Nutrition Shepherding Team.** The Regional Nutrition Shepherding Team, in general, shall shepherd priority LGUs on effective nutrition program management with focus on the following: (1) nutrition policies, (2)

nutrition planning and budgeting, and (3) local nutrition structures and human resource.

More specifically, the roles and functions of the Regional Nutrition Shepherding Team may include but not be limited to the following:

- i. Identify priority LGUs for shepherding using a set of criteria subject to the approval of the RNC
- ii. Assess the nutrition situation of priority LGUs and determine gaps in nutrition program implementation and management, paying close attention to different social context (e.g., gender disparities, access inequalities)
- ii. Assist the priority LGUs in identifying by sharing knowledge, skills, experiences, and proven strategies that may contribute to solving the identified implementation gaps as applicable and suitable to the priority LGUs through shepherding sessions
- iii. Disseminate updated nutrition information management and technologies, including new ways of promoting gender equity and social inclusion
- iv. Assist in the development of the priority LGU's re-entry plan based on the learnings gained from the shepherding sessions
- v. Monitor the progress of implementing the action points or re-entry plan of the priority LGUs and provide supportive supervision
- vi. Provide reports to RNC on the progress of project implementation and raise policy issues to be addressed at the RNC level, and
- vii. Advocate for the integration of nutrition in local policies, local development plans and budgets.

The team members shall select from among themselves the Chairperson while the NNC RO shall serve as the Secretariat. The Chairperson shall have the following roles and functions:

- i. Provides leadership and presides over the meetings of the Team
- ii. Ensures that the Regional Nutrition Shepherding team functions properly: makes sure that meetings are planned out effectively, there is full participation during meetings, that all relevant matters are discussed and that effective decisions are made and carried out
- iii. Ensures that the policies and procedures are in place for the effective implementation of the nutrition shepherding project, and
- iv. Represents the Team as its figurehead and acts as a spokesperson at functions or external meetings.

The NNC RO as Secretariat shall:

- i. Provide support to the Chairperson and the Nutrition Shepherding Team
- ii. Coordinate all activities relative to the effective and efficient implementation of these guidelines

- iii. Act as overall documenter for the Team and sub-teams to be created during the shepherding activities
  - iv. May provide technical and skills assistance to the priority LGU as part of the nutrition shepherding team
  - v. Ensure that all relevant documents, reports, reference materials are filed and made available as needed, and
  - vi. Perform such other functions as may be assigned by the Chairperson.
- c. Secure the approval of the RNC member-agencies, the LCEs, and the invited team members themselves. Selection of the Regional Nutrition Shepherding Team members shall be immediately tabled at the next RNC meeting if a special meeting will not be feasible. If required and necessary, the RNPC shall undertake individual agency or LGU consultations or meetings with the agency heads and LCEs. The NNC ROs shall secure the approval of the heads of agencies and LCEs for the participation of their agency and representatives to the Regional Nutrition Shepherding Team.

All parties shall execute a partnership agreement which can be in the form of a *Conforme Letter (Attachment 3)* or Memorandum of Understanding. The organization and eventual deployment of the Regional Nutrition Shepherding Team shall be covered by a resolution and special order issued by the RNC. Policy support for participating LGUs shall also be in place to secure their sustained commitments which may come in the form of an executive or administrative order issued by the local chief executives.

- d. Conduct of organizational meeting of the Regional Nutrition Shepherding Team. The NNC RO shall immediately convene the organizational meeting of the Regional Nutrition Shepherding Team either through online platform, face to face meetings, or a combination of both as the situation warrants.
- i. The meeting will be an opportunity to orient the team members on the project, the roles and responsibilities of the Team and its individual members, and more importantly the immediate and medium-term actions to be undertaken. As necessary, sub-teams may also be created during this meeting.
  - ii. The organizational meeting shall serve as a venue to finalize the criteria in the identification and prioritization of LGUs for shepherding which may be a province, city, or municipality (P/C/M). As proposed in this set of guidelines, the criteria shall include, but not limited to:

**Table 1.** Proposed criteria in prioritizing LGUs for Shepherding

Criteria	Criteria
1	PPAN Priority Area / Philippines Multisectoral Nutrition Project (PMNP) Areas
2	P/C/M with prevalence rates of stunting higher than the regional prevalence using the latest OPT Plus results or with high level of public health significance for stunting

