

# NIPN Capacity Development Mapping Exercise

C4N-NIPN Global Support

July 2022



## ABOUT NIPN

*National Information Platforms for Nutrition (NIPN)* is an initiative of the European Commission supported by the German Federal Ministry for Economic Cooperation and Development, and UNICEF. The initiative aims to strengthen national capacity to manage and analyse information and data from all sectors that have an influence on nutrition and to disseminate and use information so as to better inform the strategic decisions countries are faced with to prevent undernutrition and its consequences.

## DISCLAIMER

This report has been developed by Capacity for Nutrition (C4N) – National Information Plans for Nutrition (NIPN) Global Support. C4N-NIPN Global Support is financed by the European Union and the German Federal Ministry for Economic Cooperation and Development and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH as part of the Knowledge for Nutrition (K4N) programme.

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## Abbreviations

C4N	Capacity for Nutrition
K4N	Knowledge for Nutrition
GSF	Global Support Facility
CD	Capacity Development
RCI	Republic of Côte d'Ivoire
LiST	Lives Saved Tool
NIPN	National Information Platforms for Nutrition
EPHI	Ethiopia Public Health Research Institute
MTR	Mid-term Review
GIZ	German Agency for International Cooperation
IFPRI	International Food Policy Research Institute
EU	European Union
MIER	Malaysian Institute of Economic Research

## 1. Background and introduction

Capacity development (CD) related to the operationalisation of the NIPN approach is seen as a key area for the continued focus of the C4N-NIPN Global Support. The stock-taking exercise revealed capacity-strengthening needs in a number of areas including: ensuring data quality standards (a key area of concern), tools and expertise for the process of verifying data quality, generating policy questions, defining knowledge gaps and areas of focus for statisticians and data analysts and in packaging data for use in decision-making. The dual role of NIPNs in bringing data together to answer policy questions and in advocating for better data was also highlighted, as in most countries the data basis is very weak and represents a major challenge to evidence-based action. Support to documenting investments in nutrition-sensitive actions, identifying indicators of progress/success and production of evidence around their impact is another key area requiring strengthening of capacity. The importance of strengthening capacities in functional skills such as policy development, leadership, engaging stakeholders and multisectoral coordination, communications and advocacy was also highlighted.

NIPN team members at both country and global level raised the need for ongoing, regular awareness-raising at country-level on mainstreaming nutrition into different sectors, feeding into broader CD for the implementation of national nutrition plans, although some questioned the role of NIPNs in this type of activity, stressing the need to draw clear boundaries and focus on topics relating to data quality, providing clear and descriptive and policy-relevant analysis which can be used to guide decision-making.

The stock-taking exercise identified a broad range of capacity development activities (completed, ongoing and planned) across the country NIPNs, including topics such as training on data analysis and data quality, formulation of policy questions, basics of nutrition and leadership skills. However, the stock-taking also found that an overview of country CD activities/plans and a coherent overarching strategy at global level to be lacking and recommended an exercise to map and consolidate previous and current activities and to analyse generic and country-specific capacity development gaps and priorities.

While all platforms have developed and validated a capacity development plan, there is no capacity development strategy at global level. As the initiative is entering a new phase of funding, new capacity development needs are arising (for example in the areas of communication, advocacy, data visualization, leadership). It will be beneficial to actively address these needs across platforms which are facing the same challenges, and some CD can be directly implemented through support from C4N-NIPN. This exercise will help to clarify the needs for CD activities and the complementarity of resources and approaches among the different partners and will feed into a CD strategy at the global level.

## 2. Objectives

The aim of the mapping exercise is to:

- Map NIPN's previous / current / planned (when available) capacity strengthening activities (both internal to NIPN and for external audiences, including technical assistance providers, government staff at national and subnational level, development partners, academic institutions.)

- Collect country NIPN capacity development resources (guidelines, checklists, training manuals, video/audio materials etc.), to be categorized and stored in a central repository accessible to C4N-NIPN Global Support, country platforms and implementing partners and to be adapted/collated into generic tools.
- Identify generic and country-specific capacity-strengthening priorities (technical and functional), to feed into the NIPN Capacity Development Strategy and ensure it is tailored to country needs.
- Assess user satisfaction and use of capacity strengthening tools and determine the need for further revisions and for refresher trainings.

### 3. Methods and limitations

The following methods have been used in the CD exercise:

- Desk review to take stock of existing reports / reviews on capacity development in NIPN (including National NIPN capacity development strategies, NIPN national websites, MTR, global and country stock-taking reports, APRs, workshop reports etc.)
- Consultations with C4N-NIPN Global Support, NIPN country teams, particularly those team members with responsibility for capacity development (including TAs), to discuss CD implemented, ongoing, planned, gaps and priorities and support needs.
- Consultations with country resource partners (UNICEF, GIZ, CATIE, IFPRI...) following the questionnaire in Annex 1.
- Consultations with multi-sectoral stakeholders who have participated in NIPN-related CD. However due to time constraint and the difficulty to organize the consultations outside the main NIPN partners, only few consultations with multi-sectoral stakeholders were possible.
- Online survey and request for tools, guidelines, modules, reports etc.
- The database of the CD activities aims to describe the very diverse CD activities listed. Each CD activity was categorized by the main topic to help the reader go through the materials. This categorization was rather arbitrary and was conducted following completion of interviews. For example, a training on “Data Analysis using STATA” was categorized as “computer/software” but could also have been categorized as “Data Analysis”. Also, a 3-day workshop with nutrition sensitization and exercise on the NIPN operational cycle was categorized as a “Nutrition” training but could have also been categorized as a “NIPN operational cycle” training.
- The database compiles all forms of CD activities ranging from guidance notes to 5-day trainings and PHD Sponsorship with a targeted audience ranging from 1 person to dozens of people. To provide the reader with a broad overview of the CD activities, we count the number of CD activities / category, but the reader should bear in mind that every CD activity is singular and not always comparable in terms of the impact it can have.

## 4. Findings

### 4.1 Capacity development activities conducted

A total of 84 capacity development activities have been identified during this exercise, including 66 activities conducted by 7 NIPN platforms and 18 conducted by the global level (GSF up to 2019 and C4N from 2020). The Excel database in annex III provides a detailed list of trainings completed in each country.

Capacity development activities include trainings (64 physical and online trainings), workshops (6), guidance notes (9), coaching (3), long term (2 sponsorships for university degrees).

Table 1 below summarises the range of capacity development activities carried out between 2018 and 2021 across the different country NIPNs and at the global level (GSF & C4N). Some specific examples of Capacity development activities are also given by country.

All the materials are available on the NIPN global website here: <https://www.nipn-nutrition-platforms.org/Capacity-building>.

The NIPN platform in Niger created a web page dedicated to the key trainings implemented with all the training materials available for download here: <https://pnin-niger.org/web/documents-de-formation/>.

Table 1: Overview of capacity development activities carried out by NIPN platforms

Topic	Number of CD activities implemented by countries and global level under each topic									
	Burkina Faso	Côte d'Ivoire	Ethiopia	Guatemala	Niger	Lao PDR	Uganda	Total No. of country CD activities	Global level	Total No. of CD activities
NIPN Operational Cycle									9	9
Data Collection	1				1			2		2
Data Management	1	2	1	1	4			9		9
Data Quality		1				1		2	2	4
Computer / Software	2		1	1				4		4
Data Analysis	4	1	4	3	2	8	2	24	3	27
Data Visualisation				1				1		1
Communication	1	1	3		2		2	9	2	11
Policy (Development briefings, planning, financial tracking)			2	2				4	1	5
Functional Skills	1							1	1	2
Gender				1				1		1
M&E		1						1		1
Nutrition	1	1			4		1	7		7

Please note that in this table, every CD activity is counted only once. CD activities can be very diverse with very different objectives and target audiences and are not always comparable. For example, writing a guidance note is counted the same as a sponsorship for a PhD student. Nevertheless, quantifying training types provides valuable information.

