



**USAID**  
FROM THE AMERICAN PEOPLE

# Development of Multi-Sectoral Nutrition (MSN) Scorecards in Kenya

A Case of Kakamega, Kitui, and Kisumu Counties



## About USAID Advancing Nutrition

USAID Advancing Nutrition is the Agency's flagship multi-sectoral nutrition project, led by JSI Research & Training Institute, Inc. (JSI), and a diverse group of experienced partners. Launched in September 2018, USAID Advancing Nutrition implements nutrition interventions across sectors and disciplines for USAID and its partners. The project's multi-sectoral approach draws together global nutrition experience to design, implement, and evaluate programs that address the root causes of malnutrition. Committed to using a systems approach, USAID Advancing Nutrition strives to sustain positive outcomes by building local capacity, supporting behavior change, and strengthening the enabling environment to save lives, improve health, build resilience, increase economic productivity, and advance development.

## Disclaimer

This report was produced for the U.S. Agency for International Development. It was prepared under the terms of contract 7200AA18C00070 awarded to JSI Research & Training Institute, Inc. (JSI). The contents are the responsibility of JSI, and do not necessarily reflect the views of USAID or the U.S. Government.

## Recommended Citation

USAID Advancing Nutrition. 2022. *Development of Multi-Sectoral Nutrition (MSN) Scorecards in Kenya: A Case of Kakamega, Kitui, and Kisumu Counties*. Arlington, VA: USAID Advancing Nutrition.

Cover Photo: Joint MSN Scorecard Development Workshop for Kisumu, Kakamega and Kitui: Credit: Dr. Emily Teshome/USAID Advancing Nutrition Kenya

## USAID Advancing Nutrition

JSI Research & Training Institute, Inc.

2733 Crystal Drive

4<sup>th</sup> Floor

Arlington, VA 22202

Phone: 703-528-7474

Email: [info@advancingnutrition.org](mailto:info@advancingnutrition.org)

Web: [advancingnutrition.org](http://advancingnutrition.org)

# Contents

- Acknowledgments ..... iv
- Acronyms..... v
- Definitions of Key Terms..... vi
- Executive Summary ..... vii
  - Background..... vii
  - Scorecard Development Process..... vii
  - Conclusion and Way Forward..... vii
- Chapter 1 Background ..... 1
  - Introduction ..... 1
  - MSN in Kenya and USAID Advancing Nutrition Support..... 1
  - Why MSN Scorecard? ..... 1
  - The Gaps in Kenya National Nutrition Scorecard ..... 2
  - Purpose and Objectives ..... 3
  - Expected Process Achievements ..... 3
- Chapter 2 MSN Scorecard Development Process..... 4
  - Overview of the Approach Used..... 4
  - Phases in the MSN Scorecard Development Process..... 4
  - Expert Review and Programming of the County MSN Scorecards..... 7
- Chapter 4 Conclusion and Way Forward ..... 8
  - Way Forward for Kakamega, Kisumu, and Kitui Counties..... 8
  - Way Forward for USAID Advancing Nutrition and Stakeholders..... 8
- References ..... 9
- Annex 1 County MSN Scorecard Template in a Spreadsheet..... 10
- Annex 2 List of Contributors (to this report)..... 12
- Annex 3 List of County Participants in MSN Indicator Review and Validation Workshop ..... 13
- Annex 4: Kenya Nutrition Scorecard Training Workshops Attendees ..... 16

# Acknowledgments

The process of developing the sub-national Multi-sectoral Nutrition (MSN) Scorecard involved national and county government departments from Kakamega, Kitui, and Kisumu. At the national level we are grateful for the technical support received from the Ministry of Health (MOH)/Division of Nutrition and Dietetics the Ministry of Agriculture, Livestock, Fisheries, and Cooperatives (MOALFC). The national level provided technical leadership in identifying key multi-sector nutrition common indicators. Further, they trained the multi-sectoral teams from Kakamega, Kitui, and Kisumu counties on the existing Kenya Nutrition Scorecard (KNS). The common indicators and KNS training informed the need, strengths, and opportunities for adapting the sub-national MSN scorecard. We are grateful for the partnership with the Kenya National Bureau of Statistics (KNBS) and the Kenya National Information Platform for Food and Nutrition (NIPFN) in identifying common indicators. USAID Advancing Nutrition is also grateful for the support from African Leaders Malaria Alliance (ALMA) for the training in KNS. Robert Ndieka from ALMA and Lucy Kinyua (Monitoring, Evaluation, and Learning (MEL) Manager, MOH/Division of Nutrition and Dietetics) provided the technical leadership in the KNS training.

The sub-national MSN scorecards were developed by nutrition-specific and -sensitive departments from the county governments of Kakamega, Kitui, and Kisumu. A team of dedicated interdisciplinary professionals from the sectors of Health; Agriculture; Education; Social Protection; Water, Sanitation, and Hygiene (WASH); and Gender were involved to realize this monumental milestone to enhance nutrition advocacy and accountability and as a tool to advocate for increased financial allocation. The county teams involved nutritionists, monitoring and evaluation experts, program managers/officers, planners, and budgeting experts, among many others. Extensive consultations with the county sector representatives informed the drafting, design, and finalization of the MSN scorecard. The scorecard will ensure responsiveness to improving nutrition outcomes in the three counties. USAID Advancing Nutrition hereby acknowledges the county MSN forum members ([listed in Annex 3](#)) for spending their time and expertise to make this scorecard one that can be used by three counties and later adopted for national use. We thank the respective county leadership in the MSN sectors for their commitment to pilot the MSN scorecard and provide leadership oversight in its development.

