



3rd NIPN Global Gathering

Virtual Event

Launch 18 March 2021
Gathering 22 to 25 March 2021



C4N-NIPN Global Support

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Meeting Synthesis Report

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The report does not necessarily reflect the opinion of the European Commission, the German Federal Ministry for Economic Cooperation and Development, the UK Foreign, Commonwealth & Development Office, the Bill & Melinda Gates Foundation, GIZ, or any other stakeholder.

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Abbreviations:

2FAS:	Fortification Advisory Service
2M2C:	Multisector, multi-stakeholder coordination and cooperation
3N:	Nigériens Nourishing Nigériens
APN:	Action Plan on Nutrition
BMZ:	German Federal Ministry for Economic Cooperation and Development
C4N:	Capacity for Nutrition
CATIE:	Centro Agronómico Tropical de Investigación y Enseñanza (Tropical Agricultural Research and Higher Education Center)
CD:	Capacity Development
CDP:	Capacity Development Plan
CNA:	Capacity Needs Assessment
EAG:	Expert Advisory Group
EC:	European Commission
EHA:	Eau, Hygiène et Assainissement, Water, Sanitation and Hygiene
ENSEA:	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée (National Statistical School)
EPHI:	Ethiopian Public Health Institute
ESDP:	Economic and Social Development Plan
EU:	European Union
EUD:	European Union Delegation
FAP:	Framework Analysis Plan
FNS:	Food and Nutrition Strategy
GCNN:	Gran Cruzada Nacional por la Nutrición (Great National Crusade for Nutrition)
GIS:	Geo Information System
GIZ:	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GSF:	Global Support Facility
HC3N:	Le Haut Commissariat à l'Initiative 3N (High Commission Nigériens Nourishing Nigériens)
IFPRI:	International Food Policy Research Institute
INTPA F3:	EU International Partnerships Sustainable Agri-Food Systems and Fisheries
K4N:	Knowledge for Nutrition
KIPPRA:	Kenya Institute for Public Policy Research and Analysis
KNAPN:	Kenya National Action Plan for Nutrition
KNBS:	Kenya National Bureau of Statistics
M&E:	Monitoring and Evaluation
MEAL:	Monitoring, Evaluation, Accountability and Learning
MEAL TAG:	Monitoring, Evaluation, Accountability and Learning Technical Advisory Group
MER-SC:	Monitoring, Evaluation and Research Steering Committee
MNPA:	Multisectoral Nutrition Plan of Action
MoH:	Ministry of Health
MTR:	Mid-Term Review
MQSUN+:	Maximising the Quality of Scaling Up Nutrition
N4D:	Nutrition for Development
NADA:	National Data Archive
NDP:	National Development Plan
NIPFN:	National Information Platform for Food Security and Nutrition
NIPN:	National Information Platform for Nutrition

NIS:	Nutrition Information System, National Information System Project by UNICEF/WHO
NNP:	National Nutrition Plan
PNIN:	Plate Forme d'Information sur la Nutrition, National Information Platform for Nutrition
PDES:	Plan du Développement Economique et Social (Social and Economic Development Plan)
PQF:	Policy Question Formulation
QPM:	Quarterly Progress Monitoring
SDN:	SUN Donor Network
SAN:	Seguridad Alimentaria y Nutricional (Food and Nutritional Security)
SESAN:	Secretaría de Seguridad Alimentaria y Nutricional (Secretariat of Food and Nutritional Security)
SEWOH:	Special Initiative "One World - No Hunger" of the BMZ
SIMSAN:	Sistema de Información Municipal en Seguridad Alimentaria y Nutricional (Municipality Information System of Food and Nutritional Security)
SUN:	Scaling Up Nutrition Movement
TA:	Technical Advisory
TC:	Technical Committee
TNFC:	Tanzania Food and Nutrition Centre
ToR:	Terms of Reference
UNICEF:	United Nations International Children's Emergency Fund
USAID:	United States Agency for International Development
WASH:	Water, Sanitation and Hygiene
WHO:	World Health Organization

Summary

The 3rd NIPN Global Gathering took place as a virtual event with the launch on 18 March and the working sessions from 22-25 March, bringing together in total 131 participants from 9 NIPN countries, members of the Expert Advisory Group and the initiative's donors. Over the past one and a half years, implementation has progressed significantly with a number of platforms achieving outcome level and showing interesting results in the uptake and use of analysis and evidence produced to support policy, programme and investment decisions in nutrition. All NIPN countries have gone through more than one operational cycle and continue to implement the cycle in conjunction with responding to fast-paced requests. Several outputs have been produced in centralisation and collation of multisectoral data, analysis and evidence generation, capacity building across sectors and fostering an environment conducive to evidence informed decisions.

Advocacy at national level is being conducted, however, NIPN teams could expand to a broader range of actors beyond national government stakeholders. Ever more platforms are well positioned to support the multisectoral Nutrition Plans of Actions (MNPA) and Strategies and their main stakeholders. Therefore, during the Global Gathering, the NIPN country teams were in the driver seat to take stock, to share experience among countries and to discuss a more systematic approach for NIPN to strengthen elements of nutrition governance, which will become a specific objective of the initiative in NIPN Phase II (2022-2024). Around six different presentations and four in-depth working group sessions with varying NIPN team constellations, countries and C4N-NIPN Global Support aimed to underpin the implementation momentum, while preparing themselves for the challenges ahead.

The virtual Gathering 2021 was thus designed with the key outcome of NIPN Phase II funding "Strengthening national multisectoral governance for nutrition" in sight, which was probed during four thematic days:

- Day 1: Looking at short to medium terms prospect and discussing coordination, collaboration and technical assistance needs and funding's prospects;
- Day 2: Linkages between NIPN and Multisectoral National Plan of Action for Nutrition and strategies;
- Day 3: Support & linkages between NIPN and multisectoral national coordination mechanisms;
- Day 4: Contribution & support of NIPN to the Multisectoral Monitoring and Evaluation framework.

This report presents the key discussions points of these four themes, as well as the recommendations and action points that have been proposed.

In addition, the detailed experience shared from country delegations during the working sessions is available in a consolidated *Country Learning Matrix* provided in Section 3 and Annex 3 to this report.

In summary, the need for continuous sharing of experience and learnings from countries, especially on comprehensive policies, multisectoral M&E mechanisms measuring progress against national programs, clearly came out as a priority for the years ahead both at global

and national level. In addition, future support on developing new partnerships, strategies and opportunities is in high demand in order to extend nutrition policies into information strategies and programmes as well as to learn from new global evidence and nutrition initiatives. Finally, country delegations expressed that information on the NIPN Phase II funding, the incorporation of lessons learnt during NIPN Phase I and the development of a joint vision for NIPN Phase II were key requirements to ensure a successful transition period and the conditions for the platforms' sustainability.



1. Organisation and objectives

1.1 Background

The National Information Platforms for Nutrition (NIPN) initiative was launched by the European Union in 2015 with the goal of supporting partner countries who are part of the global Scaling Up Nutrition (SUN) movement and are committed to deliver evidence-based programmes and interventions to improve human nutrition in their progress towards the 2030 Agenda for Sustainable Development Goal (SDG) 2 to “end hunger, achieve food security and improved nutrition and promote sustainable agriculture”. The main objective of the NIPN initiative is to create country-led and country-owned information platforms for nutrition to strengthen countries’ analyses of nutrition information and data to better inform policies and programmes for improving nutrition. Platforms have been so far established in nine countries: Bangladesh, Burkina Faso, Ivory Coast, Ethiopia, Guatemala, Kenya, Lao PDR, Niger and Uganda.

To support each country’s implementation and to coordinate the technical assistance and capacity building, a global support unit was established in 2015, which since 2020 is under the responsibility of Capacity for Nutrition (C4N), a Joint Action financed by the EU and BMZ and implemented by GIZ. Since 2018, annual global meetings with all NIPN countries have been organised by the global support team with the aim to align and galvanize country progress along common objectives and to share experiences and knowledge.

1.2 Organisation and format

From 22 to 25 March 2021, the 3rd NIPN Global Gathering took place virtually, with the facilitation of the external facilitator Jane Badham and the support of an external company ensuring the platform’s communication and simultaneous translation in three languages.

The virtual format was adopted to adjust to the Covid-19 pandemic and inducted several changes to the nature of the Gathering. All nine country teams (Bangladesh, Burkina Faso, Ethiopia, Guatemala, Ivory Coast, Kenya, Lao PDR, Niger and Uganda) were participating - either as one country delegation team or individually, depending on the national sanitary situation - joining from three different time zones: Asia, East and West Africa and Central America and with three different languages. Representatives of the country Delegations of the European Union (EUD) also took part as well as supporting donors and partners, experts and the C4N-NIPN team.

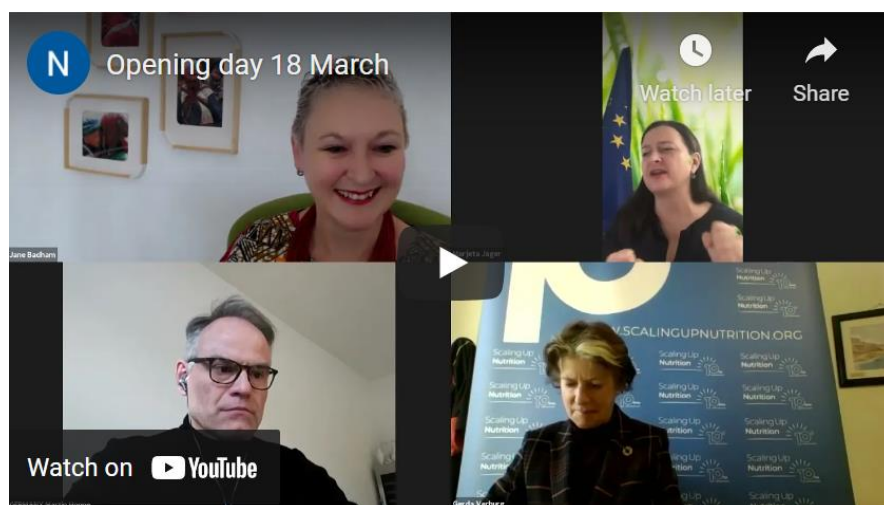
To ease the meeting and ensure objectives, the Gathering was spread among four days with repeated daily sessions in the morning and afternoon to ensure equal participation to all country delegations. The meeting facilitation used were comprised of diverse online tools to prompt experience sharing between countries such as shorter framed presentations in repeated sessions, clustering country delegations differently everyday as well as break-out room sessions with specific country delegations’ assignments.

1.3 Official launch and opening statements

On Thursday 18th March, high level representatives officially opened the Gathering in a public online session. The speakers were:

- Marjeta Jager, Deputy Director General of the European Commission Directorate-General International Partnerships (INTPA);
- Martin Hoppe, Head of Division Food and Nutrition Security, Global Food Policy, Fisheries, German Federal Ministry for Economic Cooperation and Development (BMZ);
- Gerda Verburg, SUN Movement Coordinator and UN Assistant Secretary-General.