The description of all the CD activities can be found in the Excel database. It is not possible in this report to detail all the 84 CD activities implemented but the section below provides some examples.



## Guidance notes on the NIPN operational cycle – Global Support



**TECHNICAL GUIDANCE NOTES**

The NIPN Global Support Facility, in collaboration with some of the NIPN country teams and members of the NIPN Expert Advisory Group, has developed a set of guidance notes to help countries adapt and apply the NIPN approach in their own context.

The guidance notes aim to:

- Support countries in applying a coherent and high-quality NIPN approach.
- Provide specific guidance and practical tools for steps that are particularly challenging.
- Develop the capacity of countries to implement the NIPN operational cycle.

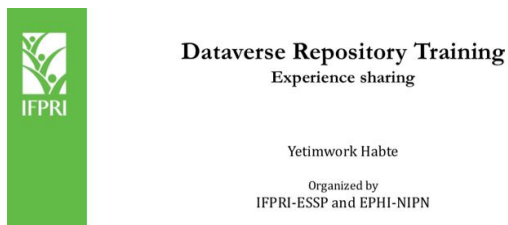
Visit the guidance notes website: <http://www.nipn-nutrition-platforms.org/NIPN-Guidance-Notes>

In 2019, C4N-NIPN Global Support developed a series of guidance notes to support NIPN teams to implement the NIPN operational cycle.

A series of regional and national workshops followed to build the capacity of the NIPN teams.

Available [here](#).

## Training on central repository – Ethiopia



**Dataverse Repository Training**  
Experience sharing

Yetimwork Habte

Organized by  
IFPRI-ESSP and EPHI-NIPN

In 2019, the NIPN platform in Ethiopia conducted a 3 days training on the use of DATAVERSE to create a central repository of datasets useful for Nutrition analysis

## Coaching on data management – Niger



In 2019, the NIPN platform in Niger provided continuous direct support to key sectors to provide the indicators relevant for nutrition. Short term supports were recruited for several months to coach the M&E officers.

## Training on nutrition data quality assurance – Lao PDR

### OBJECTIVES of this training

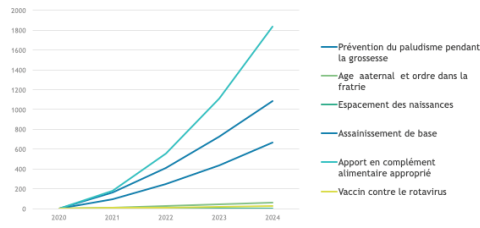
1. Introduce participants to concept of nutrition data quality analysis, tools and methods
2. Participants are able to understand output of a data quality report and decision making process
3. Increased awareness of global best practices and requirements for nutrition data analysis



In 2020, the NIPN platform conducted a 3-day training for statisticians to acquire techniques for the evaluation of the quality of anthropometric nutrition data.

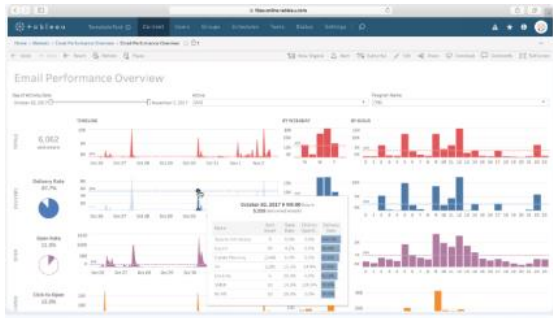
### Training on data analysis using LIST – Burkina Faso

➤ Nombre d'enfants sauvés de la malnutrition par intervention



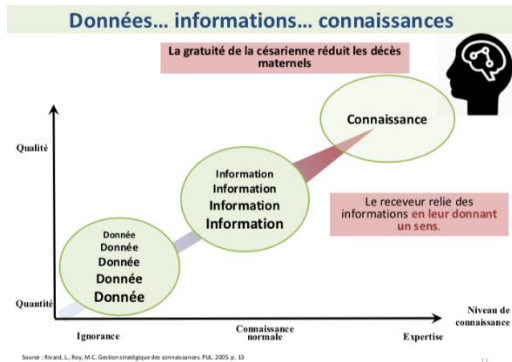
In 2021, the NIPN platform in Burkina Faso conducted a 5-day training with the support of C4N on the LIST tool. During the training, the audience conducted an analysis to identify which nutrition intervention would be the most efficient to reduce chronic malnutrition.

### Training on data visualisation using TABLEAU – Guatemala



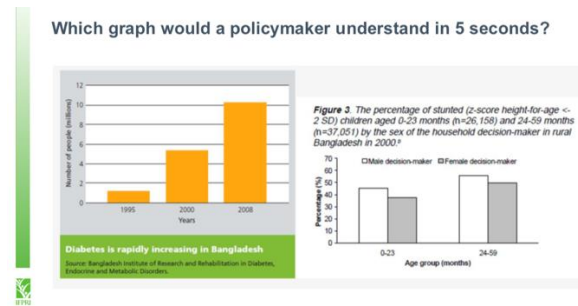
In 2018, the NIPN platform in Guatemala conducted a training on the use of Tableau, a web-based application able to improve data visualisation.

### Training on writing policy briefs – Côte d'Ivoire



In 2022, the NIPN platform in Côte d'Ivoire conducted a 5-day training to produce a policy brief using existing NIPN report. The output of the training was directly used for the work of the platform.

### Training on the best way to provide evidence and interact with policy and decision makers – Ethiopia



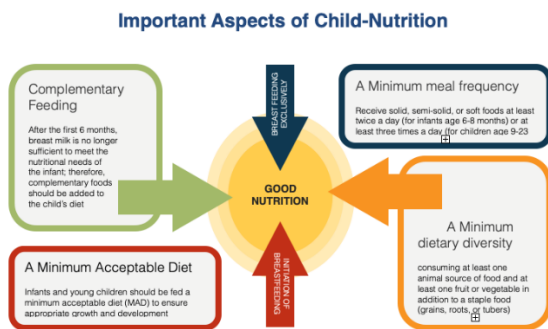
In 2020, the NIPN platform in Ethiopia conducted a 1-day training on tips and practices to best interact with policy and decision makers.

## Training on leadership for nutrition – Burkina Faso



In 2020, the NIPN platform in Burkina Faso conducted a training to improve leadership skills to promote increased commitment and engagement on Nutrition.

## Training on nutrition programming – Uganda



In 2020, the NIPN platform in Uganda conducted a 5-day training for statistician to get familiar with nutrition programming and nutrition data.

## 4.2 Relevance of CD activities

### Relevance of NIPN capacity development activities implemented in Phase I

Country NIPN respondents were asked to assess the relevance of the CD activities implemented, i.e. the extent to which these responded to actual needs in nutrition-related CD in-country and how these needs had been defined.

In the majority of countries, the capacity development activities were considered by nature to be very relevant, as they have been designed through collaborative processes with partner stakeholders to identify and prioritise capacity development needs. Post-training evaluations have been used to gauge satisfaction and relevance of sessions conducted and to inform/adjust subsequent trainings.

For example, in Burkina Faso, an initial workshop was held with partner stakeholders to identify and prioritise capacity development needs and in Ethiopia, CD activities were demand driven and tailor made for specific audiences (e.g. journalists, researchers). In Lao PDR, in addition to those identified through stakeholder discussions, further capacity strengthening needs have been identified during implementation of NIPN activities and sessions were developed to address these. In Kenya, as the capacity assessment has not yet been carried out, the NIPN team have been conducting ad hoc activities based on immediate capacity needs identified on both the data and policy side, at two levels – sector staff and technical working groups/committees. Workshops on question formulation and data analysis were also valued.

In Uganda, capacity development activities implemented during Phase I were not based on a capacity assessment or plan specific to NIPN but were oriented around the needs of the sectoral information systems.

