



THE REPUBLIC OF UGANDA

OFFICE OF THE PRIME MINISTER

**FINAL CAPACITY DEVELOPMENT PLAN FOR NUTRITION
INFORMATION MANAGEMENT SYSTEMS**

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ACRONYMS AND ABBREVIATIONS

CAM	:	Capacity Assessment Matrix
CDOs	:	Community Development Officers
DHIS2	:	District Health Information System 2 (DHIS2)
DNCC	:	District Nutrition Coordination Committee
EU	:	European Union
FAO	:	Food and Agriculture Organization
FGDs	:	Focus Group Discussions
KIIs	:	Key Informant Interviews
GoU	:	Government of Uganda
MAAIF	:	Ministry of Agriculture, Animal Industry and Fisheries
MEMD	:	Ministry of Energy and Mineral Development
MoES	:	Ministry of Education and Sports
MoFPED	:	Ministry of Finance, Planning and Economic Development
MoGLSD	:	Ministry of Gender, Labour and Social Development
MoH	:	Ministry of Health
MoTIC	:	Ministry of Trade, Industry and Cooperatives
NACS	:	Nutrition Assessment Counselling and Support
NIMS	:	Nutrition Information Management Systems
NPA	:	National Planning Authority
NIPN	:	National Information Platform for Nutrition
IMS	:	Information Management Systems
NPC	:	National Population Council
NITA-U	:	National Information Technology Authority –Uganda
NSDA	:	Nutrition Service Delivery Assessment
NRM	:	National Resistance Movement
SUN	:	Scaling Up Nutrition
OPM	:	Office of the Prime Minister
UBOS	:	Uganda Bureau of Statistics
UN	:	United Nations
UNAP	:	Uganda National Action Plan on Nutrition
UNICEF	:	United Nations Children’s Fund

EXECUTIVE SUMMARY

This Capacity Development Plan (CDP) has been developed as a result of a Capacity Assessment for Nutrition Information Management Systems (NIMS) that was developed under the National Information Platform for Nutrition (NIPN) project being implemented through the Office of the Prime Minister (OPM) in collaboration with the European Union (EU). The purpose of the capacity assessment was to establish the current status of national nutrition information management systems and determine functional capacity and structures in place for improving nutrition requirements for NIPN. The assessment targeted key national level sectors and agencies known to contribute to promotion of good nutrition and fighting malnutrition through their implementation of nutrition-specific, nutrition-sensitive and Governance-related activities. The actors included: Ministry of Health (MoH); Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); Ministry of Gender, Labour and Social Development (MoGLSD); Ministry of Local Government (MoLG); Ministry of Trade, Industry and Cooperatives (MoTIC); Ministry of Education and Sports; Office of the Prime Minister, National Planning Authority (NPA) and Uganda Bureau of Statistics (UBOS), United Nations International Children's Emergency Fund (UNICEF) and World Food Programme (WFP). The capacity assessment was conducted on four key areas of; *i) Governance systems ii) Resources (human and financial) iii) coordination and partnership and iv) evidence-based decision making.*

Key capacity needs for NIMS among key actors were established along the four thematic areas of assessment. A total of: Five (5) capacity needs for Governance systems; Seven (7) for Resources (human and financial); Three (3) capacity needs for coordination and partnership, and Four (4) for evidence-based decision making were identified.

Thus, this CDP enlists a strategic direction of addressing the NIMS capacity needs among stakeholders along three core capacity areas of: **a) Enabling environment**-(*Policy and legal framework, Policy commitment and accountability framework, National budget allocations, Governance and power*); **b) Institutions**-(*Mandates, Motivation and incentive systems, Strategic leadership, Inter/intra institutional linkages, Multi-stakeholder processes, Organizational Processes, systems and procedures, Human and financial resources, Knowledge and information sharing Infrastructure*); **c) Individuals**-(*Skill levels (technical and managerial skills), Competencies in relevant fields, Knowledge and attitudes in organization*).

This CDP has been designed with an implementation framework with clear and concise timelines (spanning a period of over a 5 years), the CDP also includes a monitoring and evaluation plan enlisting all the activities to be conducted under three core capacity areas.

The CDP also includes a budget derived to guide implementers of this Plan (details of the budget breakdown have been added to the Annex).

Considering the fact that the capacity needs were largely derived from interviews with key informants and documented evidence from related studies about NIMS, we affirm that, the CDP is well aligned with the actual needs in place and the associated implementation plan is flexible to factor in constrains caused by challenges like COVID19 pandemic.

1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

The Office of the Prime Minister (OPM) commissioned Empower Consult to conduct a capacity assessment for Nutrition Information Management Systems (NIMS) and there after develop a capacity development plan for the roll out of the same NIMS. This was in recognition of the lack of a sufficient understanding of the existing capacities and their associated gaps in the nutrition sub-sector as far as nutrition information management is concerned. Therefore, this capacity development plan was one of the three deliverables for the assignment.

In the context of this task, capacity development refers to the process through which; individuals, organizations and societies increase their ability to perform, solve problems, define objectives, understand and deal with development needs to achieve objectives in a sustainable manner. Capacity development is also generally known as capacity building or capacity strengthening, and it is an integral part of the National Information Platform for Nutrition (NIPN) approach. When capacity is weak or absent, a NIPN cannot function, deliver or be sustained. Given the fact that NIPN is relatively a new domain, and formation of policies are generally still in infant stages, it is essential to establish a guiding framework for capacity building as part of NIPN operational cycle.

1.2 Background

According to World Health Organization (2010c), food and nutrition security is a situation in which all people at all times have; physical, social and economic access to food that is safe, consumed in sufficient quantity and quality to meet their dietary need. Access to quality and nutritious food is critical for a healthy, active life and productive human life.

Despite the well-known key trends that the future of food and agriculture are facing: such as growing food demand, constraints in natural resources and uncertainties for agricultural productivity (OECD, 2015a), the projected increase in world population from 7.6 billion in 2018 to well over 9.8 billion in 2050 has received a great deal of attention as an influence on world demand for food (UN DESA, 2017). In addition to this, a rapid rate of urbanization is expected in the coming years, with approximately 66 percent of the world's population expected to live in urban areas by 2050, compared with 54 percent in 2014. Furthermore, it is estimated that 40% of water demand in 2030 is unlikely to be met, and more than 20 percent of arable land is already degraded (Bai et al., 2008). All these trends point to threat of nutrition security especially for the worlds vulnerable and the poor especially on Sub-Saharan Africa.

Thus, the Government of Uganda through the Office of the Prime Minister (OPM) under the Nutrition Secretariat has recognized the need to streamline sub-sector coordination and accordingly has developed plans and strategies to mainstream the nutrition agenda into the national development planning process. As part of the mainstreaming efforts, in 2011, the Government of Uganda launched the first multi-sectorial Uganda Nutrition Action Plan (UNAP) to address the high prevalence of malnutrition especially among women and children, which threatens the country's health, education, and socio-economic development potential. The main objective of the plan was to operationalize the Uganda Food and Nutrition Policy (UFNP) and the draft Food and Nutrition Strategy.

Under the 2011-2016 UNAP coordination structure, the OPM was mandated to oversee and coordinate the scaling up of multi-sectoral efforts to establish a strong foundation for nutrition in Uganda's development plan. The UNAP recognizes that cross-sectoral, inter-agency collaboration is key in addressing malnutrition in Uganda. The UNAP plays a big role in fostering actions to address sectoral priorities, for example those laid out in the Health Sector Strategic and Investment Plan and the Agricultural Sector Development Strategy and Investment Plan. With Multi-sectoral Nutrition implementation in hindsight, the UNAP recognized the need to institute and strengthen a national-level coordination framework and this was done by legally establishing the Food and Nutrition Council and its Secretariat housed under the OPM (proposed by the draft Food and Nutrition Bill). This Council, to-date is responsible for providing policy direction, guidance and oversight and also the over-arching coordination of the implementation, monitoring and evaluation of the UNAP as well as other nutrition programmes in Uganda.

However, it is acknowledged that availability and accessibility of quality data and information improves, the utility of decisions one makes, especially in the arena of policy formulation. It is well documented that, Information Management systems (IMS) for nutrition have three main functions; capture data, process data and disseminate information. That is to say, IMS for nutrition measure changes in the nutrition status of vulnerable people, namely children and women, they track progress in the implementation of actions and they help to prioritize response.

It is worth noting that, reliable monitoring of progress, evaluation of outcomes and demonstration of results are core functions for countries participating in the SUN Movement. SUN countries are aiming to meet by 2025 the six targets agreed at the World Health Assembly (WHA) in May 2012. Many countries have recently revised their national goals and are establishing robust information management systems to measure their progress towards the WHA agreed targets. One of the challenges faced by many countries is variability in the quality and extent of information related to the targets. For example, data on birth weight are frequently inconsistent and unreliable because many women, particularly in poor rural areas, give birth at home sometimes without the support of a skilled birth attendant. Updated data on anemia in women of reproductive age are missing for most countries due to the rare implementation of micronutrient

surveys. Nevertheless, many countries are now striving to improve their information management systems to be able to accurately measure the impact of their efforts to scale up nutrition, so as to help them develop evidence-based policies.

The capacity assessment report upon which this CDP is based, revealed that although there are a number of government information management systems in each sector and many credible sources of information on factors of relevance to nutrition, such as United Nations (UN) agencies and Non-Governmental Organizations, the current nutrition information management system in the country is well integrated and the sub-sector operates largely in islands of automation. There is no complete central repository for nutrition data from all sectors and that data is currently insufficiently analyzed and interpreted to guide and inform nutrition policy reviews and program planning.

Thus, The National Information Platform for Nutrition (NIPN) aims at creating a platform to bring together and analyze existing information and data from all sectors to support the development of evidence-based policies and programmes to improve human nutrition in the country. It is envisioned that this will enable a public sector-led platform to facilitate multi-sectoral and multi-stakeholder dialogue on nutrition and support the use of existing information and data to develop or refine policies and programmes the address real issues in the sector. This initiative is seeking to contribute to the strengthening of national capacity to manage and analyze information and data from all sectors which have an influence on nutrition and to disseminate and use information so as to better inform the strategic decisions on how to prevent under-nutrition and its consequences. For the operationalization of the NIPN, it has been mandated that a NIMS capacity development plan be instituted to guide and orient nutrition sector leads in ways of ensuring implementation of the NIMS.

