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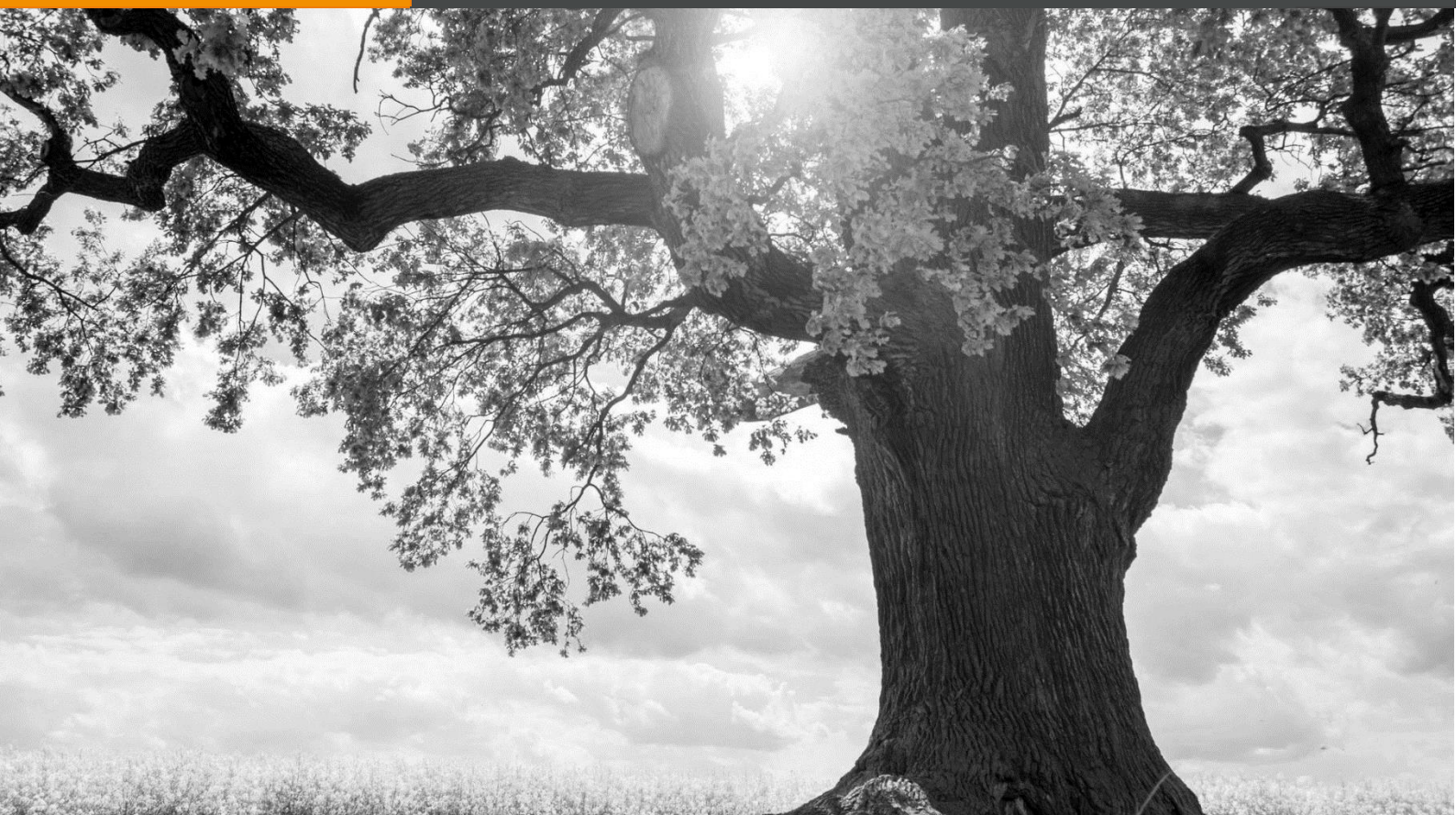
PLATEFORME NATIONALE D'INFORMATION POUR LA NUTRITION



NIGER  
STUDY REPORT

MACH 2021

# NUTRITION



## NIPN SUSTAINABILITY STUDY REPORT



 **SOFRECO**







Version approved by the NIPN Steering Committee on 24 March 2021

## PICTOGRAMS



agriculture



climate



trade



standard of living



business



economy



education



livestock



jobs and income



energy



environment



housing



industry



justice



nutrition



population



post and telecommunications



health



services



society



territory



tourism



transport

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## ABBREVIATIONS

<b>BCR</b>	Central Census Bureau
<b>C4N</b>	Capacity for Nutrition
<b>CNS</b>	National Statistics Council
<b>CT-PNSN</b>	Technical Committee for the National Nutrition Security Policy
<b>DCMIS</b>	Directorate of Statistical Information Coordination and Management (INS)
<b>DEPDD</b>	Poverty and Sustainable Development Research Division (INS)
<b>DRH</b>	Directorate of Human Resources (INS)
<b>DSEDS</b>	Directorate of Statistics and Demographic and Social Studies (INS)
<b>DS-MEP</b>	Directorate of Statistics of the Ministry of Primary Education
<b>DTP</b>	Desktop publishing
<b>EDMS</b>	Electronic document management system
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization
<b>FIRST</b>	Food and Nutrition Security Impact, Resilience, Sustainability and Transformation programme
<b>FRAT</b>	Fortification Rapid Assessment Tool
<b>GTN</b>	Nutrition Technical Group
<b>HC3N</b>	Office of the High Commissioner for the 3N Initiative
<b>I3N</b>	Les Nigériens nourrissent les Nigériens (Nigeriens feed Nigeriens) initiative
<b>INS</b>	National Institute of Statistics
<b>IT</b>	Information technology
<b>NIPN</b>	National Information Platform for Nutrition
<b>ONAPAD</b>	National Poverty and Sustainable Human Development Observatory
<b>PAP</b>	Annual performance programme
<b>PCA</b>	Analysis framework plan
<b>PNSN</b>	National Nutrition Security Policy
<b>PROSEHA</b>	Sector Programme for Water, Hygiene and Sanitation
<b>SG</b>	Secretary General
<b>SMART</b>	Standardized Monitoring and Assessment of Relief and Transition
<b>SNDS</b>	National Statistics Development Strategy
<b>SSN</b>	National Statistics System
<b>SUN</b>	Scaling Up Nutrition
<b>TA</b>	Technical assistance





## SOMMAIRE

<b>Abbreviations .....</b>	<b>iii</b>
<b>Sommaire .....</b>	<b>1</b>
<b>Assignment context and objectives .....</b>	<b>5</b>
<b>1. Objectives .....</b>	<b>5</b>
<b>2. Conduct of the study .....</b>	<b>5</b>
<b>2.1 Preparatory Phase.....</b>	<b>5</b>
<b>2.2 Fiels assignment.....</b>	<b>6</b>
<b>2.3 Main conclusions and issues to be examined to complete the study .....</b>	<b>6</b>
2.3.1 <i>Main conclusions .....</i>	6
2.3.2 <i>Outstanding issues to be addressed to complete the sustainability plan.....</i>	7
<b>Part 1 : Assessment .....</b>	<b>9</b>
<b>1. Level of dissemination of nipn interim results.....</b>	<b>9</b>
<b>1.1 Outputs and services developed by the nipn 9</b>	
<b>1.2 Public policy-making and monitoring ..</b>	<b>10</b>
<b>1.3 Use of information outputs and services.....</b>	<b>11</b>
<b>2. Operation and engagement of beneficiary institutions .....</b>	<b>13</b>
<b>2.1 National institute of statistics .....</b>	<b>13</b>
2.1.1 <i>Institutional form.....</i>	13
<b>2.2 Involvement of ins staff.....</b>	<b>13</b>
<b>2.3 Contributing sectors.....</b>	<b>15</b>
<b>2.4 HC3N .....</b>	<b>16</b>
<b>3. Skills transfer.....</b>	<b>17</b>
<b>4. Nipn funding .....</b>	<b>18</b>
<b>4.1 Budget analysis .....</b>	<b>18</b>
<b>4.2 Budget implementation .....</b>	<b>19</b>
<b>4.3 Cost of outputs and services .....</b>	<b>20</b>
<b>4.4 Unit costs.....</b>	<b>21</b>
4.4.1 <i>Estimate of the cost of services.....</i>	22
4.4.2 <i>Estimate of the cost of outputs.....</i>	22
<b>5. Niveau de diffusion du besoin de pérennisation .....</b>	<b>22</b>
<b>6. Planning.....</b>	<b>22</b>
<b>7. Assessment conclusions.....</b>	<b>25</b>
<b>7.1 Strengths and weaknesses identified ..</b>	<b>25</b>
<b>7.2 Short term challenges before the end of the current phase.....</b>	<b>26</b>
7.2.1 <i>Complete skills development with a focus on the decentralised level.....</i>	26
7.2.2 <i>Further develop the use of the nipn portal with the addition of web marketing features .....</i>	26
7.2.3 <i>Establish the basis for communication aimed at decision-makers and users in general.....</i>	26
7.2.4 <i>Complete the process of uploading sectoral macro-databases .....</i>	26
7.2.5 <i>Prepare the pca for 2021-2022.....</i>	26
7.2.6 <i>Prepare phase II.....</i>	27
7.2.7 <i>Ensure the institutional and organisational handover .....</i>	27
<b>7.3 Medium-term challenges: phase II .....</b>	<b>27</b>
7.3.1 <i>Maintain relevant pca requirements .....</i>	27
7.3.2 <i>Propose complementary tools or research alternatives.....</i>	28
7.3.3 <i>Complete the handover of services to the ins.....</i>	28
7.3.4 <i>Transfer production responsibilities .....</i>	28
7.3.5 <i>Continue skills development with a focus on the subnational level .....</i>	29
7.3.6 <i>Support pnsn monitoring and evaluation .....</i>	29
7.3.7 <i>Develop strategic communication tools .....</i>	29
7.3.8 <i>Transfer skills for nutrition policy-making and leadership .....</i>	29
7.3.9 <i>Complete the institutionalisation process .....</i>	30
<b>Part 2: sustainability plan.....</b>	<b>31</b>
<b>1. Esquisse du programme quadriennal de production.....</b>	<b>31</b>
<b>1.1 Outline of the four-year production programme .....</b>	<b>31</b>
1.1.1 <i>Formulation cycle .....</i>	31
1.1.2 <i>Production cycle .....</i>	31
1.1.3 <i>Information development cycle.....</i>	31
<b>1.2 Human resource requirements.....</b>	<b>32</b>
1.2.1 <i>Information system .....</i>	32
1.2.2 <i>Policy-making and strategic communication.....</i>	33
<b>1.3 Investment requirements .....</b>	<b>34</b>
1.3.1 <i>Continuing training.....</i>	34
1.3.2 <i>Training leading to qualifications .....</i>	34
1.3.3 <i>Les études complémentaires .....</i>	34
1.3.4 <i>Technical assistance .....</i>	35
1.3.5 <i>Physical investments .....</i>	35
<b>2. Financing requirements.....</b>	<b>35</b>
<b>3. Financing plan.....</b>	<b>36</b>
<b>Annexes .....</b>	<b>38</b>
<b>1. Annex 1 : Liste de people interviewed .</b>	<b>39</b>
<b>2. Annex 2 : Questionnaires .....</b>	<b>40</b>







## LIST OF TABLES

Table 1 : Schedule for the NIPN Sustainability Study.....	6
Table 2 : Use of human resources and profiles identified in the grant agreement .....	14
Table 3 : Training for skills transfer .....	18
Table 4 : Breakdown of the budget for the implementation of NIPN activities.....	18
Table 5 : Mid-term budget implementation.....	20
Table 6 : Estimate of unit costs for personnel (XOF).....	21
Table 7 : Estimation des coûts unitaires du personnel du HC3N.....	21
Tableau 8 : Cost of the NIPN's main outputs.....	22
Table 9 : 2017-2020 budget for Commitment 1 – Governance – PNSN Action Plan.....	23
Table 10 : PNSN Action Plan formulation cycles.....	32
Table 11 : Personnel to be internalised in the INS.....	33
Table 12 : Personnel requirements for the HC3N .....	33
Table 13 : Estimated TA requirements.....	35
Table 14 : Indicative budget breakdown.....	35
Table 15 : Financing plan .....	36





## ASSIGNMENT CONTEXT AND OBJECTIVES

### 1. OBJECTIVES

The overall goal is to develop a sustainability plan for the Niger's National Information Platform for Nutrition (NIPN) in anticipation of external funding coming to an end in 2021. The specific objectives are to :

- study the inclusion of the NIPN in the strategic and financial planning documents of the National Institute of Statistics (INS) and the Office of the High Commissioner for the 3N Initiative (HC3N), particularly in relation to the provision for funding in Finance Act documents;
- conduct a mid-term analysis of the NIPN's strengths and weaknesses;
- propose a sustainability plan;
- provide support for the Steering Committee's approval of the sustainability plan.

When the Terms of Reference (ToR) were drawn up for the study, it was thought that external funding would be completely withdrawn in 2022 as the grant to the INS was to end in the second half of that year.

