



Developing a Nutrition Training Roadmap for Administrators across India

*Report of a two-day consultation to
strengthen the existing capacity building
efforts for administrators across India*

8-9 August 2019

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Key Messages

A **workshop** was jointly organized by the Lal Bahadur Shastri National Academy of Administration (LBSNAA) and the International Food Policy Research Institute (IFPRI), in Mussoorie, from August 8-9, 2019. A group of around 25 key development partners, implementers and nutrition experts, met to review the existing capacity building efforts and assess the broader nutrition training needs at the various levels in India's decentralized administrative landscape. The group developed the initial contours of a **roadmap for capacity building on nutrition** for administrators across sectors and administrative levels.

Using actor mapping and group discussions, the participants identified **key actors who are influential in shaping nutrition related policy and program decisions** at the sub-district, district, state and national levels. At these four levels, they identified and listed the general administrators (e.g., district magistrates, chief secretaries, development officers), ICDS-related administrators, health sector-related administrators and actors from other sectors, including civil society.

The groups also determined the **roles of different types of actors** - if they were involved in reviewing or monitoring, allocating finances, managing implementation, active implementation, technical support, or any other type of roles. Based on the type of role, a range of capacity needs were assessed – knowledge and skills that each group of actors will need to strengthen their commitment and support to actions related to nutrition.

Some of the **key content areas** that were identified across the four levels - sub-district, district, state and national – included an overarching knowledge of nutrition outcomes and determinants, the importance of the first 1000-days, of appropriate nutrition and feeding practices for all age-groups, the evidence on effective interventions, on India's nutrition policy and program landscape, and finally, how their specific sector/actions can support improvement in different determinants that shape nutrition outcomes.

At each of the four levels, the **primary skills** that were identified for these key actors included the ability to comprehend nutrition-related evidence, identify the interlinkages among various sectors, a focus on convergence of services on the 1000-day households and most importantly, specific actions and reviews that they can do to help to implement programmes in different relevant sectors in ways that reach all households with quality and continuity.

As the next step, a follow-up workshop was proposed to review and endorse the capacity needs map that was generated at this workshop. At this follow-up workshop, participants will have robust discussions on HOW the capacity needs can be fulfilled. These capacity building efforts are expected to go a long way in strengthening POSHAN Abhiyaan for ensuring malnutrition free India.

Acknowledgements

This workshop was jointly organized by the Lal Bahadur Shastri National Academy of Administration (LBSNAA) and the International Food Policy Research Institute (IFPRI), at Indira Bhawan, LBSNAA, Mussoorie, from August 8-9, 2019.

The workshop sessions were led by:

- Shweta Khandelwal, Public Health Foundation of India (PHFI)
- Purnima Menon, International Food Policy Research Institute (IFPRI)
- Divya Nair, IDinsight
- Alok Ranjan, Bill and Melinda Gates Foundation (BMGF)
- Arun Singh, Ministry of Health & Family Welfare (MoHFW)
- Aswathy Sivadas, Lal Bahadur Shastri National Academy of Administration (LBSNAA)
- Neeraj Trivedi, Evidence for Policy Design (EPoD).

Group discussions were an important component of this workshop and we acknowledge the contributions of all the group members:

- Sub-district level group:
Supreet Kaur, Manish Kumar, Sneha Palit, Alok Ranjan, Aswathy Sivadas, and Neeraj Trivedi.
- District-level group:
Suman Baradwaj, Indrajit Chaudhuri, Sebanti Ghosh, Robert Johnston, Manisha Kabra, and Divya Nair.
- State-level group:
Sila Deb, A. Laxmaiah, Purnima Menon, Vasanthakumar N, Madhav Seth, and Deepak Singhania.
- National-level group:
Shweta Khandelwal, Bharati Kulkarni, Devaji V Patil, Prema Ramachandran, Niranjana Saggurti, and Arun Singh.

Esha Sarswat, from IFPRI, Anjali Chauhan, and Sangeeta Bisht, from National Gender Centre (NGC), assisted in workshop design & logistics. Pratima Mathews and Esha Sarswat prepared the workshop report.

We gratefully acknowledge the contributions and engagement of all the participants in this workshop.

Abbreviations and Acronyms

ANM	Auxiliary Nurse Midwifery
ASHA	Accredited Social Health Activist
AWC	Anganwadi Centre
AWW	Anganwadi Worker
BCC	Behavior Change Communication
C ² IQ	Coverage, Continuity, Intensity & Quality
CDPO	Child Development Project Officer
CMO	Chief Medical Officer
DM	District Magistrate
DPO	District Program Officer
DPM	District Programme Manager
ECD	Early Child Development
EPoD	Evidence for Policy Design
FLW	Frontline Worker
ICDS	Integrated Child Development Services
IDCF	Intensified Diarrhoea Control Fortnight
IEC	Information, Education and Communication
IFPRI	International Food Policy Research Institute
IYCF	Infant and Young Child Feeding
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LS	Lady Supervisor
MWCD	Ministry of Women and Child Development
NGC	National Gender Centre
NHM	National Health Mission
NHSRC	National Health Systems Resource Centre
NIPCCD	National Institute of Public Cooperation and Child Development
NITI	National Institution for Transforming India
NNM	National Nutrition Mission
NRC	Nutrition Rehabilitation Centre
NRLM	National Rural Livelihood Mission
PDS	Public Distribution System
PMMVY	Pradhan Mantri Matru Vandana Yojana
POSHAN	Partnerships and Opportunities to Strengthen and Harmonize Actions for Nutrition in India
POSHAN	PM's Overarching Scheme for Holistic Nourishment
PRI	Panchayati Raj Institution
PS	Principal Secretary
SAM	Severe Acute Malnutrition
SBP	Swasth Bharat Prerak
SHG	Self Help Group

About the Workshop

To achieve the goal of malnutrition-free India by 2022, concerted efforts are being carried out at all levels – national, state, district, block and village level. It is therefore essential to better equip administrators at all levels with enough of an understanding of malnutrition that they can identify the best opportunities for tackling the complex challenge of malnutrition.

The Lal Bahadur Shastri National Academy of Administration ([LBSNAA](#)), and the International Food Policy Research Institute ([IFPRI](#)) have conducted short nutrition courses for district administrators, in collaboration with the Ministry of Women and Child Development ([MoWCD](#)), National Institution for Transforming India ([NITI Aayog](#)), Evidence for Policy Design ([EPoD India](#)), [IDInsight](#) and Project Concern International ([PCI](#)). Two such courses were held in [August 2018](#) and [February 2019](#), with the purpose of promoting the understanding and capacity of key district functionaries on nutrition and various nutrition related policies and programs in the country.

To strengthen these existing capacity building efforts and assess the broader nutrition training needs at other levels in India's decentralized administrative landscape, a group of around 25 key development partners, implementers and nutrition experts, met at a workshop in Mussoorie on 8-9 August 2019, jointly organized by LBSNAA and IFPRI. This workshop initiated a process of developing a roadmap for capacity building on nutrition for administrators across sectors and administrative levels ([Annexure 1 – Agenda](#)).

Key Objectives

The primary objectives of this workshop were:

- To review content, pedagogy and links to action of the existing capacity building efforts on nutrition.
- To initiate the process of developing a roadmap for capacity building on nutrition for administrators across sectors and administrative levels.

Pre-workshop Reading Material and Participant Survey

In preparation for this workshop, preparatory reading material was shared with the participants ([Annexure 2 – List of Participants](#)). This material included a content and approach matrix which presented the course content covered, and training approaches used during the nutrition short courses hosted by LBSNAA in Aug 2018 and Feb 2019 ([Annexure 3 – Content and Approach Matrix](#)) and reports of these two past workshops. A pre-workshop participant survey was also conducted to understand about the participants' and their organizations' engagement with the administrators across India ([Annexure 4 – Pre-workshop Participant Survey](#)).

Workshop Sessions and Group Work

At the workshop, in a highly interactive and participatory session, the summary of content, data and pedagogical approaches used in the past nutrition short workshops were reviewed by the participants. They had an open discussion on the content covered and pedagogical approaches used in other training courses.

This led to a group-based activity, in which the participants divided themselves in four groups, and identified the various key administrator/stakeholders involved in nutrition at the national, state,

district and sub-district levels. They also deliberated on the knowledge and skills needed by these identified key functionaries to be more effective in supporting the National Nutrition Mission, or POSHAN Abhiyaan. For this it is essential to be equipped in shaping program design and implementation strategies in areas such as ICDS and health, financing for nutrition, actions in sectors that affect nutrition (sanitation, social protection, agriculture, gender and education). In the final session, looking at the next steps, each participant made a concrete commitment in terms of further developing the content, pedagogical approaches, and/or reaching out to the key actors.

Expected Outcomes

The insights emerging from this workshop, and the maps that were developed collectively as a part of the group exercise, will provide us with a shared and harmonized set of content areas that are essential to ensure capacity building across sectors, actors and administrative levels. These are expected to go a long way in strengthening the capacity building efforts and ensuring the success of POSHAN Abhiyaan, that requires a strong multisectoral approach for coordination, convergence and effective implementation, primarily at the block and district levels.