## 4.3 Capacity development priorities for Phase II

Table 2 below summarises capacity development priorities by topic and by country for phase II. More specific details on individual country capacity development priorities can be found in Annex II, which presents findings by country. Most country NIPNs highlighted the need to revise / update their Capacity Development Plans at the start of NIPN Phase II, as a starting point in the identification of priorities for this next stage in the programme.

**Table 2: Country NIPN Capacity Development Priorities for Phase II**

Topic	Burkina Faso	Ethiopia	Guatemala	Lao PDR	Kenya	Niger	RCI	Uganda	Total countries
Nutrition									
Design of multisectoral plans, policies and interventions									1
Nutrition sensitisation / basics of nutrition									3
Nutrition indicators									3
Policy									
Development of policy briefs									2
Budget planning for nutrition-sensitive sectors									1
Financial tracking / management for nutrition									1
Data Collection									
Qualitative research methods and data collection tools									2
Data management									
Database management									2
Escalating information from sub-national level									2
Data Quality									
									0
Data analysis									
Information/data analysis and use									6
Data anonymisation									2
Data visualisation									2
Computer / software									
Advanced GIS training									1
STATA training									1
LiST training									1
Communication									
Communication and advocacy, including presentation skills									4
Writing skills									2

Functional skills									
Management / leadership/governance									2
Stakeholder mapping and partnership management									3
Multisectoral coordination and convergence - sub-national level									1
Conducting literature reviews									1
Cross-cutting									
Monitoring and evaluation									2
Empowerment of women									2
Disaster management									2

## 4.4 Implementation challenges

### Financial Resources

NIPN teams in Niger and Burkina Faso noted that their activities had been constrained due to limited financial resources; in Burkina Faso trainings were limited to 5 days but could have been more extensive with additional funding. Similarly, in Niger, some trainings (e.g. on communication and writing skills, data anonymisation) were downsized or cancelled due to budget limitations and were not considered to have responded to the extent of the needs in this area. NIPN in Kenya has experienced significant delays to launching the initiative in the country due to issues with transferring funds from the EU. These were received by the project in May 2022 and planned activities can now move forward, including the capacity assessment and the elaboration of a capacity development plan.

### Human Resources

Two key constraints related to Human Resources were identified by the review: lack of sufficient numbers of staff within NIPN teams to conduct the number of capacity development activities required and difficulty in identifying suitably qualified trainers to conduct the technical sessions needed.

NIPN in Lao PDR has faced challenges due to the absence of an in-country Policy Adviser, meaning that some of the policy-related trainings foreseen during Phase I have not been carried out. Recruitment for this position is currently ongoing and these activities will be implemented during 2022, once the post-holder is in place.

In Ethiopia, NIPN is run by five full-time project staff, with support from part-time staff at EPHI and IFPRI. The team noted that training needs and current staffing capacity are incompatible, limiting the extent of capacity development activities that can be feasibly implemented alongside other programme priorities. For example, a training planned in 2021 on Systematic Reviews and Meta-Analysis could not go ahead due to existing workload issues. In addition to staffing constraints, it has also been challenging to engage suitable training agencies with the required type of expertise, for example on conducting dietary surveys. The team were able to

get around this issue by using existing resources and building their own knowledge and skills to develop and conduct trainings themselves.

Human resource constraints have also reportedly limited potential to conduct capacity development activities in Guatemala. According to CATIE, only 60% of planned CD has gone ahead, with additional expertise required to conduct training in WASH / nutrition and analysis of data relating to causal factors of malnutrition.

NIPN in RCI also highlighted difficulties in finding appropriately skilled trainers to conduct capacity development in areas such as communication, writing policy briefs and finance for nutrition.

Reliance on international consultants has also presented obstacles to implementation, due to travel constraints, lack of timely availability, cost, etc. The NIPN team in Burkina Faso hope to recruit more national consultants for capacity development activities, as this is more flexible, less expensive and a good means of building national capacities. The number of applications from appropriately qualified national consultants have been limited.

Institutional collaborations for capacity development, for example with EPHI in Ethiopia, can also be a source of expertise/skills. NIPN in Burkina Faso are looking into the possibility of having a 'master contract' with a national training institute but highlighted the risk of the employment of consultants without the necessary skills and the importance of having a say in the selection of appropriate consultants.

## **COVID-19**

The COVID-19 pandemic caused delays to capacity development schedules for practically all country NIPNs, due to restrictions on gathering / working in public spaces. In RCI, the capacity development plan was finalised just before the onset of the crisis, planned trainings in Burkina Faso were delayed several times and these are now taking place during 2022. Niger also had to postpone trainings and the planned development of a nutrition toolkit was delayed as the consultant recruited was unable to travel.

Many platforms were able to overcome COVID-19-related obstacles by conducting online trainings, although these were not felt by respondents to have been as effective as in-person trainings, which are generally better attended. In addition, as CATIE in Guatemala reported, online training for stakeholders at subnational level was problematic, due to problems with internet connection.

## **Lack of capacity assessment**

In Uganda, the lack of a capacity assessment and related capacity development plan was also a major constraint in designing activities to suit needs, and as a result, only a few trainings have been implemented.

## **Time allocated**

Team members from NIPN in Lao PDR mentioned that capacity development sessions to date had been limited in what they could cover, as these are for a maximum of five days every quarter. Feedback from participants highlighted the need for more hands-on practice and

discussion on the topics included, which have to date mainly been theoretical. Regular short training sessions on a variety of topics are held by NIPN in Lao PDR mainly for government staff. In practice, however, it has been difficult to engage them consistently, due to conflicting work priorities, largely due to new management in the Malaysian Institute of Economic Research MIER, which is currently focused on bringing the new team of staff on board.

## 4.5 Level of satisfaction with CD activities implemented

Country NIPN respondents were asked to reflect generally on the level of satisfaction of participants with trainings conducted to date, mainly based on results of post-training evaluations which are conducted in most countries. Obviously this is subjective, and a review of post-training evaluation materials in each country may reveal some interesting results which can be used to feed into the design of future CD approaches in Phase II.

Participants from RCI reported that training in monitoring and evaluation has been appreciated and requests are still being received for additional sessions. Participants of NIPN trainings in Burkina Faso gave feedback that 5 days training was sometimes too short to fully achieve objectives and the team in Niger explained how they had held trainings outside of the capital, in order to ensure the full attention of participants.

NIPN in Uganda reported that on-the-job coaching activities on data analysis had received positive feedback, although a key issue was turn-over of government staff in the data analysis unit who had been trained by NIPN. This issue was also highlighted by other NIPNs, including Lao PDR and Ethiopia.

Recipients of NIPN capacity development activities in Ethiopia are asked to complete post-training evaluation forms following each session, which are then summarised by the NIPN team. The team reported that in general, the participants have been very satisfied with the training provided. The NIPN team in Ethiopia also underlined how training activities have helped to increase visibility and profile of the initiative in the country: those involved had noted that it had allowed them to get to know the project better and as a result they can better promote NIPN to others. Capacity development activities have created more visibility than other NIPN interventions in the country, as the team works with a variety of stakeholders, for example in research, communications and sector ministries.

Partners and stakeholder beneficiaries of NIPN capacity development activities in Guatemala provided very positive feedback, with final evaluations and course follow-up showing that at least 60% of participants had followed the entire course. Exchanges of experiences with Mexico was particularly appreciated by participants.

## 4.6 Use of skills and learning from NIPN capacity development activities

- In **RCI**, participants of the NIPN training on the data centralisation tool directly centralised indicators from the Monitoring and Evaluation plan for the country's National Nutrition Action Plan during and after the training. This training was necessary to have the indicators available on the web platform created.