Criteria	Criteria
3	P/C/M with an overall MELLPI Pro score of below 80% interpreted as LGUs not able to deliver quality nutrition programs or with inefficient nutrition program management
4	P/C/M with a score of below 60% in any of following dimensions of the MELLPI Pro

- iii. Once the criteria are finalized, the team shall proceed with prioritizing LGUs for shepherding.
- iv. The team members shall use the approved criteria and **Form 1: Selection and Prioritization Form (Attachment 4)** for this purpose. A sample filled **Form 1** is shown in **Table 2** below. In accomplishing the table, the NNC RO shall:
  1. secure copies of MELLPI PRO Summary Sheets from each province concerned. This contains the result of previous year's evaluation of component cities and municipalities by the provincial MELLPI Pro Team
  2. together with the results of the MELLPI Pro conducted by the RNET for the same year, consolidate the results to identify LGUs with overall score of below 80%. Ensure that there is a separate listing for provinces, cities, and municipalities
  3. of the LGUs with an overall MELLPI Pro score of below 80%, determine the number of dimensions with scores <60% to determine the final LGUs to be further prioritized
  4. rank the LGUs that meet the greatest number of criteria

**Table 2.** Sample selection and prioritization of LGUs

Name of LGU (Ranking based on stunting rates)	Prevalence of Stunting is higher than regional prevalence or with High Public Health Significance	MELLPI PRO Overall Score of <80%	with <60% MELLPI PRO Score per dimension						Total	Rank
			D1	D2	D3	D4	D5	D6		
Province 1	/	/	/	/	x	/	x	/	6	2
Province 2	/	/	/	/	/	/	x	/	7	1
Province 3	/	/	/	x	x	/	x	/	5	3
Province 4	x	/	/	/	x	x	x	/	4	4
Province 5	x	x	x	x	x	/	/	x	2	5

**MELLPI PRO Dimensions**

D1: Vision/Mission

D2: Nutrition Laws and Policies

D3: Governance and Organizational Structure

D4: LNC Management Functions

D4: Nutrition Intervention Services

D6: Changes in Nutritional Status

5. Review the LGUs ranked as top priorities and the dimension/s these LGUs scored below 60% to determine in which Peer Learning Approach the LGU would most benefit from. It is suggested that rank 1 and 2 LGUs be prioritized for Nutrition Shepherding Project.

6. Obtain copies of accomplished MELLPI PRO Forms 3C and 3D from the identified priority LGUs for Nutrition Shepherd Project. The Regional Nutrition Shepherd team may agree to include additional critical indicators provided, however, that such indicators shall not form part of the success indicators of the initiative referred to in **Section V**.

**Remember:**

1. It is more strategic to invest first in provinces and cities considering their coverage and the available human resources for the shepherding initiative.
2. Provinces should be encouraged to continue providing technical assistance to municipalities while undergoing shepherding sessions as the learnings can be passed on to the municipalities. The shepherding team may serve as “shadow mentors” of provinces during provision of technical assistance to municipalities.
3. In cases where there will be municipalities requiring urgent shepherding, the regional team may create a team for them, as deemed necessary.
4. The team may also refer municipalities to attend LHEARN Sessions to jumpstart local nutrition program management in their area.

If there is more than one LGU identified for shepherding, assign one LGU for each sub-team. To ensure improved and sustained nutrition program management, LGUs with outstanding performance in nutrition such as Green Banner Awardees and runners up may be considered for shepherding and mentoring. *“Self-enrolling” LGUs or LGUs with expressed need or interest may also be considered.*

- e. Conduct of capability building activities. The Regional Nutrition Shepherd Team/s must undergo a series of capacity building activities designed to better prepare them for their role and the tasks ahead.

First, the NNC-Nutrition Information and Education Division (NIED) shall lead the Training on Nutrition Shepherd Project for Regional Nutrition Shepherd Teams. The training shall be undertaken using the online platform in compliance with existing “new normal” scenarios and protocols.

Second, the NNC ROs, with the assistance of NIED, shall lead the capacity building of their members based on the identified needs. The activities can be done either in synchronous or asynchronous mode. The NNC Regional Office may also encourage the enrollment of team members to existing trainings/online courses of NNC and DOH to further expand their competencies.