Day 1

On 8th August 2019, the workshop was inaugurated by Aswathy Sivadas, from Lal Bahadur Shastri National Academy of Administration (LBSNAA), with her **welcome and opening remarks**. She talked about the two short nutrition courses for district administrators, jointly organized by LBSNAA and the International Food Policy Research Institute (IFPRI), in August 2018 and February 2019. The Ministry of Women and Child Development (MWCD) and NITI Aayog were also involved in these efforts, with technical support from Evidence for Policy Design (EPoD India), IDInsight and Project Concern International (PCI).

The key objectives of these nutrition workshops were to promote the understanding and capacity of district administrators on nutrition and nutrition related policies and programs in the country. They also aimed to equip the participants with knowledge and skills to identify and address nutrition-related issues with the use of data and evidence. She also spoke about the course on nutrition and Early Childhood Development (ECD), organized with UNICEF for the District Magistrates (DMs) of the aspirational districts, in October 2018.

After this brief orientation about the past capacity building efforts, there was a round of introduction in which the participants shared about the current training and capacity building initiatives in which they are involved.

Past LBSNAA Nutrition Workshops: Content and Pedagogical Approaches

Purnima Menon, from IFPRI, presented the rationale, previous experiences, and anticipated outcomes of the present workshop. Her presentation included a summary of content (including data) and pedagogical approaches used in past LBSNAA nutrition short workshops. Along with introducing the workshop process and expected outcomes, she also summarized the results of the pre-workshop participant survey and how they had informed the workshop process experiences ([Annexure 5 – Workshop Presentations](#)).

Divya Nair, from IDInsight, presented the elements of successful capacity building and shared some insights from IDInsight's selected capacity building experiences ([Annexure 5 – Workshop Presentations](#)).

The discussions emerging from these two presentations, gave an overview of the participants' ideas about the **course content of the forthcoming nutrition training workshops**. The key discussion points included the following:

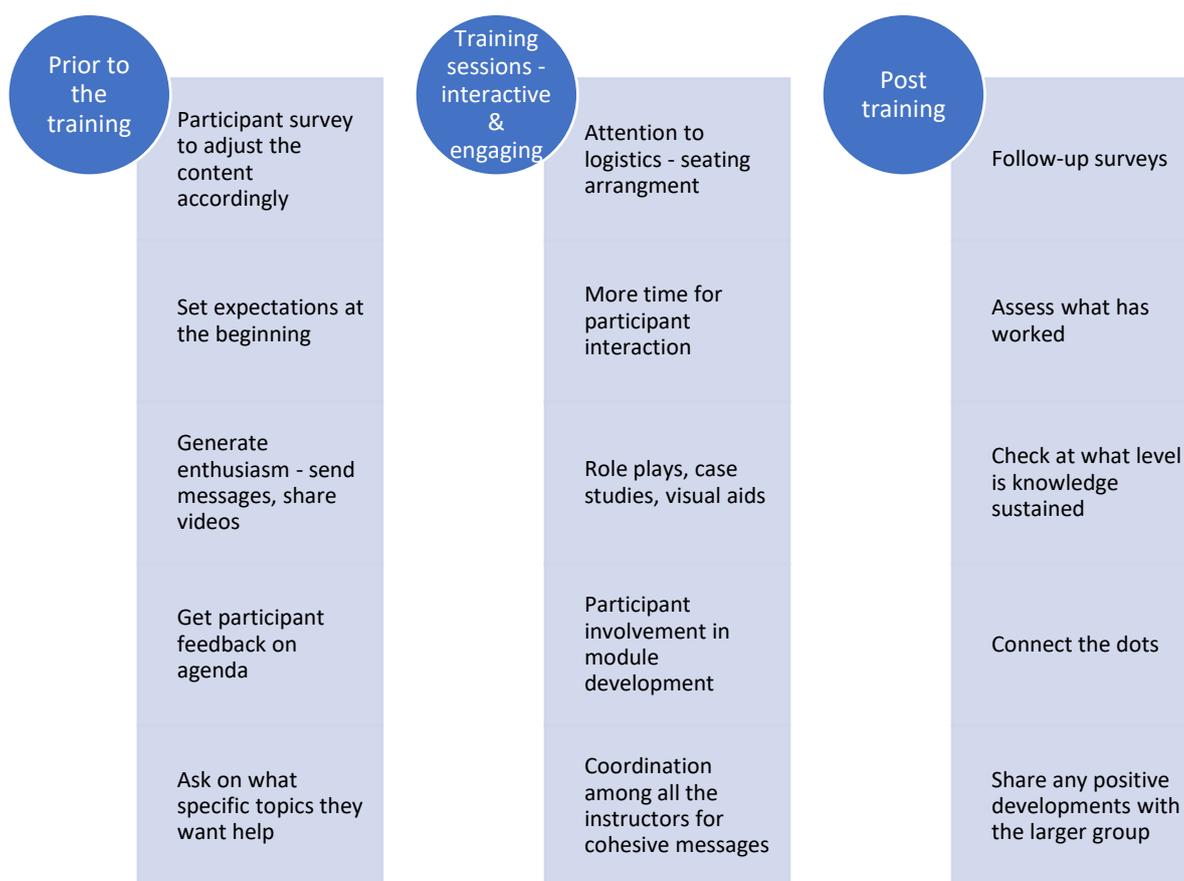
- The course content should provide wholesome information to administrators and others in the policy community and equip them for using data for program decisions. It is important for them to take actions based on data. To ensure checks and balances, there should be focus on triangulation of data from different sources.
- The content should focus on contextualised capacity building - before a workshop starts, participants can share learnings from their past experiences and other multisectoral experiences.

- In the training course, content should be designed for the right level – it is better to have different sessions for DMs, DPOs and CDPOs. There should be specific action points clearly laid for participants at different levels.
- At the level of DMs, the course content should be such that DMs can get a clarity on the basic concepts of nutrition (stunting, wasting, importance of 1000 days) and be able to draw the interlinkages (e.g. – sanitation and nutrition, malaria and malnutrition). By the end of training, DMs should be able to identify action points for their own district.
- It is important to keep the training courses short – people cannot come for five days.
- To avoid information overload, the content should relate to reality and address common myths and misunderstandings. Content can be packaged in capsules - one capsules for each level of administrators, with all the information necessary for them.
- We could get people to draw their own causal frameworks.
- Awareness and information on non-communicable diseases should be promoted. There should be more material on obesity or overweight problems, diabetes, healthy diets, etc.
- The course content should include topics on how to encourage and seek cooperation from interfaith leaders.
- In the content it is important to clearly define which services need to be looked at and which indicators need to be monitored. The content needs to emphasize on what will have an impact and what won't – for example, to highlight the importance of iron consumption, it should be mentioned how anaemia is an issue of inter-generational concern, iron deficiency has cognitive effects and it is critical not to cut umbilical cord immediately.
- At the block level, we need to work on supportive supervision and mentoring for looking at peripheral data, etc. We need to clearly tell the participants how to look at data. They need to monitor the inputs, processes and outputs, and only assess the outcomes in long-term processes.

Mapping Pedagogical Approaches

Neeraj Trivedi, from Evidence for Policy Design (EPoD) led an open discussion on the **pedagogical approaches** used in the past nutrition training sessions and facilitated the mapping of pedagogical approaches used in other training courses ([Annexure 5 – Workshop Presentations](#)).

The participants were prompted to talk about the approaches that were used prior to the actual training, for setting the goals and expectations, and understanding the participants' prior knowledge. They talked about ways to keep the sessions interactive and engaging and also looked at some post-training methods to assess if the training was effective and the knowledge was sustained. Key points which emerged from participant discussions on pedagogical approaches are presented in the figure below:



It was discussed that before the actual training a participant survey can be sent to the participants. Based on their responses, training content can be adjusted, and participant expectations can be set accordingly. Once the agenda is designed, it can be sent to participants for their feedback and suggestions on the topics they would like to include. To generate excitement and enthusiasm about the training, promotional messages and videos can be sent to encourage participation.

To make the training sessions interactive and engaging, organizers need to pay attention to the seating arrangement and allocate more time for participant interactions. Participants can be involved in module development, to enhance ownership and interest. Sessions can also be made interactive and engaging by including role plays, case studies and visual aids. To make the sessions impactful, it is important that there is coordination among all the instructors, and they convey cohesive messages in one voice.

To understand at what level the knowledge gained during training is sustained by the participants, follow-up survey can be sent to get their feedback on what has worked and what can be improved. It is important to connect the dots from the messages that come out of the feedback survey. This information can be shared with the larger group that was involved in designing and organizing the training program.