Thus, this CDP emphasizes that functional skills are as important as technical knowledge, and suggests a range of mechanisms through which capacity can be developed beyond NIMS technical training courses. Each CDP objective tailors its capacity development efforts to Uganda's unique national context as evidenced by the assessment carried out prior to this CDP development. The CDP capacity framework adapted will help to understand the breadth of capacities required for the optimal implementation of a NIMS. The suggested NIMS capacity activities go beyond an individual's capacity in terms of; knowledge, skills and experience, and encompass organizational and systemic capacities. The three levels of capacities are inter-dependent. The CDP framework provided aims at ensuring that once implemented, the 3 themes will be operational.

1.3 Purpose and Intended Users

This CDP is aimed at providing guidance to various stakeholders on strategies which need to be implemented to address the capacity gaps identified from the capacity assessment at various level in the nutrition sub-sector including; enabling environment, institutions

and individuals. A major premise of this CDP is that the failure, and limited achievements of a variety of large-scale nutrition programmes is often a function of insufficient sustainable capacities within communities and organizations responsible for implementing them. For example, at the level of OPM coordination capacity, realignment of procedures will necessitate shifts in the incentive mechanisms for nutrition data managers to share information on nutrition from their various programmes. At institutional level, there is need to streamline policies and include the capture of processing of nutrition data in their institutional results framework, but also provide a specific budget vote to facilitate nutrition data management processes. At individual level, there is need to provide formal incentives to staff who manage nutrition information and provide them with appropriate technologies and tool to deliver on their mandate, especially on data collection, analysis and dissemination. *The intended users of this CDP are all actors in the nutrition sub-sector as identified by the UNAP including; OPM, line ministries, local government, relevant government agencies like UBOS, NPA, NPC, and NITA-U, CSOs, development partners, academia, local governments among others.*

This CDP focuses specifically on NIMS capacity development for individuals and organizations involved in the National Information Platforms for Nutrition. The CDP proposes the implementation of a range of capacity strategies structured around an operational cycle covering the three main themes of nutrition interventions at; individual, organizational and systems level. The CDP emphasizes that functional skills are as important as technical knowledge, and suggests a range of mechanisms through which capacity can be developed beyond NIMS technical training courses.

This CDP therefore presents an opportunity to build a robust NIMS, that provides a platform for; timely capture of nutrition information, effective and efficient access to nutrition information, advanced data analysis and visualization, effective and effective nutrition information dissemination, enhancing collaboration and coordination in the sub-sector and improved advocacy.

1.4 CDP Development Methodology

In order to operationalize a truly human-rights-based approach to nutrition action whether policy or programmes, a fundamental first step is to assess the existing capacity of actors at institutional and individual levels. Thus, the consultant adapted the Food and Agriculture Organization-Capacity Assessment Matrix (FAO-CAM) to assess the three dimensions of Capacity Development of nutrition information management in the four functional capacity areas. The three dimensions are: **a) Enabling environment** - (*Policy and legal framework, Policy commitment and accountability framework, National budget allocations, Governance and power*); **b) Institutions**–(*Mandates, Motivation and incentive systems, Strategic leadership, Inter/intra institutional linkages, Multi-stakeholder processes, Organizational Processes, systems and procedures, Human and financial resources, Knowledge and information sharing Infrastructure*); **c) Individuals**–(*Skill*

levels (technical and managerial skills), Competencies in relevant fields, Knowledge and attitudes in organization)

The framework was used to establish the current state of art and practice across the three capacity dimensions as far as Nutrition Information Management Systems (NIMS) in the country are concerns. Given the context of the assignment, respondents were chosen in key sectors and agencies that are known to contribute to promotion of good nutrition and management of nutrition information. A total of 16 organizations including: *Ministry of Health (MoH); Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); Ministry of Gender, Labour and Social Development (MoGLSD); Ministry of Local Government (MoLG); Ministry of Trade, Industry and Cooperatives (MoTIC); Ministry of Energy and Mineral Development; Ministry of Education and Sports (MoES); Office of the Prime Minister, National Planning Authority (NPA) and Uganda Bureau of Statistics (UBOS), European Union (EU), United Nations International Children's Emergency Fund (UNICEF), Women of Uganda Network (WOUGNET), School of Food Science and Technology Makerere University, Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), and United States Agency for International Development (USAID)* were engaged to provide the necessary information on current practices of nutrition information management and their gaps.

The letters of introduction to these organizations were written by the OPM a copy attached in the annexes (***Error! Reference source not found.***) to accounting offices of these institutions. It is the accounting officers of these institutions who identified the most appropriate individuals within the organizations to respond to the structured tools of the study, which were administered to the respondents by a trained team of consultants. Furthermore, information on nutrition information management from these organization were sourced from secondary data, to further enhance the understanding of capacity needs and associated capacity development strategies.

The consultant used a thematic content analysis approach to synthesize the data from both the primary and secondary sources in order to draw observations and conclusions in line with the capacity assessment framework. The CDP was developed through knowledge co-creation sessions among the consultant team guided by recommendations from the capacity assessment results and information systems management best practices.

1.4.1 A summary of findings on key capacity needs and responsible actors from the Capacity Assessment that provided a base for development of the CDP:

This section summarizes the findings of the capacity assessment along the four key function areas of, *governance systems, resources, coordination and partnerships and evidence-based decision making.*

1. Governance systems (Policies, Programmes and Frameworks)

Key capacity needs and responsible actors:

1. Enacting of Nutrition Act by Government of Uganda.
2. Update of the Nutrition Policy by OPM.
3. Harmonization of strategies among actors and definition of clear roles for stakeholders by OPM and NPA.
4. Increasing awareness of existing policies and frameworks among stakeholders by OPM.
5. Defining key universal indicators for nutrition information management and a shared ontology by NITA-U.

2. Technology, Human and Financial Resources

Key capacity needs and responsible actors:

1. Increase awareness of resources at NITA-U among stakeholders by NITA-U
2. Development of API's and data integration frameworks by UBOS.
3. Development of Decision Enhance Dashboards and Services by NITA-U and UBOS
4. Harmonization of ontology and uptake of e-government framework by NITA-U
5. Definition of a specific budget vote at national and institutional level dedicated to nutrition information management by NPA and MoFPED.
6. Recruitment or designation of dedicated officers for nutrition information management within organizations by management of concerned entities.
7. Training of staff in nutrition information by NIPN secretariat at OPM.

3. Coordination and Partnership

Key capacity needs and responsible actors:

1. The secretariat of NIPN should create more awareness on the collaboration frameworks and events among stakeholders.
2. The need to provide incentives by OPM and NIPN to stakeholders in the sector to enable their full participation.
3. The need to establish internal staff structures and procedures to promote collaboration and partners across the sector by all stakeholders especially OPM.

4. Evidence-based Decision Making

Key capacity needs and responsible actors:

1. The secretariat of NIPN should create more awareness on the collaboration frameworks and events among stakeholders.
2. The need to provide incentives by OPM and NIPN to stakeholders in the sector to enable their full participation.
3. The need to establish internal staff structures and procedures to promote collaboration and partners across the sector by all stakeholders, especially OPM.

1.5 CDP Structure

This CDP is organized in 5 sections **Section 1** presents the introduction and background to the Assignment; **Section 2** presents the NIMS capacity development strategic direction along the three core capacity areas of environment, individual and institutions; **Section 3** presents the CDP implementation; **Section 4** details the CDP monitoring and evaluation results framework. The document ends with Annexes in **Section 5**.