### 4.3 Conduct social marketing activities to engage LGUs in the project.

The NNC RO shall exert all appropriate measures to ensure that the Nutrition Shepherding project is supported with an advocacy and mobilization campaign. The following shall be undertaken:

- a. Integrating the information dissemination requirements of the Nutrition Shepherding project in the overall PPAN National Nutrition Promotion Program for Behavior Change, now known as Social and Behavior Change Communication (SBCC) campaign. NNC ROs shall integrate key messages and strategies along LGU Mobilization in their existing PPAN SBCC campaign. It shall also ensure that key data are utilized for advocacy, especially when highlighting poor nutritional outcomes, disparities across gender and other groups, and access inequalities. Likewise, it shall highlight data as evidence of effectiveness of solutions that improve both nutrition and social outcomes.
- b. Bringing in the Nutrition Champions. The NNC ROs shall ensure that the Nutrition Champions are engaged in the project to boost information dissemination, build-up publicity, and strengthen advocacy among peer LCEs. Nutrition champions may be invited during initial meetings with LCE of priority LGU to secure approval of conduct of the sessions and full support to the project and its outputs.
- c. Giving women and other vulnerable groups a voice. The NNC RO shall ensure that the advocacy platform has a space for vulnerable groups to articulate their concerns and tell their stories themselves. Community women, men, and young people who have participated in and benefitted from successful nutrition initiatives can be recruited as champions. This not only gives a human face to policies and programs but also grounds technical issues to the lived experience of communities.
- d. Formal announcement/Launch of the initiative. To signal full implementation of the project, the NNC ROs shall cause the formal announcement or launch of the initiative. The launch, with the presence of the Regional Nutrition Shepherding Team/s, can be undertaken through the following options using online and face-to-face platforms whenever necessary and allowed:
  - i. Webinars
  - ii. Meetings of the RNC or RDC
  - iii. Special regional events such as the Regional Nutrition Awarding Ceremonies, NAOs/DCNPC/BNS Conferences or Assemblies, NGO Forum

Others as may be identified during the development of key messages and strategies.

### 4.4 Secure agreement and engagement of priority LGUs.

The Regional Shepherding Team must secure approval of the target LGU using the following steps:

- a. Send invitation letter for a 1-hour dialogue with the LCE and/or core members of the Local Nutrition Committee (see **Attachment 5a**).
- b. Present the project to the attendees of the dialogue which will highlight the rationale and objectives of the project, selection and prioritization procedure, and procedures including estimated time frame of the shepherding project. A nutrition champion may also be invited to share their LGU's experience of receiving technical assistance towards nutrition improvement.
- c. Secure approval of the LCE and LNC using Conforme Letter (see **Attachment 5b**) on the day of the dialogue up to a few days after.

**Reminder:**

Highlight to the LGU that not all the members of the LNC will be involved in the shepherding process. However, it is important that permanent attendees coming from the following offices preferably heads of offices for ease of securing commitments:

1. Nutrition Office (*if separate office*)
2. Health Office
3. Social Welfare Office
4. Agriculture Office
5. DILG
6. Planning Office
7. Budget Office

However, in cases that the objective is related to a specific office (e.g., LDRRM), the LGU's team can be expanded.

## 4.5 Conduct actual shepherding through online and face-to-face visits.

The following activities shall be undertaken by the Team during the conduct of the shepherding activities:

### A. Preparatory

In preparation for the initial shepherding activity, a preparatory workshop/ meeting shall be conducted by the NNC RO to analyze the situation of the priority LGU/s, identify gaps and issues, and develop a Shepherding Plan.

- a. Review of priority LGU's MELLPI PRO results and recommendations. The NNC RO shall provide the MELLPI PRO results and recommendations of the assigned priority LGU for review of the team. The team may further add on the identified recommendations by the RNET, as necessary.