Day 2

Mapping Actors Involved in Supporting Actions to Improve Nutrition and Identifying their Knowledge and Skill Needs

The workshop facilitators conducted an exercise in which the participants divided themselves in four groups to map the key administrators/stakeholders involved in supporting actions to improve nutrition at the sub-district, district, state and national levels – each group discussed issues at one of the four levels. After listing all the actors at that level (sub-district, district, state and national), they examined their roles and then assessed their knowledge and skill needs. An actor mapping guide was shared which provided clarity on the specific tasks ([Annexure 6 – Actor Mapping Guide for Nutrition Training Road Map Development](#)).

Overall, the participants tried to answer the question: **“Who is influential in shaping nutrition related policy and program decisions in India?”** and then assess what each type of actor needed to know about nutrition.

For this, they first listed all the actors who play a role in nutrition related policy and program decisions and actions, across sectors - each group discussing issues at one of the four levels - sub-district, district, state and national levels. Then they determined the roles of different types of actors to see if these actors were involved in reviewing or monitoring, allocating finances, managing implementation, active implementation, technical support, or any other type of roles. While assessing their knowledge needs, the participants answered two specific questions: 1. What knowledge does each group of actors need to strengthen their commitment and support to actions related to nutrition? and 2. What skills does each group of actors need?

Then they brought it all together in a summary matrix of actor groups, their roles and knowledge/skill needs ([Annexure 7 – Matrix of Actor Groups, Roles & Needs](#)). Based on the matrix developed by each of the group, they further discussed about the current capacity building/training/support mechanisms for administrators, and how can these actors be further supported in capacity building.

Actors and their knowledge and skill needs at the sub-district level

At the **sub-district level**, the group proposed the following list of actors, their roles, needs for knowledge and skills and ways of supporting them:

The image shows two pages of handwritten notes. The left page is titled 'STEP 1+2:' and lists actors: SDML, BDO, CDPO, LS, AWH, MOIC, BCPM, ANM, ASHA, SARANICH MEMBER, MPHJ, VHSNC, RKS, SBAL, DEV. PARTNER, MOTHER'S COMM/GROUP, and TRAINING CENTRES. The right page is a table titled 'ACTOR GROUP' with columns for 'KNOWN ROLES', 'KNOWLEDGE/SKILL NEEDS', and 'IDEAS ON HOW THEY MAY BE SUPPORTED'. The table lists five actor groups: 1. CDPO, 2. MOIC, 3. LS, 4. BCPM, and 5. PRI.

ACTOR GROUP	KNOWN ROLES	KNOWLEDGE/SKILL NEEDS	IDEAS ON HOW THEY MAY BE SUPPORTED
1. CDPO	REVIEW & MONITORING MANAGING IMPLEMENTATION	OVERARCHING - 1000 DAYS (CONCEPT) + INTERVENTIONS EQA + RELATED SCHEMES - POSHAN ABHYASAN	SOP FOR - JOINT REVIEWING - DATA COLLECTION & ANALYSIS (WORKING PRI)
2. MOIC	"	STRATEGIC USE OF DATA - ANALYSIS TO CONDUCT JOINT REVIEWING - ADVOCACY - SOFT SKILLS (LEADERS, TEAM WORK, BY)	→ WHERE WE ARE, CRITICAL PATH & INTERVENTION - INDIVIDUAL (1+1+1) - CENTRE - VHSNC PLATFORM → CBE
3. LS	"	"	"
4. BCPM	"	MONITORING - SOFT SKILLS	"
5. PRI	REVIEW & MONITORING - ALLOCATING FINANCES - MANAGING IMPLEMENTATION - ENHANCING DEMAND FOR SERVICES	EDU DEB-LIST OF ALL BENEFICIARIES (2+2+2) - CHECK LIST	HOUSEHOLD LEVEL CONVERSATION - MEETINGS SHOULD BE PART OF CDPO

Sub-district level group members: Supreet Kaur, Manish Kumar, Sneha Palit, Alok Ranjan, Aswathy Sivasdas, Neeraj Trivedi

The group suggested that at the sub-district level key actors include:

General administrators:

- SDM
- BDO.

ICDS-related administrators

- CDPO
- LS
- AWW
- AWH
- DEO (CDPO office).

Health sector-related administrators:

- MOIC
- BCPM
- ANM
- ASHA
- MPHWS
- DEO (MOIC office).

Actors from other sectors:

- SHGs (VO, BO),
- PRI officials like ward member, sarpanch, VHSNC and RKS
- SBA including development partners, mothers' groups and training centers.

The group identified the known roles of these key actor groups, which varied from reviewing or monitoring, allocating finances, managing implementation and enhancing demands for services.

At the sub-district level, the above-identified key actor groups need the following content knowledge:

- An overall understanding of the 1000-day concept.
- An overarching understanding of POSHAN Abhiyaan and the strategic use of data.
- An understanding of real convergence and identification of households where convergence is taking place. For this, they can identify households with two early registrations, two with new-borns and two with six months old children and ascertain if these households are receiving all the health and nutrition related services across ICDS, PRI, etc. This will help them look at gaps in services, if any, and ways to address them.

In terms of skills, the above-identified key actors need to be equipped with:

- Detailed knowledge and skills of how to conduct joint reviews, advocacy and mentoring.
- Trained in soft skills, like communications and team work.
- The panchayati raj officials need to be trained for supervision and conducting follow-ups with the help of a checklist. This can be integrated into the district review mechanism.

The group also discussed that SHGs should not only be used for demand generation, rather they should be included in capacity building efforts as well. NITI Aayog is developing a PRI training module with Piramal Foundation and UNICEF, which will be rolled out along with Tata Trusts and National

Institute of Rural Development and Panchayati Raj. It would be useful to link this with the content needs that were expressed by this group.

Discussions pertaining list of actors, their roles, needs for knowledge and skills and ways of supporting them at the sub-district level have been collated in the table below:

Sub-district Level			
Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
General administrators <ul style="list-style-type: none"> SDM BDO 	Reviewing or monitoring	Overarching: <ul style="list-style-type: none"> 1000-days concept (identify households which are receiving all the health and nutrition related services across ICDS) 	Develop SOP for <ul style="list-style-type: none"> Joint reviews Data collation & analyses (collected by PRIs)
ICDS-related administrators <ul style="list-style-type: none"> CDPO LS AWW AWH DEO (CDPO office) 	Reviewing or monitoring Managing implementation Active implementation	<ul style="list-style-type: none"> Interventions required Related schemes 	Where we are – critical win and aspirational <ul style="list-style-type: none"> Individual Center VHSND platform + CBE
Health sector-related administrators <ul style="list-style-type: none"> MOIC BCPM ANM ASHA MPHW DEO (MOIC office) 	Reviewing or monitoring Managing implementation Active implementation	<ul style="list-style-type: none"> Overall understanding of POSHAN Abhiyaan Strategic use of data Conduct joint reviews Advocacy Mentoring 	Household-level convergence mechanism should be a part of GDP
Other sectors or other actors <ul style="list-style-type: none"> SHGs (VO, BO) 	Active implementation Enhancing demands for services Reviewing or monitoring	<ul style="list-style-type: none"> Soft skills (comms, team work) 	
<ul style="list-style-type: none"> PRI <ul style="list-style-type: none"> Ward member Sarpanch VHSNC RKS SBA <ul style="list-style-type: none"> Development partners Mothers' groups Training centers 	Reviewing or monitoring Allocating finances Managing implementation Enhancing demands for services	<ul style="list-style-type: none"> Due-list of all beneficiaries Check-list 	

Actors and their knowledge and skill needs at the district level

At the **district level**, the group emphasized the critical role of DMs as general administrators, since they are responsible for real implementation. Along with DMs, other important actors include DPOs,

as ICDS-related administrators. Important health sector-related administrators include CMOs and DPM (NHM). Actors from other sectors include DPM (SRLM) CEO of Zila Parishad, Swasth Bharat Preraks, local colleges, universities, medical colleges and development partners.

ACTOR GROUP	DISTRICT GROUP KNOWN ROLE	KNOWLEDGE SKILL	HOW TO SUPPORT
STRICT MANAGER/MAGISTRATE	1,2	LEGAL, SPARK, MGT, PROG, CAP, CQ	LEGAL, MGT, SP
STRICT PROGRAM OFF. (ICDS)	1,3,2	SPARK, SUPPORTIVE SUPERVISION	LEGAL, MGT, SP
CHIEF DEVELOPMENT OFF.	1,3,2	LEGAL, MGT, SP	LEGAL, MGT, SP
CHIEF MEDICAL HEALTH OFF. (MOHFW)	1,3,2	LEGAL, MGT, SP	LEGAL, MGT, SP
STRICT PROGRAM MANAGER (SRLM/PRM)	1,3,1	SPARK, SUPPORTIVE SUPERVISION	LEGAL, MGT, SP
DISTRICT PROJECT MANAGER (NHM)	1,3,4	TRAIN	LEGAL, MGT, SP
CHIEF EXECUTIVE OFF (ZILA PARISHAD)	1,2,3	SENSE, SPARK, CQ	LEGAL, MGT, SP
DEVELOPMENT PARTNERS	1,5,4	SPARK, PROG, CE	LEGAL, MGT, SP
SWASTH BHARAT PRERAKS	1,4,5	SPARK, PROG	LEGAL, MGT, SP
LOCAL COLLEGE/UNIVERSITY MEDICAL & HOME SCIENCE	5	PROG - SCHEMES / ENDS CAP - CONVERGENT ACTION PLAN BUDGET	LEGAL, MGT, SP

District-level group members: Suman Baradwaj, Indrajit Chaudhuri, Sebanti Ghosh, Robert Johnston, Manisha Kabra, Divya Nair

The group identified the known roles of these district-level key actor groups, which included reviewing or monitoring, allocating finances, managing implementation, active implementation and technical support.