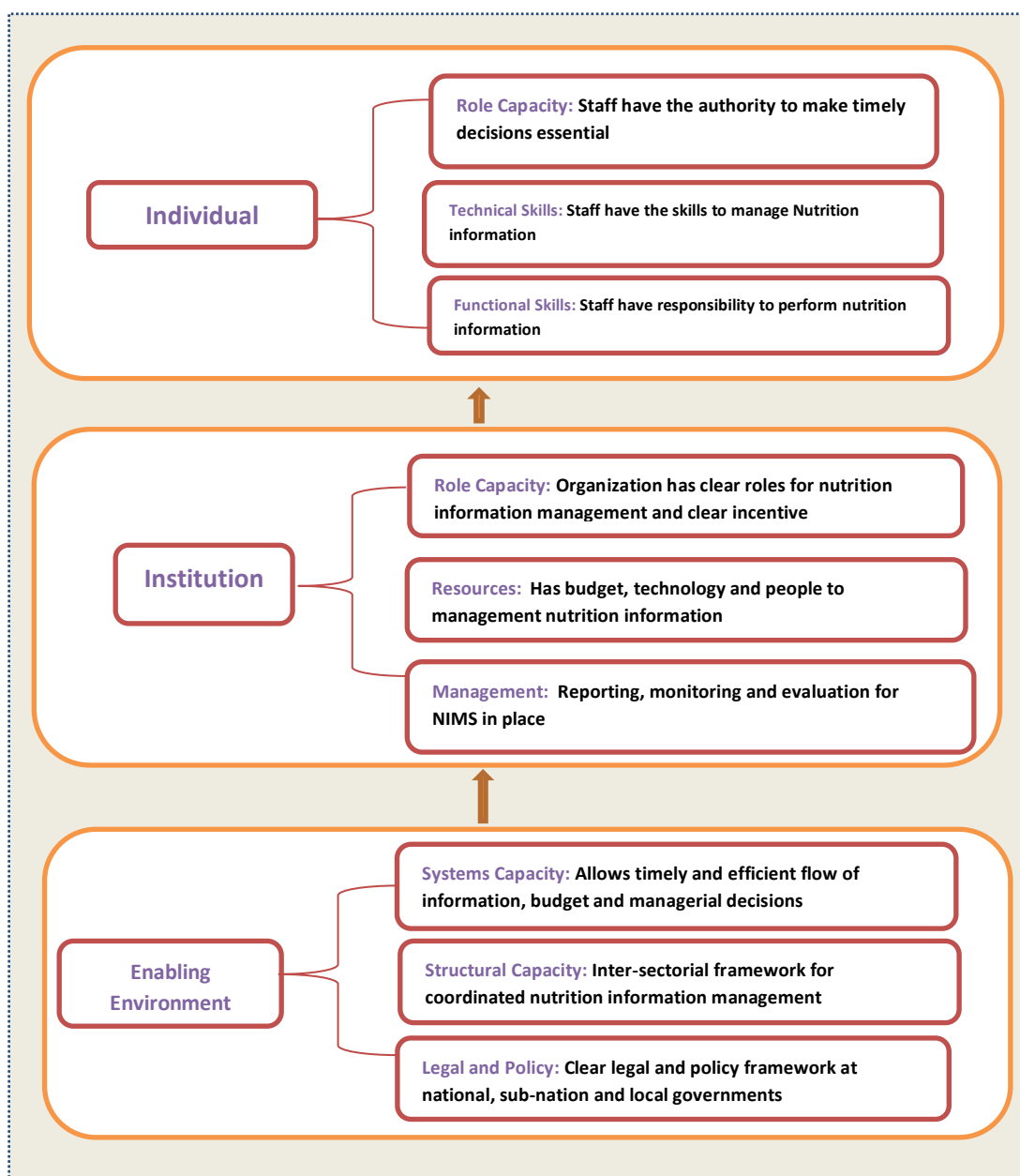
2.0 NIMS CAPACITY DEVELOPMENT PLAN

This section details the NIMS Capacity Development Plan. Section 2.1 presents the guiding principles, Section 2.2 presents Goals and strategic objectives, Section 2.3 presents Strategies for NIMS CDP and 2.4 presents Strategic actions for NIMS.

2.1 NIMS Strategic Direction

This CDP focuses specifically on NIMS capacity development for individuals and organizations involved in the National Information Platforms for Nutrition. Each CDP objective tailors its capacity development efforts to Uganda's unique national context as evidenced by the assessment carried out prior to this CDP development.

Figure 1: Focus areas of the CDP

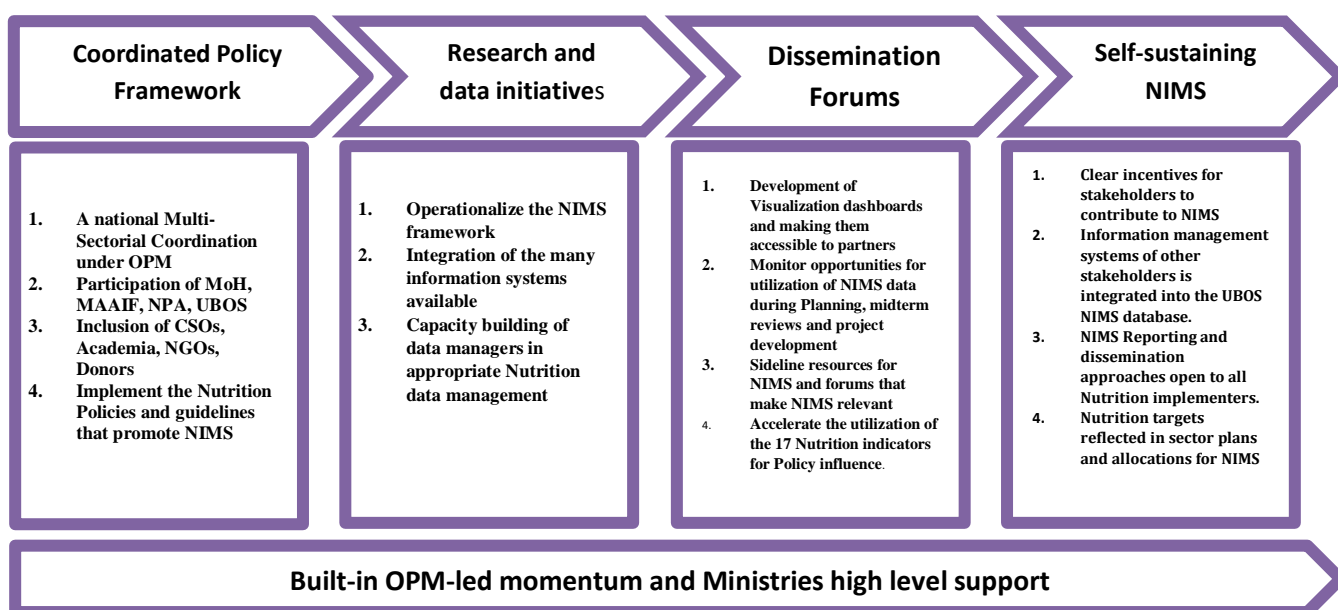


The CDP proposes a strategic direction for enabling:

- 1) The planning efforts in coordinating a favorable policy environment for NIMS countrywide in the form of a specific sequence of events for planning, modeling, and designing activities that operationalize NIMS at all levels
- 2) Capacity of organizations within the nutrition sub-sector that should initiate and coordinate, nutrition data capacity, analysis, sharing, dissemination and usage in decision making
- 3) Capacity for identifying the required processes for promoting the interactions necessary between the organizational entities for effective directions and actions aimed at utilization of NIMS in development of nutrition plans and programmes in Uganda.
- 4) Distinguishing, activating and classifying the current NIMS methods that are useful for activities based on characteristics as methodologies, techniques, and tools to be able to build a sustained NIMS for Uganda.

These NIMS CDP directions are focused on the systemic level (Enabling Environment), and have a comprehensive oversight of the capacity to plan, coordinate, finance, implement and monitor nutrition programmes by using evidence generated by through a NIMS. Whilst this remit is much broader than is required for the purposes of a NIPN, the CDP guidance provides useful tips and sets out the phases for carrying ensuring NIMS is functional in the required timelines.

Figure 2: CDP Framework



2.2 Guiding Principles for NIMS CDP

According to the National Information Platforms for Nutrition (NIPN) there are approximately 17 key indicators of nutrition data that need to be captured by the platforms. The study on Uganda National Information Platforms for Nutrition (NIPN) 2018, an initiative of the European Commission highlighted the status of nutrition information management in Uganda. Thus, for NIMS CDP to adhere to Ugandan policies, practices and systems that allow for effective functioning of NIMS, a number of guiding principles clustered into three resources around; Accountability Mechanism, Political and Leadership willingness and the enabling environment are suggested.

1. **The enabling environment:** creating the broad social and implementation system within which individuals and organizations function well for NIMS. It includes all the rules, laws, policies, power relations and social norms that govern the nutrition sub sector. It is the enabling environment that sets the overall scope for capacity development and the outcomes of this process.
2. **Political and Leadership willingness:** Enhancing the ability to influence, inspire and motivate sector staff and systems to achieve the desired NIMS goals through the support of the Leadership and political will. It is also the ability to anticipate, respond and support to change that may occur during the Nutrition interventions at system and lower levels. Although leadership is most commonly associated with an individual leader, from a village elder to a country's Prime Minister, it also exists within the enabling environment and at the organizational level.
3. **Accountability Mechanism:** Accountability will exist when Nutrition rights holders are able to make Staff with in the implementation of the NIMS deliver on their obligations. From a capacity development perspective, the focus is on the interface between public service providers and its clients or service providers and oversight bodies. More specifically, it is about the willingness and abilities of public institutions to put in place systems and mechanisms to engage citizen groups, capture and utilize their feedback as well as the capacities of the latter to make use of the NIMS platforms.

No	Principle	Key aspects for NIMS
1	The enabling environment for NIMS	<p>National level: The internal OPM and line ministries structure, policies and procedures that determine NIMS effectiveness. It is here that the benefits of the enabling environment will be put into action by the Nutrition sector players.</p> <p>Institutional level: The policies, practices and systems that allow for effective functioning of NIMS and this CDP. What documented rules will accelerate the implementation process and help to sustain it to ensure programming is enabled by evidence.</p> <p>Individual level: The skills, experience and knowledge that allow each staff to perform NIMS related interventions and how these are linked to the policy framework for nutrition information. These are acquired formally, through education and training, while others will come informally, through doing, observing and capacity building.</p>
2	Political and Leadership willingness for NIMS	<p>Ownership and Leadership: For NIMS capacity building to be useful and effective, the OPM leadership that is the subject of the capacity building assistance must own the process. This means capacity building assessments and planned improvements are defined and carried forward by the OPM, with the guidance and assistance of external partners as needed.</p> <p>Demand-driven Support: The need for external local, regional and/or international partners, in providing technical assistance and support for capacity building efforts will vary based on the OPM and line ministries requesting the support. The way in which capacity building technical assistance is offered and facilitated is key to the effectiveness and sustainability of NIMS and Nutrition interventions.</p> <p>Results-orientation: Implementing sub sectors in nutrition develop and use indicators to measure progress toward achieving the CDP results. To help monitor and improve sector performance, organizations should set performance targets and measurable results, analyze impact, correct course if necessary, identify lessons learned, and determine if the organizational capacity building practices were effective.</p> <p>Steering Participation: This involves the leadership at all levels including other relevant stakeholders as appropriate in order to ensure buy-in and commitment, build real local capacity and enhance sustainability. Participation also involves commitment of time and other resources on the part of political and technical miNIMSterial leadership.</p>
3	Accountability Mechanism for NIMS	<p>Relevance: The NIMS is aligning with and understanding of the nutrition community realities such as socio-economic mix, organizational norms and values, diversity, history, physical environment, assets/capacities and issues/needs for all players in the NIMS and Nutrition policy framework.</p> <p>Responsiveness: The NIMS development and implementation process should be aimed at strengthening sector relationships through ongoing consultation and collaboration to create a shared vision and promote inclusiveness for all actors with visible outcomes at intervention level.</p> <p>Effectiveness: Practicing good board governance, management systems and evaluation; implementing well-planned programmes and services, communication strategies, resource management and technology for proper NIMS sustainability.</p> <p>Resilience: the CDP should aim at nurturing a NIMS culture that fosters leadership and creativity and embraces strategic thinking, financial vibrancy, continuous learning, asset/strength-based thinking and change management with all actors owning the policy base as a result of NIMS.</p>

2.3 The Nutrition Information Management System Implementation Theory of Change

The Results Framework embedded in the Uganda Nutrition Action Plans for a Robust nutrition evidence base: The key determinant of the functionality of the Multi-Stakeholder Nutrition Information management system Platform will be the development, revision

and or utilisation of UNAP Common Results Framework as the base for evidence generation. UNAP is the published and endorsed planning document supposed to be accessible by all actors in the nutrition programming at all levels of program development and information generation.