The profile of the LCE, the Nutrition Action Officer and members of the LGU nutrition team (as information is available) shall form part of the review for familiarization and initial definition of strategies. Copies of the following

documents relevant to nutrition program management shall also be made available during the workshop:

- i. LNC Functionality Checklist
- ii. Provincial Development and Physical Framework Plan (PDPFP) whether newly formulated or updated
- iii. City/Municipal Comprehensive Development Plan (CDP) whether newly formulated or updated
- iv. Local Development and Investment Program (LDIP)
- v. Annual Investment Programs (AIP) (current and past two years)
- vi. Annual GAD Plan (latest approved)
- vii. Local Nutrition Action Plan (latest approved)
- viii. LNAP accomplishment reports
- ix. OPT Plus results (current/latest and past three years)
- x. Other documents as may be identified by the Team

The suggested recommendations for each possible issue/concern can be found in **Attachment 6**.

Once the review is done, the team shall prepare a report of the initial findings and recommendations following the template in **Attachment 7**.

The report shall be updated after the initial shepherding activity to include new findings and recommendations based on the interaction with the priority LGU. Each Team member shall be provided a copy of the report to ensure that they are familiar with the conditions and scenario they will face as they go through the shepherding activities. The report shall include the following data:

- i. the current nutrition situation and most prevailing malnutrition problem
- ii. nutrition program management gaps and areas for improvement
- iii. recommended actions along nutrition planning and budgeting
- iv. policy and project development
- v. monitoring and evaluation
- vi. strengthening institutional capacity and coordinating mechanisms specifically capacity building for the LNCs, health and nutrition workers and volunteers

- b. *Development of a Shepherding Plan*. The team/s shall accomplish the template for Shepherding Plan or **Form 2 (Attachment 8)**.

The plan will be initially accomplished by the team and must be finalized together with the shepherding team as the schedule of the LGU is a crucial element in its finalization.

- c. *Development of additional tools*. As necessary, teams may identify and develop additional tools, such as a checklist and guide questions. The teams may adopt or enhance the sample checklist in conducting shepherding activities as seen in **Attachment 9**.

- d. Finalize the shepherding activity details. After the planning workshop, the Secretariat shall coordinate with the priority LGUs for confirmation of the schedule, itinerary, and other necessary arrangements needed for the initial shepherding activity.

## B. During the Initial Shepherding Activity

The Regional Nutrition Shepherding Team shall ensure that the shepherding process is strongly built on an *interface/advocacy* with the LCE and the priority LGU Nutrition Team. The interface shall be influenced by the main objective of ensuring that the following essential conditions are achieved:

- a. LCE and the priority LGU Nutrition Team mutually understand and appreciate the magnitude/severity of the malnutrition problem - including gender and other social causes and consequences—in the LGU
- b. LCE commits and gives directives to the priority LGU Nutrition Team for joint/collaborative action to address the malnutrition problem/s identified
- c. LCE and priority LGU Nutrition Team develop a plan to scale up nutrition actions
- d. LCE and priority LGU Nutrition Team agree to be further assisted by the Regional Nutrition Shepherding Team to be able to scale up nutrition actions and become a self-propelling LGU

In addition, the Regional Nutrition Shepherding Team may utilize and continue to harness other (formal) interface platforms or occasions with the LCE and/or anyone from the LCE's team closest to him/her without losing focus on its principal objectives.

Activities to be undertaken during the initial shepherding may include the following while additional activities may be identified/undertaken during the interaction/visit:

Dialogue with priority LGU's Nutrition Committee. The Team Leader shall spearhead the dialogue with the priority LGU. The following are the guideposts during the activity:

- 1) As much as possible, all members of the priority LGU's nutrition committee shall be present during the initial dialogue. However, a *separate courtesy call with the local chief executive (LCE)* may be conducted.
- 2) The Secretariat, led by the RNPC (or other NNC RO staff), introduces the members of the Regional Nutrition Shepherding Team and the priority LGU's Nutrition Committee members.
- 3) After the introduction, the Team Leader shall present the following:
  - i. Overview of the Shepherding Activity (*if needs to be reiterated*)
  - ii. Findings from the preparatory workshop
  - iii. Suggested technical support to be provided for the identified issues/concerns/gaps
- 4) The Team Leader also emphasizes the following:
  - i. The shepherding activity is a long process and will take some time depending on the improvement of the priority LGU vis-à-vis objectives

- ii. The number of mentoring sessions will depend on the identified issues/gaps and the improvement of the priority LGU along nutrition program management.
- 5) Once the presentation is done, the group shall proceed with the dialogue. During this session, the Team shall secure priority LGU's agreement on the suggested technical support from the Shepherding team. The team shall also answer the questions coming from the priority LGU's Nutrition Committee.
- 6) Assist the priority LGU in finalizing the shepherding plan (**Attachment 10**). The content should be linked to the Shepherding Plan's objectives. The plan shall also serve as a basis for determining the succeeding or the series of shepherding or mentoring activities and for tracking progress and improvement made by the LGU. The frequency of the shepherding or mentoring services shall be jointly determined and mutually agreed upon by the priority LGU and the Regional Shepherding Team.