According to the group members, the DMs need to have management skills and key insights into why nutrition is important. They also need data on programs, knowledge of interlinkages among schemes, legal entitlements and other related schemes. The nutrition course for DMs offered at LBSNAA equips them with the required knowledge on nutrition, its importance, and the interlinkages. These interlinkages will lead to the development of convergent action plan. For DPOs and DPMs, similar trainings should be held at the state-level.

To ensure convergence, there should be training for everyone at the district-level. It may be good to have trainings for all the aspirational districts in the state where district-level officials can discuss their problems. In these trainings, people could represent blocks instead of departments.

It is important to pay attention to the kind of feedback that is given by the district-level officials to those at the sub-district level. These trainings can include material on how to conduct an effective review, and what needs to be prioritized. Currently, these reviews revolve around reconciling data logistics instead of analysing the data. It would be useful to consolidate feedback on reviews and change review guidelines. To ensure proper follow-up and continuity, it will be helpful for DMs/DPOs to write an annual review that future DMs/DPOs can follow. It is important to enhance the capacity of people monitoring the programs.

These discussions about actors, their roles, needs for knowledge and skills and ways of supporting them at the district level have been depicted in the table below:

District Level			
Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
General administrators <ul style="list-style-type: none"> District Magistrate 	Reviewing or monitoring Allocating finances	Why is nutrition important (SPARK), Management tools (MGT), All nutrition relevant schemes, entitlements, interlinkages (PROG), Convergent Action Planning (CAP), Coverage, Continuity, Intensity, Quality (C ² IQ)	What is nutrition and nutrition problems? <ul style="list-style-type: none"> Causative Interlinkages Way to go
ICDS-related administrators <ul style="list-style-type: none"> District Program Officer (ICDS) 	Reviewing or monitoring Managing implementation Allocating finances	Management tools (MGT)	How to implement nutrition programmes with coverage, continuity, intensity, quality (C ² IQ) DM training at LBSNAA
Health sector-related administrators <ul style="list-style-type: none"> Chief Medical Health Officer (MoFHW) District Program Manager (NHM) 	Reviewing or monitoring Managing implementation Allocating finances Reviewing or monitoring Managing implementation Active implementation	Framework for nutrition code, parental leave, BF promotion (LEGAL), MGT, SPARK Training skills (TRAIN)	CMHO & DPM training together at state level DPO ICDS training at state level DPM SRLM training at state level
Other sectors or other actors <ul style="list-style-type: none"> District Program Manager (SRLM) Chief Executive Officer (Zila Parishad) Development Partners Swasth Bharat Preraks Local college/ university, medical & home science 	Managing implementation Reviewing or monitoring Reviewing or monitoring Allocating finances Managing implementation Reviewing or monitoring Technical support Active implementation Reviewing or monitoring Active implementation Technical support Technical support	SPARK Nutrition sensitive intervention (SENSE), SPARK SPARK, PROG SPARK, PROG	Convergence action plan training at district level Incorporate funding on nutrition training into PIP to sustain <ul style="list-style-type: none"> improved knowledge budget convergence Standard operating procedures for district level action plan development and implementation Annual or biannual review of implementation of action plan Focus on training

Actors and their knowledge and skill needs at the state level

At the **state level**, the group proposed the following list of key actors.

General administrators:

- Principal Secretary (WCD)
- Director WCD

- State-level Program Officer ICDS
- State Nutrition Mission officials
- Assistant Director ICDS
- Joint Director ICDS
- Deputy Director ICDS
- AWTC (AWC training)
- State MIS officials.

ICDS-related administrators

- Chief Secretary
- Ministers
- State Planning Commissioner
- Additional Chief Secretary (Finance)
- Finance Committee (Legislature)
- MLAs.

Health sector-related administrators

- Principal Secretary Education
- Principal Secretary Water
- Principal Secretary PRI
- Principal Secretary Social Welfare
- Principal Secretary Food Supply
- State-level water officials
- State-level education officials
- State-level PRI officials
- State-level agriculture officials
- State-level food security officials
- State-level social welfare officials
- State-level food & civil supplies officials
- SLRM
- Tata Trusts State Coordinator
- UNICEF state officials
- APPI state officials
- CARE state officials
- A&T state officials
- PCI state officials
- Technical Support Units
- Colleges/knowledge institutions.

Actors from other sectors

- NHM Director
- Principal Secretary Health
- Director General (Medical)
- DG-FW/Directors
- SLHFW (Training)
- Supply Corporation officials
- State Program Nodal Officers.

Most of the general administrators have a reviewing or monitoring role and a few have technical role. According to this group, the ICDS-related administrators are mostly involved in reviewing or monitoring and allocating finances. Health sector-related administrators are involved in reviewing or

monitoring, managing implementation and technical roles. Roles of actors from other sectors include reviewing or monitoring, managing implementation and technical duties.

According to the group, the key actors have the following needs for content level knowledge and job-related skills:

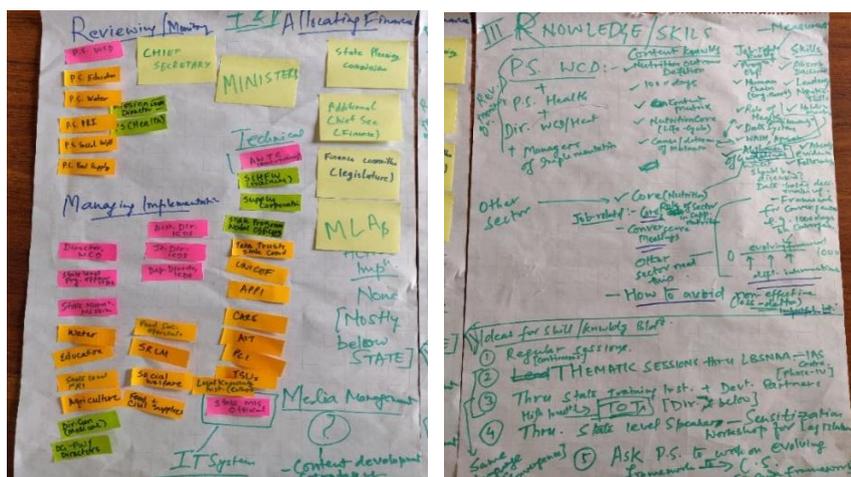
Content knowledge

- Nutrition outcome definitions
- 1000 days
- Content matrix
- Nutrition core (lifecycle)
- Causes/determinants of malnutrition

Job-related knowledge and skills

- Program objectives
- Organizational chart
- Role of the health sector on nutrition (not just ICDS)
- WASH, agriculture and other sectors
- Measurement skills
- Data systems
- Ability to comprehend the content of dashboards
- Skills to explore and analyze evidence
- Data based decision making
- Leadership and negotiating skills
- Holding meetings, deciding agenda about what should be discussed and how to ensure follow-up
- Framework for convergence.

For building up the skills of these key actor groups, thematic sessions at LBSNAA course (phase IV and above) were suggested. State-level training (like training of trainers - TOTs) can be given by development partners. Through the state speakers, the legislature can be made aware and sensitized on the importance of nutrition. It is important to include a nutrition training session for MLAs and ministers.