- Trainees of NIPN's data analysis course in **Burkina Faso** had directly used skills acquired in analysis of data to answer one of the questions assigned to the platform: What will be the impact (No. of cases of stunting averted) of the increase in coverage of the interventions included in the Multisectoral strategic plan for nutrition 2020-2024?. Skills from the communication training have been used to elaborate press releases as well as to develop presentation materials. The LiST training was also used directly to produce an analytical report that is a direct output of the NIPN platform.
- The data analysis unit in **Uganda** have been able to use their improved analytical skills in maintaining the national database, including conducting a specific nutrition situation analysis, conducted using the recently released national panel survey.
- In **Ethiopia**, collaboration between the nutrition 'sector' and the media has apparently increased significantly since the start of the NIPN initiative; journalists have joined trainings and as a result are more aware and report on nutrition-related events such as the National Nutrition Research Conference. NIPN has reportedly built capacity in areas beyond nutrition in Ethiopia, for example, in enhancing data analysis skills and in developing research capacity in the country.
- As a result of courses developed by NIPN/CATIE in **Guatemala**, the Government has reviewed/revised definitions of malnutrition and data analysis courses have been used to improve nutrition information classification and collection procedures at the municipal and departmental levels to create a 'nutrition classroom'.
- The NIPN team in **Ethiopia** noted that training participants are requested to 'cascade' the training to colleagues in their departments (universities, ministries, research institutes), although in reality this is not actively followed up.
- The team in **Niger** noted that although post-training evaluation is conducted, little is currently known how skills acquired during NIPN capacity development interventions are actually used in practice.

## 4.7 Design of CD activities for Phase II

NIPN in **RCI** are exploring potential new collaborations with research institutes (similar to the approach taken in Ethiopia) in the country for Phase II of the initiative, and plan to implement more practical trainings oriented around specific case studies and examples. They highlighted the need to ensure better complementarity with C4N trainings at global level, bearing in mind challenges to identify the appropriate human resources for provision of specific technical support and trainings (e.g. for LiST training).

The NIPN team in **Burkina Faso** underlined linking trainings to direct NIPN outputs (so that an output produced during a training serves as a direct output for the platform) as an example of good practice to be continued into Phase II (see the example in section 4.6 above). Another positive experience has been in targeting trainings to both specialists and non-specialists (in both nutrition and statistics, for example), which has been good for peer to peer learning among participants. The team also recommended a collaborative multisectoral approach to updating the capacity development plan for Phase II, similar to the approach taken during Phase I. The

capacity development plan was designed through a collaborative approach with the main stakeholders from different sectors. This served as a useful framework to plan the CD activities that were accepted and welcomed by all partners as they have been part of the design. The team recommends the recruitment of national consultants where feasible.

Respondents from NIPN in **Niger** stressed the need to build partnerships with universities and research centres to avoid reliance on international consultants, highlighting a positive experience with a partnership with the IRD office based in Niger on the survey using the Fortification Rapid Assessment Tool (FRAT) survey as an example.

NIPN **Uganda** emphasised the need for a participatory capacity needs assessment and related capacity development plan, which should underpin the definition of priorities for Phase II. A broadening of focus of the capacity development activities in the NIPN Data Analysis Unit to a larger audience, focusing on institutional as well as individual capacity strengthening and on building knowledge and awareness around a range of nutrition issues.

In **Ethiopia**, a multi-sectoral Monitoring, Evaluation and Research Committee has been established for all NIPN activities. Capacity development priorities are defined during regular meetings with these bodies, based on a review of training evaluation reports and requests for training from various institutions, ministries and platforms. This ensures the inclusion of all the stakeholder in the design and participation of the CD activities.

CATIE in **Guatemala** explained that an ideal way to define capacity development priorities for Phase II would be to invite key actors from sector ministries to a workshop, to jointly define topics, identify issues of interest to partners, then review and priorities these internally and then validate these at national and subnational level.

The NIPN team in **Lao PDR** mentioned that capacity development topics selected for Phase II should be more practical, as well as responsive to recommendations from recently implemented studies (not only from the capacity assessments, which were conducted some time ago). These could include for example: how to strengthen routine monitoring for the health sector and whom to target. Recommendations from studies currently being implemented by government ministries and development partners can also inform the selection of capacity development topics, including: barriers to access to nutrition services, determinants of malnutrition and addressing these through a multisectoral approach. Although the capacity development plan for Lao PDR has been updated for 2022, the details for plans for Phase II have not yet been discussed. However, the focus of activities will be at sub-national level and will be based both on topics covered at national level during 2022 and on participant feedback.

## 5. Conclusions and recommendations

### Range of Capacity Development conducted

A range of capacity development resources and activities have been developed since the start of the initiative. These include trainings, workshops, guidance notes, coaching and long-term sponsorship for university degrees. Most platforms conducted some capacity development activities on data management, data analysis, communication and policy development. Some trainings focused on the use of specific software /applications (STATA, EXCEL, R, NADA, DATAVERSE, ODK etc.). Tools to sensitise non-specialists in nutrition were also developed fairly widely. In addition, NIPNs developed some trainings on more specific topics like functional skills, gender, M&E.

### Relevance

The review found that in most cases, NIPN capacity development activities had been identified, designed and developed through collaborative processes, in addition to capacity assessments. Many NIPNs have used post-training evaluations to gauge relevance of CD activities and satisfaction amongst participants. More linkages could be made with other relevant initiatives and activities within NIPN countries (e.g. survey / assessment / research findings and recommendations, national or regional Technical Assistance initiatives e.g. on policy development, information systems) in defining CD priorities for NIPN, for example based on the outcomes of country-level research / assessments conducted by other agencies.

### Further priorities for capacity development

A range of capacity development priorities were expressed across the platforms. Some commonly flagged priorities included:

- information/data analysis and use;
- communication and advocacy;
- sensitisation on the basics of nutrition and definition of nutrition indicators;
- functional skills – e.g. leadership/governance, stakeholder mapping, partnership management;
- presentation and writing skills;
- data visualisation;
- representation of information from sub-national level.

A more practical approach to CD, promoting learning by doing, rather than theory-based training was favoured by a number of respondents. A two-pronged approach to CD was proposed, whereby traditional workshop-style training is followed up with on-the-job experience / mentoring in real-life situations, enabling participants to put skills, tools and resources into practice.

### Challenges

Several NIPNs have experienced problems with identifying and engaging the necessary expertise for implementing CD activities and have struggled to cover all the priorities identified with their existing teams of staff. Possible solutions to this can include the recruitment / training

of more nationally-based consultants and forging partnerships with national training institutions / research bodies.

COVID-19 has had a very significant impact on the implementation of CD plans and teams are still catching up with delays to their CD agendas during 2022. Online sessions provided a solution to a certain extent, although most respondents believed that this cannot replace face-to-face learning, which is considered to be more effective. This is particularly the case for CD activities at sub-national level where participants are likely to struggle with connectivity/internet problems.

Progress in developing capacity and skills can be lost through high turn-over of staff in government and other institutions. Although some NIPNs actively encourage participants to 'cascade' trainings within their departments, this does not seem to be done in reality. This highlights a need to ensure a broader range of staff are targeted and trained through NIPN CD activities, possibly with more support to the use / sharing of skills post-workshop / training course.

### **Use of skills acquired**

Most country NIPNs were able to give one or two examples of how skills from NIPN CD activities are used. These include sensitisation of the media/journalists on nutrition, enhancing institutional data analysis skills, developing monitoring and evaluation frameworks for national nutrition plans and improved skills in database maintenance conducting surveys and writing reports. However, only a limited number of examples were given, suggesting the need for a more comprehensive review of how skills have been used to date and with what impact. Going forward, it will be important to ensure that the use and effectiveness of NIPN CD activities are evaluated (including, but not limited to pre- and post-training tests) and documented, allowing for consideration of how these need to be developed and adapted to ensure they remain relevant, respond to in-country priorities and contribute to specific nutrition information and policy processes.

A review of post-training evaluations conducted to date by each country NIPN would be valuable in pulling together information relating to elements which participants have found most useful, as well as identifying areas for improvements to training approaches.