The announcement at the start of the assignment that countries covered by the initiative would be receiving a further disbursement for the period from 2022 to 2025 led to some rethinking of the work to be carried out but did not alter the substance of the goal, which was to make provision in the Finance Act planning documents for a change in the role of the nutrition information system and the use of the information produced to inform decision-making. In practical terms, this means that there are an extra three years to complete the transfer of responsibilities and corresponding costs.

### 2. CONDUCT OF THE STUDY

The study was conducted in two phases :

- the preparatory phase, carried out remotely from 15 October to 15 November 2020;
- the second phase, carried out in Niamey (Niger) from 26 November to 11 December 2020.

#### 2.1 PREPARATORY PHASE

The purpose of the first phase of the study was to carefully prepare the field assignment. This involved defining the methodological approach and starting to gather input for the assessment. Two questionnaires (see Annex 2) were prepared, the first for those using the information and the second for those generating it (INS and line ministries).

The questionnaires were sent out to 43 information users and 23 information generators one week before the field assignment was due to start. This was done to cut the time spent on in-person interviews, taking into account time constraints given that the field assignment was short. However, in spite of repeated mailings, by the end of the assignment only four people had replied, which was not enough to produce useable information.

During this preparatory phase, work was also carried out to define the cost analysis approach, which is an important part of the ToR. The proposed approach, defined in the budget reform, is results-based and involves presenting the costs by output.

## 2.2 FIELD ASSIGNMENT

In spite of the NIPN team’s efforts, the field assignment ran into scheduling difficulties (end of the year, start of the pre-election period, resurgence of the COVID-19 crisis). This meant that some of the meetings planned for in-depth work (other than those with the NIPN team) could not be held, and it proved impossible to arrange an end-of-assignment presentation with the two main partners, namely the HC3N and the INS. The preliminary results were, however, presented at a meeting of the Technical Committee for the National Nutrition Security Policy (CT-PNSN).

The main upshot of this was that it was decided to adjust the overall schedule for the study, pushing the presentation date back to January 2021, as shown below.

**Table 1 : Schedule for the NIPN Sustainability Study**

Action	Deadline	Observations
Send draft version of the report	19/12/2020	Sent by the NIPN team
Gather feedback and send additional documents	10/01/2021	Sent directly to short-term expert with a copy to NIPN
Send final report	15/01/2021	
Organise the presentation workshop	End January 2021	At Steering Committee meeting, if possible

A second outcome was that the feedback gathering phase would be carried out partly on issues on which there had been no significant consultation and would therefore be more of a desk-based exercise, particularly on the question of financing and partial internalisation in the government budget.

## 2.3 MAIN CONCLUSIONS AND ISSUES TO BE EXAMINED TO COMPLETE THE STUDY

### 2.3.1 MAIN CONCLUSIONS

Based on the assessment’s findings, although the pre-requisites for technical and financial internalisation are in place, the operational conditions required for the transfer of responsibilities have not yet been met.

In a short space of time, the initiative has led to the development of quality outputs and services that are highly rated by their users, but the relatively low level of involvement of the personnel at the institutions that are the direct beneficiaries means it is not yet possible for them to take over production and maintain the same quality standards.

Recurring costs, calculated on the basis of the unit costs of outputs and services, show that the additional expense of producing analyses is minimal compared to the cost of data collection and the size of the budgets of the two institutions involved. Both institutions are clearly willing to internalise the NIPN’s functions, but no arrangements have yet been made for their inclusion in the national budgets.

No headway can be made in institutionalising the NIPN initiative’s information system in the INS until government funding is available to cover at least the permanent positions; in other words, the full cost of the positions, including benefits, administration as well as salaries.



### 2.3.2 OUTSTANDING ISSUES TO BE ADDRESSED TO COMPLETE THE SUSTAINABILITY PLAN

This report sets out the working hypotheses for the budgetary approach, which had not been discussed at any length. Rather than a simple review of the proposals, it is therefore now necessary to:

- examine the estimates of unit costs and, in particular, the quantities recorded in Excel spreadsheets;
- review the job profiles and calculate the corresponding costs of public sector salaries for the positions being considered for internalisation;
- examine the proposals for HC3N outputs;
- check that no further tangible investments are needed, apart from those included in the cost of the positions;
- ensure that there are trainers for the programme modules available (if not, this will need to be added to technical assistance costs);
- verify what short-term experts are needed for other profiles (although, at least in European Union (EU) calls for tenders, there is no breakdown for short-term experts by position and time).





## PART 1 : ASSESSMENT

### 1. LEVEL OF DISSEMINATION OF NIPN INTERIM RESULTS

#### 1.1 OUTPUTS AND SERVICES DEVELOPED BY THE NIPN

There are several outstanding aspects that are worthy of note.

The NIPN team was successful in:

- developing outputs consisting of documents of a high quality, recognisable and well-designed;
- developing services, including access to digital data (albeit still under construction), that comply with relevant international standards;
- capitalising on the experience gained in this phase (particularly the more methodological and technological aspects); this work was undertaken from the start to avoid it being left to the end and included as part of the project's closing activities, as often happens.

These three achievements alone are practically sufficient reason to continue with the approach that has been developed.

The outputs can be divided into two categories: 1) **analyses** (including their planning which involves preparing analysis framework plans (PCAs); 2) **methodological guides**. The analyses can be further broken down into long and short documents, which are accompanied by a press release in the form of a news story posted on the NIPN website.

The services, which are available on the online platform (NIPN web portal: <https://pninniger.org/web/>), include:

- access to microdata, including Standardized Monitoring and Assessment of Relief and Transition (SMART) survey data and, more recently, data from the survey conducted under the Sector Programme for Water, Hygiene and Sanitation (PROSEHA); in total, 10 anonymised micro-databases with the associated metadata are available as open access resources;
- access to macro-data consisting of nutrition-related indicators compiled in a single public database;
- user support which will, in future, include online training toolkits in addition to a range of communication and dissemination activities, such as advertorials and a statistics café.

☞ These outputs and services are well-identified and should be a priority for sustainability and also for the internalisation of production and financing. The question to be addressed is which of them can be directly managed by the INS without any reduction in quality, and which can be partly or wholly financed from the government budget.

In the first phase, many of the documents were produced thanks to the programme and based on the use of specific nutrition surveys. In terms of sustainability, the work could go beyond replicating the analyses (updating the analyses with new data), with a focus in the PCA on conducting supplementary analyses (collecting new datasets by involving experts from other fields, such as sociologists and social anthropologists, in order to understand certain trends) and providing effective responses with a view to bringing about changes in behaviour and perceptions. This will enable the NIPN to provide new information and not just information based on conventional data from the periodic surveys of the National Statistics System (SSN).

## 1. Measurement analysis feedback

This is a basic principle in statistics. In-depth analysis is the only way to improve data collection tools, adjust approaches and submit new 'queries' to the system. One of the probable outcomes of such an analysis is that it will show how to respond in the most sustainable way.

Opening up new lines of questioning by continually adding to existing surveys (in terms of the number of variables or sample size) is not feasible as it will only make them more and more costly, and the more extensive and complex a survey is, the more the quality suffers<sup>1</sup>.

The NIPN has already put in place a qualitative survey to increase understanding of nutrition, hygiene and sanitation practices and behaviour, and socio-cultural and health-related determinants among target groups in the first thousand days in two regions. It is likely that, for upcoming PCAs, the questions posed will focus on:

- issues relating to the depth of analysis in geographic terms, with disaggregation by department rather than region (cumulative sampling methods could be tested to increase the level of significance of certain structural variables);
- issues relating to longitudinal tracking, particularly intergenerational transmission, that is, cohort tracking (mother-to-child transmission, for example).

☞ There is therefore a purely statistical 'work in progress' for the development of data collection tools. Investment in research and development activities to find alternative or complementary methodologies quickly becomes costly (even when they are limited to testing). It is therefore important to team up with scientific and financial partners for such activities.

☞ Whatever issues might arise over upcoming PCA cycles, it is clear that the complexity of the nutrition question in the Niger will call for more sophisticated analysis tools and involve extensive cross-analysis of data.

## 1.2 PUBLIC POLICY-MAKING AND MONITORING

The NIPN's main contribution to date has been the development of policy analysis grids, with the establishment of activity assignment and budget allocation criteria for nutrition. These have been used to develop advocacy and priority-setting tools, particularly for the HC3N, but also for different sectors, such as health and agriculture. These actions directly support the HC3N's Nutrition Unit and steering body (CT-PNSN), and there are plans to further strengthen support for policy-making (particularly at the sector level) in the second part of the initiative.

The NIPN's tools and outputs are one of the main resources used in the work of the HC3N's Nutrition Unit, with its intangible contributions proving particularly valuable. They include:

- sectoral steering with an important contribution to the work of the CT-PNSN;
- development of advocacy tools;
- mobilisation of contributing sectors;
- coordination with technical partners, particularly organisations of the United Nations system.

☞ Technical assistance (TA) played a real 'Swiss Army knife' role in this aspect of the initiative, and this makes it difficult to identify the corresponding outputs and services and determine the nature of the internalisation process. However, for the HC3N, this phase addressed the multisectoral

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<sup>1</sup> Monitoring of 1,000 women a month, by tracking health centre users or through other approaches (for example, sentinel surveillance), results in an annual sample of 12,000 women (large sample, but data collection quality control is facilitated).





nature of nutrition issues and the development of the Nutrition Unit, which now has well-defined roles and functions, provided that it does not end up being closed.

☞ It is hard now to discern the boundary between the NIPN's information system and its use by the HC3N. It most probably lies in communication for decision-making. While a statistics unit can and should communicate results in all possible forms to reach different types of audience, its remit does not include an advisory role on nutrition policy (or any other policy). This is not just a programmatic issue, it also concerns NIPN leadership and the relationship between the statistical information system and policy leadership.

☞ Looking ahead to the future operation of the NIPN, it will probably be necessary to consider creating a visual distinction between documents from the 'information system' and those concerned with policy communication,<sup>2</sup> especially if the latter are on Commitment 8 of the National Nutrition Security Policy (PNSN). The NIPN, as an initiative, features both aspects – statistical information and use – in its 'virtuous' cycle, and the fact that the Niger's NIPN is now strongly identified as the nutrition information system means that, in the future, the two components will need to be separated properly.

### 1.3 USE OF INFORMATION OUTPUTS AND SERVICES

Overall, the work of the NIPN has resulted in a considerable number of documents; the NIPN website has at least 25 analysis documents produced in 2019 and 2020 (as well as other documents such as manuals and technical guides).

A questionnaire<sup>3</sup> was sent out to 43 key players (HC3N, line ministries and partners) to evaluate the extent to which the disseminated documents had been used. By the end of the assignment, only four questionnaires had been returned.

In spite of the fact that the response rate for surveys of this kind is generally low, the lack of response is, in itself, a response. It highlights the gap between the demand for increasingly complete, accurate, reliable and up-to-date information and its actual use, which is limited to extracting talking points or shock statistics that serve to underpin a course of action which is often a foregone conclusion.

☞ In any event, while the documents produced largely avoid using overly scientific jargon and are kept short (four pages), the information currently being disseminated is relatively technical, and it is likely that many readers just skim the content. This is a common issue and not one specific to the Niger or this sector. The NIPN has undertaken significant efforts to make the analyses more accessible and readable (training in writing and communication skills, development of a graphic charter for the INS, development of materials, etc.). These efforts should be continued. There is no doubt that today everyone opts to watch a tutorial rather than read an instruction manual. The results therefore need to be presented in other ways, in even shorter formats, particularly in the case of communication for decision-making, and there should be plans for further work to be carried out on diversifying the media used to disseminate information (see below).

A recent webinar organised by the Nutrition Research Facility (NRF) on EU funding with the participation of Capacity for Nutrition (C4N) and NIPN Niger on 4 December 2020 put forward the following recommendations:

- it is important to issue technical memos providing recommendations that fall directly within the remit of decision-makers;
- it is important to access resources in cost-benefit terms and the cost effectiveness of actions

<sup>2</sup> While there is no problem with a project having two different strands, they must be properly identified and separated.

<sup>3</sup> The purpose of this questionnaire was to rate outputs, means of access and publication formats.

should be taken into account;

- results, analyses and research findings should be made available to decision-makers, taking into account the complexity of the response to the different forms of malnutrition.

However, there are still many potential users who do not utilise electronic media, either because they do not have internet access or, more often, because they do not know how to use the platform.

## 2. Workshops and seminars

Although there are very few studies on the role and impact of workshops and seminars, when participants are asked to complete an evaluation and indicate their reasons for taking part, the main ones cited are the 'need to keep up-to-date' and 'saves'.

Widespread use of smartphones is creating a new form of communication: screenshots of the presentation. When asked their reasons for doing this (as the presentation is generally distributed or sent to them), participants say that they want to pass it on to colleagues or that they do not have the equipment or software required to read the document.

In terms of media dissemination, this means that, ultimately, a day-long presentation is judged on a few images and the message reduced to a few phrases.