The UNAP contains the Priority indicators whose methodology for data collection is already established, and standardized at national level and are available from existing data sources for the majority of nutrition interventions. This therefore means an advocacy platform to popularize these indicators will be key for the evolution of a robust evidence base for Nutrition. This alignment is intended to minimize the monitoring and reporting burden. OPM will ensure that almost all prioritized indicators in projects and programmes are part of UNAP monitoring frameworks aligned to global initiatives like the Sustainable Development Goals, the Maternal, Infant and Young Child Nutrition (MIYCN framework) and other SUN movement operational frameworks adapted by the donor and nutrition communities in Uganda.

Systems and innovations for Nutrition information management: Accessing and using data is essential for improved decision-making and coordination for Nutrition interventions. The OPM and key stakeholders will develop a capacity building plan that includes training in nutrition information circulars like the Health management information system for Nutrition, Nutrition infographics and analysis using packages like Epi info, STATA, SPSS. Nutrition food-based analysis at household level for dietary Diversity scores, using evaluate and nutrisurvey for SMART. These will target key Nutrition information management staff at all levels of implementation. The capacity building can take the usual conversational workshop hands on face to face training, with practical sessions on laptop machines. However, in the event of infectious outbreaks like the COVID 19, Ebola, etc., online modular packages shall be developed and sent to the staff to interface.

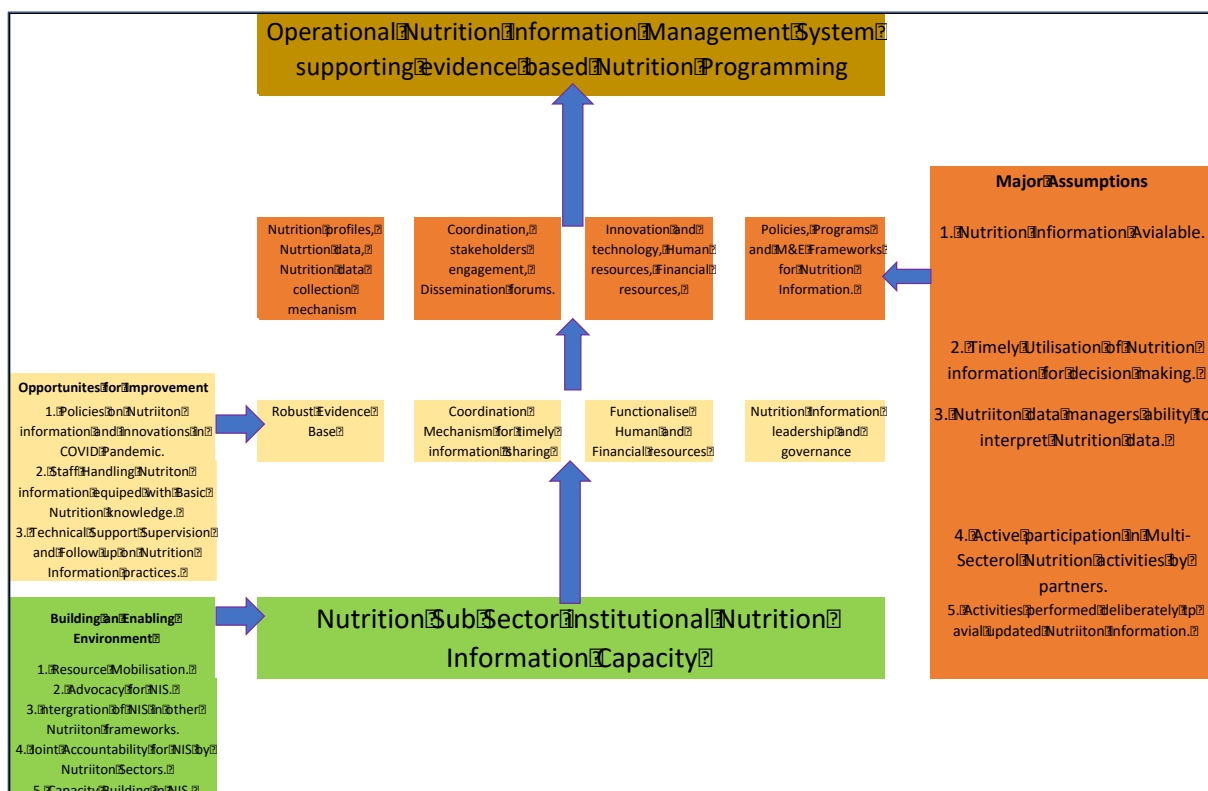
Utilisation of the Mapping of nutrition actors to keep meaningful momentum for generation of nutrition information for immediate and future programming: The OPM is expected to provide support for the mapping of stakeholders and their actions at National, sub-national and local level. Government departments, civil society organizations, UN agencies and donors will be supported with the mapping of core nutrition actions, including analysis of geographic and beneficiary coverage and service delivery mechanisms. Detailed data should be available at a quarterly basis to support any timely Nutrition information for programming and priority setting. The OPM and line ministries should work with all stakeholders Networks to make the mapping exercise available as required.

Deliberate capacity building, technical support, mentorship and Monitoring Coverage of Key strategic nutrition Interventions that generate nutrition information: Most data for nutrition interventions is available from health facilities, nutrition projects, academic research work and institutional plans are maintained in in the HMIS and DHIS 2 data

bases, project specific M&E depositories, and global databases by INGOs. OPM will have to develop a national common portal similar to the WHO NutriDash in function, which will provide an overview of data collected on the reach and quality of nutrition programmes. This Dashboard will provide an interface to multiple available depositories to ensure a functional Nutrition Information system. For this to be functional, deliberate technical support shall be offered to partners with key strategic nutrition interventions.

Inclusion of investment and dissemination platforms for nutrition information system deliverables: The OPM and stakeholders will engage in the annual nutrition projects and programmes budget analysis to gain insights into their spending and priority setting for nutrition generation, analysis, dissemination and utilisation. Finance data will be crucial to get an understanding of nutrition specific and sensitive spending across the national programmes and, to compare current spending with cost estimates. It's even more important to compare the budget lines included for nutrition evidence generation, and any possibility for dissemination of these results through the planned dissemination platforms for the NIMS. This shall also be the beginning of an advocacy agenda on the value of the Uganda nutrition profiles, funding for NIMS and long-term sustainability of evidence generation for nutrition at all levels of program implementation.

Figure 3: The Theory of change for successful implementation of the NIMS capacity development plan



2.4 Goals and Strategic objectives of NIMS CDP

The Goal

The overall goal of NIMS capacity development plan is to provide strategic guidance to various stakeholders on how to address existing capacity gaps as far as nutrition

information management is concerned. With the ultimate goals of improving the design, development, management, and use of nutrition information with timely insight and innovation to support decision making and create value for individuals, organizations, communities, and societies with in the Nutrition sub sector.

The strategic objective

To build capacity of the Nutrition Sub sector institutions in the development and operationalization of nutrition information management system to support evidence-based decision making.

Sub-objectives of the NIMS CPA

1. To establish nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and programmes.
2. To functionalize the enabling environment through activation of the technology, human and financial resources for effective contribution to the national information platforms for nutrition.
3. To operationalize a coordination mechanism as a platform for systematic, deliberate and timely nutrition information sharing, contribution and partnership among nutrition actors in Uganda.
4. To build an evidence base, robust enough to provide relevant nutrition information to facilitate gap identification, advocacy and case building, policy formulation and decision making by government institutions.

2.5 NIMS CDP Strategies

In order to identify the key capacity areas, it is important for us to first understand the key gaps as far as NIMS functionality is concerned. These have been provided by the capacity needs assessment report. These key gaps have been ranked to ensure they provide the priority capacity needs challenges. Guided by each objective strategic capacity building areas to cover the gaps have been suggested programmatic. The table below provides the Key capacity building areas.

The capacity development plan implementation will possibly commence in the context characterized by recovery from a global pandemic like COVID-19, where conventional capacity building methods of training, workshops for consensus building, Conferences and learning events face to face have limitation will need innovative digital approaches to be adapted to the context. In this regard implementation will be guided by the government of Uganda COVID 19 response strategies aimed at eliminating further person to person transmission of the infection. Consultative meetings to build consensus shall be

held virtually through webinars, zooms and skypes. Invitations suggestions shall be sent through the doodle google applications. Some training shall be made into online modules and sent out to participants online and online conferencing shall be adapted for clarity. For these to happen these activities in the budget shall be turned into data to aid the participants' access the modules and learning content on line.

