INTEGRATED
MATERNAL, NEWBORN
AND CHILD HEALTH
STRATEGY

Federal Ministry of Health, Abuja

January 2007
Copyright: Federal Ministry of Health?

All rights reserved.
No part of this book may be reproduced,
stored in a retrieval system or transmitted in
any form or means, electronic, mechanical,
photocopying, recording, or otherwise,
without the prior permission of the copyright holders.

Does the FMOH have a set of ISBNs
or do you want us to get some numbers for you?

Please supply a list of all relevant addresses of agencies who worked on this document
CONTENTS

Acknowledgments ................................................................. 8
Foreword .............................................................................. 9
Abbreviations & Acronyms .................................................... 11

Executive Summary ............................................................... 1

Chapter 1  Introduction
1.1 Geography and demography .............................................. 9
1.2 Political and administrative structures ................................. 9
  1.2.1 Socio-economic ......................................................... 10
1.3 Present status of maternal and child health ....................... 10
1.4 Organization of health care .............................................. 12
1.5 Purpose and structure of this document ............................. 12
1.6 The development of this document ................................... 13

Chapter 2  Situation Analysis of Maternal, Newborn and Child Health in Nigeria
2.1 Morbidity and mortality pattern – causes, rates and trends .......... 15
  2.1.1 Maternal ................................................................. 15
  2.1.2 Neonates ............................................................... 15
  2.1.3 Children under five years ......................................... 16
2.2 Key determinants of maternal, newborn and childhood mortality
  maternal mortality ........................................................... 17
2.3 Newborn and children under-five years ................................ 18

Chapter 3  The Nigerian Health System
3.1 Nigeria health system performance ..................................... 21
3.2 Organization and management of Nigeria’s health care system .... 21
  3.2.1 The federal level ...................................................... 21
  3.2.2 The state level ....................................................... 22
  3.2.3 The local government level ...................................... 22
  3.2.4 The community level .............................................. 22
  3.2.5 Agencies/parastatals/departments .............................. 22
3.3 Who pays for health care? .................................................. 23
  3.3.1 How is the health budget allocated ............................ 24
3.4 Human resources .......................................................... 26
3.5 Drug supply management ....................................................... 27
3.5.1 Drug supply through the private pharmacies ......................... 28
3.6 Health service delivery system ............................................. 28
3.7 Health management information system .................................. 29
3.8 Health sector reform programme ........................................ 29
3.8.1 Improving the organization and coordination of the system ........ 30
3.8.2 Financing the National Primary Health Care Development Fund .... 30
3.8.3 Distance to the health care centre ..................................... 30

Chapter 4  Scaling-up High Impact Interventions for Maternal, Newborn and Child Health
4.1 Government priority: policies and strategies ................................ 33
4.2 Effective interventions ......................................................... 34
4.3 Scaling-up high impact interventions ...................................... 35
4.4 Why we need an integrated maternal newborn and child health strategy ................................................................. 37
4.5 What is Integrated Maternal, Newborn and Child Health – IMNCH? . 37
4.6 Lessons from recent initiatives and success stories in Africa .......... 38
4.6.1 VISION 2010: Accelerating the reduction of maternal and neonatal mortality in West and Central Africa .................... 38
4.6.2 Integrated Management of Childhood Illness (IMCI)
   The experience from East Africa ........................................... 39
4.6.3 Accelerated Child Survival and Development (ACSD) ............... 40
4.6.4 Integrating malaria prevention with antenatal care and child welfare clinics ................................................................. 40
4.6.5 Implementing PMTCT services on a large scale in Botswana ....... 41
4.7 Summary of Lessons Learnt .................................................. 42

Chapter 5  Analysis and Selection of Interventions
5.1 Introduction ........................................................................ 43
5.2 Selection of Essential Package of Evidence-based Interventions .... 43
5.3 Priority areas for action – Critical links in Maternal, Newborn and Child Health Continuum ....................................................... 44
5.3.1 Focused antenatal care ...................................................... 44
5.3.2 Intrapartum care ............................................................... 45
5.3.3 Emergency or Essential? obstetric and newborn care .......... 45
5.3.4 Routine postnatal care ......................................................... 45
5.3.5 Repositioning family planning/child spacing ....................... 46
5.3.6 Newborn care ................................................................. 46
5.3.7 Infant and young child feeding (IYCF) .......................... 47
5.3.8 Prevention of malaria using insecticide-treated nets (ITNs) 
and intermittent preventive treatment (IPT) of malaria .......... 47
5.3.9 Institutionalization of routine immunization ................... 47
5.3.10 Prevention of mother-to-child transmission of HIV (PMTCT) .... 48
5.3.11 Management of common childhood illnesses and care of 
HIV-exposed or infected children ........................................ 48
5.3.12 Prevention and management of childhood malnutrition .... 48
5.3.13 Water hygiene and sanitation ....................................... 48