From a quantitative point of view, the NIPN's website has been successful, quickly recording a significant volume of traffic. The statistics reveal a large number of unique users<sup>4</sup> at the start of 2020 (1,900 in January and 1,700 in February). Since September 2020, the numbers have stabilised at between 350 and 500 unique users a month. **This is quite an achievement**, considering the very specific nature of the website. The audience can be increased further, by regularly monitoring the referencing (search engine indexing). However, it is not realistic to expect more than a few thousand unique users to visit the site regularly each month. The site's statistics tool will need to be fine-tuned in order to record the number of views per page and the document downloads. The benchmark tools that the site already has installed should be sufficient for this purpose.

☞ This raises the issue of the communication strategy from a technological point of view. Fast loading and search engine optimisation are no longer enough as they constitute a 'passive' approach. If more active (or aggressive) tools, such as those employed in e-commerce, are not used, greater use will need to be made of web marketing tools for more targeted communication.<sup>5</sup> Dedicated human resources are needed for this because it is not enough, for example, just to add links to social networks; these communities must then be managed, which means assigning specific human resources, but which ones? **Starting from the premise that communication needs to be increasingly targeted (in both geographic and thematic terms), it is not just a matter of thinking up a snappy summary for an image but of knowing how it is going to reach the target audience.** While there are technological solutions available via social networks or bulk SMS messaging, additional human resources need to be deployed to deal with this type of communication.

☞ The NIPN team has received unanimous praise for the quality of its work in terms of content and packaging, but it is difficult to gain practical insights into users' media and communication preferences. The team is currently working on developing expertise in communication. If it is

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<sup>4</sup> Unique visitors are calculated based on the IP address used to access the website. They are only counted once no matter how many times they return to the site.

<sup>5</sup> This also raises the question of the administration and hosting of the INS and the NIPN websites because while the tools do exist, they need to be administered, and it will not always be possible to count on the super administrator, AFRISTAT, to carry out these tasks.



found that practices and approaches need to change, it will be necessary to invest in skills development again. It is worth remembering, however, that disseminating outputs via the platform did not start until 2020.<sup>6</sup>

## 2. OPERATION AND ENGAGEMENT OF BENEFICIARY INSTITUTIONS

### 2.1 NATIONAL INSTITUTE OF STATISTICS

#### 2.1.1 INSTITUTIONAL FORM

In the current phase, the financing the Niger received can essentially be considered to be support for the strengthening of material and human resources, with a view to ‘creating a task force unit within the INS’. This involves allocating internal resources to the implementation of a specific programme for as long as there is strong and consistent demand for information.

This concept of a task force unit is brought into play when an institution with a highly vertical organisational structure has to address needs that require a cross-cutting approach, as is the case with an issue as multidimensional as nutrition. There have, in fact, already been task force units in the past directly attached to the Directorate General of the INS, such as the National Poverty and Sustainable Human Development Observatory (ONAPAD) and the Central Census Bureau (BCR). These units have now been converted into divisions, as can be seen in the institution’s most recent organisational chart.

It is useful to examine the case of ONAPAD, now called the Poverty and Sustainable Development Research Division (DEPDD), to see what happens to a task force unit that has been converted into an organisational entity: lacking direct leadership and the ability to deploy financial and human resources, the DEPDD is now practically incapable of producing outputs.

A task force unit is, by definition, a temporary body whose organisation and operation should be defined in the organisational structure. **Such units are designed to disappear once there is no longer a demand to be met from those above.**

- In the initial stages, it could be argued that the need to internalise financing takes precedence over institutionalisation. Whatever form the entity takes, it must have a budget that does not rely on external funding.
- There are constraints associated with the financing tools used. In this case, the grant agreement is perfectly consistent with institutional support but is not very results-based.

### 2.2 INVOLVEMENT OF INS STAFF

The creation of the NIPN task force unit is defined in the grant agreement and involves two types of personnel: those with profiles not currently covered in the INS, who are funded directly from the grant, and INS staff made available as a contribution in kind or funded from the allocation for indirect costs.<sup>7</sup>

The table below shows the use of human resources according to the profiles identified in the grant agreement.

<sup>6</sup> Given the health crisis, this was perhaps not the best year for achieving media visibility!

<sup>7</sup> When a lump sum is provided for indirect costs, it can be allocated at the discretion of the recipient as such costs do not have to be accounted for.

**Table 2 : Use of human resources and profiles identified in the grant agreement**

Job title	Funding	Evaluation of deployment	Ex-post evaluation of relevance
<b>NIPN project coordinator</b>	Indirect	Deployed full-time from the start of the grant period	Whatever the institutional form, a task force unit/division must have a manager
<b>Data manager</b>	Indirect	Not deployed; work performed by system administrator	This profile can be covered by the principal statistician or the database system administrator
<b>Principal statistician</b>	Indirect	Difficulty deploying INS statisticians; part-time deployment	An essential position; the work was largely carried out by TA
<b>System administrator</b>	Indirect	One person deployed but not full-time (minimum part-time hours)	To be maintained as 'principal' information technology (IT) officer responsible for routine and corrective maintenance of the database and platform
<b>Web designer/webmaster</b>	Indirect	Not deployed; work performed by system administrator	Not necessary
<b>Grant manager</b>	Indirect	Partial deployment of INS resources; the coordinator largely performed the management function	Depends on contractual terms and conditions
<b>Principal analyst</b>	Direct	Deployed full-time from the start of the grant period	Main position in the Unit
<b>Experts</b>	Direct	Used for Fortification Rapid Assessment Tool (FRAT)	In view of low use, it is better to outsource under service contracts
<b>(specialised in nutrition/public health)</b>	Direct	Process still in progress; three support officers deployed for four months in the sectors	It is too early to assess the added value of support officers; however, given the difficulties reported in accessing data, their deployment seems necessary
<b>Sector support officers</b>	Direct	Significant deployment of interns who made effective contribution to outputs	The possibility of training interns is relevant as a factor in sustainability

The involvement of INS staff therefore showed mixed results. While for two of the positions there was no problem with deployment and availability, for the others coverage was erratic, sometimes hindering the progress of the activities. The reasons for this are probably competing activities within the INS and the novel nature of NIPN activities. The added value provided by the INS in terms of human resources, at least under the grant, was therefore low.

☞ While, for the sake of effectiveness, direct funding of all the key positions would be the best option, this would undermine efficiency and sustainability. The optimal size of a nutrition analysis unit is probably four to five people, provided that it can count on shared resources to maintain the tools required for their work, particularly databases.



## 2.3 CONTRIBUTING SECTORS

The question of using data and indicators from sectoral collection systems (both surveys and administrative data collection) is important for the NIPN. In theory, the NIPN, like the INS, should be a secondary user of sectoral data;<sup>8</sup> that is, it should use the results, assuming, of course, that the sectoral systems are capable of providing regular, quality outputs.

The envisaged solution, involving the deployment of sector support officers, should make it possible to conduct an analysis of the availability of data and select the nutrition-sensitive indicators that will be used for the analyses.

The NIPN encountered numerous difficulties and a weak response from the Ministry of Public Health's Directorate of Statistics when collecting nutrition indicators from the health sector, in spite of the fact that both this Directorate and the Directorate of Nutrition at the same ministry had validated the indicators selected at a consolidation workshop held on 29 and 30 July 2019 (94 potential indicators: 81 for health, and 13 for infant and young child feeding). Despite the work of the NIPN focal point for the health sector and an intern supervised by the NIPN, there is a big gap between the indicators agreed at the workshop and those actually being provided. With the switch from producing indicators by programme/project to a centralised tool – District Health Information Software 2 (DHIS2) – it seems impossible to have long data series.<sup>9</sup> In the end, the available indicators were only collected for the years 2018 and 2019. Therefore, after a year and a half, 24 of the 43 indicators selected by the NIPN were provided for just one or sometimes two or three years.

For the education sector, an officer from the INS's Directorate of Statistics and Demographic and Social Studies (DSEDS), supervised by TA, supported the NIPN in collecting indicators from the Directorate of Statistics of the Ministry of Primary Education (DS-MEP). Of the 49 indicators originally identified, one is available through surveys (INS), 10 are to be collected from the Ministry of Secondary Education and 38 concern the Ministry of Primary Education. Of these 38 indicators, 15 with long data series were collected nationally and some were to be available at the regional level by the end of 2020.

Ninety-five indicators related to nutrition were identified for the agriculture sector. When collected, some indicators were disaggregated into several indicators (cereal output, area and yield). The DSEDS-INS officer gathered them from available records and publications. This enabled 61 indicators with long data series to be collected by the end of 2020 at the national and regional level, and this should make it possible to carry out more detailed cross-analyses (essentially in terms of geographic disaggregation) than those conducted to date.

The NIPN selected 31 indicators in the water and sanitation sector, but there has been little progress made in terms of collection.

For the environment sector, 113 indicators were identified based on the mapping and work carried out by the sector support officers, but the NIPN has not yet determined which indicators it will select. The Directorate of Statistics does not produce a statistical yearbook; it mainly prepares reports on indicators for the sector. Although it should publish reports on indicators annually, the last one was for 2013. The list has been updated thanks to a review of the environmental indicators (toolkit for the sector's indicators) undertaken with the HC3N. However, the situation remains unsatisfactory, largely due to the lack of a system to automatically generate statistical yearbooks and the small number of professional statisticians. As yet, no data has been collected (0 indicators).

<sup>8</sup> At least for routine statistics from administrative data collection or sector surveys (such as the agriculture survey).

<sup>9</sup> The old databases have not yet been linked up with those created from the DHIS2 registration system.

☞ In spite of support (also from sources other than the NIPN), there are still no databases with long series for the sectors, and data are often compiled by pulling figures from disparate sources, such as reports or digital files. The INS is normally responsible for centralising indicators to be fed into national databases (and also for supporting sectors in improving the quality of their statistics). At some point, it will therefore need to assume this function; taking over the updating of the macro-database should be a priority in the internalisation process because the tools used, whether for quality analysis or for the database format, are standard tools used by the INS. Nevertheless, experience has shown that database maintenance is practically the first function to be dropped after a project comes to an end.

### 3. Why are databases not maintained?

Most macro-databases are essentially regarded as an external service to make information available to the public. They should, however, also be considered a valuable internal tool for conducting analyses, particularly on long series.<sup>10</sup> In the absence of a demand for analysis, there is no personal interest in maintaining such systems because, ultimately, on the few occasions when a series needs to be compiled, it is conducted in an ad hoc manner. Analysis planning and database maintenance are therefore closely linked.<sup>11</sup>

A database is a means and not an end.

The time spent maintaining the macro-database should not exceed six person-months a year once the initial round of data collection has been completed.

## 2.4 HC3N

The HC3N is a task force unit attached to the presidency. Within the conceptual framework of the NIPN, its role in relation to the nutrition information system is to organise and articulate demand. The HC3N has only received the following support from the NIPN:

- the strengthening of technological capacities, specifically the installation of an electronic document management system (EDMS) and improvement of the internal network;
- advocacy and strong institutional support in 2019 to give the Nutrition Unit an official mandate and officially establish the bodies governing the PNSN by means of orders issued by the HC3N;
- support to play its role in disseminating the findings of the analyses for decision-making (organisation of seminars, webinars, etc.);
- systematic support to review ToRs and technical reports, strategies, guides and tools produced by the HC3N, the contributing sectors and technical and financial partners;
- skills development through participation in training programmes and peer-to-peer training, particularly on the operation of steering bodies.

Following the decision to use the HC3N steering bodies, in particular the CT-PNSN, to approve PCAs and the NIPN outputs instead of the proposed ad hoc bodies, there was no further direct support for the operation of the HC3N.

The conceptual schema of the cycles developed by the NIPN is highly relevant; it enabled information topics to be established by consensus and made their development predictable. The

<sup>10</sup> To put it simply, when the only output is a statistical yearbook, there does not seem much point in maintaining the indicator database.

<sup>11</sup> For example, the Open Data database only goes up to 2014 for agriculture.



resources needed to establish the first cycle of analysis were mobilised by TA personnel, specifically the permanent technical assistant for sector policies aided by a short-term expert.

While the demand articulation approach can be considered to have been successfully resolved, the subsidiary issue of its solvency remains. The financing of an information subsector (involving highly cross-cutting issues) cannot be separated from the financing of the subsector in general or, by extension, from PNSN implementation.

☞ While the institutional involvement of the HC3N has been important in terms of identifying information needs and formulating questions, in the phases involving results interpretation and dissemination and use of analysis results, it is difficult to decipher who does what and therefore to determine, for example, the impact of discontinuing the TA and, in particular, the skills transfer needs for the internalisation.

☞ Another question that needs to be addressed is coordination between the CT-PNSN and the national NIPN Steering Committee, which is a project body. With a view to sustainability, a steering body that is not an ad hoc structure needs to be found for the information systems (see below).

☞ Coordination and steering bodies.

The NIPN is organised according to a cyclical process based on three pillars: 1) demand formulation; 2) production of analyses; 3) information development and communication.