Table 1: The NIMS CDP Strategic Objectives, gaps identified from the Capacity Assessment and capacity building areas

No	Strategic Objective	Gap	Capacity building area
1	To establish nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and programmes	Lack of clear incentives and inadequate mechanisms for various actors to invest in nutrition information management beyond local institutional information needs for evidence-based programing.	Policies: Development of a business case for investment in Nutrition information systems and Interpretation of the current nutrition policy framework with a focus on stakeholder mandate in regard to evidence-based programming.
		Multi-sector nutrition information management platforms are still in infancy and majority of key stakeholders about 80% are not active participants on this platform. There was no evidence of regular monitoring of these platforms, beyond the work of OPM and UBOS.	Programmes: Popularization of the Multi-sector nutrition information management platforms at all levels of nutrition implementation
		Limited guidance to support national and district level teams in developing, implementing and monitoring multi- sector nutrition information management plans.	Framework: Operationalize the monitoring and evaluation framework for the nutrition information system.
2	To functionalize the enabling environment through activation of the technology, human and financial resources for effective contribution to the national information platforms for nutrition	Up to 55% nutrition entities do not have any form of a data management or an Information and Communication Technology (ICT) policy which guides the; collection, processing and dissemination of nutrition related information.	Technology: Roll out the electronic and innovative approaches for timely nutrition information systems.
		The staff handling nutrition information are not nutritionists and don't have basic food and nutrition knowledge. They are therefore prone to compromise the appreciation of the data processes which is important	Human resources: Build capacity of institutional staff in understanding and interpretation of Core Nutrition information themes and indicators

No	Strategic Objective	Gap	Capacity building area
		if data management and reporting in order to enhance decision-making.	
3	To operationalize a coordination mechanism as a platform for systematic, deliberate and timely nutrition information sharing, contribution and partnership among nutrition actors in Uganda.	Majority of stakeholder nearly 85% indicated that there is weak follow up and inadequate documentation of actions agreed during the forums.	Coordination: Stakeholder mapping and momentum through nutrition information circulation, feedback and follow up mechanism.
		Unclear coordination of nutrition actions with other stakeholders. Approximately 90% of institutions indicated that the quality of engagement is lacking to meet the information management needs of the sub-sector.	Quality of stakeholder engagement: Roll out a nutrition stakeholder's engagement plan with deliberate nutrition information for advocacy and feedback.
		It was revealed that there is limited participation of other key stakeholders in this platform especially academia and CSO's. Limited awareness about these forums and events among key stakeholders is evident.	Nutrition Stakeholders' Forum: Development of the nutrition engagement strategy pin pointing the key forums and conferences, and popularizing this through the sub sector.
4	To build an evidence base, robust enough to provide relevant nutrition information to facilitate gap identification, advocacy and case building, policy formulation and decision making by government institutions.	About 80% of institutions indicated that there are gaps between the type of nutrition information available and the information needed for their decision making.	Uganda Nutrition profiles: Develop and roll out a nutrition profile with a compendium of indicators, defined and mechanisms of collection with in institutions.
		About 75% of the institutions indicated lack of capacity to effectively analyze the data for enhanced decision making. Most institutions lack data scientists and have no detailed plans, tools and procedures for integrating evidence into various stages of decision and policy making.	Update of Nutrition Profiles: Build capacity od institutions in common key tools, demand creation for data and utilization during sector specific forums.

2.6 Strategic Actions for NIMS

In order to achieve the desired strategic goals and overall strategic direction for NIMS capacity development, a number of strategic actions have been identified show in the table below.

The implementation of the strategic NIMS actions will require a number of trainings using already existing packages. For the suggestion of the Health Management Information System in Nutrition, OPM will partner with MoH to roll out this training. Possible partnerships with nutrition research institutions with experience in nutrition statistical teaching shall be mended to ensure roll out of nutrition analysis packages. These will also support the trainings in food analysis based like for the dietary diversity scores, 24hour recalls nutrient analysis. MAAIF will support the nutrition sensitive information activities.

Table 2: NIMS CDP Strategic Directions

No	Strategic Objective	Capacity building area	Strategic actions for the NIMS
1	To establish nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and programmes	Policies: Development of a business case for investment in Nutrition information systems and Interpretation of the current nutrition policy framework with a focus on stakeholder mandate in regard to evidence-based programming.	The government of Uganda should enact a nutrition Act
			Government of Uganda should update the existing nutrition policy framework and associated instruments with the main aim of harmonizing action among stakeholders and improving the generation, processing and use of nutrition information by various actors
			Institutions handling nutrition information need to established appropriate nutrition information management policies
			Harmonize the policies among difference government ministries in nutrition information management
		Programmes: harmonize Nutrition information mismanagement programmes	Establish a forum for building Consensus on nutrition information management
			The OPM and other line ministries must establish nutrition information management capacity building plans as part of their core annual work plans.
			Establish collaboration programmes on nutrition information capturing and sharing among stakeholders
Framework: Operationalize the nutrition information system.	Development a national framework for nutrition information management across sectors and actors accessing data capture, processing, storage and dissemination		
	Establish incentive for data sharing and analysis		
	Strengthen data capture functions with in Local Government, MoH, among others		
2	To functionalize the enabling environment through activation of the technology, human and financial resources for effective contribution to the national information	Technology: Roll out the electronic and innovative approaches for timely nutrition information capture, visualization and dissemination.	Establish a number database and information system for nutrition information
			Develop APIs for cross platform data access
			Establish a nutrition information management system ontology to guide a uniform development of shared concepts and objectives
			Develop mobile applications and services for nutrition information capture and dissemination
			Enhance features of existing system like EMIS, DHIMS to capture all the 17 core indicators of nutrition

No	Strategic Objective	Capacity building area	Strategic actions for the NIMS
	platforms for nutrition	<p data-bbox="533 338 810 555">Human resources: Build capacity of institutional staff in understanding and interpretation of Core Nutrition information themes and indicators</p> <p data-bbox="533 965 810 1182">Finance resources: Mechanisms for resource acquisition and allocation for evidence generation for Nutrition within the existing budgets.</p>	<p data-bbox="829 255 1388 331">Utilization the data center, NBI and associated capacities at NITA-U</p> <p data-bbox="829 338 1388 495">Recruit staff in understaffed institutions such as NPA as far as nutrition information management is concerned. Key areas of staffing include: data scientists, nutritionists, communication specialists, among others</p> <p data-bbox="829 501 1388 712">Regularly provide staff capacity building in areas of emerging needs for staff working on nutrition information management especially for lower cadre staff like Health workers and VHTs. Training should be through the MoH's Health management and information system for nutrition training package.</p> <p data-bbox="829 719 1388 808">Integrate Nutrition information management functions into staff work plans and appraisal systems</p> <p data-bbox="829 815 1388 965">Establish framework of sharing human resources in nutrition information management who would further participate in statistical packages training to support Nutrition analysis like STATA, EPI info, and SPSS</p> <p data-bbox="829 972 1388 1093">Development of an advocacy framework for resources acquisition for evidence generation using the NIMS frame work including CSOs, and institutions of higher learning</p> <p data-bbox="829 1099 1388 1220">Orientation of Key policy makers in the resource acquisition framework focusing on the need for NIMS to be added on the agenda for Uganda Nutrition.</p> <p data-bbox="829 1227 1388 1559">Institution should integrate nutrition information management activities into their existing organization budgets including evidence of information management for Nutrition packages like Essential Nutrition actions profiles, Health management information system for nutrition, nutrition infographics and data analysis using STATA, EPI info, and SPSS. Food based analysis for dietary diversity scores, 24hour recalls and nutrition survey using SMART methodology.</p>
3	To operationalize a coordination mechanism as a platform for systematic, deliberate and timely nutrition information sharing, contribution and partnership among nutrition actors in Uganda.	<p data-bbox="533 1559 810 1809">Coordination: Stakeholder mapping and momentum through nutrition information circulation, feedback and follow up mechanism.</p> <p data-bbox="533 1816 810 2029">Quality of stakeholder engagement: Roll out a nutrition stakeholder's engagement plan with deliberate nutrition</p>	<p data-bbox="829 1559 1388 1626">Facilitate Key and major stakeholders mapping at all levels of Nutrition interventions in Uganda</p> <p data-bbox="829 1632 1388 1722">Development of the stakeholder's annual engagement plan for purposes of NIMS utilization</p> <p data-bbox="829 1729 1388 1818">Orient institutional leads on effective feedback mechanisms for the NIMS, and effective follow up for collaboration on key nutrition evidence</p> <p data-bbox="829 1825 1388 1915">Map out the key stakeholders responsible for engagement on Nutrition policy framework at all levels of nutrition interventions.</p> <p data-bbox="829 1921 1388 2029">Orient these key stakeholders on the quality assurance principles for Nutrition stakeholder engagement. These for Nutrition specificity are embedded in the Health management and</p>

No	Strategic Objective	Capacity building area	Strategic actions for the NIMS
		information for advocacy and feedback.	information system for Nutrition training package
		Nutrition Stakeholders' Forum: Development of the nutrition engagement strategy pin pointing the key forums and conferences, and popularizing this through the sub sector.	Development of an annual stakeholder's forum agenda focusing on which NIMS informed conferences and work shops Facilitate the organizing of these Key Forums at all levels focusing on NIMS implementation and utilization of evidence from NIMS
4	To build an evidence base, robust enough to provide relevant nutrition information to facilitate gap identification, advocacy and case building, policy formulation and decision making by government institutions.	Uganda Nutrition profiles: Develop and roll out a nutrition profile with a compendium of indicators, defined and mechanisms of collection with in institutions. Update of Nutrition Profiles: Build capacity of institutions in common key tools, demand creation for data and utilization during sector specific forums.	Development of the generic Nutrition profiles, these should be linked to the current desired UNAP goals and outcomes Orient Key stakeholders at all levels in the development and utilization of the Nutrition profiles for a given geographical location using data derived from the NIMS Orient institutions on the processes needed to update the Nutrition profiles and the identification of opportunities to share the information from the NIMS

3.0 CDP IMPLEMENTATION

The proposed strategic actions of the CDP are designed to be executed within 5 years. The schedule of actions has been informed by the level of need, logical sequence on how urgent they are needed to ensure that the strategic gaps in the NIMS are fixed. The activities in this capacity development plan have been prioritized and categorized in terms of short, medium and long term to guide planners and implementers. The categorization has been done by colour coding as below:

	Short Term
	Medium Term
	Long Term

Therefore, all the activities and interventions included in the CDP implementation below have been assigned a colour to emphasize its category.