### **Considerations for Phase II**

Country NIPNs highlighted some key considerations/approaches for NIPN CD activities in Phase II:

- collaborations and partnerships with national universities and research institutions;
- building institutional as well as individual capacity;
- ensuring a multisectoral approach in updating capacity development plans for Phase II by continuing the consultative approach with a range of sectors taken during Phase I to elaborate the capacity development plans;
- encouraging the recruitment/training of national consultants;
- alignment of national CD activities with trainings conducted by C4N-NIPN at global level, to maximise on skill-sharing and use of available training resources;
- a focus on more practical topics and tools for Phase II;

- respond to specific issues / recommendations arising from key studies and assessments at national/sub-national level in defining/selecting CD topics and priorities;
- a greater focus on capacity development at sub-national level.

### **Capacity development priorities for C4N-NIPN in Phase II**

The CD needs of stakeholders which were most commonly mentioned by several NIPN countries were oriented around:

- information / data analysis and use
- communication and advocacy skills
- functional skills
- sensitisation of partners on nutrition basics / indicators.

C4N-NIPN may therefore consider prioritising topics relating to these areas in its own global level capacity development plan, also bearing in mind the country-specific needs in these areas, which are further elaborated in Annex II. Country specificities apply in particular to capacity development activities relating to information and data analysis. While data analysis is a major component of capacity development in all platforms, each platform uses different software (R, STATA, Excel...) or a different data analysis method. It is therefore likely to be more efficient if each platform defines its capacity development activities in that domain. The LiST training may be an exception. To this, as it has already been highly rated by the platforms in Burkina Faso and RCI C4N could propose this capacity development activity on a case-by-case basis, identifying country-specific demands and providing a technical follow-up for countries who have implemented this type of analysis.

Similarly, capacity development activities relating to nutrition basics / sensitisation are also quite country-specific. Although determinants can be common to all countries, it is important to sensitise participants using country-specific examples. The partnership with UNICEF in Phase II will also bring expertise in this domain.

On the other hand, communication/advocacy and functional skills are two domains where a global capacity development approach could be effective. There is stronger demand for Phase II from platforms to develop skills on communication, writing policy briefs, communicating with journalists and policy makers, having more elaborated data visuals and to improve writing skills. Those skills are less country-specific and are also challenging to build at national level (most platforms used international consultants for training in these types of skills during Phase I). The types of functional skills required are also common to the different platforms but finding country/regional resources to support this can be challenging.

In addition, to support NIPNs to prepare for and successfully implement Phase II of the initiative, there are a number of areas where C4N-NIPN could provide further support to country teams, including:

- Identifying and developing strategies and tools to reduce dependency on external expertise / consultants e.g. through:
  - Brokering partnerships / collaborations with national research centres and universities;
  - Recruitment and training of national consultants (e.g. through promoting co-

- facilitation by national consultants during technical trainings);
- Supporting the design and implementation of capacity development strategies which combine theoretical approaches with practical hands-on training / on-the-job mentoring.

Facilitation of multisectoral engagement and consultation with both national and sub-national stakeholders in the revision / updating of national NIPN capacity development plans for Phase II, in all country NIPNs.

These findings were driven from individual interviews and could be discussed / reviewed with a larger group, for further validation and fine-tuning.

## Annex I: Questionnaire outline

### Who?

- Primary target is the member(s) of the NIPN country team in charge of capacity development (can vary from country to country).
- Also, the TA provider who has been designing / implementing some CD activities.
- The C4N country focal point is welcome to participate.

**By Who?** Rebecca Brown / Julien Chalimbaud / Tatiana Gil

**Timing for the interview:** 1 to 1.5 hour

### Before the interview:

C4N will share the list of planned activities taken from the CD country plan and the list of activities effectively implemented (taken from the QPM and websites). The list can be completed by email in a first step (sending complementary doc) before the interview.

### During the interview:

**Introductions + presenting the CD mapping exercise objectives and expected outputs for C4N and for NIPN platforms**

#### **Part I: completing the list of CD activities compiled by C4N.**

Taking the definition of “Capacity development (CD) activities” in the broad sense (not only short trainings, but also coaching / technical support / long term studies...):

- 1) Is the list of planned CD activities taken from the CD plans complete? If not, can you identify the activities that are not listed?
- 2) Is the list of CD activities effectively implemented complete? If not, can you identify the activities that are not listed?
- 3) Taking the complete list of implemented CD activities, can you share complementary documentation (training kits/slides; training report; list of beneficiaries; tests of satisfaction / performance).

#### **Part II: Relevance of CD activities & priorities for Phase II**

- 1) In your experience, looking back at the list of CD activities planned in the CD plan, how would you rank the relevance of each activity in relation to the implementation of Phase I (very relevant / relevant / less relevant)?
- 2) What are the new priorities for CD for Phase II? Do you plan to update the CD plan?
- 3) Do you have the necessary resources to implement the CD activities for Phase II to respond to CD needs?

#### **Part III: Satisfaction of CD activities**

Looking back at the list of CD activities that were implemented:

- 1) Can you discuss the implementation challenges you faced (e.g.: COVID, planning, recruitment of trainers, mobilising targeted audience...)?
- 2) Can you evaluate the level of satisfaction of the audience? Do you have any

documentation on this?

- 3) Do you have any evidence/examples of how skills/learning from CD is being used? With what results?
- 4) How would you design new CD activities for Phase II? Who should be involved?

**After the interview:**

- C4N will complete the CD database using info from the interview + complementary documents and may come back to country teams if some specific information is missing.
- C4N will plan consultations with beneficiaries of NIPN CD activities in coordination with NIPN platforms.



## Annex II: Findings by country

COUNTRY	FINDINGS
Burkina Faso	<p><b>Relevance:</b></p> <p>The trainings done so far are considered as relevant by the NIPN team. To ensure the relevance, the most important is the initial workshop done to identify and prioritise the capacity development needs. Once the plan was done in a collaborative spirit will all stakeholders, the trainings are well accepted and appreciated.</p> <p><b>Priorities for Phase II:</b></p> <p>Some trainings will be re-conducted for Phase II.</p> <p>No concrete discussions yet on the planning for Phase II. Meeting with UNICEF is planned to discuss Phase II. But there is definitely a need to re-adjust the capacity development plan in a collaborative manner.</p> <p>Three trainings identified for Phase I will be implemented in 2022:</p> <ul style="list-style-type: none"> <li>Data Anonymisation</li> <li>Database management</li> <li>M&amp;E</li> </ul> <p><b>Resources:</b></p> <p>No discussions yet on the financial resources available for Phase II but the budget was already limited for Phase I. Financial resources for capacity development were not enormous, so all CD activities is related to five days trainings even though could have been more.</p> <p><b>Implementation challenges/recommendations:</b></p> <p>Most trainings from the CD plan will be implemented during Phase I. Only three trainings are delayed.</p> <p>Due to COVID, two trainings that were supposed to be done by international consultant were delayed several times. Those trainings are now planned for 2022.</p> <p>See if for the future we can recruit a national consultant: good for improving national capacities, more flexible, less expensive. But can also be longer when there are a very limited number of applications. Careful on the recruitment process: better to delay the training if no valid application rather than recruiting a consultant with insufficient skills.</p> <p>Elaborating an institutional collaboration (like an MoU with a University or Institute) could have been more expensive. Two trainings by personnel from statistical offices through individual contracts.</p>