Chapter 6

6.1 Vision and Mission ........................................................... 53
6.1.1 Goals, targets and indicators ........................................ 53
6.2 Guiding principles ............................................................ 53
6.2.1 Continuum of care ....................................................... 53
6.2.2 Integration ................................................................. 54
6.2.3 Women’s and child’s rights (CEDAW, CRC) .................... 54
6.2.4 Equity ................................................................. 54
6.2.5 Multisectoral collaboration ........................................... 54
6.2.6 Partnerships ............................................................. 54
6.3 Strategic approaches ....................................................... 54
6.4 Strategic objectives ........................................................ 54
6.4.1 Strategic objective 1: Improve access to good quality health services .... 54
6.4.2 Strategic objective 2: Ensure adequate medical supplies .......... 55
6.4.3 Strategic objective 3: Strengthen family capacity to take MNCH action 56
6.4.4 Strategic objective 4: Improve capacity /management of MNCH .... 56
6.4.5 Strategic objective 5: Ensure adequate funding .................. 57
6.4.6 Strategic objective 6: Strengthen supervision, monitoring, evaluation . 57
6.4.7 Strategic objective 7: Establish and sustain partnerships .......... 58
6.5 Organization of maternal, newborn and child health services ....... 58
6.5.1 Local government level ............................................... 58
6.5.2 State level .............................................................. 59
6.5.3 National level ......................................................... 60
Chapter 7 Costing and Financing of IMNCH
7.1 Introduction .............................................. 61
7.2 Estimation of the impact and cost of the implementation from 2007-2015 .... 61
  7.2.1 Estimation of additional cost and impact on MDGs in the first phase (2007-
       2009) ...................................................... 62
  7.2.2 Estimation of additional cost and impact on MDGs in the second phase
       (2010-2012) .............................................. 63
  7.2.3 Estimation of additional cost and impact on MDGs in the third phase (2013-
       2015) ...................................................... 64
7.3 Reaching MDGs 4 and 5 in Nigeria ........................................ 65
  7.3.1 Additional costs to reach MDGs 4 and 5 in Nigeria .......................... 66
7.4 Budget framework ........................................... 66
7.5 The national investment plan ....................................... 67

Chapter 8 Rolling out IMNCH to States and Local Government Areas
8.1 Using this IMNCH strategy document .................................. 69
8.2 Key steps in the implementation of IMNCH ............................. 69
  8.2.1 Formation of IMNCH national team .................................. 69
  8.2.2 Targeted advocacy ........................................... 70
  8.2.3 IMNCHG state-specific roll out plans of action ....................... 70
  8.2.4 Establishment of IMNCH partnerships as core working groups ....... 70
  8.2.5 Situation analysis and needs assessment .............................. 70
  8.2.6 Developing the IMNCH plan for each state ........................... 70
  8.2.7 Communication and social mobilization .............................. 71
  8.2.8 Capacity building to produce the desirable paradigm shift .......... 71
  8.2.9 Supervision, monitoring and evaluation ............................. 71
8.3 Strengthening the health system ....................................... 71
  8.3.1 Actions at state and local government levels ......................... 72

Chapter 9 Partnerships for Integrated Maternal, Newborn and Child Health Strategy
9.1 Introduction .................................................. 73
9.2 Framework for the Nigerian partnership for IMNCH ....................... 73
  9.2.1 Federal ..................................................... 73
  9.2.2 National Action Committee on AIDS .................................. 73
  9.2.3 Organized private sector ......................................... 73-74
  9.2.4 National Planning Commission ..................................... 74
  9.2.5 Line ministries ............................................. 74
  9.2.6 Medical institutions ........................................... 74
  9.2.7 Donors and international development partners ....................... 74
Chapter 10  Supervision, Monitoring and Evaluation of IMNCH

10.1  Keeping the IMNCH strategy on track ................................. 77

Annexes ............................................................................. 83
MBB analytical tool .................................................................
Glossary ............................................................................
Bibliography?
Index ..................................................................................
List of Tables