The process of developing the MSN scorecard was led by USAID Advancing Nutrition staff in partnership with county counterparts. We extend our sincere appreciation to the following staff for providing the technical leadership and managing the entire assignment; first, to Dr. Emily Teshome (Nutrition-Sensitive Advisor); secondly, to Njeri Kimere (Nutrition-Specific Advisor), James Njiru (Senior Nutrition Advisor), Catherine Wamuyu (MEAL Coordinator), and Joyce Nyaboga (Capacity Strengthening Advisor) for incorporating nutrition-specific indicators and perspectives of local civil society organizations; and thirdly to our County Technical Coordinators (CTC)—Catherine Moraira (Kakamega County), Timothy Muli (Kitui County), and Phinhas Atieno (Kisumu County), who fostered continued relationships and communication in the development process for effective county participation and ownership.

USAID Advancing Nutrition is grateful to Dr. Shadrack Oiyie (MEAL and scorecard expert) who served as the consultant leading the adaptation process. His rich experience in Kenya, the region, and other parts of the world made it possible to contextualize the scorecard for the counties. Lastly, we extend our appreciation to Peter Milo—USAID Advancing Nutrition Kenya Chief of the Party—for his overall leadership across the levels of governments and stakeholders leading to this revised MSN scorecard.

# Acronyms

ALMA	African Leaders Malaria Alliance
ANIS	Agri-nutrition Implementation Strategy
AU	African Union
CIDP	County Integrated Development Plan
CNAP	County Nutrition Action Plans
CTC	County Technical Coordinator
DND	Division of Nutrition and Dietetics
FY	fiscal year
JSI	JSI Research & Training Institute, Inc.
KNAP	Kenya Nutrition Action Plan
KNBS	Kenya National Bureau of Statistics
KNS	Kenya Nutrition Scorecard
M&E	monitoring and evaluation
MEAL	monitoring, evaluation, and learning
MOALFC	Ministry of Agriculture, Livestock, Fisheries, and Cooperatives
MOH	Ministry of Health
MSN	Multi-Sectoral Nutrition
NIPFN	National Information Platform for Food Security and Nutrition
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene

## Definitions of Key Terms

<b>Multi-sectoral Nutrition</b>	An approach that addresses malnutrition through both nutrition-specific and -sensitive nutrition interventions in various sectors
<b>Scorecard</b>	A strategy performance management tool structured to be used to keep track of the execution of activities and the consequences arising from these actions
<b>Indicator</b>	An indicator is a specific, observable, and measurable characteristic that can be used to show changes or progress a program is making toward achieving a specific activity of output or outcome.
<b>Indicator threshold</b>	Quantitative and non-quantitative levels of an indicator that shows the cut-offs for different status (Green = achieved, Yellow = in progress, Red = No progress)
<b>Wave</b>	Data availability status. Wave 1 = Data available; Wave 2 = Data will be available in the near future; and Wave 3 = No data even in the longer term

# Executive Summary

## Background

Paying attention to both nutrition-sensitive and nutrition-specific actions is a common approach adopted for optimal and long-lasting impact. The key sectors to be engaged include health, agriculture and food security (food system), water and sanitation, education, social protection (especially social safety nets), trade, environment and climate change, civil society organizations, and the private sector. Governance (including financing) and gender are pertinent cross-cutting issues that also need to be considered. A scorecard is a managerial tool designed to trigger and drive sustained nutrition action towards the attainment of target commitments and impacts. No single sector alone can address the multi-dimensional challenges of malnutrition. In an multi-sectoral nutrition (MSN) approach, the scorecard indicators cover various nutrition interventions across varied relevant sectors. Currently, there are no functional MSN scorecards used in Kenya. It is for this reason that USAID Advancing Nutrition supported **Kakamega, Kisumu, and Kitui** counties to develop the MSN scorecards.

## Scorecard Development Process

Right from the co-creation stage, with the county governments running from fiscal year (FY) 2021 and FY22, USAID Advancing Nutrition identified and planned for MSN activities including the development and operationalization of a scorecard. This concept was further refined at the national level through consultations with relevant ministries—Ministry of Health (MOH); Ministry of Agriculture, Livestock, Fisheries, and Cooperatives (MOALFC); Kenya National Bureau of Statistics (KNBS); and county governments—where initial common indicators to track across sectors linked to MSN were established. County-specific indicators were identified by the three target counties from their respective MSN joint annual work plans for the financial year 2022/2023. Following county training on the development of the MSN scorecards, the counties reviewed the scorecards and prioritized the sectoral work plan indicators as per county contexts. A consensus on indicators, source of data, and the needed thresholds allowed compilation of the county’s final list of indicators, which were reviewed by MSN experts before being programmed into a spreadsheet ready for use by counties.

## Conclusion and Way Forward

The MSN scorecard development process allowed counties to identify and prioritize indicators for MSN, learn important lessons key for future use, and share the MSN scorecard with other counties as well as at the national level. USAID Advancing Nutrition and the three counties have jointly agreed on several ways forward.

### Ways forward for counties

1. Experience the use of a MSN scorecard for 2–3 quarters and learn the lessons on updating and utilization. The scorecard will be populated for the first time at the end of September 2022 and updated in December 2022 and March 2023.
2. Sensitize the County Executive Committees, relevant sectoral county assembly committees, and other critical decision makers on scorecard use for action, advocacy, and accountability.
3. Participate in scorecard review meetings after 2–3 quarters (in April/May 2023) to—
  - a. Revise the indicators and thresholds where needed
  - b. Build consensus on additional indicators in other additional sectors if deemed necessary
  - c. Share the lessons and experiences in the development and use of the scorecard with other counties and at the national level.

## Way forward for USAID Advancing Nutrition and wider stakeholders

1. Support the counties through African Leaders Malaria Alliance (ALMA) to develop the web-based version of the MSN scorecard.
2. Consolidate lessons learned and experiences in the counties for sharing with the Council of Governors and other county-level decision-making organs. This will be important for scalability and national-level sharing.
3. Draft and disseminate a policy and/or technical brief on the MSN scorecard as part of advocacy for MSN best practices.
4. Document and share widely the process, lessons learned, and best practices as well as challenges in developing an adaptation of the scorecards at the sub-national level. This can be published in a Field Exchange Publication (<https://www.enonline.net/fex/>) or in a relevant peer-reviewed journal.
5. Develop a scorecard tracking tool for monitoring the performance of the scorecards to facilitate improvements in their use.