Table 3: CDP Implementation Plan

No	Objective	Strategic actions for the NIMS	Year one				Year Two				Year Three				Year Four				Year Five						
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
1	To establish nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and Programmes	The government of Uganda should enact a nutrition Act																							
		Institutions handling nutrition information need to established appropriate nutrition information management policies																							
		Harmonize the policies among difference government Ministries in nutrition information management																							
		Established a forum for building Consensus on nutrition information management																							
		The OPM and other line Ministries must establish nutrition information management capacity building plans as part of their core annual work plans.																							
		Development a national framework for nutrition information management across sectors and actors accessing data capture, processing, storage and dissemination																							
		establish collaboration programmes on nutrition information capturing and sharing among stakeholders																							
		Strengthen data capture functions with in Local Government, MoH among others																							
		Establish incentive for data sharing and analysis																							
2	To functionalize the enabling environment through activation of the technology, human and financial	Establish a national database and information system for nutrition information																							
		Develop APIs for cross platform data access																							
		Establish a nutrition information management system ontology to guide a uniform development of shared concepts and objectives																							
		Develop mobile applications and services for nutrition information capture and dissemination																							

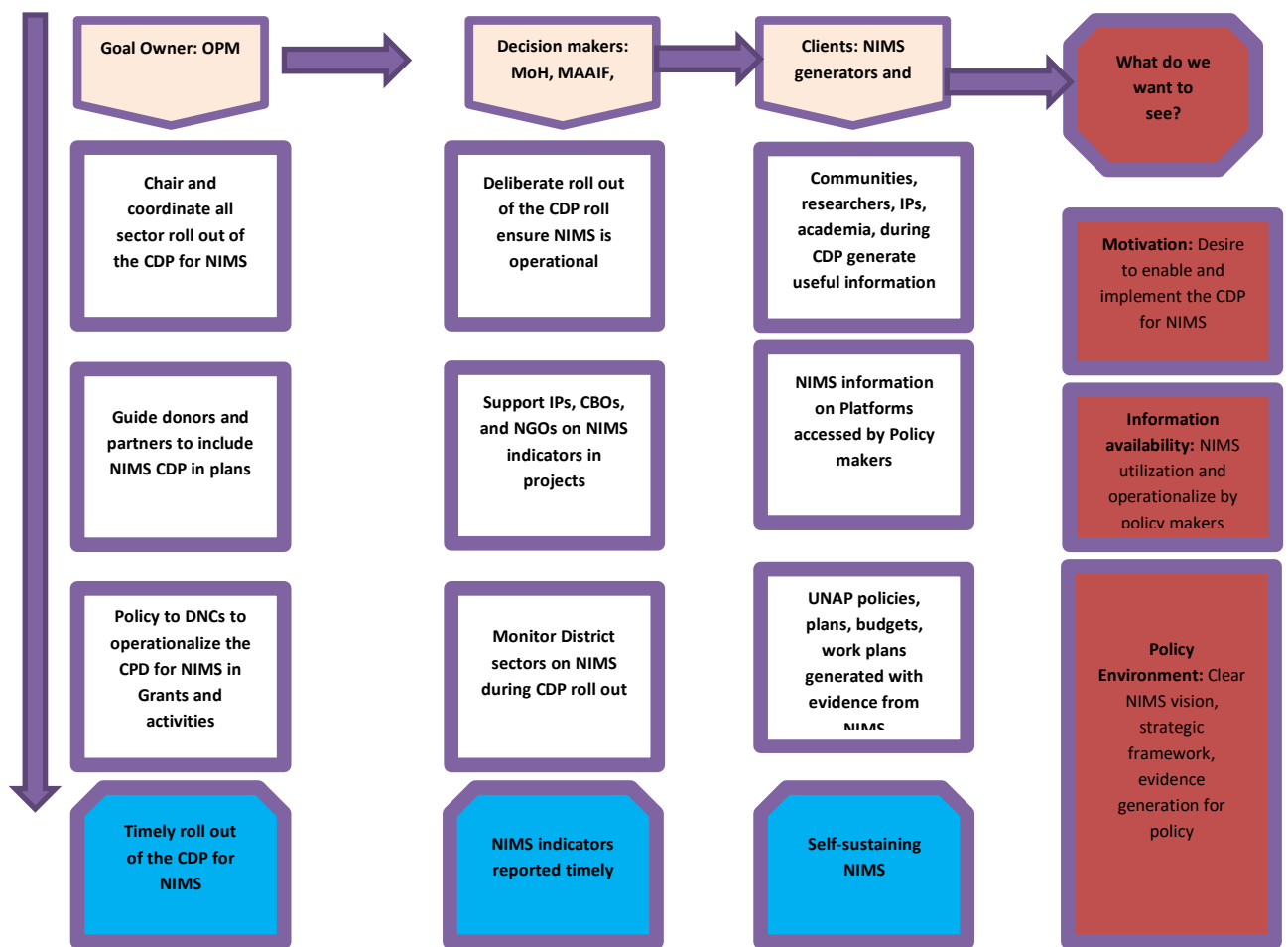
3.1 Institutional Arrangement for NIMS

In line with the UNAP, the implementation of NIMS takes place at national, district and Community levels. At national level the OPM is responsible for the NIMS CDP oversight, coordination and strategic guidance through the UNAP structures, with the data process management is solely vested in UBOS. OPM which then harbors and brings together parterres through the Nutrition Multi-Sectoral Technical Committee that contribute to the implementation of the NIMS. Thus, in line with UNAP, NIMS CDP will be supported by an Inter-Ministerial (MoH, MAAIF and MoES) Implementation Committee that meets at least monthly chaired under the OPM to ensure that the CDP gets the platform it requires to oversee implementation and information sharing at that high level. MoES shall benchmark the efforts in the institutions of high learning to promote nutrition specific and sensitive research that is accessible by the secretariat.

Each partner and stakeholder will be assigned officially their roles and responsibility in regard to NIMS and how they will benefit from the CDP. The OPM through the line ministries will then embark on ensuring that the partners provide the operational support required for NIMS to operationalize.

At the District level, the Chief Administrative Officer (CAO) and the three District Line Directorates (Agriculture, Education and Health) shall be responsible for NIMS activities within the jurisdiction. The District Nutrition Coordination Committee (DNCC), with the District Nutrition Coordinator (DNC) as principal focal point, will develop and oversee the District Nutrition Action Plan (DNAP) that will have the NIMS as an integral part of the annual roll out. The NIMS CDP will be embedded into the DNAP as a reporting catalyst for reporting and utilization of NIMS for planning district nutrition activities.

Figure 4: Institutional Arrangements matrix for CDP



3.2 Financing Plan for CDP

The implementation and roll out of the CDP will need to follow an accelerated financial plan and resource mobilization strategy that will be able to functionalize the NIMS and eventually provide a rapid enough or a sufficient scale to prevent and begin to roll back the continuing impact of under nutrition in Uganda.

To achieve that scale, OPM as the overall coordinator of UNAP will need to engage with national government line ministries, Donors, and the private sector. To access appropriate resources for implementation of NIMS CDP.

The knowledge behind the financial plan for this CDP is to provide an idea of what it will cost to have the NIMS CDP implemented and identifying possible sources of funding. It is envisioned that, NIMS CDP will be funded all the following lines; *Government of Uganda consolidate funding to line ministries and agencies, development partners support, academia support, and private contributions.*

a) Budget per Objective of the CDP

The budgeting process was guided by the 4 thematic objectives for the CDP, following the strategic outcomes. The specific costing was done on the actions. The purpose was to ensure that a given Ugandan shilling is tagged and attached to ensure an output is achieved from a proposed action. The total budget for 5 years to fund all the proposed actions totals to 2,670,960,000UGX. The Objective to establish nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and programmes required the highest funding amounting to 1,185,158,000UGX. Below is the breakdown per thematic strategic objective.

Table 4: Budget per CDP Objective

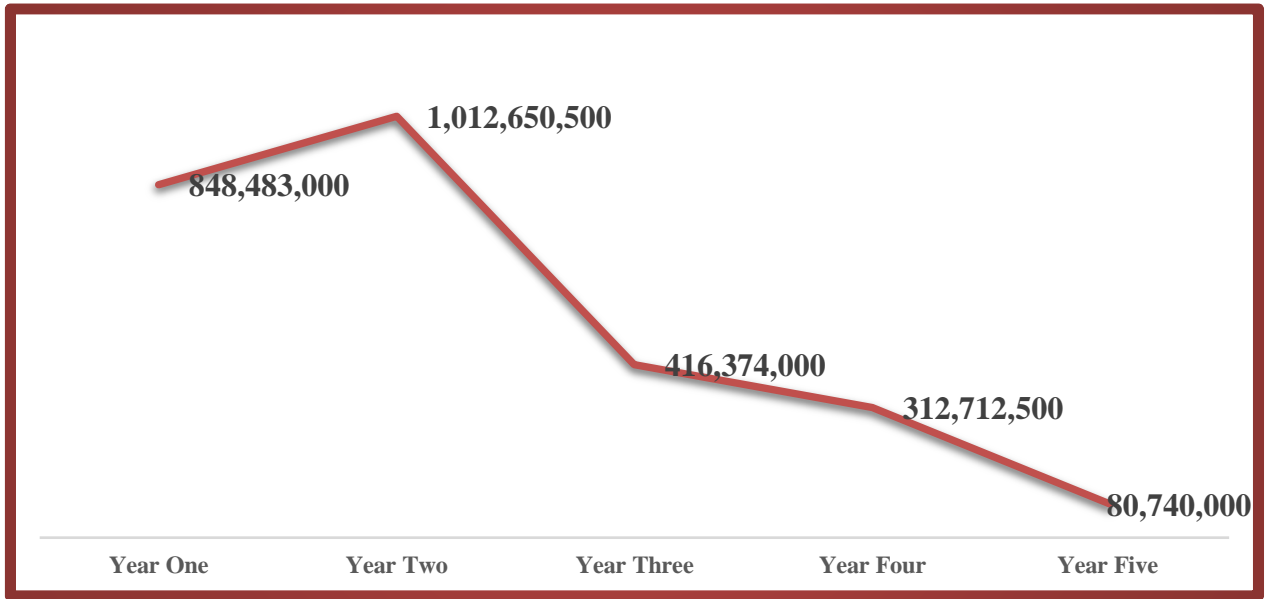
Objective	Total Cost per objective
To establish nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and Programmes.	1,185,158,000
To functionalize the enabling environment through activation of the technology, human and financial resources for effective contribution to the national information platforms for nutrition.	641,572,000
To operationalize a coordination mechanism as a platform for systematic, deliberate and timely nutrition information sharing, contribution and partnership among nutrition actors in Uganda.	544,090,000
To build an evidence base, robust enough to provide relevant nutrition information to facilitate gap identification, advocacy and case building, policy formulation and decision making by government institutions.	300,140,000
Total	2,670,960,000

b) Budget analysis per Year of implementation

The development process for the CDP is aimed to ensuring the country can at one point in time have a self-sponsoring and sustaining NIMS that can be operated at all levels. This therefore meant that for this 5-year plan, funding should be provided with intensity in the initial years and then slowly reduce funding as evaluation occurs to see how self-sustaining re NIMS is.