State-level group members: Sila Deb, A. Laxmaiah, Purnima Menon, Vasanthakumar N, Madhav Seth, Deepak Singhania

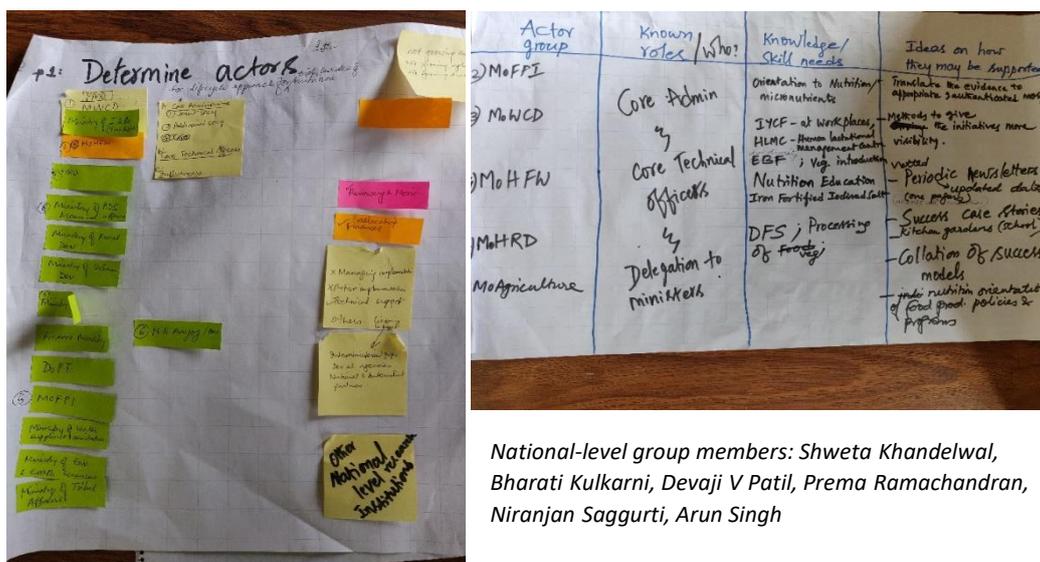
State-level discussions about the key actors, their roles, needs for knowledge and skills and ways of supporting them are presented in the table below:

State Level			
Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
<p>General administrators</p> <ul style="list-style-type: none"> • PS WCD • Director WCD • State-level Program Officer ICDS • State Nutrition Mission officials • Assistant Director ICDS • Joint Director ICDS • Deputy Director ICDS • AWTC (AWC training) • State MIS officials 	<p>Reviewing or monitoring Managing Implementation</p>	<p>Content knowledge</p> <ul style="list-style-type: none"> - Nutrition outcome definitions - 1000 days - Content matrix - Nutrition core (lifecycle) - Causes/determinants of malnutrition 	<p>For skills and knowledge building</p> <ul style="list-style-type: none"> - Regular and continuous sessions - Thematic sessions through LBSNAA – IAS cadre (phase IV) – same language groups - Through state training institutions and development partners - Through state-level speakers-sensitization workshop for legislators - PS to work on evolving framework
<p>ICDS-related administrators</p> <ul style="list-style-type: none"> • Chief Secretary • Ministers • State Planning Commissioner • Additional Chief Secretary (Finance) • Finance Committee (Legislature) • MLAs 	<p>Technical</p> <p>Reviewing or monitoring Allocating Finances</p>	<p>Job-related knowledge and skills</p> <ul style="list-style-type: none"> - Program objectives - Organizational chart - Role of health - Data systems - WASH, agriculture - Measurement skills - Ability to comprehend the content of dashboards - Skills to explore and analyze evidence - Data-based decision making - Leadership and negotiating skills 	
<p>Health sector-related administrators</p> <ul style="list-style-type: none"> • PS Education • PS Water • PS PRI • PS Social Welfare • PS Food Supply • State-level water officials • State-level education officials • State-level PRI officials • State-level agriculture officials • State-level food security officials • State-level social welfare officials 	<p>Reviewing or monitoring</p> <p>Managing Implementation</p>	<ul style="list-style-type: none"> - Holding meetings, deciding agenda about what should be discussed and how to ensure follow-up - Framework for convergence 	

<ul style="list-style-type: none"> State-level food & civil supplies officials SLRM Tata Trusts State Coordinator UNICEF state officials APPI state officials CARE state officials A&T state officials PCI state officials TSUs Colleges/knowledge institutions 	Technical		
<p>Other sectors or other actors</p> <ul style="list-style-type: none"> NHM Director PS Health Director General (Medical) DG-FW/Directors SLHFW (Training) Supply Corporation officials State Program Nodal Officers 	<p>Reviewing or monitoring</p> <p>Managing Implementation</p> <p>Technical</p>	Other sectors job-related	<ul style="list-style-type: none"> Core nutrition knowledge Role of sector in supporting nutrition

Actors and their knowledge and skill needs at the national level

At the **national level**, the group proposed the following list of actors, their roles, needs for knowledge and skills and ways of supporting them:



National-level group members: Shweta Khandelwal, Bharati Kulkarni, Devaji V Patil, Prema Ramachandran, Niranjan Saggurti, Arun Singh

According to this group:

General administrators are:

- Review and monitoring committees.

ICDS-related administrators include:

- Prime Minister's Office
- Ministry of Women and Child Development
- Core administrators like the Joint Secretary and the Additional Secretary
- Core technical officers
- Interministerial groups
- Influencers like development agencies and national and international partners.

Health sector-related administrators mostly pertain to the:

- Ministry of Health and Family Welfare.

Actors from other sectors are from the:

- Ministry of Information & Broadcasting
- Ministry of Consumer Affairs, Food & PDS
- Ministry of Rural Development
- Ministry of Urban Development
- Ministry of Finance
- Ministry of Agriculture
- Ministry of Drinking Water & Sanitation
- Ministry of Environment
- Ministry of Tribal Affairs
- Ministry of Food Processing Industries
- Ministry of Human Resource Development
- Department of Personnel and Training
- NITI Aayog.

The group identified the known roles of these national-level key actor groups, which included reviewing or monitoring, allocating finances, managing implementation, active implementation, technical support and liaising linkages.

For their knowledge and skills needs, the group suggested:

- Orientation to key nutrition related issues.
- Knowledge of micronutrients, IYCF practices, iron fortification, iodized salt and diet diversity.
- Knowledge of nutrition education, Human Lactation Management Centres, and focus on complementary feeding, not just breastfeeding.
- Issues such as how food processing affects nutritional value.

Discussing ideas on how these key actors can be supported in their knowledge and skill needs, the group made the following suggestions:

- Develop periodic newsletters, successful case stories and one-pager ready to use information.
- Interpret evidence in simple messages.
- Use the experiences of female leaders on issues such as IYCF to disseminate relevant messages into the wider policy practices.
- The nutrition community can reach out to senior bureaucracy collectively, in one voice.

At the national level, capacities of key actors need to be supported such that the communication with the states is concise and need-based and the states are not flooded with too many guidelines and instructions. It will be useful to enhance the communication among ministries so that they are talking to each other and have joint guidelines on how certain activities should be conducted. It is important to equip the key actors to support ongoing lobbying and advocacy efforts and facilitate time-bound flow of fund requirements.

National-level discussions about the key actors, their roles, needs for knowledge and skills and ways of supporting them are presented in the table below:

National Level			
Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
General administrators <ul style="list-style-type: none"> Review & Monitoring Committees 	Reviewing and monitoring	Orientation to nutrition and micronutrients	Translate the evidence to appropriate and authenticate messages
ICDS-related administrators <ul style="list-style-type: none"> PMO MoWCD Core administrators <ul style="list-style-type: none"> Joint Secretary Additional Secretary Core technical officers Interministerial groups Influencers <ul style="list-style-type: none"> Development agencies National & international partners Other national-level research institutions 	Managing implementation	IYCF – at workplaces HLMC – Human Lactation Management Centre	Methods to give IYCF and HLMC related initiatives more visibility
	Active implementation	Diet diversity	Vetted updated data
	Technical support	Introduction of vegetables	One-pagers for key messages/information
	Liaison linkages	Nutrition education	Periodic newsletters
		Iron fortified iodised salt, double fortified salt	Success case stories
		Processing of vegetables	Kitchen gardens in schools
			Collation of success models
			Nutrition orientation of food production policies and programs
Health sector-related administrators <ul style="list-style-type: none"> MoHFW 	Allocating finances		
Other sectors or other actors			

<ul style="list-style-type: none"> • Ministry of Information & Broadcasting • Ministry of Consumer Affairs, Food & PDS • Ministry of Rural Development • Ministry of Urban Development • Ministry of Finance • Ministry of Agriculture • Ministry of Drinking Water & Sanitation • Ministry of Environment • Ministry of Tribal Affairs • Ministry of Food Processing Industries • Ministry of Human Resource Development • Department of Personnel and Training • NITI Aayog 	<p>Core admin – core technical officers – delegation to ministers</p>		
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For group-wise details at the sub-district, district, state and national levels, please refer to [Annexure 7 – Matrix of Actor Groups, Roles & Needs](#).

After all the four group presentations, when participants had gathered ideas on the nutrition-related knowledge and skill needs and capacity building efforts for key actors at the sub-district, district, state and national levels, they together discussed the important question: **“How to roll-out and finance these capacity building efforts for effective nutrition interventions?”**

A follow-up workshop to discuss the training needs mapping and development of plans was proposed by the participants.

Next Steps

In the last session, participants deliberated on the next steps of developing a roadmap for capacity building on nutrition for administrators across sectors and administrative levels. Participants made commitments in terms of further developing the content, pedagogical approaches, and/or reaching out to the key actors. Some specific ones included assistance in content development on topics like non-communicable diseases and developing specific modules on nutrition data.

It was agreed that the core content for all future training at all levels should cover a basic understanding of nutrition outcomes, frameworks of determinants, interventions, where they are placed in the Indian policy context, and availability of data to know progress. There is also a need for robust success stories at the state and district levels that are evidence based, so that case studies are available for teaching.