COUNTRY	FINDINGS
	<p>For the future, they will explore the option to have a master contract with one agency to conduct all the trainings. But then, there is a risk to get consultants without the necessary skills (no control on the recruitment process). Important to have a control on the recruitment process through a transparent selection committee.</p> <p>Trainings are done in Ouagadougou. Doing the trainings outside the city would be very costly and there is no problem to have a good participation so far. Participation is ensured by the collaborative capacity development plan discussed in the beginning of the project.</p> <p>Trainings are typically with 20-25 participants (INSD, STAN, Sectors, Nutrition Focal Points).</p> <p>Most trainings implemented by consultants, but the platform teams participated in all the trainings.</p> <p>Training reports are available for every training that includes recommendations and evaluation of complementary training needs. But there was not a systematic satisfaction test.</p> <p>Participants said that five days training was sometimes a bit short for the objectives.</p> <p><b>Use of CD activities:</b></p> <p>Data analysis skills were directly used for NIPN data analysis.</p> <p>The training on communication was directly used to elaborate press release and NIPN presentation documentation.</p> <p>The LIST training was also directly used to produce an analysis report.</p> <p><b>Design of CD activities for Phase II:</b></p> <p>Linking the training to a direct NIPN output is a good practice to be continued for Phase II.</p> <p>The objective of the platform was to mix participants, including specialists and non-specialists (in nutrition and statistics). This was considered as positive and good for peer learning among the participants</p> <p>Update the CD plan for Phase II in a collaborative spirit.</p> <p>Recruit national consultants where feasible.</p>
Côte d'Ivoire	<p><b>Relevance:</b></p> <p>The M&amp;E session is still requested by sectors.</p> <p>The question formulation workshop was also positive as well as the stat and data analysis trainings.</p>

COUNTRY	FINDINGS
	<p>Difficult to evaluate relevance.</p> <p><b>Priorities for Phase II:</b></p> <p>There is a need in the sectors to increase their capacity to design policies/plans and interventions that are effectively multisectoral for nutrition.</p> <p>The CD plan is going to be reviewed for Phase II so difficult to identify the priorities now. But in general Communication / writing skills / advocacy / Result orientated management / accountability / using information to adjust interventions and planification are topics high on the agenda.</p> <p>Also, a new DHS survey will be available in 2022 and a lot of work on data analysis is expected to produce evidence for nutrition</p> <p>Management, leadership is also important for Phase II.</p> <p>Some activities should continue like nutrition sensitisation.</p> <p>Nutrition indicators could also be a relevant topic.</p> <p><b>Resources:</b></p> <p>No particular blockages due to lack of resources.</p> <p><b>Implementation challenges:</b></p> <p>Difficult at times to identify HR to implement the trainings (like for the trainings on communication, policy briefs writing, investment in nutrition)</p> <p>There is also a high turn-over of Nutrition Focal Points in the sectors. At least 2 nutrition focal points have changed during Phase I.</p> <p>COVID delayed some trainings. The CD plan was finalised just before the COVID crisis.</p> <p>Some trainings were designed and implemented by ENSEA, the national school for statistics. There have been some logistic difficulties to find the rooms for the training. Also, the content was evaluated as too academic and not very practical.</p> <p><b>Use of CD activities:</b></p> <p>Participants were enthusiasts. There is an important need for CD in the sectors. More participants wanted to join the trainings.</p> <p>The training on use of the data centralisation tool was directly applied by sectors to centralise indicators of the M&amp;E plan of the Nutrition Plan of Action.</p> <p>Data Analysis and M&amp;E are trainings that have been directly used by participants.</p>

COUNTRY	FINDINGS
	<p><b>Design of CD activities for Phase II:</b></p> <p>New collaborations are being explored with other research institutes.</p> <p>Have practical trainings / webinars around concrete case studies and examples.</p> <p>Good to have complementarities with C4N trainings (LIST and LIST costing have been done in RCI).</p> <p>Sometimes challenging to identify the HR for specific support and trainings.</p>
Ethiopia	<p><b>Relevance:</b></p> <p>The CD activities were developed and targeted to different audiences. For example, the communication training was aimed at journalists, LiST training was aimed at researchers working on health-related activities. The trainings are demand-driven and have been tailor-made for the audiences and are therefore very relevant.</p> <p>Post-training evaluations were conducted, revealing a lot of interest for continuation on a twice-yearly basis.</p> <p><b>Priorities:</b></p> <p>CD planning is conducted on an annual basis and is demand-driven, based on requests from different stakeholders.</p> <p>Priorities for 2022 include:</p> <ul style="list-style-type: none"> <li>- Advanced GIS training</li> <li>- Data visualisation</li> <li>- STATA training</li> <li>- LiST</li> </ul> <p>The above have been budgeted for. Another 2 trainings are tentatively planned, but as yet are not funded:</p> <ul style="list-style-type: none"> <li>- Stakeholder mapping and partnership management</li> <li>- Financial Management for Woreda and regions</li> </ul> <p>Other important topics include: project management and financial tracking. Training on the basics of nutrition would help to improve the nutrition knowledge among multi-sectoral researchers and policy makers, however more staff/funding required for this.</p> <p>Planning is usually conducted every year in the second week of December. Post-training evaluation forms are used after every training and a consolidated report of these is usually developed. Suggestions and feedback are used to inform CD planning for the next year.</p>

COUNTRY	FINDINGS
	<p><b>Resources:</b></p> <p>The number of NIPN staff is currently very limited, with five full-time staff members as well as part-time staff at EPHI and IFPRI. Without additional staffing and budget, it would not be feasible to conduct additional trainings to those already planned.</p> <p><b>Implementation challenges:</b></p> <p>A key challenge to implementation during 2020 was the COVID-19 pandemic, with many CD activities being postponed to / implemented in 2021.</p> <p>The limited number of NIPN staff has resulted in the postponement of some CD activities and a focus on training priorities. For example, training on Systematic Reviews and Meta-Analysis was planned in 2021, but the workload of the team did not allow for this. The training needs and current staff capacity are incompatible.</p> <p>Another challenge has been engaging suitable training agencies with the right kind of expertise for CD activities. For example, it was not possible to hire specialists for training on dietary surveys. The team have been able to get around this issue by using existing resources and building their own knowledge and skills to develop and conduct trainings themselves.</p> <p><b>Satisfaction:</b></p> <p>Summaries of post-training evaluation forms are usually done after each training session and in the majority of cases, participants have been very satisfied with the training.</p> <p>Training activities have helped to increase the visibility and profile of NIPN in Ethiopia: those involved in the CD activities noted that they had allowed them to get to know the project better and they are also able to promote NIPN. Training creates more visibility than other NIPN projects, as the team works with a variety of stakeholders – communications, researchers, sector ministries.</p> <p><b>Use:</b></p> <p>In the post-training evaluation forms, participants are usually asked how they will use what they have learned in their work.</p> <p>Both prior to and following the training, participants are requested to ‘cascade’ the training to other staff / colleagues in their departments (of universities, ministries, institutes), although this is not actively followed up.</p> <p>Collaboration between the nutrition ‘sector’ and the media has increased a lot since NIPN has been working in the country, as they journalists are invited to specific training sessions on nutrition and as a result report on events such as the National Nutrition Research Conference.</p>

COUNTRY	FINDINGS
	<p>NIPN has built capacity in areas beyond nutrition in Ethiopia, for example, in enhancing data analysis skills and adding to research capacity in the country.</p> <p>NIPN is increasing the awareness of journalists, researchers on nutrition, as well as building skills in use of secondary data (e.g. from DHS, HSIS) for reports or preparing a policy/issue brief.</p> <p><b>Design of CD activities for Phase II:</b></p> <p>A multi-sectoral Monitoring, Evaluation and Research Committee has been setup for NIPN, which meets on a quarterly basis, in addition to a NIPN Advisory Committee. Both of these receive CD requests and annual planning is partly based on this. The NIPN team meets annually to plan CD activities for. The coming year, based on: training evaluation forms / reports, lists of requests from institutions/ministries and platforms.</p>
Guatemala	<p><b>Relevance:</b></p> <p>All topics selected for CD are very relevant. These topics were designed and implemented respecting the expressed needs of the partners.</p> <p><b>Priorities:</b></p> <p>The key priorities are to address the cycle of questioning with regards to data analysis and use and the process of escalating information at sub-national level.</p> <p>The CD plan is currently being reviewed and topics have been grouped together, according to links / synergies between them (individuals, institutions, systems).</p> <p><b>Resources:</b></p> <p>With the current team of staff, it has been possible to cover 60% of the capacity development topics identified. For the remaining topics, including WASH and data analysis relating to causal factors of malnutrition, additional expertise is required.</p> <p><b>Implementation challenges:</b></p> <p>The CATIE platform was used to deliver CD activities online during the pandemic, which meant NIPN planned trainings could continue. However, at sub-national level, there were some problems with the internet connection.</p> <p>Although government officials were interested in participating in the NIPN capacity development activities, their availability / time was a limiting factor. Face-to-face trainings are better attended than online trainings.</p>