Each of these cycles requires coordination among the bodies as well as decision-making. With a view to sustainability, the forums for these processes should, if possible, be existing bodies that are operationally independent from any project:

- For the formulation cycle, the use of the CT-PNSN as a coordinating and steering body has already been internalised.
- For the information development cycle, the Advocacy Technical Working Group in which the NIPN has been included, although only recently, could be a suitable forum and serve as the interface between the statistical information system and institutional communication.
- For the production cycle, in particular for coordination of the SSN, there is, in theory, an ad hoc forum – the National Statistics Council (CNS) and its specialised commissions. At present, the CNS is barely operating, which means that there is a link missing in the process of discussing, coordinating, orienting and steering national statistics policy. Until the ‘legal’ reforms enabling the CNS to perform these functions take effect, the solution proposed by the INS’s Directorate of Statistical Information Coordination and Management (DCMIS) is to use its Steering Committee as the forum for monitoring and coordinating with the sectors’ statistics services, subject to the statistical information system for the nutrition information system being included in the future National Statistics Development Strategy (SNDS).

☞ When there is external support, there is necessarily a steering committee, but where technical and institutional forums exist, its role is limited to operational steering, in which case its structure is leaner, with fewer members and fewer hierarchical levels involved.

### 3. SKILLS TRANSFER

Skills transfer began very early on in the process as the technical tools were developed, with a total of 719 days of training provided to date for 151 people (contributing sectors, HC3N and INS).

**Table 3 : Training for skills transfer**

Summary of training sessions					
Subject	Contributing sectors	HC3N	INS	Total	Dates
Data anonymisation	5	2	12	19	7 to 11 May 2018
Writing skills	0	1	17	18	25 to 29 June 2018
Nutrition measurement concept and system	9	2	5	14	7 to 9 August 2018
Data anonymisation	5	0	9	14	27 to 31 May 2019
Training on basic concepts of nutrition	14	2	6	22	23 to 25 April 2019
Method of statistical analysis	0	1	11	12	15 to 24 July 2019
Training in desktop publishing (DTP)	0	0	26	26	9 to 13 December 2019
Writing skills	9	0	17	26	27 to 31 January 2020
<b>Total</b>	<b>42</b>	<b>8</b>	<b>103</b>	<b>151</b>	
<b>Share in the total (%)</b>	<b>28</b>	<b>5</b>	<b>68</b>		

Skills transfer must be considered in relation to the contribution of INS staff. Based on deploying the equivalent of three full-time workers, **the ratio is 1:22 – for every person deployed, 22 people were trained**. This should, in theory, ensure the availability of staff trained in the tools developed by the NIPN and the specifics of nutrition data analysis.

Training leading to qualifications (four courses planned on nutrition and IT) has so far only been held for IT personnel. It is therefore too soon to assess the use of personnel who have received such training. It is, however, an integral part of the sustainability plan. If the training is not put to use, the strategy will have to be rethought or a new one adopted.

☞ In spite of these considerable efforts, experience has shown that high staff turnover means that training must be provided on a continuous basis. It is estimated that, in five years' time, one out of two of those trained will no longer be available.

## 4. NIPN FUNDING

The budget implemented so far is largely an investment budget. This is logical considering that analysis ultimately relies on deploying human resources.

### 4.1 BUDGET ANALYSIS

The table below shows the composition of the budget after the proposed addendum was issued in August 2020. It does not take into account indirect costs, contingencies or the costs of evaluations and audits associated with project implementation.

**Table 4 : Breakdown of the budget for the implementation of NIPN activities**

Budget breakdown (EUR)		
(excluding indirect costs and contingencies)	Budget (addendum)	%
<b>I. Investments</b>	<b>2 281 726</b>	<b>82</b>
<b>Machines and equipment</b>	<b>248 316</b>	<b>9</b>
Computer equipment	112 681	4
Software licences	32 692	1
Transport	45 430	2
Infrastructure	57 513	2





<b>Intangible investments</b>	<b>2 033 410</b>	<b>73</b>
Staff training	183 194	7
User training	26 774	1
Technical assistance	1 450 000	52
Complementary survey studies	373 442	13
<b>II. Operating expenses</b>	<b>496 283</b>	<b>18</b>
Personnel expenses (except administrative staff)	123 961	4
Administrative staff	26 400	1
Staff expenses (assignments)	14 190	1
Office expenses	164 007	6
Costs of organising statutory meetings	7 525	0
Costs of organising technical meetings	36 545	1
Communication expenses	66 221	2
Dissemination expenses	57 435	2
<b>Total</b>	<b>2 778 009</b>	
<b>Grant (INS + HC3N + line ministries)</b>	<b>1 328 009</b>	<b>48</b>

This budget breakdown clearly shows that most of the spending on TA was investments, particularly intangible investments. Logically, for these investments to be profitable, **the NIPN must be able to produce the same quantity of outputs and services at the current cost over five years in order to recover the investment.** Classing all TA as an investment partially obscures the fact that it has been involved to a significant extent in production processes and that a considerable number of person-months of TA will need to be allocated to operating the NIPN.

#### 4. Why data collection is an investment ?

Data collection is classed as an investment not because of an accounting approach but for reasons associated with the information production process. Although it is an operating expense from an accounting point of view, it only produces a raw material, that is, data, which only becomes information once it has been analysed and disseminated.

Comparing the value added by the NIPN to data collection processes and taking into account the costs of the SMART<sup>12</sup> survey alone (EUR 350,000 +/- per financial year), the additional cost is 35% of the amount invested in data collection: **for every EUR 10,000 invested in data collection, EUR 3,500 of information development must be added to the current cost.** This might seem high, but the operating expenses shown in the table above also include expenses incurred because it is a new activity (with considerable expenses in the start-up stage and for the development of tools) and unit costs because it is a project. Another disadvantage of the project approach is that budgeting is issue-based rather than output or service-based. To meet analysis needs, it is therefore necessary to restructure the production costs to then produce budgets for outputs and services and also assess the effect of a different financing approach.

## 4.2 BUDGET IMPLEMENTATION

There are two sources of funding for the NIPN: a grant to the INS and a TA agreement. The mid-term situation is shown below.

<sup>12</sup> It is much lower because it does not include sectoral information development.

**Table 5 : Mid-term budget implementation**

Budget implementation (EUR)				
(excluding indirect costs and contingencies)	Budget (addendum)	%	Expenditure to August 2020	Disbursed (%)
<b>I. Investments</b>	<b>2,281,726</b>	<b>82</b>	<b>1,392,422</b>	<b>61</b>
<b>Machines and equipment</b>	<b>248,316</b>	<b>9</b>	<b>197,448</b>	<b>80</b>
Computer equipment	112,681	4	74,036	66
Software licences	32,692	1	32,692	100
Transport	45,430	2	45,430	100
Infrastructure	57,513	2	45,290	79
<b>Intangible investments</b>	<b>2,033,410</b>	<b>73</b>	<b>1,194,975</b>	<b>59</b>
Staff training	183,194	7	33,085	18
User training	26,774	1	0	0
Technical assistance	1,450,000	52	893,000	62
Complementary survey studies	373,442	13	268,890	72
<b>II. Operating expenses</b>	<b>496,283</b>	<b>18</b>	<b>196,364</b>	<b>40</b>
Personnel expenses (except administrative staff)	123,961	4	52,391	42
Administrative staff	26,400		16,255	62
Staff expenses (assignments)	14,190	1	1,232	9
Office expenses	164,007	6	80,221	49
Costs of organising statutory meetings	7,525	0	4,286	57
Costs of organising technical meetings	36,545	1	13,283	36
Communication expenses	66,221	2	16,665	25
Dissemination expenses	57,435	2	12,030	21
<b>Total</b>	<b>2,778,009</b>		<b>1,588,787</b>	<b>57</b>
<b>Grant (INS+HC3N+line ministries)</b>	<b>1,328,009</b>	<b>48</b>	<b>695,787</b>	<b>52</b>

Taking into account the break in some activities in 2020 as a result of the COVID-19 pandemic, budget implementation is on track. The lowest implementation rates are for training, in particular training leading to qualifications and user training.

It should be possible to implement these activities in 2021: training two officers leading to a master's degree in nutrition and user training. The number of user-training sessions has been reduced in view of the delays in 2020. This type of training is relevant in terms of sustainability, particularly if there are plans to move towards a regionalised use of information.

### 4.3 COST OF OUTPUTS AND SERVICES

Determining the cost of the outputs and services provided by the NIPN requires reallocating some of the expenses for the more qualified positions and then, based on experience, calculating the time devoted to production processes by the different categories of personnel involved.

To simplify the production cost analysis, four items are considered for operating expenses:

- The human resources devoted to an output or service and the unit cost of each personnel category involved: salaries and benefits, position (amortisation), communication and travel.
- The acquisition of goods and services for intermediate consumption, including the cost of workshops and meetings, reproduction costs and dissemination costs (holding of press briefings, press conferences, etc.).
- Fixed costs, that is administration and management costs, which are set at 15% and include actual budgeted expenses, around 12% of the grant + indirect costs. The total is 19% of the grant, reduced to 15% when indirect costs included in positions are not taken into account.



- Contribution to the amortisation of equipment, particularly shared IT tools (servers, internet connection). The amortisation of the 'personal' equipment of staff is included in unit prices.

For investments, two items are considered:

- Continuing training, based on the assumption that it will be necessary to retrain at least one out of two people over five years. This might seem a lot, but high staff turnover means that booster training will be needed.
- Data collection is only taken into account when it is additional to collection that is already being financed and when it involves the development of new collection tools (such as the FRAT survey).
- This analysis does not take into account TA. It is also an investment item, but its size will depend on whatever skills transfer programme is decided on.

## 4.4 UNIT COSTS

Unit costs for personnel are determined according to those established in the grant agreement for pay and benefits.

**Table 6 : Estimate of unit costs for personnel (XOF)**

Position	Team leader	Senior analyst	Statistician	Database/ platform administrator	Statistician
Salaries and benefits per month	1,049,534	983,939	983,939	983,939	590,363
Position (amortisation)	27,550	27,550	27,550	32,798	27,550
Communication	39,358	39,358	39,358	52,477	39,358
Travel	39,358	39,358	39,358	19,679	39,358
<b>Total per month (excluding fixed costs)</b>	<b>1,155,800</b>	<b>1,090,204</b>	<b>1,090,204</b>	<b>1,088,892</b>	<b>696,628</b>
<b>Total (+ fixed costs)</b>					
Per month	1,329,170	1,253,734	1,253,734	1,252,226	801,123
Per day	60,417	56,988	56,988	56,919	36,415
Per year	15,950,037	15,044,813	15,044,813	15,026,709	9,613,473

\* The equivalent of one full-time position that can be shared among several experts.

On this basis, operating expenses for the task force unit personnel in the INS amount to XOF 70 million a year (EUR 107,000).

The annual amount for HC3N personnel is in the region of XOF 50 million a year, as shown below.

**Table 7 : Estimation des coûts unitaires du personnel du HC3N**

Position	HC3N coordinator	Advocacy officer	Focal points for nutrition	Webmaster
Salaries and benefits per month	1,049,534	983,939	590,363	590,363
Position (amortisation)	27,550	27,550	27,550	27,550
Communication	39,358	39,358	39,358	39,358
Travel	39,358	39,358	39,358	39,358
<b>Total per month (excluding fixed costs)</b>	<b>1,155,800</b>	<b>1,090,204</b>	<b>696,628</b>	<b>696,628</b>
<b>Total (+ fixed costs)</b>				
Per month	1,329,170	1,253,734	801,123	801,123
Per day	60,417	56,988	36,415	36,415
Per year	15,950,037	15,044,813	9,613,473	9,613,473

#### 4.4.1 ESTIMATE OF THE COST OF SERVICES

With the same unit costs, a rough estimate can be made of the cost of maintaining NIPN services.

Services (XOF)	+/-77 500.000
Maintaining the web portal (annual cost: corrective maintenance and content updating)	8,871,096
Maintaining indicator databases (annual cost)	28,741,664
Maintaining micro-databases (annual cost)	11,866,340
User support (annual cost)	27,866,527

User support includes the cost, converted to a yearly basis, of training provided at the provincial level and the organisation of specific media support (other than that associated with the regular dissemination of analysis documents).

#### 4.4.2 ESTIMATE OF THE COST OF OUTPUTS

The cost of the two main outputs, based on the unit costs and estimated time devoted to them, is as shown below.

**Tableau 8 : Cost of the NIPN's main outputs**

NIPN outputs (XOF)	(Rounded)
Annual PCA (cost of programme converted to annual basis)	5,000,000
Analysis document (cost of output)*	18,500,000

\* Goods and services = analysis workshop + document reproduction + presentation of findings.

The average cost is EUR 28,000 per analysis document produced and disseminated.

## 5. NIVEAU DE DIFFUSION DU BESOIN DE PÉRENNISATION

The articulation of a need to ensure the sustainability of a specific information system is inextricably linked to the importance attached to the issue itself. As J. Derozières pointed out, 'a statistic is produced when an issue is socially considered social'. The perception of nutrition as a multidimensional issue can be regarded as an outcome of the NIPN initiative. Several of those interviewed remarked that, before the NIPN initiative, their perception of nutrition was quite different and they did not understand what they could contribute in terms of information.