# Chapter I Background

## Introduction

Until now, it is apparent that nutrition is a multi-sectoral problem and that solutions must take a multi-sectoral approach. The spirit among different relevant sectors is increasingly becoming “*think multi-sectoral and act sectoral*”. Paying attention to both specificity and sensitivity of nutrition action is now the approach adopted for optimal and long-lasting impact.<sup>1</sup> Sectors key to nutrition are health, agriculture and food security (food system); water, sanitation, and hygiene (WASH); education; social protection; trade (especially social safety nets); environment and climate change; and the private sector. Governance (including financing) and gender are pertinent cross-cutting issues that also need to be considered. Launched in September 2018, USAID Advancing Nutrition implements nutrition interventions across sectors and disciplines for USAID and its partners.

USAID Advancing Nutrition is the Agency’s flagship multi-sectoral nutrition (MSN) project, led by JSI Research & Training Institute, Inc., and a diverse group of experienced partners, including Save the Children. The project’s multi-sectoral approach draws together global nutrition experience to design, implement, and evaluate programs that address the root causes of malnutrition. USAID Advancing Nutrition uses a systems approach to sustain positive outcomes by building local capacity, supporting behavior change, and strengthening the enabling environment to save lives, improve health, build resilience, increase economic productivity, and advance development. The activity supports capacity strengthening efforts for local organizations, amplification of the voices of the vulnerable at county and national levels, and capacity strengthening of stakeholders to advocate for improved nutrition for the most vulnerable.

## MSN in Kenya and USAID Advancing Nutrition Support

Twelve years ago, Kenyans enacted a constitution that paved the way for the decentralization of 47 county governments, each semi-autonomous, to drive Kenya’s development agenda. The Division of Nutrition and Dietetics (DND) in the Ministry of Health (MOH) led drafting of the national nutrition policies and strategic directions, and counties align to the policies while creating their development plans. Both state and non-state actors are currently addressing undernutrition and micronutrient deficiencies by promoting more diversified diets, food fortification, bio-fortification, vitamin and mineral supplementation, and development of strategies to address diet-related non-communicable diseases, improved health care services, childcare practices, WASH, and social protection services for vulnerable populations to improve their nutrition outcomes. There is an opportunity to accelerate MSN by promoting synchronized and well-coordinated nutrition actions in various sectors. The government of Kenya, through the Kenya Nutrition Action Plan (KNAP), National Food and Nutrition Security Policy (2012), the Multi-sectoral National Food and Nutrition Security Policy Implementation Framework (2017–2022) and the Agri-nutrition Implementation Strategy (ANIS 2020–2025), proposed a coordination framework for MSN. USAID Advancing Nutrition’s work in Kenya supports the government of Kenya’s MSN agenda at the national level and provides support and guidance to implementation in Kakamega, Kisumu, and Kitui counties.

## Why MSN Scorecard?

A nutrition scorecard is a managerial tool designed to trigger and drive sustained nutrition action towards the attainment of nutrition commitments and impacts. A nutrition scorecard report indicates the status, condition, or success of the needed actions in a more visual form than the traditional text-rich reports. In an MSN approach, the scorecard indicators cover various nutrition interventions across the key relevant sectors. The MSN scorecard should therefore aim to—

1. Show progress in the indicators in an agreed-on, simple, and technically sound presentation that is understood and interpreted correctly and in the same way by all stakeholders.
2. Contribute to the efforts to facilitate and remind stakeholders of the need for collaborative actions among all the relevant sectors to change commonly agreed indicators to attain the targets.
3. Trigger action from the different sectors with each of the sectors knowing what it wants to achieve and encourage them to “*think multi-sectoral and act sectoral*”.
4. Elicit commitment, accountability, and actions from different sectors to improve the overall well-being of the population’s nutrition.
5. Initiate advocacy targeting decision makers for increased resource allocation in various sectors for nutrition-specific and -sensitive interventions.

The African Union (AU) scorecard, which is currently tracking 20 indicators across five categories, was launched during the 32nd Ordinary Session of the AU Assembly [2]. The scorecard was developed for continental nutrition accountability meant to hold African heads of state and government and key decision makers accountable for the globally agreed-on and African-specific nutrition commitments, as well as increase domestic resource allocation for nutrition. While this continental scorecard was not comprehensively multi-sectoral, a few countries, including Kenya, have adopted the concept at both the national and sub-national levels. Compelling evidence that MSN is the most effective approach to sustainably and positively changing the nutrition situation provides a case for nutrition scorecards to be as multi-sectoral as possible.

## The Gaps in Kenya National Nutrition Scorecard

The Kenya nutrition scorecard is largely motivated, informed, and directed by the same guidelines as the continental one. It depicts the status in the outcome/impact indicators for the country and some output indicators, with the latter indicators considered also for the sub-national (county) considerations in the relevant categories. Table 1 summarizes the categories of indicators at the national and county level in the Kenyan nutrition scorecard.

**Table 1. Categories of Indicators in the Kenya Nutrition Scorecard**

#	Categories of Indicators at the National Level	Categories of Indicators at the County Level
1	Prevalence of low birthweight	Maternal, infant, young child, older children and adolescent nutrition
2	Prevalence of stunting, wasting, underweight, and overweight among under-fives	Integrated Management of Acute Malnutrition and emergencies
2	Micronutrient (anemia) deficiency among under five years old and pregnant and lactating women	Micronutrient supplementation
3	Prevalence of infants < 6 months old exclusively breastfed	Nutrition-sensitive indicators (handwashing)
4	Minimum dietary diversity	Financial and socio-economic impact
5	The proportion of households using improved sanitation	Governance, policy, coordination, and nutrition information system

The scorecard has little to trigger for commitment and action sectors other than health. Only to a limited extent are the WASH indicators (at the national level) and governance indicators (at the county level) included. More indicators are needed in agriculture and food security (food system), WASH, education, and social protection.