The session record is available at the NIPN website for reference [here](#).



These inspirational speeches reiterated the need to work forward enabling an environment of demand driven evidence-informed decision making in nutrition and commanded country delegations to continue working forward that common objective. Ms Jager of the European Commission DG International Partnerships stressed that *“NIPN is based on evidence and understanding of the importance of nutrition-sensitive investments to tackle malnutrition as a multisectoral national approach and concern”*. Referring to the recent series of articles in the Lancet 2021 on maternal and child undernutrition highlighting that contextualised analysis and evidence are more than ever needed to support tailored and prioritised nutrition responses as *“there is not one size fit all”*¹. She further stated that *“this confirms our approach is absolutely the right one”*. The opening statements of Ms Jager, Mr Martin Hoppe from the BMZ and of Ms Gerda Verburg from the SUN Movement also reinforced the need to generate multisectoral analysis and evidence to understand and support the Food Systems Summit agenda and continue support scaling up nutrition sensitive interventions.

Collaboration and partnerships were equally highlighted as key to in particular the operationalisation of the new SUN Strategy 3.0, more so Monitoring, Evaluation,

¹ Reference: [The Lancet Series on Maternal & Child Undernutrition Progress | Event Recording](#)

Accountability and Learning (MEAL) being one of the four central themes. The multisectoral character of nutrition, especially “*understanding dimensions on food production, social protection and the socio-economic perspective to move out of the current health crises and leave no one behind*” was likewise emphasized. Equity, which encompasses the importance of nutrition for women and children, was considered key to achieving healthy diets, thus stressing how NIPN can support evidence generation to advance this agenda. Finally, 2021 was recognised as “the year of action on nutrition” and thus the need for seizing this opportunity was underlined and “making noise at the right level” about nutrition and about NIPN. Within this context, Ms Jager confirmed to all participants that the European Union (EU) renewed her commitment to the NIPN initiative for the period 2022-25 together with the BMZ as a Joint Action². Gerda Verburg concluded that “*investment in nutrition is an investment in human capital and human development and that the return of nutrition investment being clearly documented. It is time to invest in nutrition to impact people and society*”.

1.4 Objectives

The virtual Gathering 2021 was constructed to have at sight the key outcome of NIPN phase II funding: “*Strengthening national multisectoral governance for nutrition*”. All NIPN countries have been adhering to a multisectoral, multi-stakeholder approach to achieve the Sustainable Development Goal 2 and the World Health Assembly targets. At national level, this translates into a National Multisectoral Governance for Nutrition which, depending on the context, can comprise of national multisectoral Plan of Actions for Nutrition (or MNPA) and strategies, multisectoral and multi-stakeholder’s coordination mechanisms, a multisectoral monitoring and evaluation (M&E) strategy and an investment plan or common results framework. Since their inception, the NIPNs are positioned to support and strengthen the progress and implementation of the MNPA and strategies for nutrition in a deliberate manner. As most countries have implemented fully or partially a NIPN operational cycle, the NIPN Gathering represented the right opportunity to take stock and share experience on NIPN successes and limitations in strengthening multisectoral national governance for nutrition.

Thus, the Gathering 2021 aimed at:

- learning, reviewing and taking stock on how NIPN have contributed to support elements of nutrition governance;
- discussing a more systematic approach for NIPN to strengthen elements of nutrition governance;
- keeping the implementation momentum running;
- preparing the ground for the challenges ahead.

² All current NIPN countries with exception of Bangladesh and inclusion of Mali as a new platform will be targeted by the NIPN phase II funding as part of the European Commission Funding Decision on “Sustainable Agri-Food Systems”, approved in November 2020.

The overall objective was to learn across countries and with C4N-NIPN Global Support. The Gathering was organised for this purpose along the following daily themes:

- Day 1: Looking at short to medium terms prospect and discussing coordination, collaboration and technical assistance needs and funding’s prospects.
- Day 2: Linkages between NIPN and Multisectoral National Plan of Action for Nutrition and strategies;
- Day 3: Support & linkages between NIPN and multisectoral national coordination mechanisms;
- Day 4: Contribution & support of NIPN to the Multisectoral Monitoring and Evaluation framework.

Refer to the Global Gathering agenda in Annex 1 and 2 for details of the programme and country delegation participation.

1.5 Expectations

During the launch session, participants were asked about their expectations for the Global Gathering. Various interests were identified which can be divided into four different topics:

1. Need for sharing experience with each other and learning from countries’ experience especially on comprehensive policies, multisectoral M&E mechanisms working towards measuring progress against national programs.
2. NIPN II and future of the current NIPN I regarding directions, reflection of lessons learnt during NIPN I and the development of a joint vision for NIPN II.
3. Developing new partnerships, strategies and opportunities in terms of extending nutrition policies into information strategies and programmes and learning about new global evidence and initiatives on nutrition.
4. Recapturing general and long-term objectives and engaging in discussion on upcoming challenges and obstacles in order to make nutrition more accessible and evidence more absorbable. Elaborating on support to increase investment in nutrition and on addressing challenges in leadership and accountability in the relevant sectors.



2. NIPN and national nutrition governance

2.1 Setting the scene

As stated by the high-level speakers during the launch event, 2021 marks the final decade of the SDGs and it is the year to seize the major opportunity and speed up the progress towards eradicating malnutrition in all its forms, as the Nutrition for Growth (N4G) Year of Action. The United Nations (UN) Food System Summit 2021 is another major milestone for this year of which a pre-summit is scheduled for June 2021. The Food System Summit supports National Dialogues and facilitates discussions in five “Action Tracks” at global level. It will launch game-changing actions to transform food systems to eliminate hunger, reduce diet-related diseases and protect the planet. In addition, the SUN Strategy 3.0 was launched early 2021, and its operationalisation strategy is underway: Operationalisation Groups have been working on four different work streams, one of them being “Knowledge Management and Monitoring, Evaluation, Accountability, Learning (MEAL)”, for which conclusions will be provided early May 2021. These conclusions will provide further direction and guidance for NIPN implementation.

Regarding data for nutrition, important conclusions come from the most recent Lancet Series 2021 on Maternal & Child Undernutrition Progress showing that ‘*real world evidence support success of multisectoral approach*’ but also confirm that there is ‘*no one size fit all approach*’. The Lancet Series calls for contextualised evidence generation and more information on implementation science³. These conclusions not only come in support to the NIPN objective and approach but provide clear direction to platforms’ evidence and analysis prioritisation at national level in the short and medium term. NIPN utilising secondary data is well placed to use, analyse and generate evidence on implementation science and to continue unpacking implementation issues along an impact pathway approach contributing to explain impact on nutrition outcomes in different socio-economic and policy contexts.

At regional and country level, other initiatives are important for NIPN implementation and coordination. In the NIPN countries of Ethiopia, Ivory Coast, Lao PDR and Uganda, the [Nutrition Information System \(NIS\) initiative](#), supported by EU and implemented by WHO and UNICEF, provides an important opportunity for synergies and collaboration working forward common outputs on evidence generation for nutrition policies and programming. Coordination mechanisms between NIPN and NIS have been set-up at both global and national level to be turned into action. A rather new initiative is implemented by UNICEF via the Inter-Cluster Nutrition Working Group looking at better data and information for the humanitarian-development nexus. Equally relevant is the 50x2030 initiative supported by the World Bank, IFAD and FAO to close the agriculture data gap and transform agriculture data systems in 50 countries in Africa, Asia, the Middle East and Latin America by 2030: [50](#)

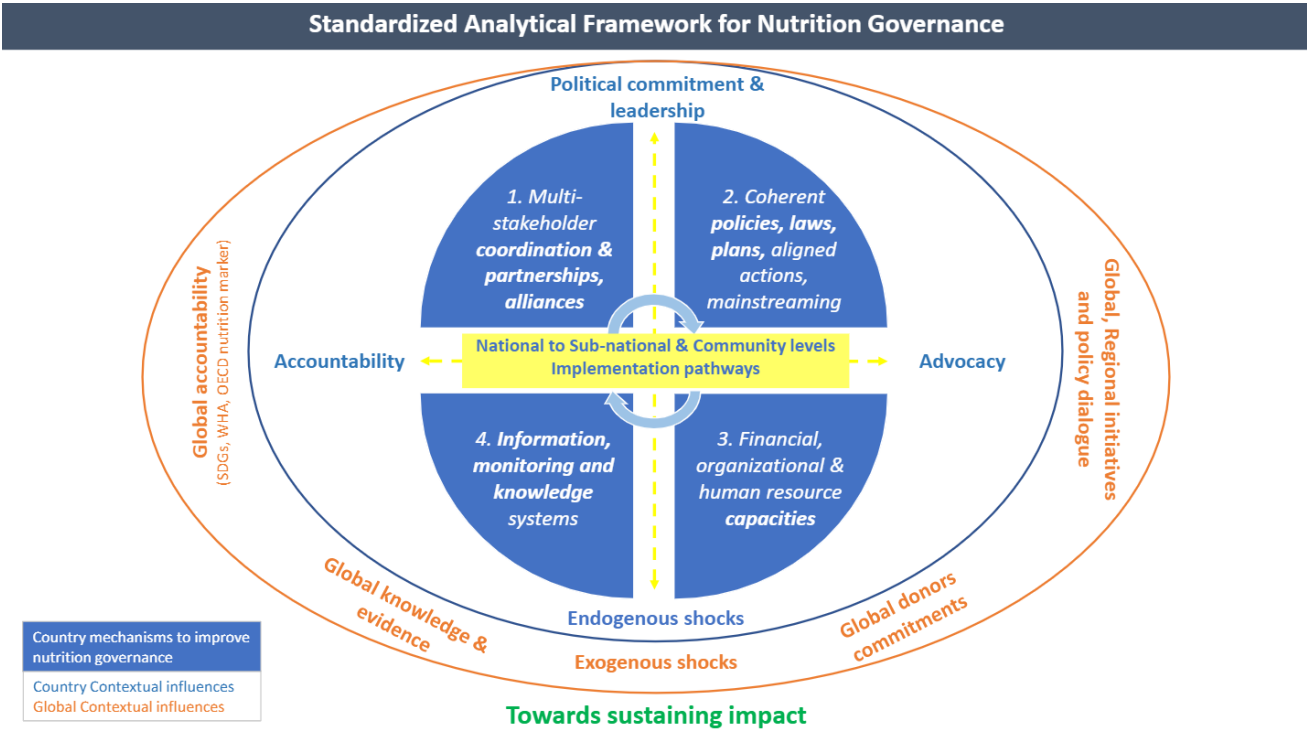
³ Reference to the Webinar on the Launch of the 2021 Lancet Series on Maternal and Child Undernutrition Progress facilitated by the Bill and Melinda Gates Foundation and accessible at [The Lancet Series on Maternal & Child Undernutrition Progress | Event Recording - YouTube](#)

by 2030 | [DATA-SMART Agriculture \(50x2030.org\)](https://www.50x2030.org/). These initiatives provide concrete opportunity for synergies and convergence of efforts to generate multisectoral evidence and information for decision making at national level whereby NIPN has a key catalytic role to play in it.