Top-level discussions on sustainability needs began very early on at the INS and HC3N. This study is therefore a stage in a process that is already under way. It is worth noting, however, that proposals for sustainability, particularly those set out in the document prepared by the NIPN team in January 2020,<sup>13</sup> assume a scenario in which both activities and financial responsibilities are transferred. Although there is around a year and a half of activities still to go, sustainability in the sense of a complete handover to the beneficiary institutions seems premature as only a part of the pre-requisites have been met.

## 6. PLANNING

The 3N Initiative (I3N) is a sectoral component of the Economic and Social Development Plan (PDES) for 2017-2021 concerned with food and nutrition security, sustainable agricultural development and sustainable environmental management. The HC3N's multi-year expenditure planning documents (DPPDs) set out operational programmes to implement I3N objectives. The

<sup>13</sup> <https://pnin-niger.org/pnin-doc/web/uploads/documents/88/Doc-20201125-163217.pdf>



new I3N five-year Action Plan for 2021-2025 should make better provision for the NIPN in terms of budgeting.

From a planning point of view, nutrition information is 'accounted for' under Commitment 1 of the PNSN on governance of the sector. In the Action Plan for 2017-2019, around EUR 1 million was allocated to this item under Result R.1.2.

**Table 9 : 2017-2020 budget for Commitment 1 – Governance – PNSN Action Plan**

Commitment 1: Governance	Total cost (XOF)	Total cost (XOF)	Total cost (XOF)	Total cost (XOF)
<b>Total cost 2017-2019</b>	16,111,264,000	3,144,298,000	5,208,990,500	7,757,975,500
<b>PROGRAMMES</b>				
<b>R1.1 PNSN disseminated and implemented</b>	2,169,820,000	651,505,000	591,045,000	926,270,000
<b>1.1 PNSN governance and coordination</b>	1,500,200,000	367,085,000	398,945,000	734,170,000
<b>1.2 PNSN dissemination</b>	668,620,000	284,420,000	192,100,000	192,100,000
<b>R 1.2 Nutrition information</b>	7,382,711,875	1,661,503,375	2,270,882,375	3,500,326,125
<b>1.2.1 Quality information</b>	3,437,871,000	10,000,000	1,713,935,500	1,713,935,500
<b>1.2.2 Studies</b>	1,702,175,000	1,378,275,000	100,000,000	223,450,000
<b>1.2.3 Information for planning</b>	2,211,165,875	222,778,375	442,696,875	1,545,690,625
<b>1.2.5 Information for PNSN review</b>	31,500,000	0	14,250,000	17,250,000

The narrative of the Action Plan sets out the NIPN's objectives and functions, although there are also some activities to be found under other commitments, specifically Commitment 8 on communication.

Detailed information on budgets allocated to this result refers to NIPN activities, but they are essentially capacity development activities. In terms of accountability, this means that the HC3N must monitor the NIPN to ensure it is operating effectively. From a budgetary point of view, the information system must be included in the corresponding programme (231) of the Finance Act.

With regard to annual planning, in particular the annual performance programmes (PAPs), the NIPN corresponds to Output 4.4 of Action 3: 'Facilitate governance bodies'. In the 2021 PAP, this output is described as:

Output 4.4: The information and monitoring and evaluation system for the PNSN is in place	NIPN operational Number of information systems in place and operational
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The indicator for operationality – '0' or '1' – is not detailed, but it can be considered that the NIPN is operational and that the qualitative indicator can therefore be replaced with a quantitative one based on the analyses planned under the PCA for the current year (or a composite indicator based on NIPN outputs and services). If the NIPN's financial planning is finally carried out entirely on the basis of the unit cost of outputs and services, it would be normal for the performance indicator to be the number of outputs used to calculate the total.

It is important to take advantage of the fact that the processes to prepare the next PNSN Action Plan and to define Phase II of the NIPN have coincided in order to coordinate and describe the activities relating to the information systems, if possible, by using the terms and approaches determined by the NIPN for the difference cycles ('quality information' is not intrinsically meaningful).

In terms of internalisation and institutionalisation, it is important to know how to address the question of INS financing budget-wise rather than in a project-based way. In terms of accountability, while the HC3N is 'responsible' for the inclusion and monitoring of the action (according to results-based management), the budget that would enable the INS to take over is the responsibility of the Ministry of Planning (which also endorses external grants to the INS). In principle, from the next budget year, the INS is prepared to earmark an allocation for the monitoring of nutrition in priority actions<sup>14</sup>.

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<sup>14</sup> Verbally communicated by the INS Director General.



## 7. ASSESSMENT CONCLUSIONS

### 7.1 STRENGTHS AND WEAKNESSES IDENTIFIED

Strengths	Weaknesses	Opportunities
<b>The outputs and services developed by the NIPN are available, accessible and of a high quality. They receive unanimous praise.</b>	By the end of the current phase, an analytical evaluation will have been conducted of most of the existing data.	Public policies seek to improve the integration of nutrition-related issues in the formulation and, to a lesser extent, in the implementation and financing of policies and programmes.
<b>The demand for information is well-structured and based on stakeholder consensus. The PCA approval process is internalised in HC3N steering forums.</b>	Formulating questions is a complex process, and for the time being its internalisation in the INS is not really being addressed.	The NIPN's functions are now incorporated into the Action Plans for PNSN implementation. Information supply must also be organised at the SSN and INS level.
<b>The conditions required for a transfer of production responsibilities are met, particularly in terms of capitalising on experience.</b>	Relatively small contribution so far by the INS to the process of producing evidence and evaluating the data for decision-making purposes. There are no dedicated officers in the HC3N, apart from in the HC3N's CT-PNSN and Nutrition Unit, to whom existing responsibilities could be transferred.	NIPN activities are better taken into account in the process to restructure the INS's organisational chart.
<b>The methods for producing analysis documents are effective, with relatively short response times.</b>	The media coverage still has a strong scientific and technical focus.	Support is planned for 2021 to improve communication for decision-making. The aim is to define the boundaries between the information system and policy messages as well as address technical issues.
<b>The investment programme has been completed, and the institutions have the required technological tools.</b>		

In terms of opportunities, it is important to take advantage of planning overlaps:

- formulation of the next PNSN Action Plan, which must ensure that the role of the nutrition information system is better planned and that the HC3N's Nutrition Unit has officers capable of taking over from TA;
- revision of the SNDS, which presents an opportunity to include nutrition information as a priority action;
- reform process under way to restructure the INS's organisational chart.

Formulation of the second phase of the NIPN initiative is therefore part of a process of change

that could, of course, make the task more complex (the results are uncertain) but might also help resolve some sustainability issues.

## 7.2 SHORT TERM CHALLENGES BEFORE THE END OF THE CURRENT PHASE

The activity planning process is currently under way. Following approval of the INS grant addendum, an addendum to the TA agreement could also be drawn up. The work plan for 2021 is now being prepared. The activities that could have the most impact in terms of achieving the expected results for this phase are outlined below.

### 7.2.1 COMPLETE SKILLS DEVELOPMENT WITH A FOCUS ON THE DECENTRALISED LEVEL

As well as improving skills, training for information users at the decentralised level also presents a good opportunity to disseminate information, gather feedback on communication strategies and, most importantly, develop a user network.

As the number of training sessions has had to be limited, it would be useful to plan a session to identify regional networks (participants would provide lists of contacts).

### 7.2.2 FURTHER DEVELOP THE USE OF THE NIPN PORTAL WITH THE ADDITION OF WEB MARKETING FEATURES

The choice and addition of web marketing features requires in-depth knowledge of the use of the website. There are numerous benchmarking tools that are often installed directly in the shared hosting cPanel. The addition of dissemination features (alerts, notifications, etc.) involves making technological choices (formal network registration, use of cookies). When making these choices, it is particularly important to take into account the significant increase this could entail in terms of workload and to determine the human resources responsible for maintaining these tools.

### 7.2.3 ESTABLISH THE BASIS FOR COMMUNICATION AIMED AT DECISION-MAKERS AND USERS IN GENERAL

This should enable the NIPN to contribute more effectively to advocacy (particularly to the work of the Advocacy Working Group) and to develop new outputs (policy briefs, for example) from the analyses. This obviously goes hand in hand with the choice of options referred to in the previous point on developing the platform's embedded tools.

### 7.2.4 COMPLETE THE PROCESS OF UPLOADING SECTORAL MACRO-DATABASES

Whatever the content of the future PCA 2021-2022, there is no doubt that the core of the analysis of existing data lies in crossing nutrition data with data on the evolution of sensitive indicators at the sector level. This is an activity that should be internalised in the INS as a matter of priority.

### 7.2.5 PREPARE THE PCA FOR 2021-2022

This report sets out the broad outlines for continuing the NIPN. However, there is still further research that needs to be carried out, particularly with regard to financial planning, taking into account both the future PNSN Action Plan and the procedures that will be used for the EU budget. This means that, if it is decided to internalise part of the financing, the different contractual documents (EU budget) and budget documents will probably need to be prepared, or support provided to prepare them.





## 7.2.6 PREPARE PHASE II

This report sets out the broad outlines for continuing the NIPN. However, there is still further research that needs to be carried out, particularly with regard to financial planning, taking into account both the future PNSN Action Plan and the procedures that will be used for the EU budget. This means that, if it is decided to internalise part of the financing, the different contractual documents (EU budget) and budget documents will probably need to be prepared, or support provided to prepare them.

## 7.2.7 ENSURE THE INSTITUTIONAL AND ORGANISATIONAL HANDOVER

**If the HC3N mandate ends after the presidential election**, it is important not to dissociate the strategic handover of the NIPN from that of the multisectoral coordination for the implementation of PNSN 2017-2025 and the NIPN's Nutrition Unit, maintaining the INS as the NIPN project manager.

In any scenario, the important thing is to preserve the multisectoral approach to nutrition. There are always major leadership difficulties with cross-cutting issues<sup>15</sup> when they are entrusted to a line ministry because the relationship between sectors is not horizontal (as some simplistic coordination flowcharts suggest) but characterised by vertical chains of command. To get around these problems, governments create ad hoc bodies to address the issue.

From a purely institutional point of view, none of the main PNSN/NIPN contributing ministries (health, rural development, social protection, water and sanitation, and education) alone has a mandate to promote these functions, even though they are all concerned with the development of nutrition. The options chosen must be such that the contributing sectors have the same level of responsibility in improving the nutritional status and wellbeing of the population. This will also ensure there is a strong voice for advocacy, heard both nationally and internationally, aimed at mobilising resources and driving the reforms required to accelerate achievement of the Sustainable Development Goals (SDG 2 in particular).

Nonetheless, the institutional handover is a purely political decision that can be taken at any time and that would be difficult to influence externally. The different institutional scenarios that exist assume that the Nutrition Unit will be transferred with its PNSN implementation functions intact. If this is not the case, it would be necessary to rebuild this coordination unit from scratch, and then it would no longer be an alternative scenario for implementation but a complete rethink of the second phase of the NIPN initiative.

However, the transfer of functions could involve NIPN action and must take into account the governance bodies created (CT-PNSN, Advocacy Working Group), human resources, the tools developed and, above all, the budgets established in finance laws.

## 7.3 MEDIUM-TERM CHALLENGES: PHASE II

### 7.3.1 MAINTAIN RELEVANT PCA REQUIREMENTS

The search for 'lines of questioning' is likely to become increasingly complex, more and more 'focused' and specific and involve a growing number of players. The development of questions and statistical tools for responses and the planning and scheduling of production processes should be such that standards of quality for outputs are maintained. It is also probable that there will be an increasing need to establish partnerships (with researchers and operators in the field).

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<sup>15</sup> Nutrition, but also food security and the environment.

The HC3N must continue to be supported in its role as coordinator of efforts to identify the demand for information when formulating the PCAs, assuming that the HC3N's mandate is maintained after the presidential election.

### 7.3.2 PROPOSE COMPLEMENTARY TOOLS OR RESEARCH ALTERNATIVES

External funding would mostly be allocated to an investment plan for the new phase if NIPN operation in its current state is internalised.

This activity would involve:

- completing work to capitalise on certain activities undertaken in the first phase (qualitative survey, FRAT/24-hour recall survey) from the point of view of data collection frequency and the elements to be transferred to collection mechanisms;
- discussing and developing pilot collection tools to overcome the current limitations of nutrition surveys;<sup>16</sup>
- providing support to line ministries on methodological aspects to improve the measurement of nutrition variables in their collection processes.

### 7.3.3 COMPLETE THE HANDOVER OF SERVICES TO THE INS

The relevant INS directorates, for example the DCMIS, should take over the services, particularly the maintenance of the two nutrition information databases and the micro-databases. The associated resources, in particular the data cleaning workshops, the support for sectors to ensure the quality of sensitive indicators and the transfer of data to the central database, should be included in the national partner's operating budgets.

With regard to the NIPN, a distinction must be made between technological aspects, particularly the development and maintenance of communication tools, and communication aspects, that is, the content writing and user relationship components. While the INS website administrators can deal with the technological aspects, the content side will be a matter for the NIPN unit.

### 7.3.4 TRANSFER PRODUCTION RESPONSIBILITIES

Transferring the production of analyses raises two subquestions: 1) whether there are people available with the skills required to use the tools and who have the knowledge of the subjects in question; 2) how INS staff involved in producing analyses will be paid.