An MSN scorecard can only be useful if it speaks to the specific context, is linked to planned activities, and targets the relevant sectors. This calls for a participatory process that is well facilitated in steps and phases.

## Purpose and Objectives

### Purpose

The purpose of the MSN scorecard development process was to facilitate the drafting and adaptation of an MSN scorecard in the counties of Kitui, Kisumu, and Kakamega. The developed MSN scorecards will complement efforts in the counties to promote advocacy, accountability, and commitments in the implementation actions in key sectors that address the multi-dimensional causes of malnutrition.

### The objectives

The process required USAID Advancing Nutrition to work with the county MSN forum in the three counties, African Leaders Malaria Alliance (ALMA), MOH/ Division of Nutrition and Dietetics, and Ministry of Agriculture, Livestock, Fisheries, and Cooperatives (MOALFC; Agri-nutrition unit) to—

1. Train the MSN forums in the counties in the development and use of scorecards as a critical management tool
2. Based on the joint sectoral annual work plans (2022–2023), identify the relevant and appropriate MSN indicators that are relevant to the varied contexts of the three target counties
3. Refine, prioritize, review, adapt, build consensus on, and validate the MSN scorecard indicators in a participatory workshop
4. Compile and expertly review all indicators and program the MSN scorecard in a spreadsheet ready for use by the counties.

## Expected Process Achievements

The MSN scorecard development process aimed to achieve the following as deliverables:

- **Capacity Development:** Counties' MSN forums are aware of the need for scorecards and are skilled and experienced in developing a multi-sectoral scorecard.
- **Functional MSN scorecards for the counties:** Functional scorecards are ready to be operationalized in the counties.

# Chapter 2 MSN Scorecard Development Process

## Overview of the Approach Used

During the project co-creation process in fiscal year (FY) 21–22 with the counties of Kakamega, Kitui, and Kisumu, USAID Advancing Nutrition identified and planned for MSN activities including developing and operationalizing a scorecard. The idea was further refined at the national level through consultations with relevant ministries, at which initial common indicators to track across sectors linked to MSN were established. The three counties identified county-specific indicators from their respective MSN joint annual work plans for the financial year 2022/2023. After receiving training on the development of scorecards, the counties reviewed and prioritized the sectoral work plan indicators as per county contexts. The consensus on indicators, source of data, and needed thresholds allowed for the compilation of the county’s final list of indicators, which were reviewed by MSN experts before being programmed into a spreadsheet ready for use by counties.

The process of developing the scorecard is schematically represented in [Figure 1](#).

## Phases in the MSN Scorecard Development Process

### Phase Zero (preliminaries)

Consultation during co-creation with the Division of Nutrition and Dietetics (MOH) and Agri-Nutrition Unit (MOALFC) established that there were no clear-cut monitoring indicators agreed upon across sectors for nutrition-sensitive programs. Updated data for these indicators is key in informing nutrition investments, understanding their positive or negative impact on nutrition, and elucidating the responsible pathways. USAID Advancing Nutrition agreed to support multi-stakeholder workshops to identify common indicators to track across sectors. These common indicators would provide the basis for establishing an integrated nutrition information system to enhance the availability and use of routine nutrition data and ultimately provide better support for policy development, advocacy, program design, and monitoring. Subsequently, as a follow-up, two MSN common indicator workshops were held. These workshops brought together technical staff including sector leads, monitoring and evaluation (M&E) officers, planners, and information officers from different sectors. MOH/DND and Kenya National Bureau of Statistics (KNBS), through the National Information Platform for Food Security and Nutrition (NIPFN) program, provided leadership in identifying common nutrition-specific and -sensitive indicators. These indicators provided a foundation for the MSN scorecard.

### Phase I: Capacity building and onboarding of the consultant

USAID Advancing Nutrition facilitated the counties of Kakamega, Kisumu, and Kitui to draft joint MSN work plans and the attendant indicators in the sectors of health, agriculture, education, WASH, social protection, and gender. Since the counties had not yet been actively involved in the development of the scorecards, USAID Advancing Nutrition facilitated training workshops in June and September 2022 on Kenya Nutrition Scorecard (KNS) development. The workshops (refer to [Annex 4](#)) were technically led by ALMA.<sup>1</sup> Secondly, USAID Advancing Nutrition onboarded a consultant to lead the technical process of the adaptation. The consultant joined the ALMA-led training workshops to engage with stakeholders

---

<sup>1</sup> The African Leaders Malaria Alliance (ALMA) is a coalition of African Union heads of state and governments working across African countries with various partners, including regional economic communities and development partners, to eliminate malaria by 2030. ALMA has been on the forefront in supporting its member states in developing scorecards in various sectors and sharing country best practices to improve scorecard management tools for accountability and action.

and attendees to understand their insights and perspectives. During the training, the consultant discussed with the county representatives and USAID technical staff the opportunities available for the adoption of MSN scorecards, including the best approaches to use in reviewing the indicators, prioritizing, refining them, and building consensus on which indicators are appropriate for the counties. Further, the consultant participated in the second national common indicator workshop facilitated by KNBS and NIPFN. The workshop aimed at harmonizing nutrition indicators across sectors and capturing more indicators from this deliberation to further inform the county-level indicators derived from the work plans.

## **Phase 2: Technical review of the sectoral indicators**

The county sector-specific indicators derived from the MSN work plans were reviewed by the technical team led by the consultant. Additional indicators were added from the National Nutrition Common Indicators workshops, County Nutrition Action Plans (CNAP) for the three counties, KNAP, the Multi-sectoral National Food and Nutrition Security Policy Implementation Framework (2017–2022), and the respective County Integrated Development Plans (CIDP) from the three target counties. The list of indicators from each county was compiled and readied for review and finalization by the counties.