In Western Africa, a call-to-action follow-up for the Western Africa Data Summit (February 2021) is taking shape: [Investing in the Data Value Chain for Nutrition in West Africa: Call-to-Action](#), stimulating action of the West Africa Health Organisation (WAHO) who is leading an harmonisation process of nutrition indicators. NIPN platforms from Burkina Faso, Ivory Coast and Niger can contribute to this regional effort.

Presenting and considering this global and national landscape although not exhaustive, the discussions of the NIPN Global Gathering zoomed into reviewing NIPN contribution in relation to national multisectoral governance for nutrition. The GIZ standardised analytical framework for nutrition governance was used to frame the discussions. Those were articulated around: 1- National Multisectoral Plans of Actions and Strategies; 2- Multisectoral coordination, collaboration and partnerships; and 3- Information Monitoring, Evaluation and learning.

Figure 1 Standardised analytical framework for nutrition governance based on the GIZ Global Food Security, Nutrition and Resilience Programme.



2.2 Outcomes of daily session discussions

2.2.1 National multisectoral nutrition plans of action and NIPN's contributions

“Timing to match the support, sequencing and prioritising in terms of budget flexibility to evolving situations and demands, as well as accountability through continuously engaging government and partners in order to hold them accountable.” Jane Badham, JB consultancy (NIPN Global Gathering 2021)

“Multisectoral nutrition plans of action (MNPA) endorsed at the highest level, guide collective implementation and resource allocation, also referred as to Common Results Framework, which is unique to each country including national targets and actions which have been costed.” (ref. to SUN Definition)

In 2020, SUN reviewed 25 MNPAs based on a quality checklist on the criteria and characteristics of “good” national nutrition plans developed by the UN Network of SUN and the SUN Secretariat⁴. The following main obstacles were identified:

1. **Risk analysis and mitigation** - functional MEAL plans need to be more adaptive and flexible to changing environments.
2. Need to define **responsible agencies for the implementation** - especially with regards to which key stakeholders to involve.
3. **Financial gap analysis & corresponding prioritisation planning** based on the identified financial shortfalls.

NIPN on the other hand has a key role to play in supporting the provision of key elements to operationalising MNPA, supporting i.e. the multisectoral approach to the MNPA M&E system design, the multisectoral budget analysis, the tracking, monitoring and course correction through MEAL plans during implementation, and the generation of evidence along the impact pathways. In turn, stimulation as well as facilitation of dialogue around these findings together with sensitising key stakeholders at all levels in relevant sectors is the main enabling process of NIPN's actions. Considering demand, needs and timeliness, NIPN provides support for MNPA at design or extension, evaluation or implementation stage.

Several needs for analysis and evidence have been considered by NIPN country platforms, such as analyses of service provision and budget, budget tracking across sectors, equity analysis, analysis implementation against progress and resources, as well as the comparison of demographics. However, NIPN can continue to more proactively generate evidence around implementation science, as it is well placed to contribute to a body of contextualised evidence on the implementation progress of the MNPA and Strategies for Nutrition.

⁴ [MQSUN* BRIEF | June 2020: Review of SUN Country National Nutrition Plans - Based on the SUN Checklist on the criteria and characteristics of 'good' national nutrition plans](#)

The main challenges NIPN is facing refer to keeping the balance between responding to the strategic demands and responding to policy relevant questions identified through the Question Formulation Process proposed by the NIPN Guidance Note approach⁵. Experience so far has shown this has been a challenge across contexts and platforms, and the learnings from countries' implementation deserves to be capitalised on.

Country experience indicates that where NIPN has been given an official mandate to support the MNPA and national strategies for nutrition (this official mandate has often been attributed in relation to multisectoral M&E systems as seen in Guatemala, Ivory Coast, Niger and Kenya), the platforms were better positioned to address and respond to strategic demand, and benefit from better opportunities for generated evidence uptake. Although this official mandate does not go without challenges and risks as seen in NIPN Guatemala's experience during the political transition 2019-2020, it is considered a key common feature for the platforms to match information demand and supply and to ensure policy uptake of evidence.

A last challenge and learning point concerned implementation learning to enhance greater coherence of NIPN outputs and activities systematically supporting MNPA and strategies for nutrition. Platforms are to regroup their actions and activities to act as the "reference hub" for an evidence-based approach to decision making in nutrition. Niger and Guatemala platforms have achieved this ambition, while other countries are working towards it.

Overall, working groups discussions showed that NIPN countries have gained experience in handling prioritisation of competing activities and the coordination with other sectors, although working with resource restraints as well as demanding multisectoral structures. Main learnings so far are among defining the strategic positioning of NIPN including budget flexibility especially to proactively share information and interact with key stakeholders to use evidence for policy making.

A highlighted experience has been the importance of engaging especially at the subnational level. Piloting a multisectoral information system at municipality level in Guatemala showed to be successful at seizing nutrition momentum at highest government level and emphasizes to be very valuable for the implementation progress of the Guatemala MNPA, the *Gran Cruzada Nacional por la Nutrición* (Great National Crusade for Nutrition in Guatemala). Upon request by the Guatemalan government, this decentralised approach has been progressing to be scaled up to 22 municipalities while initially the NIPN project supported piloting this approach in one municipality.

⁵ [NIPN - Guidance Notes \(nipn-nutrition-platforms.org\)](https://nipn-nutrition-platforms.org)

Main takeaways for national multisectoral nutrition plans of action and NIPN's contributions

- Strategic but independent positioning of NIPN and regular engagement within the multisector nutrition coordination structure is key to strengthen communication and relevance of NIPN's role in the development, implementation and monitoring of MNPA.
- Enhancing the collaboration with line ministries and departments especially at subnational level is crucial to establish and strengthen NIPN's role in the development, implementation and monitoring of MNPA.
- Prioritising and allocating resources to information systems of relevant sectors to nutrition (agriculture, social protection, health, etc.) for improved data collection, informing and monitoring MNPA.
- Coordination and accountability are an overall challenge.
- The environment of the NIPN is shifting; not only generation of evidence but equally important is the use of evidence and data.

Key actions for national multisectoral nutrition plans of action and NIPN's contributions

- Review present monitoring systems and their effectiveness.
- Focus attention on decentralized levels for subnational data analysis and capacity strengthening at subnational level.
- Strengthen multisectoral engagement and partnerships: Proactively engage with other sectors not only through emails and events, but through individual one-to-one meetings with key institutions, academia and key influencers; reach out to specific partners within the national multisector nutrition coordination structure.
- Communicate NIPN's work through different channels (social media, website, emails, events), but also through presentations during other departments' and Ministries' events, through influential members and fora.
- Take an active part in the development, implementation and monitoring of the Multisectoral Nutrition Plan 2021-2025.

2.2.2 Effective multisectoral multi-stakeholder coordination and the potential role of NIPN

“Imagine you have a sound written plan with description of roles and responsibilities but the translation from that paper into actions has not been done yet.” Ingo Neu, C4N-NIPN (NIPN Global Gathering 2021)

Most NIPN countries have multisector policies and strategies as well as nutrition action plans in place which assigns the multisector coordination to a specific unit or committee. In addition, most NIPN countries have multi-stakeholder forums in place, such as high-level steering committees and technical thematic working groups. However, many countries find that the envisaged multisector, multi-stakeholder coordination and cooperation (2M2C) has not been fully operational or effective.

The following 2M2C shortcomings have been identified so far:

- a) Multisectoral plans might be developed with and approved by sectoral ministries, but **relevant officers** were not involved or are **not aware**.
- b) **Sectoral/ministerial directives** to support the implementation are **not provided**.
- c) **Absent reinforcement strategies** to holding different sectors, ministries and stakeholders **accountable**.
- d) An **operational unit** on the ground to ensure and support activities for effective coordination and cooperation is **not in place, or often lack the desired capacities**.
- e) Hierarchical structures are not conducive for multisectoral approach, and an organised adapted **coordination architecture is absent**, i.e. the mandate/authority to coordinate multiple sectors by an assigned ministry or body is not supported or operationalised.
- f) Important **technical areas** (MIS/M&E, capacity development, advocacy and communication, etc.) are **not well structured** for effective 2M2C and/or lack defining concrete joint outputs.
- g) **Resources required:** existing working groups, committees and forums are not well supported or managed to produce tangible results, i.e. voluntary chairmanship, low funding.
- h) **Lack of proper linkages and network** to communicate developed products and increase visibility.

Following a jointly agreed hierarchical approach of a connected and inclusive 2M2C architecture which involves an official body with clear Terms of Reference, formal meetings, defined common objectives and deliverables as well as close follow-up loops for quality results shows to be a solution to effective 2M2C possible.

Key learnings so far have corresponded to increase advocacy and visibility of needs-based evidence generation concomitant with capacity development around leadership, coordination and data quality. The positioning of NIPN within and outside governmental structures plays a central role on how to embark on effective coordination, i.e. in supporting the design phase of the country's MNPA and implementation progress monitoring (ref. to Uganda Nutrition Action Plan II, UNAP II).

A fundamental experience has been to strengthen the strategic level collaboration with researchers and academia which has assisted Niger and Ivory Coast to effectively increase the data quality for evidence generation. Additional leaning point is that NIPN platforms have been successful in engaging and strengthening sectoral government actors but could gain from engaging more systematically other actors: NIPN platforms have to engage beyond the sectoral government stakeholders. Specific learning can be drawn from Niger, Ivory Coast and Ethiopia for example in engaging and working with research, academia network and universities while Guatemala has to share in its experience with the civil society.

Main takeaways for effective multisectoral multi-stakeholder coordination and the potential role of NIPN

- Effective 2M2C is key to suffice timely budget allocations towards the implementation of the MNPA and in turn raising nutritional wellbeing.
- The NIPN as a multisectoral platform is recommended to be anchored at supra-sectoral level and avoid creating new structures in order to ensure accountability and to be fully focussing on strengthening multisectoral coordination based on sectoral needs.
- The NIPN inherits the role of an information provider within the multisectoral coordination for decision making maintaining its independency.
- Although different countries have different structures to implement 2M2C, shared challenges were observed;
 - Limited budget allocation for nutrition (as well as allocation of existing resources among ministries),
 - Lack of a coordination body that has authority at the national level to take a leadership and enforcement role,
 - Coordination challenges at the sub-national level.
- Importance of good communication and advocacy so that the evidence generated can be converted into actions.
- Examples were shared to improve 2M2C: work plans for technical working groups, resources analysis to improve accountability reinforced by common actions framework.