Table 3.1 Health Specific Debt Relief Fund (DRF) Appropriation Breakdown (2006) ........................................ 23
Table 3.2 Categories of Health Workers in Nigeria (2006) ................................................................. 26
Table 4.1 U5 deaths that can be prevented through achievement of universal with
individual intervention ................................................................................................................. 34
Table 5.1: Package of interventions for maternal and child survival and development in Nigeria ................. 49
Table 7.1 Cost and impact of initial phase I, 2007-2009 ........................................................................ 62
Table 7.2 Cost and impact of phase II, 2010-2012 ........................................................................... 63
Table 7.3 Cost and impact of phase III, 2013-2015 ........................................................................... 64
Table 7.4 Budget estimates by budget categories (US$) for the IMNCH package ................................. 65
Table 7.5 Budget estimates by service delivery mode (US$) for the IMNCH ........................................ 67
Table 10.1 Selected indicators for monitoring and evaluation of the IMNCH strategy .......................... 78
ACKNOWLEDGEMENTS

The Federal Ministry of Health wishes to express its gratitude to the numerous individuals and development partners who worked with the ministry to develop this new strategic orientation. Our sincere appreciation goes to our esteemed partners particularly UNICEF, PATHS/DFID, and WHO, who provided technical support and co-funded with the Federal Ministry of Health the whole process of the development of Integrated Maternal, Newborn and Child Health strategic document in line with the global concept of continuum of care.

Our thanks also go to the various professional health associations and stakeholders who contributed to the review of the document. In particular, we would like to acknowledge the contribution of Saropharma, representing the synergy derived from private/public sector partnerships. We also acknowledge the contribution of FMOH agencies and parastatals, state commissioners of health and directors of primary health care for taking time to read and review of the document.

Finally, the efforts of the staff of the child health and reproductive health units in the Community Development and Population Activities resulted in the development and production of this document, a bold step towards the implementation of an accelerated and integrated MNCH and the achievement of the Millennium Development Goals 4 & 5 is highly appreciated.

Dr Shehu Sule
Director, CDPA
Federal Ministry of Health
Is foreword going to be replaced?

FOREWORD

The Millennium Declaration of 2000, and the resulting Millennium Development Goals of 2001, represent a concerted effort by the 191 member countries of the United Nations to focus attention, resources, and action on improving the well-being of all peoples. The eight millennium goals target the elimination of poverty, reduction of malnutrition, the raising of education levels, reduction of mortality, improvement of health and the environment, and assistance and protection to those who face discrimination or suffer disproportionately from natural disasters, armed conflict and other humanitarian emergencies. MDGs 4 & 5 were set to reduce the childhood mortality rate and maternal mortality ratio, by two-thirds and three quarters respectively between 1990 and 2015. Given the low reduction in childhood and maternal mortality during the past decade in Nigeria, it is clear that the decline in mortality must accelerate substantially in the period to 2015, if the country is to reach these goals.

It is against this background that this high profile initiative was put together by the Federal Ministry of Health to articulate Nigeria’s comprehensive actions to fast track the achievement of the 4th and 5th Millennium Development Goals and contribute towards achieving MDGs 1, 6 and 7.

This integrated strategic document developed to provide guidance and motivation to the different levels of government to develop more in-dept operational/implementation plans for Maternal Newborn and Child Health, is the first step in this process.

It represents the articulation of the bold and new thinking on fast tracking comprehensive actions to change the course of maternal, and child health in the country and proposes a new way of thinking, resourcing and putting to action a minimum range of evidence-based, high impact interventions that have been proven to work. It is developed within the framework of the national health sector reform and in the context of the National Economic Empowerment and Development Strategy (NEED)) It also articulates the need for the formation of a Nigeria partnership for MNCH as a first step towards institutionalization of the global partnership to which Nigeria is a signatory.

The strategy will be implemented in three phases of three years each, to benchmark progress towards the 2015 MDGs deadline. The initial phase 2007-2009, will bring the selection of evidence-based interventions to realistic effective coverage. Phase two and three will reinforce the removal of bottlenecks, exploring opportunities to increase effective coverage to meet the MDGs. It thus presents
Foreword

a decision framework for the country and for each state to spell out clearly the level of investment they are willing to commit for acceleration towards achieving the MDGs goals in the states and the country at large. It also provides a commitment framework to guide development partners in their investment, throughout the three phases of implementation.

Successful implementation of this strategy will depend on sustained commitment of the different levels of governments, the private sector and all partners to invest in maternal, newborn and child health.