## **Phase 3: Refining, prioritizing, reviewing, and building consensus (3-day workshop)**

In the Nakuru City workshop on 22–25<sup>th</sup> August 2022, each county was taken through the process of screening and reviewing indicators and was supported to select appropriate MSN indicators from different sectors. Participants for the workshop were drawn from the health, agriculture, WASH, social protection, education, and gender sectors as shown in [Annex 3](#).

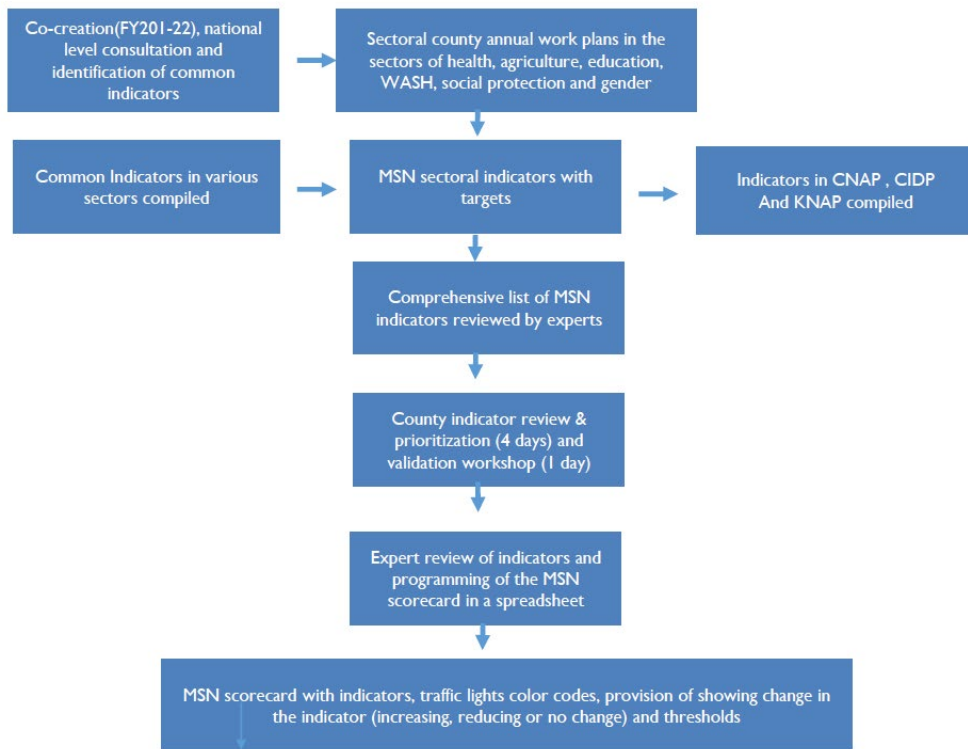
The selection of the indicators was based on several factors, including respective county plans and resource allocation to the corresponding activity, measurability, and county commitment to continuously generate information and data on the indicator. The indicators were categorized into three waves (1, 2, and 3)<sup>2</sup> and sources of the needed data or information were mapped accordingly. The multi-sectoral teams also set various thresholds to inform the color coding in the MSN scorecard. They discussed and documented the sources of data and responsibilities (which sector/office/individuals) to report/update the indicator status. This process allowed each county to compile a comprehensive MSN scorecard relevant to their context and use for triggering action, promoting accountability, and facilitating advocacy.



---

<sup>2</sup> Based on the ALMA scorecard development process: Wave 1 = Data available; Wave 2 = Data will be available in the near future; and Wave 3 = No data even in the longer term

**Figure I: Process of Developing MSN Indicators for Kakamega, Kisumu and Kitui Counties**



#### **Phase 4: Validation of the MSN scorecards (1-day workshop)**

On 26<sup>th</sup> August 2022 in Nakuru City, the three counties were supported to validate/review all MSN scorecards and adjust where needed. Each county presented a full list of indicators to all workshop participants for further input, reflections, and clarifications. Counties learned from each other how to approach challenging scenarios in indicator drafting for different sectors in different contexts. Based on these interactions, the counties adjusted their respective scorecard indicators. From this process, the final MSN indicators were compiled and made ready for expert review.

#### **Expert Review and Programming of the County MSN Scorecards**

The consultant and the technical team of USAID Advancing Nutrition further reviewed the indicators to standardize the framing and correct the threshold inconsistencies and incoherencies. The indicators were then transferred into a spreadsheet (MS-Excel) and the thresholds were programmed to reflect the scorecard traffic light with the change of status. This was done by conditioning formatting (using the “format cell that contains” function) of the cells into which the status/updated data will be inputted every quarter. The formatting ranges or values were derived from the thresholds set by the counties. Also reflected in the spreadsheet were cells to indicate an increase or decline in the status for every indicator compared to the state of the previous quarter. The waves of the indicators are also shown, alongside a provision for notes, special observations, or important considerations. For each county, a scorecard file had instructions in the first worksheet and scorecard status in the second (for the first quarter). Templates for subsequent quarters can be generated by copying the present quarter scorecard and renaming it accordingly. [Annex I](#) shows the format of use to present the scorecard worksheet. The spreadsheets for the scorecard are available on request and show all the indicators tracked for each county.

It was thought prudent to use MS-Excel and not other software which may require the use of resources in purchasing and training. Knowledge and skills in the use of MS-Excel are widespread and counties can easily modify the scorecards as deemed necessary or even draft new scorecards.

# Chapter 4 Conclusion and Way Forward

The process of developing the MSN scorecard allowed counties to prioritize indicators for the MSN scorecard and define the thresholds as “green=achieved, yellow=in progress, red=no progress”, which will give visual indications of change and help to assess the progress and lack of it. In this participatory process, counties gained hands-on skills in scorecard development and experiences from each other. As a result of this process, counties have MSN scorecards which can be used to track progress in their work plan to guide further action and advocacy (mostly for resources) and promote accountability. Several ways forward were agreed upon.