The Plan can be accomplished/completed in 1-2 meetings depending on the number of objectives and strategies that need to be included. Furthermore, during the whole duration of the shepherding sessions, adjustments can also be made as this will be based on the improvements observed in the LGU.

After the initial shepherding activity, the shepherding team must submit a copy of the report on findings, recommendations, and shepherding plans to the LGU as signed by the Chair of the Shepherding Team.

### C. Nutrition Shepherding Sessions

Series and continuing shepherding visits as mutually agreed upon during the initial shepherding activity shall follow. Adjustments in the schedule shall be communicated accordingly between the Shepherding Team and priority LGU.

There are several strategies that can be used in the actual shepherding sessions depending on the objective or issue that needs to be addressed:

1. *Group Sessions* – All the members of the LGU and shepherding teams shall join the session. The topics to be discussed are those that are needed by the whole team. Examples are LNAP Formulation process and guidelines, mainstreaming LNAP in different plans, adopting nutrition policies, implementation related concerns, among others.
2. *Peer-to-Peer Sessions* – focuses on topics that will require one-on-one discussions or involves a specific office. Examples of these are: Use of OPT Plus Tools, anthropometric assessment, among others.

### Non-Formal Mentoring

Mentoring can also happen not just during the scheduled session but even after it. Both teams can provide informal mentoring via emails, chats, calls, among others.

The actual shepherding session may range from **1 to 2 hours or more** depending on the topic to be discussed or objective for the day. The following are the critical steps to be made:

1. *Review of shepherding plan and updates on previous agreements.* The LGU team shall present their accomplishments vis-à-vis the previous meeting's agreements.

In case the LGU was able to accomplish the agreement, the team would move to the next topic. If not, the team must discuss the challenges encountered and needed support of the LGU to further advance the objective.

2. *Discussion/Presentation.* This can be a continuation of previous discussion, or a new topic will be tackled depending on the result of step 1. Subject matter experts can be part of the shepherding team or external resource speakers can be invited.

#### **Feedback**

It is critical in any shepherding session to have a safe space to discuss feedback. Both teams must be open to this critical point as this will serve as a strong foundation for the achievement of the objectives.

#### **Site Visits**

Whenever necessary and allowed, the Regional Nutrition Shepherding Team may undertake an on-site visit to at least two municipalities (for province) or barangays (for municipalities and cities) where one can be a performing LGU and one an LGU at-risk accompanied by the LNC members of the priority LGU.

During the visit, the Nutrition Shepherding Team shall also observe implementation of existing nutrition projects and activities and hold dialogue with LNC members, local program/project implementers and program/project beneficiaries and households. Except for the observation of project implementation, the dialogue can be done through an online platform.

3. *Agreements and Ways Forward.* Both teams will identify steps needed based on the objectives and the discussion. Success indicators and timeline must always be clear as this will be the basis in the next meeting.

### **Concluding the Shepherding Project**

Based on the progress made by the priority LGU after the series of shepherding activities undertaken, the Regional Nutrition Shepherding Team shall decide on the duration of the whole shepherding or mentoring activities. Changes to plans may happen in the whole duration of the shepherding sessions which may result in extension of the sessions (e.g., unaccomplished task/s). However, once all the objectives in the Shepherding Plan have been achieved, the Regional Nutrition Shepherding Team can conclude the shepherding activities.

#### **Post Shepherding Activity: Coaching**

This is the continuing provision of guidance to the LGU but in the form of coaching. The shepherding team will now transition from hands-on mentoring/teaching the LGU procedures, to someone that gives the right questions that will help the LGU come up with the right solutions and eventually unlock its full potential.