The first and second year have the bulk of the money required for capacity building with the 5th year having the least funding as in the graph below:

Figure 5: Cycle Budget Projection



c) Detailed Outcome Level Budget

Actions were budgeted for following the outcomes they are trying to address. Each of the outcomes have a given budget line per year of implementation as shown below.

Table 5: Detailed Output Based Budget

No	Objective	Outcomes	Year One	Year Two	Year Three	Year Four	Year Five	Total
1	To establish nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and programmes	Programmes: Popularization of the Multi-sector nutrition information management platforms at all levels of nutrition implementation	221,856,000	183,388,000	37,944,000	-	-	443,188,000
		Programmes: Popularization of the Multi-sector nutrition information management platforms at all levels of nutrition implementation	34,160,000	242,880,000	140,610,000	27,710,000	-	445,360,000
		Framework: Operationalize the monitoring and evaluation framework for the nutrition information system.	-	64,110,000	64,110,000	168,390,000	-	296,610,000
2	To functionalize the enabling environment through activation of the technology, human and financial resources for effective contribution to the national information platforms for nutrition	Technology: Roll out the electronic and innovative approaches for timely nutrition information systems.	80,500,000	25,720,000	25,720,000	-	-	131,940,000
		Human resources: Build capacity of institutional staff in understanding and interpretation of Core Nutrition information themes and indicators	57,702,000	232,500,000	-	-	-	290,202,000
		Finance resources: Mechanisms for resource acquisition and allocation for evidence generation for Nutrition within the existing budgets.	-	88,070,000	45,880,000	42,740,000	42,740,000	219,430,000
3	To operationalize a coordination mechanism as a platform for systematic, deliberate and timely nutrition information sharing, contribution and partnership among nutrition actors in Uganda.	Coordination: Stakeholder mapping and momentum through nutrition information circulation, feedback and follow up mechanism.	176,520,000	-	-	-	-	176,520,000
		Quality of stakeholder engagement: Roll out a nutrition stakeholder's engagement plan with deliberate nutrition information for advocacy and feedback.	176,520,000	-	-	-	-	176,520,000
		Nutrition Stakeholders Forum: Development of the nutrition engagement strategy pin pointing the key forums and conferences, and popularizing this through the sub sector.	57,525,000	47,762,500	38,000,000	9,762,500	38,000,000	191,050,000
4	To build an evidence base, robust enough to provide relevant nutrition information to facilitate gap identification, advocacy and case building, policy formulation and decision making by government institutions.	Uganda Nutrition profiles: Develop and roll out a nutrition profile with a compendium of indicators, defined and mechanisms of collection with in institutions.	43,700,000	64,110,000	64,110,000	-	-	171,920,000
		Update of Nutrition Profiles: Build capacity of institutions in common key tools, demand creation for data and utilization during sector specific forums.	-	64,110,000	-	64,110,000	-	128,220,000
QTR Total			848,483,000	1,012,650,500	416,374,000	312,712,500	80,740,000	2,670,960,000

d) Funding mechanism

The CDP for NIMS suggests a set of activities across four major objective areas, to be implemented by sector ministries and various stakeholder groups. This funding strategy will be implemented in line with the UNAP guidelines and streamlined by the coordination secretariat headed by the OPM. The OPM will be responsible for coordination all CDP activities but does not implement these activities directly. In mobilization of the required resources, the OPM will work to ensure there is: stronger than ever advocacy at all levels; line ministry infrastructure, coordination and information sharing platforms; greater involvement of communities in CDP work; and high coverage of CDP at all levels.

The key strategic role that the OPM will play in resource mobilization for CDP is create an environment that influences enabling factors to set aside money for CDP, prioritization and funding availability to roll out the 5-year plan. Key stakeholders will need to contribute resources to this plan through mandates that aid them to contribute to the entire NIMS framework as follow: stakeholder groups and mandates aimed at contributing to stakeholder groups and mandates aimed at the CDP funding mechanisms.

Figure 6: The CDP funding mechanism



Public-Private Partnerships

1. Evidence on the risks associated with developing, producing and selling more nutritious foods minimized available for NIMS
2. Utilization of the CDP to consumer demand for high-quality diets and nutritious food products created and promoted so that companies have confidence to invest and take risks in delivering more nutritious foods
3. CPD Processes to build a NIMS that provides evidence to government on how to incentivize private companies to improve the quality of food products all year round.
4. CDP to promote infrastructure planning better towards reducing food loses and promoting year-round access to enhance diets.

Academia and Research institutions

1. Collaborating to increase the understanding of the causes of inadequate nutrition and its related comorbidities and thus hold the promise to markedly influence health and family economic
2. Working group to identify the nutrition research needs whose advancement will have the greatest policy formulation impact and how this can be funded.
3. High light the multidisciplinary nature of nutrition research that requires stakeholders with differing areas of expertise to collaborate on multifaceted approaches to establish the

4.0 CDP MONITORING AND EVALUATION FRAMEWORK

The impetus and inclusion of an M&E for the CDP was based on a number of factors, with the ultimate aim of improving quality, performance, and learning across the nutrition sector. The considerations included:

1. Growing stakeholders internal and external accountability requirements regarding the support and implementation of the CDP and eventually to the operationalization of the NIMS
2. Providing a clear framework and system to assess the extent to which activities in the CDP for NIMS at all levels are contributing to OPMs overall objective to contribute to the operationalization of NIMS and nutrition sector at large.

As seen through CDP development process, there has been an open persistent call for all stake holders to participate and contribute resources. Such an integration and multi sectorial approach requires the need to demonstrate results and impact growth, and therefore M&E processes become more complex.

To ensure a common understanding of what best M&E results will look like throughout the CDP implementation, a thematic simple but robust M&E framework has been put in place with associated core and thematic indicators.

1. This will only be operative if OPM improves data collection and analysis to better understand and measure the results and quickly come up with actions on how this can be improved basing on the accepted goal targets.
2. Ensure M&E activities throughout the CDP are in line with the NIMS and mandates of the UNAP Cycle and approaches.
3. Be accountable to nutrition stakeholders (beneficiaries, donors, partners), through more effective and participatory M&E, and reporting.

Figure 7: M&E Results Chain

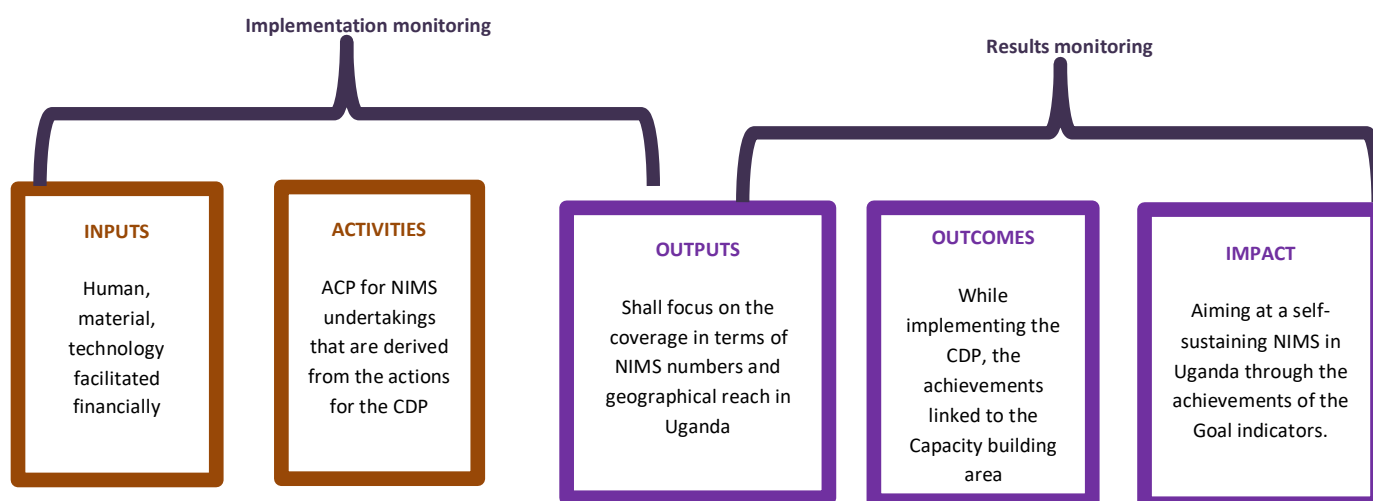


Table 6: Example of results chain

INPUT	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Nutritionists	Training in e-platforms for NIMS utilization	Number of Nutritionists trained in NIMS e-platforms	Increase in number of nutritionists using the e-platform to report on NIMS indicators	30% annual improvement in capacity for Technology, Human and financial resources for implementing NIMS.
Conference funding	Organizing the Uganda Nutrition Conference	Number of Nutrition researchers presenting nutrition papers at the conference	Increase in number of scientific papers on the NIMS platform	20% annual increase in Nutrition policies and programmes evidently backed up by the NIMS.

For the CDP, the aim of M&E is to provide information needed to assess the agreed inputs against specified NIMS performance criteria and objectives, which will be used to facilitate improvements.

The CDP for NIMS M&E system is comprised of the combination of processes, tools, templates, staff, equipment, and activities required to collect, manage, analyze, report, disseminate and utilize M&E information for the NIMS operational purpose.

The indicators suggested will enable OPM and the stake holders to determine whether the inputs (like money, time, staff, materials, equipment) are sufficient to achieve the planned outputs including the desired impact of a self-sustaining NIMS.

This should be able to trigger and facilitate participation from those the NIMS seeks to benefit as well as wider affected populations that do not directly benefit. Similarly, the OPM should have ongoing access to the M&E system during implementation and create a feedback mechanism to all stakeholders at all stages of implementation. Implementation of the M&E frame should be built on existing M&E capacities and practices, expanding skills of key staff when needed it should further facilitate lessons learned, drawing out information that can inform NIMS programming.