With regard to the first question, at the end of Phase I, there will be two or three people with the skills and knowledge required to carry out the production process correctly, including data formatting, statistical processing, preparation of comments and illustrations and the drafting of key messages and recommendations, which is the most complex task. The numbers are too few to ensure sustainability.

The second question concerns the contractual arrangements for production, whether financed with external resources or internal funding. The ideal solution would be a purely results-based approach because it would allow production of the outputs required under the PCAs to be shared between sources of financing (for example, some analyses could be financed using internal resources, and those requiring 'complementary studies' could be financed with external funding). It therefore also depends on the type of financial vehicle to be used for external funding.

In any event, operating expenses for production will, at some point, have to become independent

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<sup>16</sup> Unicef is prepared to collaborate in such processes.



from the source of financing.

### 7.3.5 CONTINUE SKILLS DEVELOPMENT WITH A FOCUS ON THE SUBNATIONAL LEVEL

As the situation currently stands, further significant investment is required to address problems at the subnational level, including challenges relating to the tools available. Assuming the necessary materials and a pool of trainers are available, even short training courses in the field require resources to run them and to ensure the right participants are selected, specifically people or entities that can act as secondary trainers to pass on the skills and knowledge. This involves not only technical personnel, but also local decision-makers. If the targeting is not effective, it will end up being just another training course.

### 7.3.6 SUPPORT PNSN MONITORING AND EVALUATION

It can be assumed that regular updating of the databases for the sensitive indicators selected at the end of Phase I constitutes a solid basis for monitoring. Likewise, continued budget analysis according to the procedures defined in previous processes and lessons learned from the experience gained should enable the HC3N to report on monitoring. However, monitoring also generates a considerable amount of factual information: monitoring of achievements and monitoring of immediate results (mechanism hosted by the HC3N). The NIPN should not be concerned with medium-term results (it is also a way to avoid it being both judge and party).

### 7.3.7 DEVELOP STRATEGIC COMMUNICATION TOOLS

Initially, the following support to the HC3N needs to be continued:

- in the area of IT, complete digitisation (EDMS) and redesign the HC3N website, including a 'nutrition' tab; as for the NIPN website, it is necessary to develop benchmarking and web marketing tools and add useful links to other sites, such as the NIPN's;
- support the HC3N in designing its graphic charter and ensure the transfer of the skills required to use it;
- adapt nutrition training materials that have already been developed and the writing skills for effective communication and DTP, with a view to training more HC3N staff regionally and in different sections, for example, the section responsible for the environment, which recently created a Nutrition Division with new human resources;
- adapt existing communication materials for advocacy sessions aimed at decision-makers at the regional level;
- support the preparation of customised technical notes and questions on emerging issues associated with planning and implementing nutrition programmes, for example, raising the level of the Scaling Up Nutrition (SUN) focal point.

### 7.3.8 TRANSFER SKILLS FOR NUTRITION POLICY-MAKING AND LEADERSHIP

It is necessary to support the process to formulate and approve the second PNSN Action Plan and to develop new programmes and strategies (for example, food fortification) when a decision is taken. To this end, the following actions are required:

- support the adoption of a list of indicators and the corresponding targets as part of the Action Plan formulation process;
- continue current support for the operation of the CT-PNSN and provide technical facilitation for its work; technical updates on topical issues could be scheduled at agreed intervals;

- continue to strengthen links between the CT-PNSN and the different technical groups, including the Nutrition Technical Group (GTN), the Nutrition-Sensitive Working Group (GTNS) and the SUN network, for greater consistency and alignment with the PNSN and its Action Plan;
- promote a dialogue between decision-makers and CT-PNSN members to support decision-making on policies and programmes (for example, government and parliamentary seminars) to secure more public investment and funding for the second PNSN Action Plan 2021-2025;
- provide technical support to organise a roundtable on financing the second PNSN Action Plan.

### 7.3.9 COMPLETE THE INSTITUTIONALISATION PROCESS

In the proposed schema, institutionalisation and the form it should take depend to a large extent on the degree of internalisation of production costs at the HC3N and INS programme level. The only option would seem to be a service attached to the Directorate General of the INS in the form of a task force unit (unless the INS line management structure is to be revised). The personnel and resources will then be assigned in line with the financial resources.



## PART 2: SUSTAINABILITY PLAN

### 1. ESQUISSE DU PROGRAMME QUADRIENNAL DE PRODUCTION

#### 1.1 OUTLINE OF THE FOUR-YEAR PRODUCTION PROGRAMME

The work plan is based on the assumption that it will take around five years (2022 to 2026) to see a 'return' on the investments made in the first phase of the NIPN. EU funding for the second phase is expected to cover the period from 2022 to 2025.

##### 1.1.1 FORMULATION CYCLE

The formulation cycle must include two planning processes (2023-2024 and 2025-2026). Some support is still required for implementation because the process is likely to be increasingly complex and it is the part of the cycle that is least internalised in the INS, the contributing sectors and the HC3N.

##### 1.1.2 PRODUCTION CYCLE

The production plan should be based on the PCAs, which are two-year planning processes. The first PCA (2019-2020) consisted of five questions resulting in six analysis documents. The second (2021-2022) has not yet been prepared and will straddle the two phases of the initiative.

There will therefore be two PCAs to implement: 2023-2024 and 2025-2026. These PCAs must include:

- updates of analyses already produced, particularly the trend analyses using SMART surveys;
- updates of budget analyses (every year or once every two years).

Based on a series of identical questions, the production situation is as shown below.

PCA 2021-2022	PCA 2023-2024	PCA 2025-2026
Four analyses, all of which should be covered by the current phase	10 analyses	Eight analyses, considering that updates of budget analyses can be managed as routine work outside the initiative

This gives a total of between 20 and 25 production processes. They may result in a larger number of documents if each analysis is broken down into separate outputs. It is therefore necessary to maintain the process of enhancing the analysis methods by adding to existing guides or preparing new ones if new methods emerge (for example, analysis based on cumulative sampling).

##### 1.1.3 INFORMATION DEVELOPMENT CYCLE

The information development cycle comprises two distinct aspects:

- maintenance of NIPN services, in particular the NIPN portal and its content (databases, documents), and user support;
- support for policy-making using evidence from the production cycle and its translation into a form suitable for advocacy, and the mobilisation of partners and political players.

Taking into account that the PNSN Action Plans are three-year programmes, the formulation cycle will involve two planning processes in the period up to 2025 and a long-term policy review process.

**Table 10 : PNSN Action Plan formulation cycles**

PNSN ACTION PLAN 2020-2022	PNSN ACTION PLAN 2023-2025	PNSN 2026-2034
Work is in progress. It is expected that support can be provided under the current phase, particularly in relation to advocacy.	Support for monitoring and evaluation resources – budget analyses (input) and outcome indicators – and strengthening of strategic communication.	In theory, the tools should be available to prepare this new planning process.

The production programme therefore involves the following outputs and services:

- Formulation of the PCAs, an output for which the HC3N is responsible, including all aspects of the organisation of the adoption process; it also includes the information system, particularly statisticians and analysts.
- Framing the PNSN Action Plans based on analysis results, a process involving the use of all the analysis outputs, which must be prepared in a form suitable for programmes and for advocacy. NIPN support will largely focus on the advocacy component.
- Preparation of a policy brief for regional decision-makers: extension to the regional level must be accompanied by adaptation of advocacy outputs, which involves effort in terms of analysis and creating new materials, particularly media resources.
- Preparation of a newsletter on PNSN monitoring: while the NIPN’s remit does not include PNSN monitoring beyond the presentation and interpretation of outcome and impact indicators, the communication component involves converting the monitoring information into a form that can be communicated to the widest possible audience.
- Maintenance of information monitoring (EDMS): installing an EDMS tool enables effective internal use of information and serves as a document database for external communication. Therefore, once the EDMS is fully installed, the work must continue to capitalise on the potential and feed the HC3N website with material.
- Maintenance of the HC3N portal’s nutrition page: HC3N’s communication strategy (2020-2022) includes a complete overhaul of its website. Tabs will be added for different topics, including one for nutrition. As with the information system website, in addition to developing the nutrition page, it will also need to be provided with effective management tools.

There are clearly many activities in the information development cycle that are difficult to plan for, particularly in terms of coordinating internal and external (partners), and this gives rise to the production of ad hoc outputs. **However, the purpose of good communication is to centre the debate on standard outputs in order to avoid a proliferation of specific documents, which makes it difficult to ensure consistency.**

## 1.2 HUMAN RESOURCE REQUIREMENTS

Skills deployment and development must be at the heart of the second phase of the NIPN initiative. This implies that, in the short term (2023 at the latest), all INS and HC3N personnel concerned with the information system and with policy and communication will be financed from government funding.

### 1.2.1 INFORMATION SYSTEM

The personnel shown in the table below should be internalised in the INS task force unit for the information system.

**Table 11 : Personnel to be internalised in the INS**

Title	Profile	Duties	Estimated time
<b>Head of task force unit (position currently occupied by the coordinator)</b>	Statistician with in-depth knowledge of nutrition	In addition to being involved in the analyses, the head of the task force unit is responsible for coordination between the HC3N and the INS and also contributes to platform maintenance	Full-time
<b>Principal statistician (position to be filled)</b>	Statistician with very good knowledge of statistical analysis tools; an understanding of the subject can be acquired through practice	The principal statistician is responsible for processing the analyses and maintaining the content of micro-databases	Full-time
<b>Principal analyst</b>			
<b>(position to be internalised)</b>	Statistician with very good knowledge of nutrition	The principal analyst is responsible for interpreting the analyses and maintaining the macro-databases	Full-time
<b>Platform administrator (position to be filled)</b>	IT officer with a focus on the webmaster role (profile with greater emphasis on communication skills than IT skills)	The platform administrator is responsible for managing the website in terms of content (benchmarking) and communication tool management (web marketing)	Full-time

Other profiles will be needed, but on an occasional basis, including:

- INS network administrator to maintain the servers and applications;
- experts in specific fields, such as demographers (for the next General Population and Housing Census, which will require the revision of data series) and survey statisticians.

The INS already has such experts. Their secondment could be arranged in the second phase as a contractual provision, but this would depend on the contractual form of the support.

### 1.2.2 POLICY-MAKING AND STRATEGIC COMMUNICATION

As in the INS, it is necessary to ensure dedicated human resources in the HC3N for the Nutrition Unit.

**Table 12 : Personnel requirements for the HC3N**

Title	Profile	Duties	Estimated time
<b>Head of Nutrition Unit (internalised position)</b>	Specialist in health and nutrition policy	Coordination with multiple sectors and partners, policy-making and articulation of analysis needs	Part-time NIPN
<b>Communication officer (position to be filled)</b>	Specialist in communication (journalism) and with very good knowledge of nutrition issues	Responsible for preparing communication materials (policy briefs, newsletters) and for nutrition page content	Full-time
<b>Nutrition focal points (being put in place)</b>		Responsible for conducting sectoral advocacy, scheduling planning and organising monitoring	Part-time NIPN

<b>Website administrator (position to be filled)</b>	IT officer with a focus on the webmaster role	In charge of corrective maintenance and content updating for the nutrition page and maintaining contact databases and benchmarking	+/- 6 person-months per year
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Other profiles will be needed, but on an occasional basis, including:

- EDMS administrator responsible for maintaining the application and organising and monitoring content;
- HC3N communication officer responsible for ensuring that the graphic charter is applied and that the tools developed for nutrition are included in the HC3N’s general communication strategy.

### 1.3 INVESTMENT REQUIREMENTS

#### 1.3.1 CONTINUING TRAINING

For continuing training, the curricula developed in Phase I should be used and new ones developed:

- use and adaptation, if necessary, of existing training modules on writing for effective communication and DTP;
- use of module on nutrition for certain sectors and/or decentralised offices;
- development of a module on the quality of data collection and calculation of the main nutrition indicators;
- development of a module on advanced website management (benchmarking tools, customer service tools), audience building and user network management;
- development of a training module on budget analysis based on exercises carried out previously;
- training in advanced Excel skills: table creation, pivot tables, basic statistical functions and spreadsheet protection.

#### 1.3.2 TRAINING LEADING TO QUALIFICATIONS

In order to achieve internalisation, at least two additional INS and HC3N officers need to undergo long-term training in nutrition

#### 1.3.3 LES ÉTUDES COMPLÉMENTAIRES

During the process, analysis results give rise to complementary studies. It is therefore not possible to establish specific topics *ex ante*, but eligibility criteria can be defined and an amount assigned in the budget. This includes:

- complementary surveys, either with a geographic focus or aimed at specific target groups;
- methodological tests in approaches for certain variables: cognitive approach, sampling approaches, etc.

As in the first phase, partnerships may also be established.





### 1.3.4 TECHNICAL ASSISTANCE

The TA profile can be retained in terms of skills and job description. Current estimated requirements are as shown below.