The NNC RO shall ensure that monitoring and evaluating the LGU performance shall form part of their regular function of providing technical assistance to LGUs and through the annual MELLPI.

It is important for the Team to observe gender-transformative practices and protocols during the various phases of the shepherding activities. The Team shall be guided by and trained on Undertaking a Gender-transformative Nutrition Shepherding which forms part of these guidelines (**Attachment 11**).

## **4.6 Monitor the LGUs provided with support for continuing shepherding activities.**

It shall be the collective responsibility of the Regional Nutrition Shepherding Team to ensure that monitoring and reporting shall be a built-in feature of the overall shepherding initiative. This shall involve tracking the progress made along the critical milestones, outputs and activities defined in this set of guidelines. The progress made by the LGUs assisted by the shepherding teams shall also form part of the monitoring and evaluation process. Resolution of implementation bottlenecks shall be a primary consideration so as not to hamper the shepherding process.

The Shepherding Plan developed by the Regional Nutrition Shepherding Team and the Plan to Scale Up Nutrition developed by the priority LGU shall serve as the main references in defining the monitoring, reporting, and evaluation mechanism. In doing so, the Nutrition Shepherding Team, may consider undertaking the following:

- a. Define and agree on common indicators and standards (inputs, outputs, process) by which the success of the shepherding initiative shall be measured toward achievement of the higher-level results. The proposed outcome indicators defined in **Section V** maybe adopted and localized for the purpose.

- b. Schedule the regular meetings of the Team which can serve as a platform for monitoring and reporting and in addressing implementation bottlenecks.
- c. Submit written implementation reports to the RNC through the RTWG, the frequency and regularity of submission to be jointly agreed upon by all members of the team.
- d. Document good practices, innovative strategies and lessons learnt as basis for adjustments, replication and scaling up.
- e. Subject the RNC, RDC resolutions to the regular policy review involving regional and LGU partners as basis for amendment or updating.

The quarterly/regular meetings of the RTWG and RNC shall be used as a venue to discuss results of the shepherding initiative, as well as address bottlenecks and implementation issues. Similarly, the Nutrition Shepherding Project will be a major area for assessment during the Annual Regional PIR. The NNC RO shall ensure the proper documentation, filing and record keeping.

#### 4.7 Assess and enhance the project for continuing improvement.

The results of the monitoring and evaluation activity shall be used in the assessment and enhancement of the project. It is recommended that each Regional Nutrition Shepherding Team shall conduct a Project Implementation Review every end of the year to discuss ways to improve and enhance the Shepherding project.

## 5 Monitoring, Assessment, and Reporting

Monitoring the implementation of this set of guidelines shall be the main responsibility of the NNC RO with the Nutrition Surveillance Division. The following indicators shall serve as the success measures:

1. 100% of target LGUs assisted
2. At least 85% of LGUs assisted have improved MELLPI scores
3. At least 85% of the LGUs assisted rated the shepherding activity satisfactory or higher
4. At least 50% of the LGUs assisted complied with the minimum standards for the Green Banner on Nutrition Award over a period of three years

Any policy recommendation resulting from the implementation of these guidelines requiring higher level action shall be raised, as necessary and appropriate, to the next higher structure – RDC through the RSDC, NNC Technical Committee and NNC Governing Board.

The status, progress, and results of the implementation of these guidelines shall form part of the regular reporting system of NNC. All regional as well as national policies issued for the purpose of implementing the guidelines shall be subjected to regular policy reviews and shall be amended or updated as appropriate.



## 6 Sustainability measures

The NNC ROs with assistance from the concerned divisions of the NNC Secretariat shall ensure the sustainability of implementing this set of guidelines by:

1. cascading the organization of shepherding teams at the provincial and city (HUC, and independent component cities or ICC) levels and harness LGU roles and commitment
2. expansion of the online platform and IT support
3. continuing skills enhancement and retooling of the NNC ROs and the shepherding team

## 7 Funding Requirement

Funds will be downloaded to the NNC Regional Offices which includes data allowance of mentoring teams, token for mentoring team members, supplies and materials, among others. Specific costings will form part of the work and financial plan guidelines annually.

**AZUCENA M. DAYANGHIRANG, MD, MCH, CESO IIII**  
Assistant Secretary of Health and Executive Director