Key actions for effective multisectoral multi-stakeholder coordination and the potential role of NIPN

- Explore new partnerships with academia, private sector etc. and strengthen partnerships with existing platforms related to nutrition.
- Contribute to strengthening of multisectoral coordination by strengthening the networks set up within the framework of the existing SUN movement for a better visibility of the NIPN.
- Support the strengthening of M&E systems and support the functionality of multisectoral nutrition coordination committees.
- Support 2M2C through generating evidence, promoting evidence use and tracking progress transparently (e.g. dashboard).
- Continue to develop the capacity and understanding of implementing sectors at different levels, especially subnational level in their role of 2M2C.
- Facilitation of regular networking with relevant stakeholders at various sectoral level to support timely collection of required information.
- Strengthen advocacy and communication as part of the change process.

2.2.3 Monitoring and evaluation of MNPA and the potential role of NIPN

“We are sailing with different means, but we are heading to the same port: data quality and communication of information platforms for learning and use.” - Hancy Adam, Tanzania Food and Nutrition Centre (NIPN Global Gathering 2021)

Classic challenges in the design and implementation of MEAL of MNPA were indicated in the review of 25 MNPA in the MQSUN review⁶. Those are comprised of:

- a) **Design of MEAL** - wish list versus reality check: indicators are chosen to monitor in detail, but the challenge is to know if the specific information is part of the data collection system in the different sectors.
- b) **Data availability** which involves timely sectoral data depending on sectors' agenda, priorities and funding.
- c) **Processes** that do not involve many different stakeholders, do not have roles and responsibilities defined, and do not have data centralised from different sectors.
- d) **Data sharing** should be key, but operating procedures should be provided in order to acknowledge for the work of all actors and respect priorities.
- e) **Granularity of analysis** - MNPA at national level but to monitor progress, data from implementational level (subnational level) is required.
- f) **Use of MEAL not effective** to timely adjust or adapt implementation, i.e. MTR and evaluations are often not implemented and corresponding feedback loops are often not effective related to every stakeholder's different agenda with different priorities and funding.

One objective of NIPN platforms is to track progress of MNPAs; the added value of NIPN is to be flexible in the way each platform reaches its objectives, i.e. components of MEAL can be identified that need strengthening or a granular analysis of the MEAL can produce relevant information for decision makers to course correct the MNPA.

NIPN platforms have many different approaches to effectively contribute or plan to contribute directly or indirectly to the MEAL of the MNPA. To name a few NIPN country teams, Ivory Coast did a study identifying that only 44% of official MEAL indicator information is not available and proposed pragmatic solutions in a timely manner as the new MNPA is under design as well as established a data centralisation tool. Kenya plans to have a mid-term review through a multisectoral lens reviewing indicators of the common results framework of the Kenyan Nutrition Action Plan (KNAP). Ethiopia, Uganda and Lao PDR are participating and planning to participate in the design and finalisation of the M&E framework for the national MNPAs. Lao PDR launched a dashboard to track progress of the M&E framework indicators. Guatemala is directly mandated to design the M&E of the Great National Crusade in the fight against malnutrition.

A valuable experience was shared by the research institution Tanzania Food and Nutrition Centre (TFNC) on development and operationalisation of MEL of the national MNPA. TFNC is mandated by an act of parliament and holds the main lead to coordinate, guide and catalyse food and nutrition interventions to prevent and control all forms of malnutrition. In the development of the national MNPA a bottom-up feedback was followed to define key result areas and learnings from mid-term and end-line reviews of the previous MNPA were used. In

⁶ [MQSUN* BRIEF | June 2020: Review of SUN Country National Nutrition Plans - based on the SUN Checklist on the criteria and characteristics of 'good' national nutrition plans](#)

the process of operationalisation, a multisectoral nutrition scorecard has been used to track action, manage the workplan, send mobile notification to the respective officers and to visualise data. The key lessons learnt for the Tanzanian MNPA through TFNC have been that MEAL is crucial for transparent, clear and regular tracking, and that demand as well as use for strengthening data generation via the routine information systems and national surveys in order to create evidence for decision making and action have to be created.

Main takeaways for monitoring and evaluation of MNPA and the potential role of NIPN

- The key to an effective M&E system is the right design and continuous follow-up loops for example through a multisectoral scorecard that can be used to assess progress, output and outcome indicators as presented by TNFC.
- To increase M&E of MNPA, information systems across sectors need to become more systematic towards being interoperable and aiming at a central data repository.
- The NIPN platform needs to be involved from the onset to the implementation of the MNPA and its corresponding M&E framework.

Key actions for monitoring and evaluation of MNPA and the potential role of NIPN

- Engage in discussion around unified and interoperable information systems on nutritional activities and outcomes among stakeholders.
- Review different data collection methods to provide adequate attention to subsequent needs for analysis and to specific needs of evidence.
- Continue to support the strengthening of the M&E framework of the MNPA by highlighting information needs, data gaps and by fostering ownership among multisectoral actors.
- Support the M&E framework by strengthening capacities of actors across data generation and use chain.

3. Country-country learning

During the Global Gathering, one of the expectations indicated by the participants was to strengthen learning from experience of other NIPN countries and to better understand among other aspects, the different ways in which NIPN has supported national policies for nutrition or promoted the enhancement of 2M2C on a country-country basis.

In order to foster experience sharing and south-south cooperation, a table has been developed (Annex 3). The table captures key achievements that countries shared during the Gathering. The results attained by the NIPN countries are summarised and organised according to the three topic areas that have dominated the Global Gathering, i.e. the role of NIPN in supporting MNPA, 2M2C and M&E for MNPA, as well as highlights achievements in additional thematic areas that have emerged during the meeting: communication and advocacy, decentralization and sustainability.

The scope of the table is to provide countries with a basic tool to access examples of the achievements of NIPN and offer them an opportunity not only to learn but to practically utilise the experiences provided for their own reference and implementation where applicable.

4. NIPN short- and medium-term perspectives

4.1 Technical assistance needs, collaboration and coordination

Following a presentation reviewing achievements of the year and the C4N-NIPN Global Support's functioning and strategic priorities, country delegations discussed by geographical clusters their foreseen priorities regarding the provision of support and technical assistance.

The conversation was organized reviewing short- and medium-term needs considering the main support functions of the current Global Support: namely direct country support, capacity development, capitalize experience and lessons learnt, coordination, collaboration and facilitation and strengthening of global/country NIPN positioning and assessing the provider 'best placed' to fulfil the needs (among C4N-NIPN Global Support, the national TA providers, UNICEF and/or GIZ as the future implementing partner of Phase II funding, or any other TA like MQ-SUN or TASK for example).

- **Direct country support**

Under this topic, expectations were mainly evolving around the role and support of national TA providers. Support was expected on technical expertise like on data analysis, dashboards, data repositories, visibility and communication and strategic communication of findings. Quality insurance was another area where support was highly expected from national TA providers, with guidance from C4N-NIPN. Countries mentioned a role for C4N-NIPN to specifically advice on the concept and good practices on good governance.

- **Capacity development**

The topics most cited by country delegations were data analysis (from basic to advanced methodologies) and policy analysis, followed by data repository and management. Those needs are mainly expected to be filled in by the national TA providers, though country delegations pointed to C4N-NIPN to play a role in policy analysis. A couple of country delegations also considered (Ethiopia, Kenya and Uganda) C4N-NIPN refresher trainings on specific sections of the NIPN Guidance Notes and/or enriching/updating them based on country experience and learning (Ethiopia) will be of relevance. Finally, strategic communication and advocacy were considered as another area where C4N-NIPN's support will be expected. Interestingly other TA providers such as MQ-SUN were not cited while C4N-NIPN together with development partners and funding agencies were identified as playing a role on "research capacity strengthening".

- **Capitalize on experience, lessons learnt**

All country delegations gave this topic important consideration, stressing the role of C4N-NIPN. Further areas mentioned for this topic were for learning from countries' experience, fostering South to South learning, stimulating peer to peer learning, knowledge management, utilization of NIPN experience at regional level (encouraging multisectoral approach rather than nutrition specific bias), and finally documenting good practices/experience on NIPN policy question formulation specifically. Country delegations indicated seeing themselves, with national TA as facilitator or broker, playing a role in the capitalization and lessons learnt agenda while they have expectations to learn from E4N/K4N on translating evidence generation into policy formulation.

C4N-NIPN webinars were considered a useful tool, through it was mentioned that webinars may be strengthened and if possible, adapted to countries' needs. Overall, there was a call to adjust learning and cross-country exchanges to better take into consideration the different stages of NIPN implementation. Direct country to country exchanges can be strengthened, with C4N-NIPN playing a framing and facilitation role. Finally, it was felt important to document lessons to feed into the NIPN Phase II design, a task in which both C4N-NIPN and national TA providers were seen as playing a key role. On the other hand, country delegations considered they could take the lead in systematically documenting and capitalizing actions contributing to operationalize the multisectoral approach.

- **Coordination, collaboration and facilitation**

Strengthening and expanding collaboration to national stakeholders beyond government institutions was a key priority for country delegations themselves. Stimulating dialogue and strategic partnership through the Multisectoral Advisory Committees - and national coordination structures - was another priority country teams identified for themselves, as well as increasing the frequency of these. Several countries mentioned the need to engage and advocate directly at a higher political level. At national level, opportunities for strengthened collaboration and coordination were also identified between NIPN and NIS, and NIPN and SUN (on the QPM and JJA's use for example). More feedback and strategic guidance were expected from C4N-NIPN on global partnerships and collaboration/coordination with other initiatives.

- **Strengthening global/country positioning of NIPN**

C4N-NIPN was considered to play an important role in strengthening the NIPN at global level, which in turn was expected to have a rolling effect on country's positioning. The Food Systems Summit - with support to National Dialogues - and partnership with DataDent were specifically mentioned of high priority in which countries were expected C4N-NIPN feedback and support.

At national level, country delegations considered they had a role to play in strengthening the engagement of the academia and research into NIPN; in stepping up the dissemination and uptake of evidence and analysis generated to build credibility; in increasing the rolling of analysis and dissemination at sub-national level and finally in accelerating process to answer policy questions.