**Table 13 : Estimated TA requirements**

Title	Profile	Duties	Estimated time
Head of TA	Statistician	In addition to output quality control, duties include continuing to develop analysis tools and, in particular, work on complementary or alternative tools (R&D function)	Full-time for the duration of the initiative
Policy and communication officer	Specialist in nutrition and nutrition policy		Part-time for the duration of the initiative
Short-term expert	IT officer	Responsible for providing training in advanced website management	15 person-days
	Statistician	Responsible for providing training in advanced Excel skills	15 person-days
	Statistician	Responsible for providing training in quality nutrition survey data collection	15 person-days
	Web designer	Responsible for developing HC3N nutrition page	30 person-days
	Specialist in communication on nutrition	HC3N graphic charter	25 person-days

### 1.3.5 PHYSICAL INVESTMENTS

Current planning does not include any significant physical investments because the cost of maintaining positions is included in personnel costs, and vehicles and office equipment are, at present, in good working order. The only equipment that needs to be replaced in Phase II are the two servers – the network-attached storage (NAS) server and application server.

## 2. FINANCING REQUIREMENTS

Financing requirements are calculated on the basis of unit costs for the personnel defined in the analysis section. These are contractual costs, that is, the cost of a position from a contractual point of view (salaries and benefits). When internalised, these salaries will become public service salaries. Everything therefore depends on the schedule established for the transfer. The other costs are those established for the implementation of this initiative.

**Table 14 : Indicative budget breakdown**

POSTES	Unité	Quantité	PU	Total CFA	Total Euros
<b>Operation</b>				<b>909,027,158</b>	<b>1,385,803</b>
<i>Information system outputs</i>				<b>463,184,592</b>	<b>706,118</b>
<b>Preparation of PCAs</b>	parametric cost	2	940,301	1,880,602	2,867
<b>Preparation of analyses</b>	parametric cost	25	18,452,160	461,303,991	703,251
<i>Information system services</i>				<b>309,382,506</b>	<b>471,649</b>
<b>Maintenance of web portal</b>	cost/year	4	8,871,096	35,484,382	54,095
<b>Maintenance of indicator databases</b>	cost/year	4	28,741,664	114,966,654	175,265
<b>Maintenance of micro-databases</b>	cost/year	4	11,866,340	47,465,361	72,360
<b>User support</b>	cost/year	4	27,866,527	111,466,108	169,928
<i>Policy/communication outputs</i>				<b>84,330,736</b>	<b>128,561</b>
<b>Preparation of PCAs</b>	parametric cost	2	4,631,676	9,263,353	14,122

Framing of PNSN Action Plans based on analysis results (cost for one year)	parametric cost	2	3,845,163	7,690,326	11,724
Preparation of policy briefs for regional decision-makers	cost/year	4	6,710,637	26,842,547	40,921
Preparation of a PNSN monitoring newsletter	cost/year	4	10,133,628	40,534,511	61,794
<i>Policy/communication services</i>				<b>52,129,324</b>	<b>79,470</b>
Maintien de la veille informationnelle (GED)	Cout/an	4	4 910 837	19 643 348	29 946
Maintenance of HC3N portal nutrition page	cost/year	4	8,121,494	32,485,976	49,524
<b>Investments</b>				<b>1,248,722,600</b>	<b>1,876,224</b>
Continuing training				15,600,000	23,782
Training leading to qualifications				34,400,000	52,442
Studies and research				332,978,500	500,000
Technical assistance				865,744,100	1,300,000
<b>Total</b>				<b>2,157,749,758</b>	<b>3,262,027</b>

### 3. FINANCING PLAN

Table 15 : Financing plan

	Quantity	Unit price	Total XOF	Partners	Government
<b>Fonctionnement</b>			<b>909 027 158</b>	<b>203 157 216</b>	<b>450 023 847</b>
<i>Information system outputs</i>			<b>463,184,592</b>		
Preparation of PCAs	2	940,301	1,880,602	940,301	940,301
Preparation of analyses	25	18,452,160	461,303,991	276,782,394	92,260,798
<i>Information system services</i>			<b>309,382,506</b>	<b>141,949,776</b>	<b>167,432,730</b>
Maintenance of web portal	4	8,871,096	35,484,382	17,742,191	17,742,191
Maintenance of indicator databases	4	28,741,664	114,966,654	28,741,664	86,224,991
Maintenance of micro-databases	4	11,866,340	47,465,361	11,866,340	35,599,021
User support	4	27,866,527	111,466,108	83,599,581	27,866,527
<i>Policy/communication outputs</i>			<b>84,330,736</b>	<b>25,321,104</b>	<b>158,689,121</b>
Elaboration PCA	2	4 631 676	9 263 353	4 631 676	9 263 353
Preparation of PCAs	2	4,631,676	9,263,353	4,631,676	9,263,353
Framing of PNSN Action Plans based on analysis results (cost for one year)	2	3,845,163	7,690,326	3,845,163	7,690,326
Preparation of policy briefs for regional decision-makers	4	6,710,637	26,842,547	6,710,637	20,131,910
<i>Policy/communication services</i>			<b>52,129,324</b>	<b>35,886,336</b>	<b>123,901,996</b>
Maintenance of information monitoring (EDMS)	4	4,910,837	19,643,348	19,643,348	58,930,045
Maintenance of HC3N portal nutrition page	4	8,121,494	32,485,976	16,242,988	64,971,952
<b>Investments</b>			<b>1,216,258,748</b>	<b>1,216,258,748</b>	<b>0</b>
Continuing training			15,600,000	15,600,000	
Training leading to qualifications			34,400,000	34,400,000	
Studies and research			327,978,500	327,978,500	
Technical assistance			838,280,248	838,280,248	
<b>Total</b>			<b>2,125,285,906</b>	<b>1,419,415,964</b>	<b>450,023,847</b>



The sustainability plan must provide for the HC3N and the INS operating expenses to be assumed gradually. With the same budget, the financing plan is as shown below.

This proposal is based on the gradual transfer of the cost of outputs and services for the four years covered by the plan, giving priority to:

- the transfer of services to be completed within two years;
- the transfer of outputs to be completed within three years.





## ANNEXES

### 1. ANNEX 1 : LISTE OF PEOPLE INTERVIEWED

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M	SAIDOU	Issoufou	DCMIS-INS	<a href="mailto:Saidusufu2006@yahoo.fr">Saidusufu2006@yahoo.fr</a>
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## 2. ANNEX 2 : QUESTIONNAIRES

*Development of a sustainability plan for the Niger's National Information Platform for Nutrition (NIPN)*

### Questionnaire 1 : L'utilisation de l'information

This questionnaire is intended for users of information produced by the NIPN

**Q1 :The NIPN has produced the following documents. Please indicate in what detail you have read them.**

Title of document	In full	Skimmed	Read the abstract
Methodological approach adopted to respond to Question No. 1 of the NIPN Analysis Framework Plan 2019-2020	/____/	/____/	/____/
Trends in chronic malnutrition in children under five and its determinants at the national level	/____/	/____/	/____/
Trends in chronic malnutrition in children under five and its determinants at the regional level	/____/	/____/	/____/
Assessment grid on the inclusion of nutrition in the strategy documents of sectors concerned with the National Nutrition Security Policy – Ministry of Public Health	/____/	/____/	/____/
Development of nutrition-sensitive agriculture and food systems in the Niger	/____/	/____/	/____/
Assessment grid on the inclusion of nutrition in strategy documents – Ministry of Agriculture and Livestock	/____/	/____/	/____/
Literature review of nutrition challenges in the Niger	/____/	/____/	/____/
Ministry of Public Health information and statistics system	/____/	/____/	/____/
Ministry of Water and Sanitation information and statistics system	/____/	/____/	/____/
Sustainability and the process to make the NIPN Niger sustainable	/____/	/____/	/____/
Nutritional profile of women in the Niger by socio-economic and socio-demographic status	/____/	/____/	/____/
Trends in chronic malnutrition in children under five and its determinants (summary)	/____/	/____/	/____/
Overview of findings in response to Question No. 1 of the Analysis Framework Plan 2019-2020 (summary)	/____/	/____/	/____/



**Q2 : Indicate which three of the following analysis documents you deemed most relevant to the nutrition issue in the Niger, ranking them from 1 to 3.**

- Trends in chronic malnutrition in children under five and its determinants at the national level / \_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants at the regional level / \_\_\_\_\_/
- Assessment grid on the inclusion of nutrition in strategy documents – Ministry of Agriculture and Livestock / \_\_\_\_\_/
- Report on the analysis of 2016-2017 annual government budget allocations and expenditure for the nutrition sector / \_\_\_\_\_/
- Literature review of nutrition challenges in the Niger / \_\_\_\_\_/
- Nutritional profile of women in the Niger by socio-economic and socio-demographic status / \_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants (summary) / \_\_\_\_\_/

**Q3 : Rank from 1 to 5 the documents most used by you or your organisation to meet your information needs**

- Methodological approach adopted to respond to Question No. 1 of the NIPN Analysis Framework Plan 2019-2020 / \_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants at the national level / \_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants at the regional level / \_\_\_\_\_/
- Assessment grid on the inclusion of nutrition in the strategy documents of sectors concerned with the National Nutrition Security Policy – Ministry of Public Health / \_\_\_\_\_/
- Development of nutrition-sensitive agriculture and food systems in the Niger / \_\_\_\_\_/
- Assessment grid on the inclusion of nutrition in strategy documents – Ministry of Agriculture and Livestock / \_\_\_\_\_/
- Report on the analysis of 2016-2017 annual government budget allocations and expenditure for the nutrition sector / \_\_\_\_\_/
- Literature review of nutrition challenges in the Niger / \_\_\_\_\_/
- Ministry of Public Health information and statistics system / \_\_\_\_\_/
- Ministry of Water and Sanitation information and statistics system / \_\_\_\_\_/
- Sustainability and the process to make the NIPN Niger sustainable / \_\_\_\_\_/
- Nutritional profile of women in the Niger by socio-economic and socio-demographic status / \_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants (summary) / \_\_\_\_\_/
- Overview of findings in response to Question No. 1 of the Analysis Framework Plan 2019-2020 / \_\_\_\_\_/

**Q4 : Can you remember recommending any of the following documents or sharing them with others?**

- Trends in chronic malnutrition in children under five and its determinants at the national level / \_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants at the regional level / \_\_\_\_\_/
- Assessment grid on the inclusion of nutrition in strategy documents – Ministry of Agriculture and Livestock / \_\_\_\_\_/
- Report on the analysis of 2016-2017 annual government budget allocations and expenditure for the nutrition sector / \_\_\_\_\_/
- Literature review of nutrition challenges in the Niger / \_\_\_\_\_/
- Nutritional profile of women in the Niger by socio-economic and socio-demographic status / \_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants (summary) / \_\_\_\_\_/
- You have but can't remember which document(s) / \_\_\_\_\_/
- You haven't recommended or shared any documents / \_\_\_\_\_/

**Q5 : Do you process and analyse statistical data on NIPN topics?**

YES : / \_\_\_\_\_/ NO : / \_\_\_\_\_/

**If yes, have you used any of the following datasets in the last 12 months?**

- 2016 national nutrition and child survival survey / \_\_\_\_\_/
- 2012 national nutrition and child survival survey / \_\_\_\_\_/
- 2011 national nutrition and child survival survey / \_\_\_\_\_/
- Baseline survey on indicators for Phase 1 of PROSEHA / \_\_\_\_\_/
- Other datasets (please specify) / \_\_\_\_\_/

**Q6 : How do you usually access NIPN documents?**

- NIPN online platform / \_\_\_\_\_/
- USB drive provided during a forum or training course / \_\_\_\_\_/
- Email from the NIPN / \_\_\_\_\_/
- Email from a third party (GTN listserv, CT-PNSN, for example) / \_\_\_\_\_/
- Hard copy / \_\_\_\_\_/

**Q7: In your view, are the analyses prepared by the NIPN generally**

- Very easy to understand? / \_\_\_\_\_/
- Moderately easy to understand? / \_\_\_\_\_/
- Hard to understand? / \_\_\_\_\_/





**Q8: How do you rate the format and editorial line of the analysis reports?**

- Well adapted to your needs / \_\_\_\_\_/
- Moderately well adapted to your needs / \_\_\_\_\_/
- Not well adapted to your needs / \_\_\_\_\_/

**Q9 : How often have you visited the NIPN website in the last six months?**

- Not once / \_\_\_\_\_/
- Less than once a month / \_\_\_\_\_/
- At least once a week / \_\_\_\_\_/
- More than once a week / \_\_\_\_\_/

**Q10 : Rank the following NIPN website tabs according to how often you open them (0 = never).**

- News / \_\_\_\_\_/
- NIPN documents / \_\_\_\_\_/
- Other documents / \_\_\_\_\_/
- Databases / \_\_\_\_\_/

**Q11 : List the nutrition indicators you use regularly in order of importance**

	1
	2
	3
	4
	5
	6
	7

**Q12 For what purpose do you use nutrition indicators?**

- Planning field activities / \_\_\_\_\_/
- Developing public policy / \_\_\_\_\_/
- Policy or strategic advocacy / \_\_\_\_\_/
- Programme monitoring and evaluation or measuring the effectiveness of public policy / \_\_\_\_\_/
- Research / \_\_\_\_\_/