As the next step, a follow-up workshop was proposed to review and endorse the capacity needs map that was generated at this workshop. At this follow-up workshop, participants will have robust discussions on HOW the capacity needs can be fulfilled. These capacity building efforts are expected to go a long way in strengthening POSHAN Abhiyaan for ensuring malnutrition free India.

Annexure 1

Workshop Agenda

8-9 August 2019

National Gender Centre, LBSNAA, Mussoorie

Time	Agenda item	Facilitator/s and presenters
DAY 1: 8th August		
9:00– 10:00 am	Opening and welcome remarks Participant introductions	Arti Ahuja
10:00 -11:30	Presentation of the summary of content (including data) and pedagogical approaches used in past LBSNAA nutrition short workshops	Purnima Menon Divya Nair
11:30- 11:45 am	<i>Tea/coffee break</i>	
11:45 a.m. – 1:00 pm	Open discussions of content review findings and mapping of content covered in other training courses	Purnima Menon
1:00 – 2:00 pm	<i>Lunch</i>	
2:00 – 3:00 pm	Open discussions on pedagogical approaches and mapping of pedagogical approaches used in other training courses	Neeraj Trivedi
3:00 – 5:00 pm	<ul style="list-style-type: none"> - Collective development of a map of who needs to be trained on nutrition at the national, state, district, sub district level - Matrix building of actor/group of potential trainees, training content and skills <i>Tea available at 3.45 p.m.</i>	<i>Group-based facilitated activity</i> Esha Sarswat
Evening	<i>Group dinner</i>	JW Marriott
DAY 2: 9th August		
9:00 – 10:30 am	Sharing and discussion of national, state, district, sub district training matrices	Group leaders (15 min presentation by each group followed by 30 min of Q&A)
10:30 – 11:00 am	<i>Tea/coffee break</i>	
11:00 – 12:30 pm	Open discussion (topics for group or plenary discussions to be proposed by participants). Examples of topics include the follow: <ul style="list-style-type: none"> - How to build a training resource group to cover content? - Content delivery and support strategies – online courses, webinars, post-training support, etc. - Involving state-level training institutes - Other topics (added by partners) 	Alok Ranjan
12.30 – 1:30 pm	Rolling out and financing effective nutrition capacity building for administrators: What will it take?	Shweta Khandelwal Arun Singh
1:30– 2:30 pm	<i>Lunch</i>	
2:30 – 3:30 pm	Next steps	Arti Ahuja Purnima Menon

Annexure 2

List of Participants

Sl. No.	Names, Present posting and address	Contact Numbers
1.	Ms. Sneha Palit NITI-ADTI Piramal Foundation New Delhi	Mob. No.- 09958328883 Email- sneha.palit@piramalfoundation.org
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3.	Shri Niranjn Saggurtti Director, India Office Population Council Ideas. Evidence. Impact Zone 5A, India Habitat Centre New Delhi – 110 003	Mob. No.- 09871211195 Email- nsaggurtti@popcouncil.org
4.	Dr. Prema Ramachandran Director Nutrition Foundation of India C-13, Qutab Institutional Area New Delhi 110016, India	Ph. No.- 011-26962615 Fax No.-011 26857814 Email- premaramachandran@gmail.com / nutritionfoundationofindia@gmail.com
5.	Dr Bharati Kulkarni Scientist F (Senior Grade Deputy Director) Clinical Division, National Institute of Nutrition Jamai Osmania PO, Hyderabad 500007	Ph. No.- 040-27197256 Fax No.- 040-27019074 Mob. No.- 09989145570
6.	Dr Shweta Khandelwal Head, Nutrition Research and Additional Professor Public Health Foundation of India 44/47 Institutional Area Gurugram 122003	Ph. No.- 01244781400 Email- shweta.khandelwal@phfi.org
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9.	Shri Indrajit Chaudhuri Jeevika Technical Support Program PCI 396, East Boring Canal Road,	Mob. No.- 08294638204/9818966099 Email- ichaudhuri@careindia.org / ichaudhuri@pciglobal.org

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10.	Dr. Alok Ranjan Country Lead, Nutrition; ICO & <u>Bill & Melinda Gates Foundation</u>	Email- alok.ranjan@gatesfoundation.org Alok.Ranjan@gatesfoundation.org
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12.	Dr. A. Laxmaiah, Scientist-G <i>ICMR-National Institute of Nutrition Department of Health Research Ministry of Health and Family Welfare, GOI Tarnaka, Hyderabad - 500 007</i>	Mobile No.9395113419 and email laxmanavula09@gmail.com
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15.	Dr. Manish Kumar P Director – Nutrition Project,	Ph. No.- 522-492-2350 Ext: 205 Mob. No.- 9880030937 Email-manish.kumar@ihat.in
16.	Dr. Arun Singh National Advisor RBSK, Ministry of Health & Family Welfare, Child Health Division, New Delhi	Mob. No.- 09958983344 Email- drarunsingh61@yahoo.co.in
17.	Dr. Sebanti Ghosh Program Director, Alive & Thrive India FHI Solutions LLC, Alive & Thrive # 503-506, 5 th Floor, Mohan Dev Building 13 Tolstoy Marg, New Delhi-110001	Ph. No.- 011 43595750-53 Mob. No.- +91 9818491333 Email- sghosh@fhi360.org
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19.	Dr. Suman	Mob. No.- 09006424427

	Consultant, CP/CPHC NHSRC, Delhi	
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22.	Purnima Menon IFPRI	p.menon@cgiar.org
23.	Esha Sarswat IFPRI	e.sarswat@cgiar.org
24.	Supreet Kaur NITI Aayog	supretaiims@gmail.com

Annexure 3

Content and Approach Matrix

Course content covered, and training approaches used, during the 1st and 2nd nutrition short courses hosted by IFPRI and LBSNAA in 2018 and 2019

	Topic	Resource Person	Content covered	Training approach
1.	Overview of course and why nutrition matters	Purnima Menon	<ul style="list-style-type: none"> - Why do we care about malnutrition? - Importance of investing in nutrition. - Reasons for weak commitment to nutrition 	<ul style="list-style-type: none"> - Lecture method to understand the concept - Poll - Discussion
2.	Overview of POSHAN Abhiyaan	Sanjiv Gajraj	<ul style="list-style-type: none"> - POSHAN Abhiyaan targets - Reach of POSHAN Abhiyaan - Components and pillars 	<ul style="list-style-type: none"> - Lecture method - Discussion
3.	Overview of Aspirational District Program (ADP)	R. Kamaraju	<ul style="list-style-type: none"> - What is ADP? - Nutrition indicators in ADP and the improvement overtime - Best practices adopted by DM/DCs 	<ul style="list-style-type: none"> - Lecture method - Discussion
4.	A vision for a malnutrition-free India-	Alok Kumar	<ul style="list-style-type: none"> - First 1000 days - Overemphasis on food-based solutions - Government initiative for improving nutrition - Focus on improving the coverage, continuity, intensity and quality (C2IQ) of interventions 	<ul style="list-style-type: none"> - Lecture method to understand the concept - Story telling - Discussion
5.	Nature of the Problem and its Distribution and Causes: Why Nutrition is a Perfect Systems Issue-	Arti Ahuja	<ul style="list-style-type: none"> - India's position globally on malnutrition - Lancet nutrition framework - Nutrition outcomes and how to measure them - Emerging nutrition challenges - Immediate and underlying causes of nutrition - Nutrition as a systems issue 	<ul style="list-style-type: none"> - Lecture method to understand the concept - Data-driven diagnostic exercise by participants - Poll to make session interactive
6.	Tackling the Immediate Drivers of Malnutrition (Nutrition-Specific Interventions)	Rasmi Avula	<ul style="list-style-type: none"> - Nutrition interventions in Indian policy framework - Nutrition interventions delivery platforms- Health & ICDS 	<ul style="list-style-type: none"> - Lecture method to understand the concept - Data-driven diagnostic exercise by participants