4.2 NIPN Phase II funds prospects

Following the exchange on short to medium term needs, the prospects for a NIPN Phase II funding were introduced. The Head of the Nutrition section of the European Commission, Helena Guarin confirmed that an EU funding decision was embedded into the “Sustainable Agri-Food Systems” Action Programme. It will allow an extended three-year funding period to national platforms (2022-2024) through the indirect grant management of UNICEF in five countries: Burkina Faso, Ivory Coast, Kenya, Lao PDR and Uganda and of GIZ in three countries: Ethiopia, Niger and Mali as a new country joining the initiative. The Tropical Agricultural Research and Higher Education Centre (CATIE) will be responsible for the direct fund management for the NIPN in Guatemala. The Bangladesh platform is not foreseen to benefit from extended fund from this central funding decision; decisions to extend funding will depend on national dialogue and decisions. The NIPN Phase II Funding is expected to overall contribute to “*strengthen national nutrition governance*” as the main outcome. UNICEF and GIZ respectively, as main indirect grant managers for Phase II Funding then added their views and perspectives about the Phase II Funding and their commitment to build from current platforms’ added value.

5. Next steps and conclusions

NIPN platforms are at different levels of implementation. Individual flexibility to achieve set objectives leaves a strategic opportunity to create suitable and adaptable solutions. In turn, country to country learning and experience sharing should be considered strengthening. In that way, each NIPN country repeatedly going through the NIPN operational cycle could be enabled to reevaluate its strategy and sustain or adapt the approach.

The demand of capacity development and strengthening highly depends on the stage on implementation of the NIPN platform. On the one hand, each NIPN country has developed an individual capacity development plan. C4N-NIPN on the other hand need to provide access to the expertise and extensive nutrition and nutrition data network, such as UN agencies, academia and stakeholders in the SUN movement with regards to the operationalisation and implementation of the SUN 3.0 strategy.

Creating evidence for decision making and action using quality data was observed to be a well-known learning and necessity. Another more important key learning was the actual advocacy work accompanied by communication and visibility plan. C4N-NIPN should support NIPN’s global visibility for knowledge sharing and cross-country learning as well as its global positioning towards providing continuous systematic and strategic input to the SUN 3.0 operationalisation and implementation process especially with regards to MEAL.

Annex 1: List of participants

Surname	First name	Country
Aboubacar	Mahamadou	Niger
Adam	Hancy	Tanzania
Akbar	Abdurakhmanov	Lao PDR
Alam	Md Mashud	Bangladesh
Alchina Kourgueni	Idrissa	Niger
Almoustapha	Theodore Yatta	Niger
Asaduzzaman	Dr. Mohammed	Bangladesh
Assemien	Ake Arthur	Ivory Coast
Atanaphone	Vatthana	Lao PDR
Badham	Jane	South Africa
Bakoye	Saadou	Niger
Bakunzi	Maureen	Uganda
Barillas	Claudia	Guatemala
Barrington	Laura	Belgium
Bernardi	Myra	Kenya
Betegon-Ramiro	Beatriz	Guatemala
Bety	Ali	Niger
Beziz	Pierre	Burkina Faso
Bhuiyan	Meher Nigar	Bangladesh
Birungi	Nelly	Uganda
Bomisso	Germain	Ivory Coast
Brown	Rebecca	United Kingdom
Chalimbaud	Julien	France
Charles	Asiimwe	Uganda

Clausen	Kim	Belgium
Cocco	Stephan	Ivory Coast
Compaore	Dr. R. Ella	Burkina Faso
Cortezon	Alberto	Guatemala
Da Silva Soneta	Carla	Belgium
Dakurah	Prosper	Lao PDR
Davila	Blanca	Guatemala
Davoux	Dominique	Ethiopia
De Boes Bika	Florence	Belgium
De Loma Ossorio Friend	Enrique	Mali
Deffobis	Briac	Burkina Faso
Denz	Franziska	Bangladesh
Di Dio	Debora	Switzerland
Everaert	Koen	Bangladesh
Fasig	Teresa	Belgium
Fernholz	Manfred	Bangladesh
Feskens	Edith	Netherlands
Fracassi	Patrizia	Italy
Garnier	Denis	Ivory Coast
Gathuru	Allan	Kenya
Gatungu	James	Kenya
Geniez	Perrine	Belgium
Genye	Tirsit	Ethiopia
Girmay	Dr. Meron	Ethiopia

Girmay	Eskender	Ethiopia
Guarin	Helena	Belgium
Guzmán Juárez	Lizett Marie	Guatemala
Hafebo	Dr. Aregash Samuel	Ethiopia
Heidkamp	Rebecca	United States
Hussen	Alemayehu	Ethiopia
Ilboudo	Abdoul Aziz	Burkina Faso
Imam	Md Akhter	Bangladesh
Kaboré Ouedraogo	Alice	Burkina Faso
Kabunga	Dr. Nassul	Uganda
Katembu	Titus	Kenya
Kebaki	Dr. Geoffrey	Kenya
Keita	Yousouf	Mali
Keoviphakone	Alounny	Lao PDR
Kimuli	Derrick	Uganda
Kirogo	Veronica	Kenya
Koch	Tina	Germany
Kocjan	Monika	Belgium
Koffi	Paulin	Ivory Coast
Laloge	Michel	Ivory Coast
Langenkamp	Christoph	Germany
Leroy	Jef	Belgium
Leyna	Dr. Germana Henry	Tanzania
López payé	Julio	Guatemala
Mahamane	Sani Abdou	Niger
Makaroff	Alexandra	Belgium
Maman Hassan	Moussa	Niger

McMahon	Deirdre	Belgium
Merel	Cedric	Uganda
Monzón	Marco Antonio	Guatemala
Mugambi	Gladys	Kenya
Muwonge	James	Uganda
N'Dri	Louis Ahoutou	Ivory Coast
Nakelse	Pascal	Burkina Faso
Namyanja	Gatrude	Uganda
Nawaz	Dr. Md. Shah	Bangladesh
Ndeema	Benna	Uganda
N'Dri	Faustin Konan	Ivory Coast
Neu	Ingo	Thailand
Nganzi	Patrick	Uganda
Nkunzimana	Tharcisse	Niger
Nyawo	Mara	Sudan
Oman Lawi	Allison	WFP Italy
Omar	Haoua Ibrahim	Niger
Ouedraogo	Boureima	Burkina Faso
Ouedraogo	Daniel	Burkina Faso
Ounavong	Sissomboun	Lao PDR
Ousman	Hassina	Ethiopia
Pacay Guillermo	Martha	Guatemala
Perry	Abigail	United Kingdom
Pfuhl	Juliane	Belgium
Poirel	Guillaume	Niger
Rasphone	Dr. Sitthorot	Lao PDR

Rawat	Rahul	United States of America
Recinos	Sandra	Guatemala
Reinhard	Ines	Germany
Rosenzweig	Jennifer	Indonesia
Saha	Kuntal	Switzerland
Samuel	Kipruto	Kenya
Sassi	Sihem	Burkina Faso
Say	Eduardo	Guatemala
Sayed	Mohammad	Bangladesh
Schwering	Karin	Germany
Scott	Melissa Kennie	Belgium
Sewnet	Mussie	Ethiopia
Sileshi	Beza	Ethiopia
Soukeynatou	Fall	Ivory Coast
Souza	Andrea	Germany
Sultana	Nigar	Bangladesh
Talukder	Zaman	Bangladesh
Testa	Assunta	Lao PDR
Toh	Ouphachang	Lao PDR
Maimouna	Sanon née Traore	Burkina Faso
Uwamwiza	Jacqueline	Uganda
Van Zyl	Cornelia	Ethiopia
Vanhaeverbeke	Pierre-Luc	Ethiopia
Voladet	Dr. Saykham	Lao PDR
Waid	Jillian	Bangladesh
Walters	Gemma	United Kingdom

Wambugu	Jane	Kenya
Wambui	Lilian	Kenya
Wellard	Kate	United Kingdom
Zapeta	Oscar Manual	Guatemala

Annex 2: Programme of the NIPN Global Gathering 2021

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Launch of the NIPN Global Gathering

Thursday 18 March 2021, 9:30-11:45 CET		
Topic	Time (CET)	Location
Welcome	9:30-9:35	Plenary
Opening Remarks: <ul style="list-style-type: none"> - Marjeta Jager, Deputy Director General, Directorate-General for International Partnerships of the European Commission. - Martin Hoppe, Head of Division Food and Nutrition Security, Global Food Policy, Fisheries, German Federal Ministry for Economic Cooperation and Development. - Gerda Verburg, SUN Movement Coordinator and United Nations Assistant Secretary-General. 	9:35-10:15	
Introduction of Participants to the Global Gathering	10:15-10:55	
Break (10 minutes)		
Overview of the NIPN Global Gathering 2021 <ul style="list-style-type: none"> - Logistics - Objectives and Expectations - Agenda 	11:05-11:45	Plenary
Closing (2 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day I - Morning Session

Monday 22 March 2021, 9:00-12:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day I	9:00-9:10	Plenary
Future Prospects and Global Support		
Presentation: Review of the Year and Look Forward	9:10-9:20	Plenary
Presentation: C4N-NIPN Global Support and NIPN Countries' Collaboration	9:20-9:30	Plenary
Working Group: C4N-NIPN Global Support and NIPN Countries' Collaboration	9:30-10:30	Working Group: 1. Niger, Ivory Coast, Burkina Faso 2. Uganda, Kenya, Ethiopia 3. Bangladesh, Lao PDR
Feedback Session	10:30-11:05	Plenary
Break (10 minutes)		
NIPN Phase II		
Presentation: NIPN Outlook on Phase II	11:15-11:30	Plenary
Q&A: NIPN Outlook on Phase II	11:30-11:55	Plenary
Closing (5 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day I - Afternoon Session

Monday 22 March 2021, 15:00-17:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day I	15:00-15:10	Plenary
Future Prospects and Global Support		
Presentation: Review of the Year and Look Forward	15:10-15:20	Plenary
Presentation: C4N-NIPN Global Support and NIPN Countries' Collaboration	15:20-15:30	Plenary
Break (10 minutes)		
NIPN Phase II		
Working Group: C4N-NIPN Global Support and NIPN Countries' Collaboration	15:40-16:40	Working Group: 1. Guatemala
Feedback	16:40-16:55	Plenary
Closing (5 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day II - Morning Session

Tuesday 23 March 2021, 9:00-12:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day II	9:00-9:10	Plenary
Strengthening Linkages between NIPN & Multi-Sectoral Governance Framework for Nutrition		
Presentation: Linkages between National Action Plans and Strategies for Nutrition and NIPN	9:10-9:30	Plenary
Q&A: Linkages between National Action Plans and Strategies for Nutrition and NIPN	9:30-9:50	Plenary
Break (10 minutes)		
Working Group: Linkages between National Action Plans and Strategies for Nutrition and NIPN	10:00-11:10	Working Group: 1. Uganda, Kenya, Ethiopia 2. Lao PDR, Bangladesh
Feedback Session	11:10-11:50	Plenary
Closing (10 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day II - Afternoon Session

