



NiPN
National Information
Platforms for Nutrition

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 ?



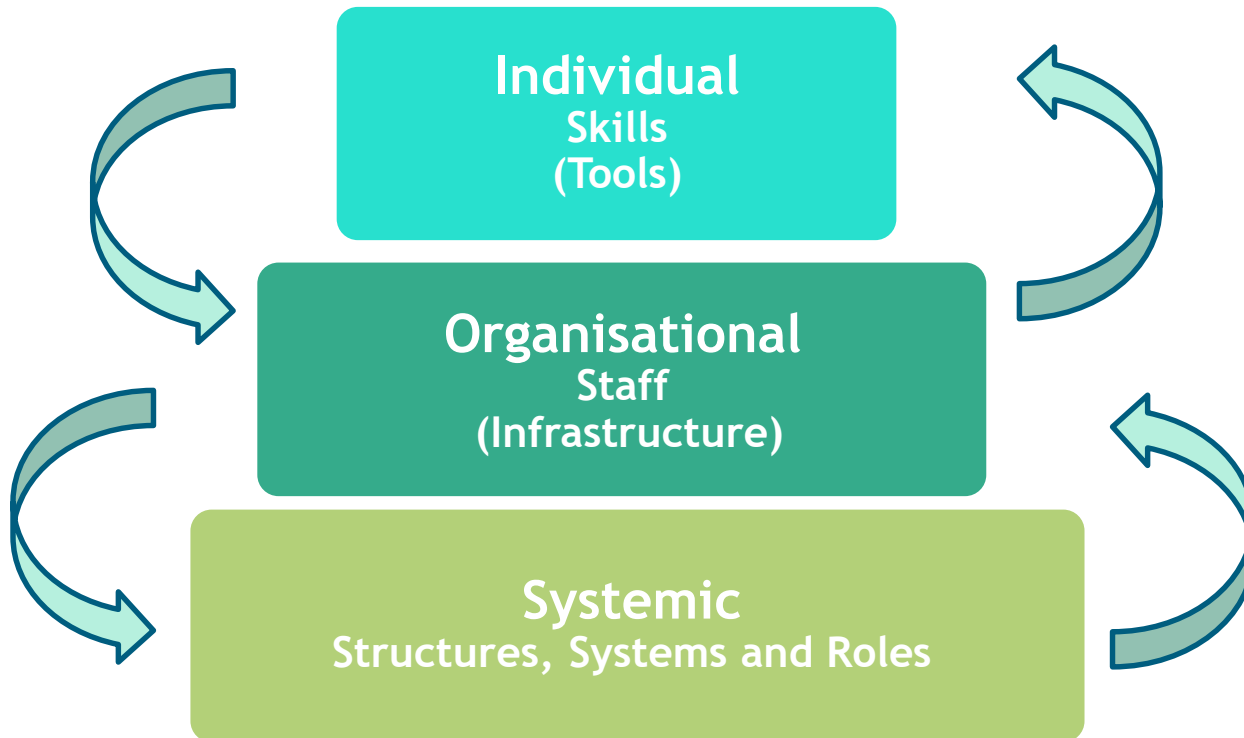
Capacity Development - Guidance note

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 a NIPN capacity development strategy and plan of action? (Step 3)**



Capacity Framework



Based on:
Potter, C and Brough, R.

Systemic Capacity
Building: A Hierarchy of
Needs.

Health Policy and
Planning 2004;19:336-345



NIPN Capacity Framework

Individual

Technical & functional skills
Role capacity

- Technical Skills
- Functional skills & Role capacity

Organisation

Staff: Supervisory/ management capacity
Role capacity

- Supervisory /management capacity
- Role capacity

System

Structural capacity
Systems 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
- ...



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

Level	Capacities	Policy-relevant Question formulation	Analysis of data	Communication of findings
Individual	Technical skills			
	Functional skills & Role			
Organizational	Supervisory/management			
	Role			
Systemic	Systems & Structures			
	Role			



Level	Capacities	Policy-relevant Question formulation	Analysis of data	Communication of findings
Individual NIPN staff	Technical skills	<ul style="list-style-type: none"> • Understanding and strategic analysis of national nutrition policy processes, coordination mechanisms, timelines and actors. 	<ul style="list-style-type: none"> • Management of multiple data sets, data cleaning and harmonization. • Knowledge of statistical software 	<ul style="list-style-type: none"> • Understanding of audiences: the actors within the system. • Competency and experience in advocacy
	Functional skills & Role	<ul style="list-style-type: none"> • Strategic influencing of actors across sectors • Ability to convene 	<ul style="list-style-type: none"> • Be flexible and service-oriented • Ability to present data clearly to non-statisticians 	<ul style="list-style-type: none"> • Inter-personal communication skills



Level	Capacities	Policy-relevant Question formulation	Analysis of data	Communication of findings
NIPN team within host organisations	Supervisory / Management	<ul style="list-style-type: none"> • Efficient management & coordination amongst policy and data components of NIPN • Project management system in place • Clear accountability lines with appropriate incentives and sanctions 		
	Role	<ul style="list-style-type: none"> • Clarity on roles and responsibilities • Team composition: balanced skills set and collaboration between staff from host organisation & project-based staff • Authority / culture to act and make decisions at corresponding level 		



Level	Capacities	Policy-relevant Question formulation	Analysis of data	Communication of findings
Multisectoral Nutrition Coordination System, in which NIPN is embedded	Systems and Structures	<ul style="list-style-type: none"> • Effective understanding and ability within all sectors to support and implement multisectoral nutrition policies and plans • Functional national multisectoral nutrition coordination system in place • Legislative framework enabling data sharing 		
	Role	<ul style="list-style-type: none"> • Culture of sharing data and transparency in communicating analysis and evidence • Transparent budget allocation and budget flows • Culture and mechanisms to hold each other to account • 		



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

Individual	Organisational	Systemic
<ul style="list-style-type: none">• Training• Workshops• Seminars• Peer learning events• Study tours• Mentoring	<ul style="list-style-type: none">• Technical assistance• Sharing of good practices• South-South learning• ‘Knowledge brokering’	<ul style="list-style-type: none">• Public awareness campaign• Learning events for policymakers• (Inter)National Days



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 ?