	Topic	Resource Person	Content covered	Training approach
			<ul style="list-style-type: none"> - Monitoring nutrition interventions- Data landscape and use of data - 	<ul style="list-style-type: none"> - Poll to make session interactive
7.	Use of admin data for informed actions	IDInsight team	<ul style="list-style-type: none"> - Use of data to diagnose problem - Different data sources and their features - Data validation 	<ul style="list-style-type: none"> - Lecture method to understand the concept - Scenario based data diagnostic activity
8.	Nutrition stories of success in India: Scaling up health and nutrition interventions in Odisha	Rasmi Avula	<ul style="list-style-type: none"> - Changes in malnutrition and reach of interventions in Odisha - Changes in determinants of malnutrition - Reasons identified for the changes - Lessons for other states 	<ul style="list-style-type: none"> - Research case study presentation
9.	Nutrition-Sensitive Interventions – Addressing the Underlying Drivers of Malnutrition in India	IFPRI & Indrajit Chaudhuri, PCI	<ul style="list-style-type: none"> - Lancet nutrition framework - Going beyond agriculture and food systems - Social protection and nutrition- current evidence in India - WASH - Social causes (gender, patriarchy) - Integrating Nutrition-Specific Actions into Nutrition-Sensitive Platforms: Jeevika case story 	<ul style="list-style-type: none"> - Lecture method to understand the concept - Data driven diagnostics - Poll to make session interactive
10.	Nutrition stories of success in India: Understanding stunting declines in Chhattisgarh	Rasmi Avula	<ul style="list-style-type: none"> - Changes in stunting in Chhattisgarh - Changes in determinants of malnutrition - Changes in program coverage - Reasons identified for the changes - Lessons for other states 	<ul style="list-style-type: none"> - Research case study presentation
11.	Building an Enabling Environment for Multisectoral Action Against Malnutrition	Arti Ahuja & Purnima Menon	<ul style="list-style-type: none"> - Lancet nutrition framework - Knowledge and evidence - Political economy - Capacity and financial resources - Creating nutrition champions - Challenges to effective nutrition at scale 	<ul style="list-style-type: none"> - Lecture method to understand the concept - Discussion

	Topic	Resource Person	Content covered	Training approach
12.	Innovations in ICDS from MP and UP	M Geetha, MP & Monica Garg, UP	<ul style="list-style-type: none"> - Coverage of all core nutrition/health interventions by district and state 	<ul style="list-style-type: none"> - Online presentation using lecture method
13.	Scaling up interventions, district-by-district: District diagnostic exercise.	IFPRI team		<ul style="list-style-type: none"> - Diagnostic exercise based on state coverage data notes and course-specific coverage data by district provided to the participants
14.	Integrative strategy development (strategy clinics)	All facilitators	<ul style="list-style-type: none"> - Malnutrition challenge in district - State of determinants of malnutrition in the district - Reach of programs (coverage) in the district - Potential areas to begin tackling key gaps in programs and in tackling specific determinants in each district 	<ul style="list-style-type: none"> - Initial diagnostic done by individual participants - One-on-one “clinic format” discussion between facilitators and participants based on individual district diagnostics.

Annexure 4

Pre-workshop Participant Survey

Thank you for agreeing to be a part of the consultation workshop on 8th and 9th August 2019 in Mussoorie. The goal of this survey is to gather information on your/your organization's engagement with the administrators across India. The survey should not take you more than 5-10 minutes to complete.

1. Your name *
2. Email address *
3. Gender *
 - Male
 - Female
 - Other
 - Prefer not to say
4. Who are you affiliated with? *
 - Government
 - NGO
 - Private sector
 - University/ Research institute/Other academic organization
 - Self-employed
 - Retired
 - Other:
5. Do you/your organization engage with the Indian administrators on nutrition and health? *
 - Yes
 - No
 - Maybe
6. If yes, at what level (select multiple)
 - National
 - State
 - District
 - Sub-district
 - Other:
7. Please specify the nature of engagement (check the appropriate boxes)

Nature of engagement	National level	State level	District level	Sub-district level
Providing program implementation support				
Capacity building of the administrators				
Providing technical inputs				

Advocacy				
Policy level engagement				
Providing monitoring and evaluation support				

Other:

8. Based on your engagement, what are some knowledge or skill GAPS you have come across while engaging with the administrators on nutrition and health? (select multiple)
- Knowledge about different forms of malnutrition
 - Knowledge about determinants of malnutrition
 - Knowledge about effective interventions
 - Use of data for strategy development
 - Use of data for program decisions
 - Knowledge about existing nutrition programs/interventions
 - Other (please write in)
9. Would you be willing to share training/capacity building materials/methods with us?
- a. Yes
 - b. No

Annexure 5

Workshop Presentations

Presentations made at the workshop can be accessed at POSHAN SlideShare. Topics and links are given below.

1. [Developing a nutrition training roadmap for administrators in India](#)
[Rationale, previous experiences, anticipated outcomes](#)

Purnima Menon, IFPRI

<https://www.slideshare.net/IFPRI-POSHAN/purnima-menonopening-session-8-aug2019>

2. [Consultation Workshop for Developing a Nutrition Training Roadmap for Administrators across India](#)

Divya Nair & Madhav Seth, IDinsight

<https://www.slideshare.net/IFPRI-POSHAN/divya-nairidinsight-nutrition-deck-lbsnaa-consultation-08082019>

3. [Open Discussion on Pedagogical Approaches](#)

Neeraj Trivedi, EPoD

<https://www.slideshare.net/IFPRI-POSHAN/neeraj-trivedipedagogical-approaches-and-mapping-of-pedagogical-approaches>

Annexure 6

Actor Mapping Guide for Nutrition Training Road Map Development

In this exercise, we wish to understand the various administrator/stakeholders involved in nutrition at multiple levels, and think about the knowledge and skills they need to be more effective in supporting the National Nutrition Mission. We will start by listing all the actors involved in supporting actions to improve nutrition at the national, state and district level, examine their roles and then use this to assess their knowledge and skill needs.

Looking at our overall question for this exercise, we will first clarify what we mean by supporting the National Nutrition Mission. Here, this means shaping program design and implementation strategies in sectors such as ICDS and health, financing for nutrition, actions in sectors that affect nutrition (sanitation, social protection, agriculture, gender and education). For example, one could improve the choice of interventions included in a policy package, strengthen the design of a program or improve the implementation or operations of a program.

When we discuss nutrition, we are thinking about adolescence, preconception and then the first 1000 days from conception to 2 years, the period of greatest opportunity for impact. Thus, we are focusing on maternal and child nutrition and also how we can leverage activities from other sectors to support/promote nutrition, such as social protection, agriculture and gender.

Overall Question: "Who is influential in shaping nutrition related policy and program decisions in India?"

Step 1: Determine Actors

Who plays a role in nutrition related policy and program decisions and actions, across sectors at the national, state, district and sub-district level?

- Ask the group members to list all administrators who work on shaping maternal and child nutrition related policies and programs and those who could influence it.
- Write the names of each type of administrator on appropriately colored sticky notes.
- Explain that the different color sticky-notes depict the following actor categories:
 - o General administrators (e.g., district magistrates, chief secretaries, development officers) (Pink)
 - o ICDS-related administrators (Yellow)
 - o Health sector-related administrators (Orange)
 - o Other sectors or other actors (Green)
- Place actors on flipchart sheet, **in no particular order.**

Step 2: Determining the roles of different types of actors

Group the actors based on their primary/dominant roles

- **Reviewing or monitoring**
- **Allocating finances**
- **Managing implementation**
- **Active implementation**
- **Technical support**
- **OTHER**

- By **reviewing or monitoring**, we mean either that an actor’s primary role is to review the status of implementation either by asking questions or by monitoring data.
- By **allocating finances**, we mean that the actors make decisions about how much funding sectors, programs or specific elements of programs receive.
- By **managing implementation** we mean that the actor supervises active implementation, provides feedback and ensures that management processes such as training, supply chains, logistics are other such things move smoothly.
- By **active implementation**, we mean that the actor undertakes specific actions related to service delivery.
- By **technical support**, we mean that the actor/set of actors supports the administration with technical inputs, data, tools and materials that enable effective implementation
- For **OTHER**, please add an additional set of roles and group actors according to that.
- In many cases, since actors have multiple roles, especially at the district and sub-district levels, please include the same actor under different role categories.

Step 3: Assess knowledge and skill needs

What knowledge does each group of actors need to strengthen their commitment and support to actions related to nutrition? What skills does each group of actors need?

- On **knowledge**, please discuss both *content knowledge and job-related knowledge* (e.g., an actor may need to understand what breastfeeding is and why it is important (content) but also understand what they can or should do from their position about it (e.g., ensure compliance with the IMS Act, ensure all staff are trained, support campaigns, provide funding for breastfeeding counseling training, support workplace initiatives, ensure maternity leave legislation is complied with, etc.)
- On **skills**, please consider the primary roles of the actors and what skills would serve them best to support nutrition. For example, a district magistrate may need the skills to interpret data from their districts; they would also need skills to convene effective coordination meetings; etc.