Tuesday 23 March 2021, 15:00-18:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day II	15:00-15:10	Plenary
Strengthening Linkages between NIPN & Multi-Sectoral Governance Framework for Nutrition		
Presentation: Linkages between National Action Plans and Strategies for Nutrition and NIPN	15:10-15:30	Plenary
Q&A: Linkages between National Action Plans and Strategies for Nutrition and NIPN	15:30-15:50	Plenary
Break (10 minutes)		
Working Group: Linkages between National Action Plans and Strategies for Nutrition and NIPN	16:00-17:10	Working Group: 1. Niger, Guatemala 2. Ivory Coast, Burkina Faso
Feedback Session	17:10-17:50	Plenary
Closing (10 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day III - Morning Session

Wednesday 24 March 2021, 9:00-12:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day III	9:00-9:10	Plenary
Strengthening Linkages between NIPN & Multi-Sectoral National Coordination Systems of National Plans		
Presentation: Requirements and Components for Effective Multi-Sectoral Multi-Stakeholder coordination	9:10-9:40	Plenary
Q&A: Requirements and Components for Effective Multi-Sectoral Multi-Stakeholder Coordination	9:40-9:55	Plenary
Break (10 minutes)		
Working Group: Requirements and Components for Effective Multi-Sectoral Multi-Stakeholder Coordination	10:05-11:20	Working Group: 1. Lao PDR, Kenya, Ethiopia 2. Bangladesh, Niger, Uganda
Feedback Session	11:20-11:50	Plenary
Closing (10 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day III - Afternoon Session

Wednesday 24 March 2021, 15:00-18:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day III	15:00-15:10	Plenary
Strengthening Linkages between NIPN & Multi-Sectoral National Coordination Systems of National Plans		
Presentation: Requirements and Components for Effective Multi-Sectoral Multi-Stakeholder coordination	15:10-15:40	Plenary
Q&A: Requirements and Components for Effective Multi-Sectoral Multi-Stakeholder Coordination	15:40-15:55	Plenary
Break (10 minutes)		
Working Group: Requirements and Components for Effective Multi-Sectoral Multi-Stakeholder Coordination	16:05-17:20	Working Group: 1. Guatemala, Ivory Coast, Burkina Faso
Feedback Session	17:20-17:45	Plenary
Closing (15 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day IV - Morning Session

Thursday 25 March 2021, 9:00-13:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day IV	9:00-9:05	Plenary
Strengthening Linkages between NIPN & Multi-Sectoral Monitoring and Evaluation System of National Plans		
Presentation: Potential Role of NIPN in Relation to the Monitoring and Evaluation of National Plans for Nutrition	9:05-9:15	Plenary
Presentation: Experience of the Tanzania Food and Nutrition Centre	9:15-9:30	Plenary
Q&A: Potential Role of NIPN in Relation to the Monitoring and Evaluation of National Plans for Nutrition	10:30-10:50	Plenary
Break (10 minutes)		
Working Group: Potential Role of NIPN in Relation to the Monitoring and Evaluation of National Plans for Nutrition	11:00-12:05	Working Group: 1. Lao PDR, Kenya 2. Bangladesh, Ethiopia, Uganda
Break (5 minutes)		
Feedback Session	12:10-12:50	Plenary
Closing (10 minutes)		

NIPN GLOBAL GATHERING 2021

Strengthening NIPN Approach into the National Multi-sectoral Governance for Nutrition

Day IV - Afternoon Session

Thursday 25 March 2021, 15:00-18:00 CET		
Topic	Time (CET)	Location
Introduction and Objectives of Day IV	15:00-15:05	Plenary
Strengthening Linkages between NIPN & Multi-Sectoral Monitoring and Evaluation System of National Plans		
Presentation: Potential Role of NIPN in Relation to the Monitoring and Evaluation of National Plans for Nutrition	15:05-15:15	Plenary
Presentation: Experience of the Tanzania Food and Nutrition Centre	15:15-15:30	Plenary
Q&A: Potential Role of NIPN in Relation to the Monitoring and Evaluation of National Plans for Nutrition	15:30-15:55	Plenary
Break (10 minutes)		
Working Group: Potential Role of NIPN in Relation to the Monitoring and Evaluation of National Plans for Nutrition	16:05-16:55	Working Group: 1. Guatemala, Ivory Coast 2. Burkina Faso, Niger
Break (5 minutes)		
Feedback Session	17:00-17:50	Plenary
Closing (10 minutes)		

Annex 3: Presentations and Materials

Country - Country Learning Experience Exchanges

The following section of the annexes highlights the achievements attained by the nine NIPN platforms in the three thematic areas discussed during the Global Gathering events:

- National Multisectoral Plans of Action and the role of NIPN
- Effective multi-sectoral and multi-stakeholder coordination and the role of NIPN
- The Monitoring and Evaluation of Multisectoral Plans of Action and the role of NIPN
- Additional thematic areas that emerged during the event's discussions and exchanges

The key learnings experiences are summarized in the tables below.

INSTRUCTIONS to use the table

- Please open the PDF document in the application **Adobe Acrobat Reader** OR
- Open the file in **Mozilla Firefox**
- Place the cursor of your mouse above the abbreviations present in the text to view the extended word (i.e., when hovering over the word **EPHI**, a pop-up text will appear showing "*Ethiopian Public Health Institute*")
- Should the interactive system not be functioning for you, please see a list of abbreviations at the end of the table

Annex 3: Country – Country Learning Experience Exchange Table¹

	BANGLADESH	BURKINA FASO	IVORY COAST	ETHIOPIA	GUATEMELA	KENYA	LAO PDR	NIGER	UGANDA
NATIONAL MULTI-SECTORAL NUTRITION PLANS OF ACTION AND THE ROLE OF NIPN	Strengthening positioning and coordination at the institutional level								
	The NIPN policy component is hosted by BIDS	NIPN hosted at STAN and has operationalised the multisectoral coordination in Burkina Faso.	PNMIN positioned within the SE-CONAPE which facilitates the sectoral coordination	<ul style="list-style-type: none"> NIPN is established at EPHI, allowing for a more active role in national programming strategy. The multi-sectoral Working Group includes non – health sector 	<ul style="list-style-type: none"> NIPN policy component hosted by SESAN NIPN supports the design and implementation of the national strategy (Gran Cruzada Nacional por la Nutricion 2020-2024) Close collaboration with technical committee to ensure alignment of plans 	<ul style="list-style-type: none"> Coordination and strengthening of NIPN through using existing structure (KNBS) and committees. The hierarchical structure helps enforcing NIPN work. NIPN planning and implementation of activities conducted in close consultation with KNAP stakeholders 	<ul style="list-style-type: none"> NIPN located within MPI, well positioned to ensure multisectoral coordination Strong working relationship with Nutrition Centre: shared data analysis, recommendations and invitation to meetings 	NIPN Niger leverages on its institutional set up within HC3N and INS to be an instrument to develop tools and make them available for nutrition partners and stakeholders. Tools used on a regular basis for decision – making	NIPN sitting at the office of the Prime Minister and Statistical Bureau.
	Involvement of national partners/ institutions for data quality enhancement								
			Strategic level collaboration with research and academia to ensure quality data (MoU, capacity building, coordination)		In the process of involving a University within the Department of Food and Nutrition Security to support National Information System	MoA contributed to development of quality indicators	The data management unit is located within the Centre for Development Policy Research, MPI enables multisectoral collaboration on data management. SOPs have been developed for data sharing involving key agencies (including Centres for Statistics within sectoral departments)	Involvement of academia to ensure good data quality	
	Production of analysis output to inform policymaking								
	<ul style="list-style-type: none"> Desk study conducted to assess the dynamics of nutrition policymaking in the country 	<ul style="list-style-type: none"> Formulation relevant nutrition analysis questions for the assessment of information needs at the various sectoral departments Involvement of sectors in the analysis of questions formulated Formulation of key findings to inform decision – making and policy development. 		<ul style="list-style-type: none"> Regional Nutrition Dashboard NIPN data repository providing information about individual multisectoral nutrition datasets NIPN has received a number of specific requests by the Government to provide inputs, including in the development of the Food and Nutrition Strategy 	<ul style="list-style-type: none"> Dashboard collecting data from different sectors 		NIPN generates evidence that is guiding the choice of interventions and indicators (i.e., policy mapping, specific study on stunting, budget brief)	TA to NIPN has conducted a gap analysis in formulation of questions for nutrition. NIPN questions developed from this first analysis	
	Strengthening process for MPA (in country process supported by NIPN)								
NIPN provided contributions to already existing MPAs	NIPN supported review of Indicators	<ul style="list-style-type: none"> Creation of an indicator dictionary for MPA Implementation dashboard based on the CRF 	<ul style="list-style-type: none"> Conducted Capacity Needs Assessment at the Multi-Sectoral level. Gaps identified NIPN produced a progress analysis report in developing 2nd MPA nutrition NIPN provided feedback on coordination issues on request from MOH for the new Food and Nutrition Strategy 	<ul style="list-style-type: none"> SESAN: NIPN works closely with local authorities NIPN mandated to the M&E and tracking system Working with national, departmental and municipal 	<ul style="list-style-type: none"> NIPN activity plans aligned with KNAP to ensure uptake of outputs for KNAP implementation process Support to the nutrition technical working group 	NIPN providing technical support for the development of NPAN 2 (2021 – 2025)	NIPN supporting translation of PNSN – NIPN analysis into a “road map”	NIPN supported the design and validation of UNAP 2	
MATERIALS	Report: dynamics of nutrition policymaking		Harvard Dataverse	District Information System for Food and Nutrition Security		Lao NIPN Website Production of Analyses Outputs	Niger NIPN Website		

¹ Please open the document in **Mozilla Firefox** or **Adobe Acrobat Reader** to use the hovering function (Place the cursor of your mouse on top of the ABBREVIATIONS in the tables to view the extended name). A summary of the abbreviations is also available at the end of this section