## Way Forward for Kakamega, Kisumu, and Kitui Counties

1. Experience the use of a scorecard for 2–3 quarters and learn the lessons in updating and utilization. The scorecard will be populated for the first time at the end of September 2022 and updated in December 2022 and March 2023.
2. Sensitize the County Executive Committees, relevant sectoral county assembly committees, and other critical decision makers on scorecard use for action, advocacy, and accountability.
3. Participate in scorecard review meetings after 2–3 quarters (in April/May 2023) to—
  - a. Inform revision of the indicators and thresholds where needed
  - b. Build consensus on additional indicators in other sectors if deemed necessary
  - c. Share the lessons and experiences in the development and use of the scorecard with other counties and at the national level.

## Way Forward for USAID Advancing Nutrition and Stakeholders

1. Support the counties through ALMA to develop the web-based version of the MSN scorecard
2. Consolidate lessons learned and experiences in the counties to share with the Council of Governors and other county-level decision-making organs
3. Draft and disseminate a policy and/or technical brief on the MSN scorecard as part of advocacy for MSN best practices
4. Document and share widely the process, lessons learned, and best practices as well as challenges in developing an adaptation of the scorecards at the sub-national level. This can be published in a Field Exchange Publication (<https://www.enonline.net/fex/>) or in a relevant peer-reviewed journal.
5. Develop a scorecard tracking tool for monitoring the performance of the scorecards to facilitate improvements in their use.



# References

USAID (U.S Agency for International Development) 2014. *Multi-Sectoral Nutrition Strategy*. Washington, D.C: USAID.

ALMA. 2022. "Scorecard Tools." Accessed September 28, 2022. <https://alma2030.org/scorecard-tools/alma-scorecard/>.

## Annex I. County MSN Scorecard Template in a Spreadsheet

SECTOR		Multi-Sectoral Nutrition Scorecards for XXXX County, Kenya							
		INDICATOR	Data [UPDATE VALUE]	Change (Increasing = 1, reducing = 2, no change = 3)	Achieved (green)	In progress (yellow)	No progress (red)	Wave ( 1 = Data available, 2 = Data will be available in the near future, 3 = No data available)	Notes
<b>AGRICULTURE</b>	1	Number of agri-nutrition coordination meetings	5	1	≥9	5 to 8	0–4	1	
	2	Proportion of farmers producing five groups of food	8	3	≥25	15–24	<15	3	
	3	Number of kitchen gardens established	18,000	1	≥24,000	16,041–23,999	<16,040	1	
	4	Number of Households producing biofortified foods	20,100	1	≥20,000	12,501–19,999	<12,500	2	
	5	Proportion of households that have adopted energy conservation methods	39.2	2	≥40	36–39	<35	2	
	6	Proportion of households reached	45	3	≥80	46–79	<45	1	

		with agri-nutrition messages							
--	--	------------------------------	--	--	--	--	--	--	--

## Annex 2 List of Contributors (to this report)

Name	Designation
Dr Emily Teshome	Nutrition-Sensitive Advisor—Scorecard Lead
Dr.Shadrack Oiye	MSN Scorecard Consultant
Njeri Kimere	Nutrition-Specific Advisor
Joyce Nyaboga	Capacity Strengthening Advisor
Timothy Muli	County Technical Coordinator—Kitui
Catherine Moraira	County Technical Coordinator—Kitui
Phinhas Atieno	County Technical Coordinator—Kitui
Catherine Wamuyu	MEAL Coordinator
James Njiru	Snr. Nutrition Advisor
Peter Milo	Chief of Party

# Annex 3 List of County Participants in MSN Indicator Review and Validation Workshop

## Kakamega County

Name	Designation
<b>Social Services, Sports, Youth, Women, Empowerment, and Culture</b>	
Silas Juma	Social Services Officer
Agnes Mukuvi	Monitoring and Evaluation Officer
Geoffrey Nyakwara	Planner
<b>Education Science and Technology</b>	
Victor Matakaya	Monitoring and Evaluation Officer
Makatiani Terence	Planner
Dr Jacob Wambasi Kitari	ECDE Programme Officer
<b>Agriculture, Livestock, Fisheries, and Cooperatives</b>	
Jonathan Makau	County Agri-nutrition Coordinator
Josephine Wanyama	Monitoring and Evaluation Officer
Eunice Amlega	Planner
<b>Water, Environment, Natural Resources, and Climate Change</b>	
Oscar Nyangweso	Planner
Amaya Lavenda Faith	Monitoring and Evaluation Officer
John Gichu	Senior Superintendent Water Officer
<b>Health Services</b>	
Janet Auma	Sub-county Nutrition Coordinator
Michael Ruto	Health Records Information Officer
Loreen Omwakwe	Planner
Margaret Oyugi	County Nutrition Coordinator

## Kisumu County

Name	Designation
<b>Agriculture, Livestock, and Fisheries</b>	
Joseph Ochieng Amoke	Fisheries Officer
Daniel Meshack Owino Wamunga	Agro-processing Officer
Thadeus Agure Ouko	Principal Agriculture Officer
Rose Acheing' Owenga	County Home Economic Officer
<b>Water</b>	
Henry Okello	Assistant Water, Sanitation, and Hygiene Coordinator
Anne Atieno Kombija	Coordinator, Water, Sanitation, and Hygiene Partners
Social Protection	
Lynett Odida	Director, Social Protection
Humphrey Wandeo	County Director, Children Services
<b>Education, ICT, and Human Capacity Development</b>	
Thadius Oriema Omollo	County Teacher Management Officer
Celestine Mary Atieno	Chief Education Officer
Adar Lweya Michael	Director, Early Childhood Development and Education
<b>Health</b>	
Rael Mwando	County Nutrition Coordinator
Dr. Kennedy Otieno	Senior Assistant Director, Medical Services
James Otieno	County Health Records Officer
Larry Mwallo	Health Records Officer