COUNTRY	FINDINGS
	<p><b>Satisfaction:</b></p> <p>Beneficiaries and partners are very satisfied. The exchanges of experiences with Mexico was particularly satisfactory. Final evaluations and course follow-up show that at least 60% of participants have followed the entire course.</p> <p><b>Use:</b></p> <p>The Government have conducted reviews of the definitions of malnutrition as a result of the courses developed by NIPN.</p> <p>Nutrition data analysis courses have been used to improve procedures at the municipal and departmental levels to create a 'nutrition classroom'.</p> <p><b>Design of CD activities for Phase II:</b></p> <p>A complicated, but ideal method would be to set up a workshop with the key actors from the ministries to jointly define topics, identify issues of interest to partners, review and prioritise internally and validate these at the sub-national and national level.</p>
Kenya	<p><b>Relevance</b></p> <p>A Capacity Assessment has not yet been carried out (a tool has been developed and this is planned for May/June 2022, led by KIPRA) and a CD plan has not been developed. However, ongoing ad hoc on-the-job informal training has been carried out and two levels:</p> <ul style="list-style-type: none"> <li>- with officers (data analysts, nutritionists, sector leaders) in different sectors (dealing with both data and policy issues) based on implementation-related needs. This includes for example, training of statisticians in the Kenya Bureau of Statistics to compute/harmonise nutrition and food security indicators, working with them to support the mining of nutrition and food security data, support to the analysis / prioritisation of policy questions, report writing based on priorities identified.</li> <li>- working through other fora such as the Nutrition Information Technical Working Group (multi-stakeholder team comprised of UNICEF, NGOs, MOH) intervening to give appropriate advice when issues arise or relating to specific study/survey methodology. This includes providing support to ensure sound data collection, analysis methods, e.g. in SMART surveys.</li> </ul> <p><b>Priorities</b></p> <p>Capacity Assessment will formalise identification of priorities, so that these are driven by stakeholders, but some already identified by the team:</p> <ul style="list-style-type: none"> <li>- Data analysis, interpretation and report writing skills, archiving data into repositories. Much data is collected through</li> </ul>

COUNTRY	FINDINGS
	<p>administrative sources, but sectors are not able to make use of this. All sectors should have skills/knowledge in basic data analysis, this is not just the role of NBS.</p> <ul style="list-style-type: none"> <li>- Supporting sectors to access and use the NIPN dashboard</li> <li>- Data visualisation</li> <li>- Defining nutrition indicators by sector and harmonising these across sectors. Clarifying terminology meaning of nutrition sensitive indicators, nutrition outcomes for different sectors</li> <li>- How to define a policy question, framework for policy analysis</li> <li>- Packaging information into more usable means for senior policy makers, e.g. leaflets</li> </ul> <p><b>Resources</b></p> <p>NIPN activities in Kenya have been delayed due to issues with transfer of funds from the EU. These were received by the project in May 2022 and planned activities can now move forward, including the capacity assessment and the development of a capacity development plan.</p>
Lao PDR	<p><b>Relevance</b></p> <p>Assessments were conducted with government partners and other stakeholders involved before identifying and designing the training sessions. In addition, additional capacity development activities (in topics including: multisectoral approach to nutrition, qualitative research methods) were identified during the implementation of NIPN with partners, and as such they are tailored to the needs of partners.</p> <p><b>Priorities</b></p> <p>Capacity development planning for 2022 has been updated based both on the capacity needs assessment and on lessons learned during 2021, from both national and sub-national level.</p> <p>Priorities for intensive training sessions at central level include: conducting assessments, writing analyses and identifying recommendations; the policy formulation window; basic qualitative research methods and data collection tools; data use management and data analysis to improve decisions; communication and dissemination of results and findings; basic nutrition, multi-sectoral coordination and convergence at sub-national level.</p> <p>Priorities for internal short training sessions include: data collection methods; report writing; data analysis tools; policy data use management to improve decision making; policy question formulation; integration of nutrition within sectors (multisectoral approach); nutrition knowledge transfer &amp; communication and dissemination on nutrition; evaluation of impact; conducting literature reviews; powerpoint presentations; basic nutrition and indicators; development of policy briefs.</p>



COUNTRY	FINDINGS
	<p><b>Resources</b></p> <p>A recent challenge faced by the NIPN PAU in Lao PDR has been the absence of a Policy Adviser in the country, which has meant that some planned policy-related trainings have not been carried out. These are planned for 2022, once the Policy Adviser is in post (recruitment is ongoing). Online trainings were proposed, although these were not approved by UNICEF as they were felt to be less effective.</p> <p><b>Implementation challenges</b></p> <p>Longer CD courses last from 2 days up to a week, although as these only take place once every quarter, it is challenging to cover all the aspects required. Feedback from participants has highlighted the need for more practice and discussion on the CD topics included, which to date has mainly been theoretical. Shorter, internal CD activities were also planned to be conducted on a regular basis, although in reality, it has been difficult to engage government staff in these in a continuous / consistent manner, due to conflicting priorities. The NIPN team have been trying to encourage government staff to attend these sessions, but due to new management in MIER, priorities are more focused on the work in hand and bringing the team on board.</p> <p><b>Design of CD activities for Phase II:</b></p> <p>Similar CD topics can be covered as during Phase I, including basics of nutrition and the multi-sectoral approach, although the focus should be on implementation, translating policy into action at the sub-national level.</p> <p>CD topics should also be more practical and responsive to recommendations from recently implemented studies (and not only on capacity needs assessments), e.g. how to strengthen routine monitoring for the health sector and whom to target. Recommendations from studies currently being implemented can also inform CD topics, including: barriers to access to nutrition services, determinants of malnutrition and addressing these through a multisectoral approach.</p> <p>Although the CD plan has been updated for 2022, the details of CD plans for Phase II have not yet been discussed, but the focus on activities will be at sub-national level, based on the topics covered at national level in 2022 and participant feedback.</p>
<b>Niger</b>	<p><b>Relevance:</b></p> <p>Most if not all trainings were appreciated. There is a great need for CD.</p> <p><b>Priorities for Phase II:</b></p> <p>A module should be developed on budget planification for nutrition sensitive interventions for the sectors. It will target those planning the</p>

COUNTRY	FINDINGS
	<p>activities in the sectors to ensure that interventions are really sensitive to nutrition.</p> <p>Some training (introduction to nutrition and data analysis) from Phase I should be replicated for new sectors: Women promotion and Disaster Management.</p> <p>NIPN will cover 2 new regions for Phase II. A study needs to be done to evaluate the specific needs for CD. Trainings done during Phase I can be replicated but new trainings will be necessary. This will also depend on the capacities of the team and funds available.</p> <p>Communication and advocacy are priorities for Phase II CD activities targeting the NIPN team at INS and HC3N. A long-term support would be adequate.</p> <p>Finding a way to sustain the trainings done during Phase I so that they can be accessible to newcomers.</p> <p><b>Resources:</b></p> <p>A need of CD on geographic tools for mapping data has been identified but could not be funded for Phase II.</p> <p>Some trainings have been downsized due to budget constraints. For example, the communication/writing skills have been shortened despite the needs.</p> <p>The data anonymization training has been cancelled. It was meant to target a larger audience.</p> <p><b>Implementation Challenges:</b></p> <p>Some trainings were delayed due to COVID.</p> <p>The nutrition toolkit was delayed as the international consultant could not travel due to COVID.</p> <p><b>Satisfaction:</b></p> <p>Audience was generally interested and provided a positive feed-back on the CD activities.</p> <p>Good to have the location of the training outside the capital to get the attention of the participants.</p> <p><b>Use</b></p> <p>There has been pre and post-test done but not really any feedback on the actual use of the knowledge gained from the trainings.</p>