	BANGLADESH	BURKINA FASO	IVORY COAST	ETHIOPIA	GUATEMELA	KENYA	LAO PDR	NIGER	UGANDA
EFFECTIVE MULTI-SECTORAL MULTI – STAKEHOLDER COORDINATION AND ROLE OF NIPN	Strengthening coordination with national sectoral departments (other ministries)								
	NIPN hosted at BIDS which facilitates the NIPN multisectoral advisory committee	NIPN hosted by STAN that supports the CNCN with the multisectoral coordination of nutrition	<ul style="list-style-type: none"> SE – CONAPE has a clear mandate for multisectoral coordination PNMIN activities supervised by the Technical Sub-Committee which includes representatives of sectoral departments, private sector, civil society and research 	<ul style="list-style-type: none"> EPHI chairs the MER – SC NIPN is highly involved in the organization of the MER – SC meetings: sets agendas and guides dialogues 	SESAN coordinates the activities of the organisations involved in CONASAN comprising eight ministries. NIPN well positioned to support multisectoral coordination	<ul style="list-style-type: none"> NIPFN actively participates in the NITWG MoH close engagement with NIPFN 	<ul style="list-style-type: none"> NIPN PAC established and led by MPI. Members are representatives of MoH, MAF, MOES, LSB 	<ul style="list-style-type: none"> Participation of NIPN in multisectoral coordination meetings (CT/ PNSN) 	<ul style="list-style-type: none"> The national governance structure for NIPN includes the Project Management Committee (PMC) and the Policy Advisory Committee (PAC). Both memberships includes various ministries
	Enhancing engagement with other nutrition actors								
	NIPN's workshops widely attended by government, CSOs, nutrition activists and multilateral and bilateral development partners active in the nutrition field	Involvement of various stakeholders (e.g., civil society) in research	<ul style="list-style-type: none"> Strengthening evidence production to attract other sectors in discussions that are relevant for nutrition Integration of NIPN within the coordination system 	NIPN part of the Nutrition Development Partners Forum	<ul style="list-style-type: none"> Increased participation with other nutrition initiatives (see CCC with UNICEF) Jointly working with all key stakeholders 			NIPN is invited to multi-stakeholder meetings relevant for nutrition (i.e., GTN)	
	Strengthening NIS: data repository systems, improved data analysis quality and accessibility to data outputs								
<ul style="list-style-type: none"> NIPN established centralized data repository system CD on SPSS and data analysis 		<ul style="list-style-type: none"> Creation of a web-based application to centralise data from sectors. Updating current and historical data. 60% increase in the data collected Adaptation and publication of dashboard proposed by NIPN- SUN 	<ul style="list-style-type: none"> Fully centralized and EPHI owned data repository Data mapping assessment to identify data map for all stakeholders Data mapping analysis report shared and presented 	NIPN helps to strengthen National Information Systems --> increasing number of visitors to website interested in outputs created at the local level		NIPN dashboard and data repository fully deployed on servers of Lao Statistics Bureau.		Creation of a Dashboard based on M&E of UNAP	
Capacity Building (supported by NIPN)									
<ul style="list-style-type: none"> NIPN provides capacity building trainings to 16/17 ministries in nutrition-sensitive and nutrition -specific sectors and actors NIPN is coordinating and enhancing quality of activities outputs by mapping roles and responsibilities NIPN has supported master's degrees studies for 5 officials from different institutions 	<ul style="list-style-type: none"> Strengthening of question formulation process to provide answers to questions of special interest for different actors CD in statistics for different nutrition stakeholders 		<ul style="list-style-type: none"> Generation of evidence to inform policymaking Trainings ongoing for multisectoral Officers 	<ul style="list-style-type: none"> CD of the members of the coordination committees at the decentralised level Empowerment of national staff at decentralized level through a course on "public policies" currently designed and provided by NIPN/ CATIE 	NIPFN is conducting a Capacity Needs Assessment as basis for the development of a Capacity Building Plan	NIPN continues delivering trainings despite COVID-19. Past trainings focused on data analysis and management			
MATERIALS	NIPN Bangladesh Website			NIPN Ethiopia Website EPHI Website			Publications		

	BANGLADESH	BURKINA FASO	IVORY COAST	ETHIOPIA	GUATEMELA	KENYA	LAO PDR	NIGER	UGANDA
MONITORING AND EVALUATION OF MNPA AND THE ROLE OF NIPN	M&E Coordination and strengthening								
		<ul style="list-style-type: none"> Strong involvement of NIPN in M&E due to its positioning within STAN Development of a dictionary of indicators for Monitoring CD for sectoral staff on M&E 	<ul style="list-style-type: none"> Through SE-CONAPE, strengthened CD in all sectors involved in the implementation of MPA (M&E, data collection and analysis) 	<ul style="list-style-type: none"> Strong collaboration between NIPN and MER-SC Involvement of nutrition actors in trainings to improve capacity development NIPN contributed to developing of tools to assess CD gaps for M&E Officers Design of training plans 	<ul style="list-style-type: none"> NIPN data component hosted by SESAN that manages SIISAN NIPN works at the national and subnational level, enabling access to all nutritional data Strengthening of CD for M&E at the national and subnational level 	<ul style="list-style-type: none"> Established technical capacity in the field of nutrition through the NITWG (incl. routine and survey data) C4N -NIPN is supporting the process of implementing/ revising the M&E framework for KNAP 	<ul style="list-style-type: none"> Different sectoral departments are working to identify nutrition specific indicators for the CRF System in place for a more effective M&E Use of dashboard to track progress of M&E Framework indicator 	Strengthening activities for CD in M&E and for the analysis of sectoral data	<ul style="list-style-type: none"> Positioning of NIPN defines clear mandate for the support to the M&E of UNAP Dashboard for monitoring and support for M&E NIPN ongoing support for the development of UNAP's MEAL Framework
	Strengthening Accountability								
	NIPN supporting the development of a finance tracking system	Monitoring the evolution over time of sectors' indicators via a web site.		FNP/FNS placed at " National Food and Nutrition Council" at higher level, under PM Office to improve accountability	Definition of a Governance Index for Monitoring purposes at municipality level			<ul style="list-style-type: none"> Nutrition coordination is linked to PM Office to improve accountability Ensure that planning takes into account quality indicators 	Tracking indicators to inform progress and programme
MATERIALS		Sectors Indicators Monitoring			Governance Monitoring				

	BANGLADESH	BURKINA FASO	IVORY COAST	ETHIOPIA	GUATEMELA	KENYA	LAO PDR	NIGER	UGANDA
ADDITIONAL THEMATIC AREAS	Communication and Advocacy								
	<ul style="list-style-type: none"> Establishment of social media profiles 	<ul style="list-style-type: none"> Formulation of key messages from the results for decision-makers to guide them in decision-making and policy development. 		<ul style="list-style-type: none"> Organization of public events, policy and research seminars to share NIPN generated outputs Trained media in nutrition data reporting 	Communication directed to parliament advisors	NIPFN launched in April 2021	Web interface for data visualisation and/or publication of nutrition reviews/profiles regularly	<ul style="list-style-type: none"> Organisation of seminars at parliament level to enhance advocacy for nutrition Advocacy via participation of NIPN in CT meetings Publication focusing on recommendations and key messages 	
	Decentralization								
					Ministries involved at the municipality level (SEE: SESAN developed tool for monitoring indicators on a quarterly basis to assess governance performance at the municipality level)	Establishment of multisectoral platforms at national and sub-national level			
Sustainability									
		<ul style="list-style-type: none"> Continuous involvement of sectors in all the NIPN activities Building sectors' capacity through focal points to keep national institutions reinforced and make the NIPN sustainable as an approach. 	NIPN sustainability plan has been produced	NIPN has developed a sustainability plan that will be revised for Phase II	Developed chapter on sustainability at national level covering computer basis training, participation of actors, financing	Finalized sustainability plan		Sustainability study looking at sustainability items to be taken into consideration for Phase II	
MATERIALS	Facebook Twitter LinkedIn		NutriData Ivory Coast NIPN			NIPFN Website	Informative Dashboard	Sustainability Study	

Abbreviations:

Bangladesh

BIDS	Bangladesh Institute of Development Studies
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Burkina Faso

CNCN	National Nutrition Consultation Council
STAN	Technical Secretariat for Food and Nutrition

Ivory Coast

PNMIN	National Multisectoral Information Platform for Nutrition
SE - CONAPE	Executive Secretariat of the National Nutrition Committee

Ethiopia

EPHI	Ethiopian Public Health Institute
MER - SC	Monitoring, Evaluation and Research Steering Committee

Guatemala

CATIE	Tropical Agricultural Research and Higher Education Centre
CONASAN	National Food and Nutrition Security Council
SESAN	Secretary of Food Security and Nutrition
SIISAN	Information Systems for FNS

Kenya

KNAP	Kenya's National Action Plan
KNBS	Kenya National Bureau of Statistics
NIPFN	National Information Platform for Food Security and Nutrition
NITWG	National Nutrition Information Technical Working Group

Lao PDR

LSB	Lao Statistics Bureau
MAF	Ministry of Agriculture and Forestry
MOES	Ministry of Education and Sports
MPI	Ministry of Planning and Investment
NPAN	National Plan of Action for Nutrition

Niger

CT/ PNSN	Technical Committee of the National Policy on Nutrition Security
GTN	Groupe Technique de Nutrition
HC3N	High Commission to the Initiative 3N
INS	Institut Nationale de la Statistique

Uganda

OPM	Office of Prime Minister
PMC	Project Management Committee
UNAP	Uganda Nutrition Action Plan

General Terminology	
CD	Capacity Development
CRF	Common Results Framework
CSO	Civil Society Organization
FNP / FNS	Food and Nutrition Policy/ Food and Nutrition Strategy
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MoA	Ministry of Agriculture
MoH	Ministry of Health
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MPA	Multisectoral Plans of Action
PAC	Policy Advisory Committee
SUN	Scaling Up Nutrition
TA	Technical Assistance

Annex 4: Main take away messages and key actions by country

PNiN Niger

Overall Action Points and Take Away Messages

The question of the involvement of the PNIN in the elaboration, the follow-up and the evaluation of the multisectoral action plans of Nutrition is essential. Greater and more operational participation will lead to undeniable positive aspects for the NIP and for the countries:

- A better knowledge of the specific and sensitive actions and interventions of national actors in the field of nutrition in Niger and, in turn, the possibility to identify fields of in-depth analysis and new methodologies.
- To become a fully-fledged national nutrition information institution recognised through the collection, identification of monitoring/evaluation and impact indicators (although in the minority in the multisectoral strategic plans), in addition to the analyses carried out through the multi-annual Framework Analysis Plans (FAP).
- Identify upstream the information needs that could be expressed in the implementation of multisectoral action plans so as to better define the analysis needs. Indeed, an action or intervention planned in a multisectoral action plan responds to an expressed need, a strategy and a policy.

The exchange of experiences allowed us to see the challenges of the different countries. While some challenges seem to be specific to one country, most challenges are common. The exchanges made it possible to consolidate the medium- and long-term perspectives of the Niger NIP, already identified in the Sustainability Study carried out at the end of 2020 - beginning of 2021. Already, the Niger PNIN plans to focus on:

- strengthening skills and capacities, targeting decentralised levels;
- establishing the basis for communication to decision-makers and users in general and developing strategic communication tools;
- preparing phase II of the NIPN, while ensuring a possible institutional and organisational transfer;
- supporting the High Commission for the 3N Initiative (HC3N) in the monitoring and evaluation of the National Nutritional Security Policy (NNSP) and its multi-sectoral action plans;
- strengthening the sectoral statistical systems, by collecting available indicators.