## Kitui County

Name	Designation
<b>Ministry of Livestock, Apiculture and Fisheries</b>	
Roy Aseka	Fisheries Officer
<b>Ministry of Health and Sanitation</b>	
Francisca Kavini	Monitoring and Evaluation Officer
Hanrietah Ndunge	Head—Health Policy, Planning, and Monitoring and Evaluation
Jackson Matheka	County Nutrition Coordinator
<b>Ministry of Basic Education ICT &amp; Youth Development</b>	
Rosaline Njiru	Director of Basic Education
Emmanuel Kalunda	Assistant Director of Basic Education
Peter Kimwele	Sub-county Coordinator Education
<b>Ministry of Public Service, Gender, Senior Citizens Affairs &amp; Special Programs</b>	
Diana Mugo	County Coordinator Disability Services
<b>Ministry of Gender, Sports &amp; Culture</b>	
Patrick Kutu	Assistant Director—Gender
Faith Munanie	Community Development Officer
<b>Ministry of Agriculture, Water &amp; Irrigation</b>	
Patrick Ndovoi	Chief Livestock Production Officer
Francis Kitoo	Director, Agriculture Department
Philip Nzula	Assistant Director, Water Department
Kennedy Mutati	Deputy Director, Water Department
Lavenda Mwikali	Sub-county Agri-nutrition Officer

# Annex 4: Kenya Nutrition Scorecard Training Workshops Attendees

County: Kitui

Date: 07–10<sup>th</sup> June 2022

Venue: Mutomo Capital Inn

NO	PARTICIPANTS NAME	DESIGNATION	Department/Organization
1	Rita Wambui	Project Officer	World Vision
2	Peninah Lwaya	Sub-County Nutrition Coordinator	Ministry of Health
3	Mary Nguutu	Nutrition Officer	Ministry of Health
4	Wambua Mulwa	Sub-County Health Records and Information Officer	Ministry of Health
5	Knight M. Adika	Project Officer	World Vision
6	Samuel Mulonzya	Sub-County Nutrition Coordinator	Ministry of Health
7	Scholastica Muli	Sub-County Health Records and Information Officer	Ministry of Health
8	Joshua Kilonzi	Sub-County Nutrition Coordinator	Ministry of Health
9	Joseph M. Kimwele	County Public Health Officer	Ministry of Health
10	Emmanuel Kalunda	Assistant Director	Basic Education, ICT, and Youth development
11	Diana Mugo	County Disability Services Officer	National Council of Persons Living With Disabilities
12	Juliana N. Maluki	Sub-County Health Records and Information Officer	Ministry of Health
13	Teresia Matheka	Sub-County Health Records and Information Officer	Ministry of Health
14	Sylvia M. Peter	Nutrition Officer	Ministry of Health
15	Grace Nzambi	Nutrition Officer	Ministry of Health
16	Answer Syombua Wambua	Nutrition Officer	Ministry of Health



17	Winnie Moraa	Project Officer	World Vision
18	Leah Mulwa	Sub-County Nutrition Coordinator	Ministry of Health
19	Faith Mutinda	Deputy Director, Public Health Services	Ministry of Health
20	Monicah Mukui	Health Coordinator	Catholic Diocese of Kitui
21	Patrick Ndovoi	County Planning Officer	Agriculture
22	Roy Aseka	Fisheries Officer	Livestock
23	Eunice Mutuku	Assistant Director, Drought Information	National Drought Management Authority
24	Humphrey Mosomi	Nutrition Support Officer	UNICEF
25	Mary Katuto	Project Manager	World Vision
26	Patrick Ngatia	County Health Records and Information Officer	Ministry of Health
27	Matilda Musyoka	Sub-County Health Records and Information Officer	Ministry of Health
28	Stanley Mwanja	Health Records and Information Officer	Ministry of Health
29	Celestina Mwamburi	County Nutrition Officer	Ministry of Health
30	Patrick N. Kutu	Assistant Director	Gender, Sports, and Culture
31	Hanrietah Ndunge	Economist	Ministry of Health
32	Jackson Matheka	County Nutrition Coordinator	Ministry of Health
33	Caroline Musyoka	Nutrition Officer	Ministry of Health
34	Joseph Mutua	Sub-County Health Records and Information Officer	Ministry of Health
35	Mutia Kenga	Sub-County Nutrition Coordinator	Ministry of Health
36	Charles Kyutu	County Agri-nutrition Officer	Agriculture
37	Norah Musau	Sub-County Nutrition Coordinator	Ministry of Health
38	Brenda Mwendu	Sub-County Health Records and Information Officer	Ministry of Health
39	Carolyne Jillo	Sub-County Health Records and Information Officer	Ministry of Health

40	Felister Kiamba	Health Records and Information Officer	Ministry of Health
41	Peter Nzomo	Sub County Nutrition Coordinator	Ministry of Health
42	Florence Ndeti	Director	Caritas Kitui
43	Brian Mbuvi	Senior ICT Officer	Ministry of Health

**County: Kakamega**

Date: 14th-17th June

Venue: Golf Hotel

NO	PARTICIPANTS NAME	DESIGNATION	Department/Organization
1	Margaret Oyugi	County Nutrition Coordinator	Health
2	Silas Juma	Children Officer	Social Services
3	Lucy Kinuthia	Sub-County Nutrition Coordinator	Health
4	Colletah M. Mwanzia	Sub-County Health Records and Information Officer	Health
5	Josina Sikolia	Sub-County Nutrition Coordinator	Health
6	Mary Wakulwa	Sub-County Nutrition Coordinator	Health
7	Esther W. Amboko	Nutritionist-in-charge, Kakamega County General Hospital	Health
8	Dr. Jacob W. Kitari	Sub-County Project Officer	Education
9	Bernard O. Jalango	Sub-County Health Records Information Officer	Health
10	James M. Indetie	Sub-County Nutrition Coordinator	Health
11	Leah Aliela	Sub-County Nutrition Coordinator	Health
12	Phelistus Audi	Sub-County AIDS Coordinator	Health
13	Lilian Ongayo	Sub-County Health Records Information Officer	Health