**Q13 : Have you used the recommendations provided in NIPN analyses?**

YES : / \_\_\_\_\_/ NO : / \_\_\_\_\_/

**If yes, for what type of documents?**

- Project or programme planning and design / \_\_\_\_\_/
- Public policy strategic planning documents / \_\_\_\_\_/
- Press articles or television broadcasts / \_\_\_\_\_/

Your organisation's internal reports /\_\_\_\_\_/

Réseau sociaux /\_\_\_\_\_/

Other (please specify) /\_\_\_\_\_/

**Q14: Indicate which of the following key messages on the nutrition situation in the Niger you have used for your own needs.**

Between 2006 and 2012, the prevalence of underweight among women fell, while overweight and obesity rose. /\_\_\_\_\_/

In the Niger, the percentage of children aged 6 to 23 months receiving the minimum meal frequency increased from 52% to 78% between 2012 and 2018, one of the best performances in the Sahel. /\_\_\_\_\_/

Every year, an additional 100,000 children under five suffer from chronic malnutrition. /\_\_\_\_\_/

Government spending on nutrition accounted for 3.4% of the 2016-2017 national budget. /\_\_\_\_\_/

Dietary energy supply per person per day falls 300 kcal short of the vulnerability threshold. /\_\_\_\_\_/

The prevalence of anaemia among pregnant women rose from 56.2% to 59.9% between 2006 and 2012. /\_\_\_\_\_/

Half of the Niger's population do not have optimal access to drinking water services. /\_\_\_\_\_/

None of the above. /\_\_\_\_\_/

**Q15: Does the organisation you work for allocate a budget to the production of statistical data?**

YES : /\_\_\_\_\_/ NO : /\_\_\_\_\_/ Not applicable /\_\_\_\_\_/

**If yes, for what type of production process?**

Probability sample surveys of households /\_\_\_\_\_/

Monographic village surveys or non-probability sample surveys /\_\_\_\_\_/

Administrative data collection from outsourced or decentralised services /\_\_\_\_\_/

**Q16: How do you rate the budget allocated to statistical information in relation to your needs?**

Insufficient /\_\_\_\_\_/

Just sufficient /\_\_\_\_\_/

Sufficient /\_\_\_\_\_/

**Q17: How has this budget evolved over the last five years?**

It has fallen /\_\_\_\_\_/

It has remained the same /\_\_\_\_\_/

It has increased /\_\_\_\_\_/

**Q18: Do you know the approximate cost of producing information on nutrition?**



YES : /\_\_\_\_\_/ NO : /\_\_\_\_\_/ Not applicable: /\_\_\_\_\_/

**If yes, indicate which bracket it falls into.**

Less than XOF 200 million a year /\_\_\_\_\_/

Between XOF 200 and XOF 300 million a year /\_\_\_\_\_/

Between XOF 300 and XOF 400 million a year /\_\_\_\_\_/

**Q19: Would your organisation be willing to contribute to financing the production of statistical information on nutrition?**

YES : /\_\_\_\_\_/ NO : /\_\_\_\_\_/ Not applicable: /\_\_\_\_\_/

**If yes, in what way?**

Financing of production costs (conduct of surveys) /\_\_\_\_\_/

Financing to increase production capacity (tangible and intangible investments) /\_\_\_\_\_/

Technical assistance /\_\_\_\_\_/

Other (please specify)

**Q20: Would your organisation be willing to contribute to advocacy on nutrition information in the Niger?**

YES : /\_\_\_\_\_/ NO : /\_\_\_\_\_/ Non concerné : /\_\_\_\_\_/

**If yes, in what way?**

Organisation of traditional forums (workshops, symposiums) /\_\_\_\_\_/

Via social networks /\_\_\_\_\_/

Via professional and civil society networks /\_\_\_\_\_/

Other (please specify)

**Please complete your profile (in full)**

Your initials (4 letters): /\_\_\_\_/\_\_\_\_/\_\_\_\_/\_\_\_\_/

Your age: /\_\_\_\_/\_\_\_\_/

Your qualifications:

Your current position:

Have you received support from the NIPN?

If yes, what type of support

*Development of a sustainability plan for the Niger's National Information Platform for Nutrition (NIPN)*

**Questionnaire 2: Supply of information**

This quick questionnaire is intended for the direct beneficiaries of the NIPN initiative, particularly staff involved in some way in preparing analyses

**Q1: The NIPN has provided easier access to databases. Do you think it will be possible to extend such access to other datasets?**

- Perfectly possible /\_\_\_\_\_/
- Not yet possible /\_\_\_\_\_/
- Not possible /\_\_\_\_\_/

**Q2: How do you think the demand for datasets has evolved?**

- It is higher than before /\_\_\_\_\_/
- It is the same as before /\_\_\_\_\_/
- It is lower than before /\_\_\_\_\_/

**Q3: Have you personally been involved in processes to build micro-databases?**

YES : /\_\_\_\_\_/ NO : /\_\_\_\_\_/

**If yes, which aspect did you find particularly significant?**

- Data cleaning and development of harmonisation processes /\_\_\_\_\_/
- Data anonymisation /\_\_\_\_\_/
- Extraction routine development phase /\_\_\_\_\_/
- Database formatting and metadata descriptions /\_\_\_\_\_/

**Q4: Do you think that you personally have improved your data and metadata management skills?**

- Greatly /\_\_\_\_\_/
- Moderately /\_\_\_\_\_/
- Not really /\_\_\_\_\_/
- Not at all /\_\_\_\_\_/

**Q5: Have you recommended the use of the datasets prepared by the NIPN to others?**

- Many times /\_\_\_\_\_/
- A few times /\_\_\_\_\_/
- Never /\_\_\_\_\_/



**Q6: Have you contributed to the analysis of one or more of the following documents?**

Methodological approach adopted to respond to Question No. 1 of the NIPN Analysis Framework Plan 2019-2020	/ _____ /
Trends in chronic malnutrition in children under five and its determinants at the national level	/ _____ /
Trends in chronic malnutrition in children under five and its determinants at the regional level	/ _____ /
Assessment grid on the inclusion of nutrition in the strategy documents of sectors concerned with the National Nutrition Security Policy – Ministry of Public Health	/ _____ /
Development of nutrition-sensitive agriculture and food systems in the Niger	/ _____ /
Assessment grid on the inclusion of nutrition in strategy documents – Ministry of Agriculture and Livestock	/ _____ /
Report on the analysis of 2016-2017 annual government budget allocations and expenditure for the nutrition sector	/ _____ /
Literature review of nutrition challenges in the Niger	/ _____ /
Ministry of Public Health information and statistics system	/ _____ /
Ministry of Water and Sanitation information and statistics system	/ _____ /
Nutritional profile of women in the Niger by socio-economic and socio-demographic status	/ _____ /
Trends in chronic malnutrition in children under five and its determinants (summary)	/ _____ /
Overview of findings in response to Question No. 1 of the Analysis Framework Plan 2019-2020	/ _____ /

**Q7: In your view, what has been the main innovation compared with analyses you have worked on previously?**

Methodological rigour (hypotheses, tests)	/ _____ /
More effective use of statistical analysis tools	/ _____ /
More multidimensional approach	/ _____ /
Quality of disseminated outputs	/ _____ /
Provision of recommendations for decision-making	/ _____ /

**Q8: Do you think you are personally prepared to conduct analyses according to the standards that have been developed?**

Fully prepared	/ _____ /
Moderately prepared	/ _____ /
Not at all prepared	/ _____ /

**Q9: What part(s) of the analysis production process still pose problems for you?**

Development of the method of analysis, particularly determining the right statistical tools for the factual question	/ _____ /
Use of software applications	/ _____ /
Interpretation of results	/ _____ /
Producing the content (text and graphics)	/ _____ /

Formulation of recommendations

**Q10: Does the predictability of the analyses requested result in increased productivity?**

- Yes, it does /\_\_\_\_\_/
- No change /\_\_\_\_\_/
- Not at all /\_\_\_\_\_/
- Don't know /\_\_\_\_\_/

**Q11: Do you think that you personally have improved your skills in terms of the dissemination of statistical information?**

- Greatly /\_\_\_\_\_/
- Moderately /\_\_\_\_\_/
- Not at all /\_\_\_\_\_/

**Q12: In what aspects of dissemination practices do you think most progress has been made?**

- Presentation plan /\_\_\_\_\_/
- Editorial tone /\_\_\_\_\_/
- Graphics and illustrations /\_\_\_\_\_/
- Layout and design /\_\_\_\_\_/

**Q13: Which of the following phrases best describes the change in dissemination practices?**

- They take less time /\_\_\_\_\_/
- We reach a wider audience /\_\_\_\_\_/
- Everyone talks about our documents /\_\_\_\_\_/
- We are moving towards international standards /\_\_\_\_\_/

**Q14 Selon vous le nombre de visiteurs par mois de la plateforme PNIN se situe ?**

- Less than 50 /\_\_\_\_\_/
- Between 50 and 200 /\_\_\_\_\_/
- Between 200 and 300 /\_\_\_\_\_/
- Between 300 and 500 /\_\_\_\_\_/
- More than 500 /\_\_\_\_\_/

**Q15: How easy do you think it is to maintain (update) the NIPN website?**

- Very easy /\_\_\_\_\_/
- Moderately easy /\_\_\_\_\_/
- Difficult /\_\_\_\_\_/
- Not applicable /\_\_\_\_\_/



**Q16: Which section do you think is particularly difficult to maintain?\***

News /\_\_\_\_\_/

Nutrition info /\_\_\_\_\_/

Document resources /\_\_\_\_\_/

Databases /\_\_\_\_\_/

\* Dans l'état actuel de complétude de la plateforme

**Q17: Have you taken part in any training sessions organised by the NIPN?**

YES : /\_\_\_\_\_/ NO : /\_\_\_\_\_/

**If yes, please specify which.**

Methods of analysis for decision-making /\_\_\_\_\_/

Data anonymisation /\_\_\_\_\_/

Online databases /\_\_\_\_\_/

Writing and communication skills /\_\_\_\_\_/

Nutrition and systems of measurement /\_\_\_\_\_/

Desktop publishing /\_\_\_\_\_/

**Q18: How confident would you feel about conducting such training yourself in the future?**

Very /\_\_\_\_\_/

Moderately /\_\_\_\_\_/

Not at all /\_\_\_\_\_/

**Q19: Could you estimate the total time spent on producing the following documents in person-days?**

Trends in chronic malnutrition in children under five and its determinants at the national level /\_\_\_\_\_/

Trends in chronic malnutrition in children under five and its determinants at the regional level /\_\_\_\_\_/

Development of nutrition-sensitive agriculture and food systems in the Niger /\_\_\_\_\_/

Assessment grid on the inclusion of nutrition in strategy documents – Ministry of Agriculture and Livestock /\_\_\_\_\_/

Report on the analysis of 2016-2017 annual government budget allocations and expenditure for the nutrition sector /\_\_\_\_\_/

Literature review of nutrition challenges in the Niger /\_\_\_\_\_/

Nutritional profile of women in the Niger by socio-economic and socio-demographic status /\_\_\_\_\_/

Trends in chronic malnutrition in children under five and its determinants (summary) /\_\_\_\_\_/

Overview of the findings in response to Question No. 1 of the Analysis Framework Plan 2019-2020 /\_\_\_\_\_/

**Q20: How much time do you estimate you personally have spent in person-days on the following analyses?**

- Trends in chronic malnutrition in children under five and its determinants at the national level /\_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants at the regional level /\_\_\_\_\_/
- Development of nutrition-sensitive agriculture and food systems in the Niger /\_\_\_\_\_/
- Assessment grid on the inclusion of nutrition in strategy documents – Ministry of Agriculture and Livestock /\_\_\_\_\_/
- Report on the analysis of 2016-2017 annual government budget allocations and expenditure for the nutrition sector /\_\_\_\_\_/
- Literature review of nutrition challenges in the Niger /\_\_\_\_\_/
- Nutritional profile of women in the Niger by socio-economic and socio-demographic status /\_\_\_\_\_/
- Trends in chronic malnutrition in children under five and its determinants (summary) /\_\_\_\_\_/
- Overview of the findings in response to Question No. 1 of the Analysis Framework Plan 2019-2020 /\_\_\_\_\_/

**Q21: In your opinion, which of the following phrases best describes the biggest risk to the continued operation of the NIPN?**

- Competing priorities in terms of statistical production /\_\_\_\_\_/
- Lack of sustained demand from organisations and institutions /\_\_\_\_\_/
- High staff turnover /\_\_\_\_\_/
- Resistance to change without external incentives /\_\_\_\_\_/
- Lack of technical support /\_\_\_\_\_/

**Q22: List three NIPN sustainability factors in order of importance.**

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**Q23: With a view to sustainability, do you think that the NIPN should**

- Extend its functions to include the production of data on nutrition? /\_\_\_\_\_/
- Maintain its current role of managing and using existing data, preparing analyses and disseminating information for decision-making? /\_\_\_\_\_/





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**Please complete your profile (in full)**

Your initials (4 letters):

/ \_ / \_ / \_ / \_ /

Your age:

/ \_ / \_ /

Your qualifications:

\_\_\_\_\_

Your current position:

\_\_\_\_\_

Type of organisation you work for

\_\_\_\_\_