The integration of the PNIN in the governance bodies of nutrition in Niger has been achieved progressively. With the installation of a new government since April 2, 2021, the PNIN will have to seize the multiple opportunities to come to be better integrated at the level of budgeting, planning and institutionalization. These opportunities underlie the main action points envisaged, which are:

- the elaboration of a new Economic and Social Development Plan (ESDP) for the period 2022-2026 (the 3N Initiative strategy being a sectoral declination of the ESDP in terms

of Food and Nutritional Security, Sustainable Agricultural Development, Sustainable Management of the Environment and the Transformation of the Rural World in general);

- the inclusion of nutrition and related sectoral information systems in the Multiannual Expenditure Programming Documents (DPPD);
- the development of the second five-year action plan of the National Nutritional Security Policy (PNSN) for the period 2021-2025;
- the development of the next National Strategy for the Development of Statistics (SNDS) 2022-2026, as a reference framework for the monitoring and evaluation of the implementation of the 2022-2026 Social and Economic Development Plan (PDES).

NIPN Bangladesh

Day II

Key take away messages:

- NIPN should work closely and proactively with the Govt. and other major civil society stakeholders but keep its independence of actions as an external agency;
- NIPN should make advocacy for transferring budget allocation Nutrition Sensitive and Nutrition Specific programs;
- NIPN should collaborate with Govt. for M&E at sub national level and for the purpose help in designing monitoring indicators.

Key actions:

- NIPN has to be proactive in reaching out to stakeholders;
- prepare evidence and arguments for specific budgetary allocation based on NPAN-2 priorities;
- review present monitoring systems and their effectiveness for understanding changes in nutritional status.

Day III

Key take away messages:

- effective multisectoral multi-stakeholder coordination is key to sustain effort at raising nutritional wellbeing;
- adequate and timely budgetary allocation based on well-argued costing of programs and projects;
- timely release of information on M&E at national and sub-national level.

Key actions:

- NIPN must have regular networking with all stakeholders at various sectoral level for collection of required information and communicating back to networked stakeholders;
- for adequate and timely budget Ministry of Finance should be presented with properly costed programs and projects well ahead of national budget preparation;
- timely collection of information related to M&E and their processing.

Day IV

Key take away messages:

- data collection system should be more systematic, and data need to be gathered from both national and sub-national level;
- various information systems need to be interoperable and all should be in one central repository;
- evidence based policy recommendation is required.

Key actions:

- NIPN needs to be involved in data collection processes at both the national and sub-national level;

- unified and interoperable information systems on nutritional activities and outcomes need to be developed based on discussion among stakeholders including NIPN;
- data collection methods may provide adequate attention to subsequent need for analysis and for specific need of evidence.

NIPN Kenya

Overall Action Points and Take Away Messages

In order for the Multi-sectoral National Plans of Actions (MPA) to succeed, the plan needs to:

- be linked to the sectoral Plans and policies;
- targets and objectives be aligned to the MPAs;
- be linked to national budget and allocations;
- have an effective M&E system;
- define the responsible agencies for the implementation of MPAs;
- undertake risk analysis and mitigation measures.

Action points:

- collaboration with Kenya National Nutrition Action Plan (KNAP) for the upcoming mid-term review;
- create a Dashboards for tracking of progress in nutrition indicators;
- capacity build sectors in the area of data and policy analysis;
- continue mapping of nutrition and food security data and policy gaps to generate evidence.

Key messages:

For effective multi-sector multi-stakeholder coordination, we need:

- high level political committee most likely from parliament to provide policy direction, guidance, and oversight and ensuring required multi-ministerial commitment;
- inter-ministerial/sector Committee which is responsible for developing the actions and implementation;
- technical working groups that brings together all players in nutrition and food security implementation of programmes.

NIPN Lao PDR

Day II

Main take away messages:

- proactivity;
- reaching out to line ministries and departments;
- strengthen communication with partners through regular dissemination and engagements;
- NIPN could contribute strategically in preparing the M&E framework and monitoring.

Key actions going forward:

- strengthen sub-national capacity to generate and use data for planning and monitoring;
- strengthen multi-sectoral engagement and partnership:
 - be present at the table.
- generate evidence to inform nutrition policy and programmes.

Day III

Main take away messages:

- leadership and enforcement of accountabilities is key in achieving results;
- NIPN as a multi-sectoral platform could leverage its expertise for multi- sectoral coordination;
- sufficiency in budget allocations is key to implementation of the multi-sectoral plans.

Key actions going forward:

- strengthen advocacy and communication as part of the change process;
- explore new partnerships:
 - academia;
 - private sector etc.
- all hands on the deck through gigantic efforts:
 - both government and development partners.

PNiN Ivory Coast

Day II

Main take away messages/lessons learnt:

- strategic positioning of the platform within the multisectoral nutrition coordination structure;
- prioritise the reinforcement of information systems of sensitive sectors (agriculture, social protection, EHA, etc.) to nutrition for an improvement of data collection.
- mobilise resources to support sectoral information systems;
- support sector policy formulation using evidence;
- the important role that NIPN can play in the development, implementation and monitoring of the Multisectoral Nutrition Plan.

Key actions going forward:

- take an active part in the development, implementation and monitoring of the Multisectoral Nutrition Plan 2021-2025;
- produce evidence;
- ensure the visibility of the platform through good communication on its products.
- provide technical support to the sectors to improve their information systems.

Day III

Main take away messages/lessons learnt:

- the platform must have a supra-sectoral anchor to fully ensure its role;
- the NIP has a role to play in multi-sectoral coordination and in maintaining this multi-sectoral coordination;
- the NIPN must play its role as an information provider to the multisectoral coordination for decision making;
- the NIPN should not replace the multisectoral coordination unit but rather contribute to strengthening this multisectoral coordination;
- the platform should rely on existing organisations for its functioning (avoid creating new structures);
- the PNIN must consider the needs of the sectoral organisations in the implementation of its actions.

Key Actions going forward:

- support consensus on the common results framework and monitoring indicators for the NNP 2021-2025;
- strengthen the partnership between the PNMIN and other existing platforms related to nutrition;
- strengthen the capacity of the sectors for a better understanding of their role in multisectorality;
- contribute to the strengthening of multisectoral coordination by relying on the networks set up within the framework of the existing SUN movement for a better visibility of the platform.

NIPN Ethiopia

Day II

Main take away messages:

- coordination and accountability is an overall challenge. How to do this better:
 - investment into action (allocating resources) and conduct nutrition resources together with implementation for accountability;
 - one country presented that their nutrition coordination is linked to the Prime Minister's Office, for improved accountability;
 - do not underestimate M&E and its role in measuring implementation and accountability.
- making noise about the role of M&E and Research and the NIPN;
- the shifting environment of the NIPN - not only evidence generation but equally important is evidence and data use;
- decentralization of NIPN interventions in Lao PDR and Guatemala;
- the NIPN is flexible to withstand change in policy although this may require realigning with new governance structures;
- proactively engage with stakeholders (Bangladesh)

Key action points going forward:

- proactively engage with other sectors not only through emails and events, but through individual 1:1 meetings with key institutions and key influencers; reach out to specific partners during MER SC meetings;
- MER SC coordination: discuss what is working well not well during the next MER SC meeting and brainstorm actions for improved monitoring of the nutrition program;
- making more noise about what we do through different channels (social media, website, emails, events), but also through presentations during other departments' and Ministries' events; through influential NIPN AC members (EPHI, Seqota Declaration, MOA, MOH etc.), the NDPF and other for a;
- focus attention on decentralized levels for subnational data analysis and capacity strengthening at subnational level.

Day III

Main takeaway messages:

- Although different countries have different structures to implement 2M2C, we all had shared problems (these countries are also suggesting similar solutions) such as:
 - limited budget allocation for nutrition (as well as allocation of existing resources among ministries);
 - lack of a coordination body that has authority at the national level to take a leadership and enforcement role. Coordination challenges at the sub-national level;
 - capacity development related challenges.
- Additional main takeaway is the importance of **good communication and advocacy**. This was a “light bulb” moment for us because we usually tend to focus on evidence

generation and overlook communication and advocacy. We need to work more on advocacy so that the evidence generated can be converted into actions.

- Countries offering specific tips to address challenges. Examples are having work plans for technical working groups and doing a resources analysis to improve accountability (possibly through common actions framework).

Key actions going forward:

In-terms of what should be done to overcome these challenges our group had some shared suggestions with other countries:

- support the strengthening of M&E systems and support the functionality of the MER-SC;
- supporting 2M2C (FNS) through generating evidence, promoting evidence use, to track progress (dashboard);
- continue to develop the capacity of implementing sectors at different levels (sub-national level).

DAY IV

Main take away messages:

- The Tanzania presentation was very insightful. We got a lot of takeaways from it. Some main points were; M&E systems can be effective if designed right and that multisectoral scorecards can be used to assess process, output and outcome indicators.
- We need to strengthen information systems across sectors.
- In the second phase of NIPN, we should expand the partners sectors we interact with (beyond the core NIPN actors) so that we can have more influence.

Key action points:

- One of the NIPN's roles is the organization of the MER SC meetings. When we organize these meetings, we set the agenda and guide dialogs which creates a platform for nutrition actors to network. We will continue to play this important role.
- Continue to support the strengthening of the M&E framework by highlighting information needs, data gaps and by fostering ownership among multi-sectoral actors.
- NIPN can also support M&E framework by strengthening capacity of actors across the data generation and use chain. One way NIPN Ethiopia has done this is by performing a CNA and involving actors in our trainings to improve capacity.

PiNN Guatemala

Overall Action Points and Take Away Messages

Main take away messages:

- strengthen the capacities of sector staff to monitor in a differentiated manner;
- the NIPN platform needs to be involved from the outset in the implementation of national nutrition plans and in the M&E process;
- support the creation of a tool to enable M&E;
- articulate and centralise data for the nutrition platform;
- strategic alliances between the institutional liaison technical committee (CTI) and the national council for food and nutrition security (CONASAN);
- strengthen coordination and participation in the organisational structures of the national system of the SAN (national, departmental and municipal);
- management and advocacy of PiNN in strategic spaces and mechanisms for FNS coordination (e.g. G13, SA and Nutrición cluster, USAID, UNICEF);
- maintain neutrality in the analysis and use of data;
- strengthen with the analysis and interpretation of data to communicate findings for decision making;
- maintain coordination and communication between the Delegation of the European Union in Guatemala, the Secretariat for Food Security and Nutrition of the Presidency of the Republic and CATIE, this has allowed adjustments to be made to the project according to the political context of the country.

Action points:

- define the indicators that can be monitored;
- promote multisectoral integration for the implementation of nutrition sensitive and nutrition specific interventions at community, municipal, departmental and national levels;
- advocacy in multi-sectoral planning, programming and investment at national, departmental and municipal levels using SIDESAN and SIMUSAN data;
- open data (updating of information);
- use of routine (administrative) data produced by different government institutions.

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C4N-NIPN

Rue de la Charité 33
B-1210 Bruxelles
Belgium

www.nipn-nutrition-platforms.org

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