14	Florence Amakobe	Sub-County Nutrition Coordinator	Health
15	Mildred Wanjala	Nutritionist	Health
16	Faluma Shakila	Nutritionist	Health
17	Maryanne Undisa	Nutritionist	Health
18	Dorothy Binayo	County Expanded Productive Immunization Logistics Officer	Health
19	David Muta Njoroge	Nutritionist	Health
20	Kemboi Boaz	Nutritionist	Health
21	Michael Ruto	County Health Records and Information Officer	Health
22	Stephen Wanjala	Nutritionist	Health
23	Oscar Juma	Sub-County Nutrition Coordinator	Health
24	Everlyn Ondego	Health Records and Information Officer, Kakamega County General Hospital	Health
25	Alice Moraa Ogaro	Sub-County Health Records Information Officer	Health
26	Makatiani Terence	Planning Officer	Planning
27	Jonathan M. Makau	County Home Economics Officer	Agriculture
28	Evans Kambo	Sub-County Health Records Information Officer	Health
29	Gertrude Kasaya	Rep. County Community Health Strategy Coordinator	Health
30	Daniel Maino	Sub County Reproductive Health Coordinator	Health

**County: Kisumu**

Date: 5-9th September 2022

Venue: Ciala Resort

<b>N O</b>	<b>PARTICIPANTS NAME</b>	<b>DESIGNATION</b>	<b>Department</b>
1	Dr. Paul Omanga	Chief Officer	Agriculture
2	Gilchrist Okuom	County Executive Committee Member	Agriculture
3	Christine Ngalo	Field Coordinator	Kidogo Innovations Civil Society Organisation
4	Daniel Owino	Agro-processing Officer	Agriculture
5	Rose Anyango	Sub-County Agriculture Development Officer	Agriculture
6	Lilian Adoyo	Sub-County Household Economics Officer	Agriculture
7	Rose Achieng	County Agri-Nutrition Coordinator	Agriculture
8	Rael Mwando	County Nutrition Coordinator	Health
9	George Opiyoh	Sub-County Social Development Officer	Social Protection
10	Christine J. A Okech	Nutrition Officer	Health
11	Kennedy Otieno	Senior Assistant Director, Medical Services	Health
12	Thadeus Agure Ouko	Budget Officer, Agriculture Department	Agriculture
13	Lucia Mutwika	Nutrition Officer	Health
14	Wilkister Otieno	Nutrition Officer	Health
15	Gloria Odanga	Project Officer	Ads Nyanza CSO
16	Henry Okello	Assistant WASH Coordinator	Water
17	Benter Oballa	Sub-County Household Economic Officer	Agriculture
18	Lynett Ochuma	County Director for Social Protection	Social Protection
19	Pamela Owiro	Sub-County Agriculture Coordinator	Agriculture
20	Betty A. Okundi	Principal Nutrition and Dietetics Officer	Health
21	Joseph Amoke	Sub-County Fisheries Officer	Agriculture

22	Adar L. Michael	County Director, ECDE	Education
23	Joyce Omondi	Assistant Director, Agriculture	Agriculture
24	Elias Ogwel	Sub-County Nutrition Officer	Health
25	Venesious M. Odongo	Nutrition Officer	Kisumu Medical and Education Trust CSO
26	Dancun Onyango	Project Officer, Nutrition	Kisumu Urban Apostolate Programme CSO
27	Alando Winnie	Sub-County Nutrition Coordinator	Health
28	Daniel Onguru	Lecturer	Academia—Jaramogi Oginga Odinga University of Science and Technology
29	Elizabeth Odero	Sub-County Nutrition Officer	Health
30	Lorraine Opondo	Chief Public Communications Officer	County Communications Department
31	Larry Mwalo	Sub-County Health Records and Information Officer	Health
32	Monica Oyanga	Sub-County Nutrition Officer	Health
33	Eunice Owino	Program Director	JJUPACHI CSO
34	Maboi Diana	Nutrition Officer	Kisumu Medical and Education Trust CSO
35	Thadius O. Omollo	County Teacher Management Officer	Education
36	Limisi Lidimbwi	Nutrition Officer	Health
37	Dalmas Ochieng	Sub-County Nutrition Coordinator	Health
38	Celestine M A Bonyo	Sub County ECDE Coordinator	Education
39	Beth Odingo	Household Economic Officer	Make Me Smile CSO
40	Samuel Juma	Sub County Household Economic Officer	Agriculture
41	Antony Adul	Nutrition Officer	Health
42	Anne Kombija	WASH Coordinator	Water
43	Geoffrey Oyange	Nutrition Officer	Health

44	James Otieno	County Health Records and Information Officer	Health
45	Fredrick Oluoch	County Director Health	Health
46	Dr. Gregory Ganda	Health-Ag County Executive Committee Member and Chief Officer	Health



**USAID ADVANCING NUTRITION**

Implemented by:  
 JSI Research & Training Institute, Inc.  
 2733 Crystal Drive  
 4<sup>th</sup> Floor  
 Arlington, VA 22202

Phone: 703-528-7474  
 Email: [info@advancingnutrition.org](mailto:info@advancingnutrition.org)  
 Web: [advancingnutrition.org](http://advancingnutrition.org)

Month Year

USAID Advancing Nutrition is the Agency’s flagship multi-sectoral nutrition project, addressing the root causes of malnutrition to save lives and enhance long-term health and development.

---

This document was produced for the U. S. Agency for International Development. It was prepared under the terms of contract 7200AA18C00070 awarded to JSI Research & Training Institute, Inc. The contents are the responsibility of JSI and do not necessarily reflect the views of USAID or the U.S. Government.