Table 7: The NIMS CDP Monitoring framework

Sect	Outcome	Indicators
Goal	Use of nutrition information with timely insight and innovation to support decision making and create value for individuals, organizations, communities, and societies with in the Nutrition sub sector.	20% annual increase in Nutrition policies and programmes evidently backed up by the NIMS.
		30% annual improvement in capacity for Technology, Human and financial resources for implementing NIMS.
		50% annual improvement in the coordination mechanism aimed at deliberate and timely nutrition information sharing among nutrition actors in Uganda.
		20% annual increase in evidence base projects coordinated by OPM aimed at nutrition: gap identification, advocacy and case building.
Outcome 1	A Nutrition information governance System and leadership at all levels as prerequisite for sustaining the momentum of effective nutrition policies and Programmes	% of stakeholder programmes feeding into the NIMS
		% of Planned NIMS platforms 75% functional according to the set standards
		% of major NIMS indicators receiving data by at least 25% of stakeholders in the implementation.
Outcome 2	A functional technology, human and financial resource for an operational national information platform for nutrition	% of NIMS platforms that confirm to the electronic functional usability standards
		% of institutions reporting having staff whose capacity was built in core NIMS themes and indicators
		% of institutions whose budget directly captures NIMS related activities in annual work plan
Outcome 3	A coordination mechanism operational as a platform for systematic, deliberate and timely nutrition information sharing, contribution and partnership among nutrition actors in Uganda.	% of stakeholder's report having participated in at least one NIMS forum in the preceding 12months
		% of institutions reporting having participated in the development of a NIMS stakeholder's engagement plan
		% of NIMS sharing platforms events executed against those planned for annually
Outcome 4	A NIMS with evidence, robust enough to provide relevant nutrition information to facilitate gap identification, advocacy and case building, policy formulation and decision making by government institutions.	% of institutions who report being part of the Nutrition profiles
		% of Stakeholder whose capacity was built in nutrition profiles utilization for programming

5.0 REFERENCES AND ANNEXES

5.1 References

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ANNEXES

- Data Collection Tools
- List of Key Informants consulted

5.2 Data Collection Tools

Qualitative Tools

a) NIMS Capacity Assessment Tool for Public Sector and Development Agencies

The Government of Uganda, through Office of the Prime Minister, is implementing National Information Platform for Nutrition (NIPN), funded by the European Union (EU). The Initiative aims to create a platform to bring together nutrition stakeholders at various levels to analyze existing information and data from all sectors to support the development of evidence-based policies and programmes to improve human nutrition. The purpose of this tool is to establish the current status of national nutrition information management systems and determine functional capacity and structures in place for improving nutrition requirements for NIPN. The tool is targeting national level key sectors and agencies that are known to contribute to malnutrition and to promote good nutrition, both nutrition-specific and nutrition-sensitive. These include Ministry of Health (MoH); Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); Ministry of Gender, Labour and Social Development (MoGLSD); Ministry of Local Government (MoLG); Ministry of Trade, Industry and Cooperatives (MoTIC); Ministry of Energy and Mineral Development; Ministry of Education and Sports; Office of the Prime Minister, National Planning Authority (NPA) and Uganda Bureau of Statistics (UBOS), European Union (EU), United Nations International Children's Emergency Fund (UNICEF) and World Food Programme (WFP).

Disclaimer: *In line with the data privacy Act 2018, the information provided shall be strictly used for purposes of the study and any personal identifiable information shall be held with utmost confidentiality and shall only be used for verification of facts by the researchers*

Part one: Respondent Profile Information

1. Name (optional)
2. Gender
3. Organisation
4. Sector of the Organization [Development Partners, NGO/Civil Society, Private Sector, National Level in Government, District Level, Others (*specify*)
5. Position/Title
6. Role in the organisation.....
7. Maximum Education Level held in Nutrition related fields [Certificate, Diploma, Degree, Masters, PhD]
8. Years of experience in Nutrition Sector
9. Contact details (*optional*)

Part Two: Governance systems (Policy, Programmes and Frameworks)

10. State any policies and frameworks which guide the management of nutrition information by non-state actors
11. Does your organization have a data management policy? And explain key tenets
12. State any monetary and non-monetary incentives for non-state actors to invest in nutrition information management
13. State any process and procedures used for multi sector nutrition information management by non-state actors
14. Are their multi sector nutrition information platforms and how frequently are their monitored?
15. As an organization, do you have a plan of action and budget for nutrition information management?
16. As an organization, do you have access to adequate technical support to develop, implement and monitor multi-sector nutrition information management plans?
17. What type of nutrition interventions, area of focus, or programmes are you involved in according to relevant policies?

Part Three: Resources (human and financial), Functions and infrastructure

18. How many staff does your organization employ in the areas of nutrition information management?
19. What percentage of these are information management specialists or communication experts?
20. Do you have any data scientists on your team?
21. Describe briefly key elements of current nutrition information management system at your organization (databases, networks, dashboard, or manual systems) being used by non-state actors
22. At national level, how is nutrition information managed?
23. What are the existing challenges with the current information management systems?
24. What are the existing skill gaps in the nutrition information management systems operated by non-state actors?
25. Which platforms are these systems running on “open source technologies or propriety technologies”?
26. What kind of data should the nutrition information management system capture and what kind of reports should it generate?
27. What kind of service should a national information management system provide and to who?

Part Four: Coordination and Partnership

28. Is there any form of coordination among actors in collection and analysis of nutrition information at various levels e.g. district and national level? Explain how
29. Is there a standard framework of nutrition data collection and integration in the sector?

Part Five: Evidence based decision making

30. Is there a standard framework of nutrition data collection and integration in the sector and common ontology?
31. Are there any nutrition decision support systems in the sector such as decision enhancement studios? Highlight any and indicate some of the users
32. What are the existing mechanisms of data collection, analysis and dissemination of nutrition information?

Thank you for participating in the research

b) NIMS Capacity Assessment Tool for CSO and Academia

The government of Uganda with kind support from the European Union (EU) is implementing a National Information Platform for Nutrition (NIPN). It aims at creating a platform to bring together and analyze existing information and data from all sectors to support the development of evidence-based policies and programmes to improve human nutrition. The purpose of this tool is to establish the current status of national nutrition information management systems and determine the requirements for NIPN. The tool is targeting key informants from Civil Society Organizations (CSOs), private sector and academia focusing on nutrition information management.

Disclaimer: *In line with the data privacy Act 2018, the information provided shall be strictly used for purposes of the study and any personal identifiable information shall be held with utmost confidentiality and shall only be used for verification of facts by the researchers*

Part one: Respondent Profile Information.

33. Gender
34. Organization And role at the organization
35. Type of organization [CSO, Academia, Private Sector]
36. Years of experience in nutrition sector

Part Two: Governance systems (Policy, Programmes and Frameworks)

37. Are you aware of any policies and frameworks which guide the management of nutrition information by non-state actors?
38. Does your organization have a data management policy?
39. Are you aware of any monetary and non-monetary incentives for non-state actors to invest in nutrition information management? If yes explain
40. Are you aware of any multi sector nutrition information platforms? If so, how often do you participate?
41. As an organization, do you have a plan of action as well as budget for nutrition information management?
42. State any capacity gaps in terms of policy, programmes and frameworks for nutrition information management.

Part Three: Resources (human and financial), Functions, and infrastructure

43. Does your organization have adequate human resource in the areas of nutrition information management?
44. Does your organization have a dedicated budget for nutrition information management? Explain
45. Does your organization have the right infrastructure to; collect, aggregate, process, and disseminate nutrition information? Explain how you manage nutrition information.
46. What are the existing capacity gaps in terms of human, financial and infrastructure resources?
47. What kind of service should a national information management system provide and to who?

Part Four: Coordination and Partnership

48. Is there any form of coordination among actors in collection and analysis of nutrition information at various levels e.g. district and national level done? Explain how
49. Is there a standard framework of nutrition data collection and integration in the sector?
50. How best should coordination be done?

Part Five: Evidence-based decision making

51. Is there a standard framework of nutrition data collection and integration in the sector and common ontology?
52. Are there any nutrition decision support systems in the sector such decision enhancement studios? If any, highlight them and indicate some of the users
53. How best can nutrition information be integrated into decision making?

Thank you for participating in the research

Quantitative Tools

a) Please fill in below for all post of the organization that relate to Nutrition information management

Title of the post	Recommended positions	Established post	No. of posts filled	Recommended qualification of post holders	Qualification of post holders

b) Capacity Assessment matrix for Nutrition Information Management

Dimension	Capacity Area	Current situation	Desired situation	Capacity development needs	Suggested Interventions	Responsible Actors	Priorities
Governance	Policies						
	Procedures						
	Data capture strategies						
	Data integration frameworks						
Human resources	Numbers						
	Competencies						
Technology platform	Systems and applications						
	Networks						
	Means of systems development and acquisition						
Data dissemination	Strategies						
	Channels and practices						
	Collaboration						
Financial resources	Overall budget for information management						
	% of budget for information system staff development						
	% of budget for technology growth						

5.3 List of Key Informants consulted

Name	Organization	Position	Contact Address
Mr. Vincent Senono Fred	Uganda Bureau of Statistics	Principal Statistician	0701312792
Mr. Musoke Andrew	Ministry of Local Government	Principal Economist	0779484799
Mr. David Mugisha	Ministry of Gender, Labour and Social Development	Commissioner Community Development and Literacy	0772981288
Ms Ketra Nakayenga	Ministry of Trade, Industry and Cooperatives	Senior Officer Quality Assurance and Standardisation	0774169998
Ms. Jacqueline Namyalo	National Planning Authority	Senior Planner ICT	jacqueline.namyalo@npa.go.ug 0772588811
Dr. Fredrick Kitoogo	National Information Technology Uganda (NITA-U)	Director Research, Planning and Development	0772855884
Mr. Moses Owiny	Women of Uganda Network (WOUGNET)	Manager, Information	+256414532035 owinymoses@gmail.com
Dr. Otto Francis	Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)	Manager, K-Hub	041 7713300 a.egeru@ruforum.org
Ms. Nanda Musa	RUFORUM	Technical Specialist, Knowledge Management	041 7713300 a.egeru@ruforum.org