Step 4: Bring together a summary matrix of actor groups, roles and knowledge/skill needs

Actor group	Known roles	Knowledge/skill needs	Ideas on how they may be supported

Step 5: Questions for discussion on capacity building

- 1. What do we know about current capacity building/training/support mechanisms for administrators?**
- 2. What do we know about how these actors can be supported?**

Annexure 7

Matrix of Actor Groups, Roles, Knowledge/Skill Needs & Ways of Supporting: At Sub-district, District, State & National Levels

As a part of the actor mapping exercise, participants divided themselves in four groups – to discuss at the sub-district, district, state and national levels. They first listed all the actors who play a role in nutrition related policy and program decisions and actions, across sectors at the sub-district, district, state and national levels. Then they determined the roles of different types of actors to see if these actors were involved in reviewing or monitoring, allocating finances, managing implementation, active implementation, technical support, or any other type of roles. While assessing their knowledge/skill needs, the participants deliberated on what knowledge does each group of actors need to strengthen their commitment and support to actions related to nutrition, and what skills does each group of actors need. They also considered ways in which these actors can be further supported in capacity building. The discussions have been summed-up in a matrix given below:

Level	Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
Sub-district	<p>General administrators ■</p> <ul style="list-style-type: none"> • SDM • BDO <p>ICDS-related administrators ■</p> <ul style="list-style-type: none"> • CDPO • LS • AWW • AWH • DEO (CDPO office) <p>Health sector-related administrators ■</p> <ul style="list-style-type: none"> • MOIC • BCPM • ANM • ASHA • MPHw 	<p>Reviewing or monitoring</p> <p>Reviewing or monitoring Managing implementation Active implementation</p> <p>Reviewing or monitoring Managing implementation Active implementation</p>	<p>Overarching:</p> <ul style="list-style-type: none"> • 1000-days concept (identify households which are receiving all the health and nutrition related services across ICDS) - Interventions required - Related schemes • POSHAN Abhiyaan • Strategic use of data • Conduct joint reviews • Advocacy 	<p>Develop SOP for</p> <ul style="list-style-type: none"> • Joint reviews • Data collation & analyses (collected by PRIs) <p>Where we are – critical win and aspirational</p> <ul style="list-style-type: none"> • Individual • Center • VHSND platform + CBE <p>Household-level convergence mechanism should be a part of GPDP</p>

Level	Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
	<ul style="list-style-type: none"> DEO (MOIC office) <p>Other sectors or other actors ■</p> <ul style="list-style-type: none"> SHGs (VO, BO) <ul style="list-style-type: none"> PRI <ul style="list-style-type: none"> Ward member Sarpanch VHSNC RKS SBA <ul style="list-style-type: none"> Development partners Mothers' groups Training centers 	<p>Active implementation Enhancing demands for services Reviewing or monitoring</p> <p>Reviewing or monitoring Allocating finances Managing implementation Enhancing demands for services</p>	<ul style="list-style-type: none"> Mentoring Soft skills (comms, team work) Due-list of all beneficiaries Check-list 	
District	<p>General administrators ■</p> <ul style="list-style-type: none"> District Magistrate <p>ICDS-related administrators ■</p> <ul style="list-style-type: none"> District Program Officer (ICDS) <p>Health sector-related administrators ■</p>	<p>Reviewing or monitoring Allocating finances</p> <p>Reviewing or monitoring Managing implementation Allocating finances</p> <p>Reviewing or monitoring Managing implementation</p>	<p>Why is nutrition important (SPARK), Management tools (MGT), All nutrition relevant schemes, entitlements, interlinkages (PROG), Convergent Action Planning (CAP), Coverage, Continuity, Intensity, Quality (C²IQ)</p> <p>Management tools (MGT)</p> <p>Framework for nutrition code, parental leave, BF promotion (LEGAL), MGT, SPARK</p>	<p>What is nutrition and nutrition problems?</p> <ul style="list-style-type: none"> Causative Interlinkages Way to go <p>How to implement nutrition programmes with coverage, continuity, intensity, quality (C²IQ)</p> <p>DM training at LBSNAA</p> <p>CMHO & DPM training together at state level</p>

Level	Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
	<ul style="list-style-type: none"> Chief Medical Health Officer (MoFHW) District Program Manager (NHM) <p>Other sectors or other actors ■</p> <ul style="list-style-type: none"> District Program Manager (SRLM) Chief Executive Officer (Zila Parishad) Development Partners Swasth Bharat Preraks Local college/ university, medical & home science 	<p>Allocating finances</p> <p>Reviewing or monitoring Managing implementation Active implementation</p> <p>Managing implementation Reviewing or monitoring</p> <p>Reviewing or monitoring Allocating finances Managing implementation</p> <p>Reviewing or monitoring Technical support Active implementation</p> <p>Reviewing or monitoring Active implementation Technical support</p> <p>Technical support</p>	<p>Training skills (TRAIN)</p> <p>SPARK</p> <p>Nutrition sensitive intervention (SENSE), SPARK</p> <p>SPARK, PROG</p> <p>SPARK, PROG</p>	<p>DPO ICDS training at state level</p> <p>DPM SRLM training at state level</p> <p>Convergence action plan training at district level</p> <p>Incorporate funding on nutrition training into PIP to sustain</p> <ul style="list-style-type: none"> improved knowledge budget convergence <p>Standard operating procedures for district level action plan development and implementation</p> <p>Annual or biannual review of implementation of action plan</p> <p>Focus on training</p>
State	<p>General administrators ■</p> <ul style="list-style-type: none"> PS WCD Director WCD 	<p>Reviewing or monitoring Managing Implementation</p>	<p>Content knowledge</p> <ul style="list-style-type: none"> Nutrition outcome definitions 1000 days 	<p>For skills and knowledge building</p> <ul style="list-style-type: none"> Regular and continuous sessions

Level	Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
	<ul style="list-style-type: none"> State-level Program Officer ICDS State Nutrition Mission officials Assistant Director ICDS Joint Director ICDS Deputy Director ICDS AWTC (AWC training) State MIS officials <p>ICDS-related administrators ■</p> <ul style="list-style-type: none"> Chief Secretary Ministers State Planning Commissioner Additional Chief Secretary (Finance) Finance Committee (Legislature) MLAs <p>Health sector-related administrators ■</p> <ul style="list-style-type: none"> PS Education PS Water PS PRI PS Social Welfare PS Food Supply 	<p>Technical</p> <p>Reviewing or monitoring Allocating Finances</p> <p>Reviewing or monitoring</p>	<ul style="list-style-type: none"> Content matrix Nutrition core (lifecycle) Causes/determinants of malnutrition <p>Job-related knowledge and skills</p> <ul style="list-style-type: none"> Program objectives Organizational chart Role of health Data systems WASH, agriculture Measurement skills Ability to comprehend the content of dashboards Skills to explore and analyze evidence Data-based decision making Leadership and negotiating skills Holding meetings, deciding agenda about what should be discussed and how to ensure follow-up Framework for convergence 	<ul style="list-style-type: none"> Thematic sessions through LBSNAA – IAS cadre (phase IV) – same language groups Through state training institutions and development partners Through state-level speakers-sensitization workshop for legislators PS to work on evolving framework

Level	Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
	<ul style="list-style-type: none"> Director General (Medical) DG-FW/Directors SLHFW (Training) Supply Corporation officials State Program Nodal Officers 	<p>Managing Implementation</p> <p>Technical</p>	<ul style="list-style-type: none"> Role of sector in supporting nutrition 	
National	<p>General administrators ■</p> <ul style="list-style-type: none"> Review & Monitoring Committees <p>ICDS-related administrators ■</p> <ul style="list-style-type: none"> PMO MoWCD Core administrators <ul style="list-style-type: none"> Joint Secretary Additional Secretary Core technical officers Interministerial groups Influencers <ul style="list-style-type: none"> Development agencies National & international partners 	<p>Reviewing and monitoring</p> <p>Managing implementation</p> <p>Active implementation</p> <p>Technical support</p> <p>Liaison linkages</p>	<p>Orientation to nutrition and micronutrients</p> <p>IYCF – at workplaces</p> <p>HLMC – Human Lactation Management Centre</p> <p>Diet diversity</p> <p>Introduction of vegetables</p> <p>Nutrition education</p> <p>Iron fortified iodised salt, double fortified salt</p> <p>Processing of vegetables</p>	<p>Translate the evidence to appropriate and authenticate messages</p> <p>Methods to give IYCF and HLMC related initiatives more visibility</p> <p>Vetted updated data</p> <p>One-pagers for key messages/information</p> <p>Periodic newsletters</p> <p>Success case stories</p> <p>Kitchen gardens in schools</p> <p>Collation of success models</p> <p>Nutrition orientation of food production policies and programs</p>

Level	Actor groups	Known roles	Knowledge/skill needs	Ideas on how they may be supported
	<ul style="list-style-type: none"> - Other national-level research institutions Health sector-related administrators ■ <ul style="list-style-type: none"> • MoHFW Other sectors or other actors ■ <ul style="list-style-type: none"> • Ministry of Information & Broadcasting • Ministry of Consumer Affairs, Food & PDS • Ministry of Rural Development • Ministry of Urban Development • Ministry of Finance • Ministry of Agriculture • Ministry of Drinking Water & Sanitation • Ministry of Environment • Ministry of Tribal Affairs • Ministry of Food Processing Industries 	<p>Allocating finances</p> <p>Core admin – core technical officers – delegation to ministers</p>		

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	<ul style="list-style-type: none"> <li data-bbox="376 240 629 331">• Ministry of Human Resource Development <li data-bbox="376 344 584 435">• Department of Personnel and Training <li data-bbox="376 448 539 475">• NITI Aayog 			