COUNTRY	FINDINGS
	<p><b>Design of CD activities for Phase II:</b></p> <p>Increasing the partnership with Universities and Research Centres to avoid complication with international consultants.</p> <p>Partnership with IRD (international research centre) on the FRAT survey was a good experience.</p>
Uganda	<p><b>Relevance:</b></p> <p>The CD activities implemented were not based on a capacity development assessment and plan specific to NIPN. A CD plan was done but focusing on the sectoral information systems.</p> <p><b>Priorities for Phase II:</b></p> <p>There are important needs for CD activities: Nutrition governance for sectors; Nutrition governance for the 15 districts (decentralised data analysis planned in Phase II); Nutrition data analysis interpretation and use; generating nutrition indicators (for the sectors and districts).</p> <p><b>Resources:</b></p> <p>No issue regarding resources. The budget was underspent.</p> <p><b>Implementation Challenges:</b></p> <p>COVID 19 crisis lead to heavy restriction for conducting the CD activities. An online training was therefore implemented to cope with the restrictions.</p> <p>The lack of a CD plan was also a major constraint to design the activities to be implemented. Only few trainings have been implemented.</p> <p><b>Satisfaction:</b></p> <p>The coaching activities of the Data Analysis TA within the Data Analysis team was positive. The approach to conduct on the job training was effective. But need to keep the same staff in the unit and avoid the potential turn over.</p> <p><b>Use</b></p> <p>The data analysis unit benefited from the continuous support of the coaching of the data TA to undertake NIPN tasks and support to the analysis of national database (a specific nutrition data analysis was done using a national panel survey).</p> <p><b>Design of CD activities for Phase II:</b></p> <p>Conduct a participatory CD assessment and plan.</p>

COUNTRY	FINDINGS
	<p>The NIPN data analysis unit is embedded in the Uganda Bureau of Statistics. It would be better integrated if the CD activities are not only focusing on the NIPN data analysis unit and taking a larger group (moving from increasing the capacity of individuals to increasing the capacity of the institution), focusing on nutrition specificities.</p>

## Annex III: List of capacity development activities undertaken during Phase I

A more detailed database is available in Excel Format.

COUNTRY	ID	TITLE
Burkina Faso	BF_01	Rappels conceptuels sur la nutrition et ses systèmes de mesures
	BF_02	Elaboration de protocoles de recherches
	BF_03	Former les acteurs de la PNIN sur le leadership et l'engagement en faveur de la nutrition
	BF_04	Formation EXCEL avancé
	BF_05	Méthodes d'analyses
	BF_06	Techniques de rédaction et de communication
	BF_07	Former les acteurs sur le développement CProMobile
	BF_08	Former les acteurs de la PNIN sur l'outil LiST
	BF_09	Former les DGESS des ministères clés en analyse des données
	BF_10	Formation en développement mobile
	BF_11	Formation en NADA
République de Côte d'Ivoire	CI_01	Généralités sur la Nutrition & liens avec la Santé et la Sécurité alimentaire. Processus de Formulation de questions NIPN
	CI_02	Module bases statistiques, collecte et analyse des données
	CI_03	Module Suivi et Evaluation
	CI_04	Open data for all
	CI_05	Utilisation de l'outil de centralisation des données de la PNMIN
	CI_06	Elaboration de notes de politiques
	CI_07	Centralisation et contrôle qualité de données sectorielles
Ethiopia	ET_01	Strengthening skills to analyze existing data collected through household surveys with a nutrition lens: The household Income, Consumption and Expenditure Surveys (HICES)
	ET_02	Introduction to Stata
	ET_03	Analysing data from the Demographic and Health survey

COUNTRY	ID	TITLE
	ET_04	Communicating research findings to non-research audience
	ET_05	Communicating research results in one minute
	ET_06	Data repository
	ET_07	introduction to GIS
	ET_08	Scientific writing
	ET_09	The best way to provide evidence and interact with policy and decision makers
	ET_10	The role of communicating research findings to decision makers and the wider audience
	ET_11	Introduction to Stata using health and nutrition data
<b>Global level</b>	GL_01	"1st NIPN global gathering"
	GL_02	"NIPN Training on functional skills"
	GL_03	"NIPN Capacity Development Workshop"
	GL_04	"2nd NIPN global gathering"
	GL_05	"NIPN Guidance Notes - Setting up a Multisectoral Advisory Committee"
	GL_06	"NIPN Guidance Notes - NIPN Capacity Development Plan"
	GL_07	"NIPN Guidance Notes - Formulating a Nutrition Policy Question"
	GL_08	"NIPN Guidance Notes - Data Landscape Exercise"
	GL_09	"NIPN Guidance Notes - Data Quality Assessment"
	GL_10	"NIPN Guidance Notes - Principle and Guidance for data analysis"
	GL_11	"NIPN Guidance Notes - Sub-National Nutrition Dashboard"
	GL_12	"NIPN Guidance Notes - Communication Plan"
	GL_13	"NIPN Guidance Notes - Practical Consideration for communicating evidence to decision makers"
	GL_14	"3rd NIPN global gathering"
	GL_15	"LIST training nutrition interventions"
	GL_16	"LIST training costing of interventions"
	GL_17	"NIPN transition workshops"
	GL_18	"NIPN data quality training"
<b>Guatemala</b>	GU_01	Use of Tableau Software

COUNTRY	ID	TITLE
	GU_02	Secondary analysis of DHS data
	GU_03	Gender and equity
	GU_04	Child growth monitoring using R
	GU_05	Use of Excel
	GU_06	Use of governance index App
	GU_07	Public policies and strategies in food security and nutrition
	GU_08	Data analysis using INFOSTAT
	GU_09	Use of data
	Lao PDR	LA_01
LA_02		Using STATA (1)
LA_03		Using STATA (2)
LA_04		Nutrition Data Quality Assurance
LA_05		Data Analysis and Statistics Part I
LA_06		Data Analysis and Statistics Part II
LA_07		Data Analysis and Statistics Part III
LA_08		Data Analysis and Statistics Part IV
LA_09		Using STATA
Niger	NI_01	anonymisation des données
	NI_02	méthodes d'analyses de données avancées
	NI_03	technique rédactionnelles et Publication Assistée par Ordinateur
	NI_04	Séminaire Parlementaire - Sensibilisation Nutrition + Discussion
	NI_05	Coaching par les chargés d'appui sectoriels
	NI_06	Data Science (animation du site)
	NI_07	Toolkit de formation sur l'information nutritionnelle
	NI_08	gestion et sécurisation des bases de données
	NI_09	communication et plaidoyer
	NI_10	Nutrition Humaine et Diététique
	NI_11	collectes digitalisée (ODK)

COUNTRY	ID	TITLE
	NI_12	analyse statistique (analyse descriptive)
	NI_13	NUTRITION Humaine pour les professionnels non nutritionnistes (cours du soir)
	NI_14	gestion financière (gestionnaire du projet)
<b>Uganda</b>	UG_01	Data Analysis Coaching and Mentoring
	UG_02	Evidence based nutrition reporting and communication for change
	UG_03	Nutrition Programming, Data and information Handling / Management
	UG_04	Nutrition Communication
	UG_05	Data Handling & Data Analysis



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