Capacity Development - guidance note

- Webinar
- 19 March 2019
Why do we need a guidance note for Capacity Development?

• Capacity development is key to the success of NIPN:
  – The NIPN approach is new, using complex steps
  – Multisectoral nutrition - multiple actors: a common understanding and common knowledge is needed

• Capacity development is such a broad topic - could be all encompassing re: nutrition

WHERE TO START?
HOW TO SET THE BOUNDARIES?
HOW TO USE THE BUDGET FOR Cap Devt MOST WISELY?
Questions that this guidance note addresses

1. Which theoretical framework can be used for capacity assessment?

2. What are the capacities required for NIPN to function well in a country? (Step 1)

3. How is existing capacity to implement NIPN assessed and gaps identified? (Step 2)

4. What is included in a NIPN capacity development strategy and plan of action? (Step 3)
Capacity Framework

Based on:
Potter, C and Brough, R.
Health Policy and Planning 2004;19:336-345
NIPN Capacity Framework

- **Individual**
  - Technical & functional skills
  - Role capacity

- **Organisation**
  - Staff: Supervisory/management capacity
  - Role capacity

- **System**
  - Structural capacity
  - Systems capacity
  - Role capacity

- Technical Skills
- Functional skills & Role capacity
- Supervisory /management capacity
- Role capacity
- Systems capacity
- Structural capacity
- Role capacity
Hard and *soft* skills - both are needed

**TECHNICAL**
- Statistical analyses
- Data quality checks
- Policy development
- Policy brief writing
- ...

**FUNCTIONAL**
- Communication
- Negotiation
- Project management
- Team building
- ...

12/12/2019
3 step approach

Step 1: What capacities are required for NIPN to function well in a country?

Step 2: What is the gap between existing and required capacities

Step 3: Priority setting & NIPN capacity development strategy and plan
STEP 1: Identify the capacities that are required for effective implementation of NIPN

• at each of the three levels of the Capacity framework
  – individual,
  – organizational
  – systemic

• and for each element of the NIPN operational cycle
  – Question formulation
  – Analysis of data
  – Communication of findings
# NIPN Capacity Matrix

<table>
<thead>
<tr>
<th>Level</th>
<th>Capacities</th>
<th>Policy-relevant Question formulation</th>
<th>Analysis of data</th>
<th>Communication of findings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual</strong></td>
<td>Technical skills</td>
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<tr>
<td></td>
<td>Functional skills &amp; Role</td>
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<tr>
<td><strong>Organizational</strong></td>
<td>Supervisory/management</td>
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<tr>
<td></td>
<td>Role</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Systemic</strong></td>
<td>Systems &amp; Structures</td>
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<td></td>
<td>Role</td>
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<tr>
<td>Individual NIPN staff</td>
<td>Technical skills</td>
<td>• Understanding and strategic analysis of national nutrition policy processes, coordination mechanisms, timelines and actors.</td>
<td>• Management of multiple data sets, data cleaning and harmonization. • Knowledge of statistical software</td>
<td>• Understanding of audiences: the actors within the system. • Competency and experience in advocacy</td>
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<tr>
<td>Functional skills &amp; Role</td>
<td></td>
<td>• Strategic influencing of actors across sectors • Ability to convene</td>
<td>• Be flexible and service-oriented • Ability to present data clearly to non-statisticians</td>
<td>• Inter-personal communication skills</td>
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</tbody>
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## Example: Completing the Organisational level

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</tr>
</thead>
<tbody>
<tr>
<td>NIPN team within host organisations</td>
<td>Supervisory / Management</td>
<td>• Efficient management &amp; coordination amongst policy and data components of NIPN</td>
<td>• Project management system in place</td>
<td>• Clear accountability lines with appropriate incentives and sanctions</td>
</tr>
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<td>• Clear accountability lines with appropriate incentives and sanctions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Role</td>
<td></td>
<td>• Clarity on roles and responsibilities</td>
<td></td>
<td>• Authority / culture to act and make decisions at corresponding level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Team composition: balanced skills set and collaboration between staff from host organisation &amp; project-based staff</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Authority / culture to act and make decisions at corresponding level</td>
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### FOR EXAMPLE: Completing at the Systemic level

<table>
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<tr>
<td>Multisectoral Nutrition Coordinating System, in which NIPN is embedded</td>
<td>Systems and Structures</td>
<td>• Effective understanding and ability within all sectors to support and implement multisectoral nutrition policies and plans&lt;br&gt;• Functional national multisectoral nutrition coordination system in place&lt;br&gt;• Legislative framework enabling data sharing</td>
<td></td>
<td></td>
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<tr>
<td>Role</td>
<td></td>
<td>• Culture of sharing data and transparency in communicating analysis and evidence&lt;br&gt;• Transparent budget allocation and budget flows&lt;br&gt;• Culture and mechanisms to hold each other to account&lt;br&gt;• ..</td>
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Step 2: Analyse the capacity gap for NIPN

The objectives of a capacity gap analysis are to:

- **Assess** existing capacity, mainly focused on individual and organizational capacity as these are the levels at which NIPN largely operates
- **Identify** the critical gaps
- **Priority ranking** of the critical gaps
General principles for capacity gap assessment

1. Follow a phased approach
2. Ask for support from an expert
3. Adopt a variety of methods
4. Use the NIPN Capacity Matrix to develop questions
5. Focus the analysis on identification of gaps
6. Prioritise areas for capacity development
Step 3: NIPN capacity development strategy and plan of action

1. Decide on priorities for implementing the NIPN operational cycle
2. Make a planning with short- and long-term objectives and corresponding activities
3. Include technical and functional skills
4. Consider a mix of capacity development tools / activities
5. Capitalise on existing opportunities
6. Define an M&E framework
7. Cost capacity development actions
# Range of Capacity Development Approaches

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<tr>
<th>Individual</th>
<th>Organisational</th>
<th>Systemic</th>
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<tr>
<td>Training</td>
<td>Technical assistance</td>
<td>Public awareness campaign</td>
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<tr>
<td>Workshops</td>
<td>Sharing of good practices</td>
<td>Learning events for policymakers</td>
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<tr>
<td>Seminars</td>
<td>South-South learning</td>
<td>(Inter)National Days</td>
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<td>Peer learning events</td>
<td>‘Knowledge brokering’</td>
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Time for Discussion
Experience so far?

- Who has already done a capacity assessment/capacity development plan?
- What are the hurdles? How to overcome?
- Which capacity development is already taking place?
- What types of capacity development are easy and which ones are more difficult?