Prof. Eyitayo Lambo
Honourable Minister of Health
### Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>ARV</td>
<td>Antiretroviral</td>
</tr>
<tr>
<td>CHEW</td>
<td>Community Health Extension Workers</td>
</tr>
<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>DCDPA</td>
<td>Department of Community Development &amp; Population Activities</td>
</tr>
<tr>
<td>DFID</td>
<td>U.K Department for International Development</td>
</tr>
<tr>
<td>DFDS</td>
<td>Department of Food &amp; Drug Services</td>
</tr>
<tr>
<td>DHPR</td>
<td>Department of Health Planning and Research</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Hospital Services</td>
</tr>
<tr>
<td>DOH</td>
<td>Department of Health (LGA)</td>
</tr>
<tr>
<td>DRG</td>
<td>Debt Relief Gains</td>
</tr>
<tr>
<td>DPRS</td>
<td>Department of Policy, Research and Statistics</td>
</tr>
<tr>
<td>DPHDC</td>
<td>Department of Public Health &amp; Disease Control</td>
</tr>
<tr>
<td>DPRSP</td>
<td>Directorate of Public Service Reform Programme</td>
</tr>
<tr>
<td>EBHIS</td>
<td>Evidence-Based Health Information System</td>
</tr>
<tr>
<td>EPI</td>
<td>Expanded Programme on Immunization</td>
</tr>
<tr>
<td>FMOH</td>
<td>Federal Ministry of Health</td>
</tr>
<tr>
<td>HSRP</td>
<td>Health Sector Reform Program</td>
</tr>
<tr>
<td>HSCAP</td>
<td>Health Sector Change Agent Programme</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Acquired Immunodeficiency Virus</td>
</tr>
<tr>
<td>HSR</td>
<td>Health Sector Reform Programme</td>
</tr>
<tr>
<td>IMCI</td>
<td>Integrated Management of Childhood Illness</td>
</tr>
<tr>
<td>LGA</td>
<td>Local Government Area</td>
</tr>
<tr>
<td>LGHD</td>
<td>Local Government Health Department</td>
</tr>
<tr>
<td>LLITN</td>
<td>Long lasting Insecticide Treated Nets</td>
</tr>
<tr>
<td>MBB</td>
<td>Marginal Budgeting for Bottleneck</td>
</tr>
<tr>
<td>MICs</td>
<td>Multiple Indicator cluster Survey</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>NACA</td>
<td>National Action Committee on AIDS</td>
</tr>
<tr>
<td>NAFDAC</td>
<td>National Agency for Food &amp; Drug Administration &amp; Control</td>
</tr>
<tr>
<td>NASCAP</td>
<td>National AIDS and STI Control Programme</td>
</tr>
<tr>
<td>NEEDS</td>
<td>Nigeria Economic Empowerment and Development Strategy</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>NGO</td>
<td>Non Government Organization</td>
</tr>
<tr>
<td>NCH</td>
<td>National Council on Health</td>
</tr>
<tr>
<td>NHIS</td>
<td>National Health Insurance Scheme</td>
</tr>
<tr>
<td>NHMIS</td>
<td>National Health Management Information System</td>
</tr>
<tr>
<td>NID</td>
<td>National Immunization Day</td>
</tr>
<tr>
<td>NPHCDA</td>
<td>National Primary Health Care Development Agency</td>
</tr>
<tr>
<td>NPHCDF</td>
<td>National Primary Health Care Development Fund</td>
</tr>
<tr>
<td>NPI</td>
<td>National Programme on Immunization</td>
</tr>
<tr>
<td>ORS</td>
<td>Oral Rehydration Salt</td>
</tr>
<tr>
<td>ORT</td>
<td>Oral Rehydration Therapy</td>
</tr>
<tr>
<td>PATHS</td>
<td>Partnership for Transforming Health Systems</td>
</tr>
<tr>
<td>PHC</td>
<td>Primary Health Care</td>
</tr>
<tr>
<td>PMTCT</td>
<td>Prevention of Mother to Child Transmission</td>
</tr>
<tr>
<td>PPHC</td>
<td>Primary Prevention Health Care</td>
</tr>
<tr>
<td>RBM</td>
<td>Roll Back Malaria</td>
</tr>
<tr>
<td>SCH</td>
<td>State Councils on Health</td>
</tr>
<tr>
<td>SDP</td>
<td>Service Delivery Points</td>
</tr>
<tr>
<td>SMOH</td>
<td>State Ministry of Health</td>
</tr>
<tr>
<td>UNAIDS</td>
<td>United Nations Joint Programme on AIDS</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children Fund</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>VCT</td>
<td>Voluntary Counselling and Testing</td>
</tr>
<tr>
<td>VHW</td>
<td>Village Health Workers</td>
</tr>
<tr>
<td>WDC</td>
<td>Ward Development Health Committee</td>
</tr>
<tr>
<td>VDC</td>
<td>Village Development Health Committee</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
</tr>
</tbody>
</table>