

Critical Capacities and Research for Integrating Nutrition in Agriculture

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Outline

1. An Explicit Capacity Framework
2. The niche(s) for nutrition-in-agriculture
3. Institutional and Individual Capacities for Integrating Nutrition in Agriculture
4. Bringing it All Together

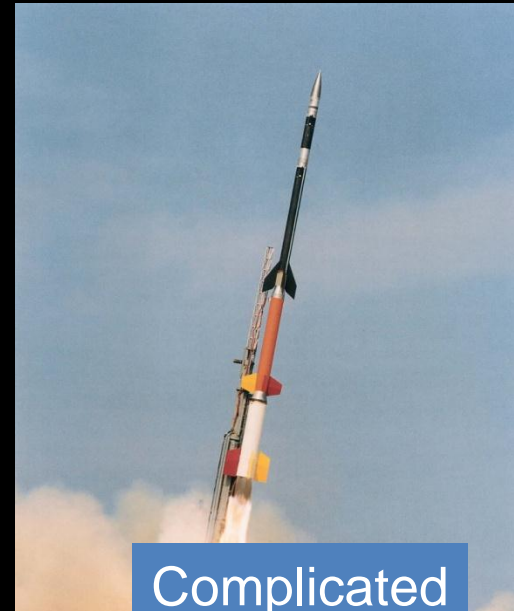
“We cannot solve today’s problems by
using the same way of thinking
that created them”

Albert Einstein

What Kind of Problems Are We Dealing With?



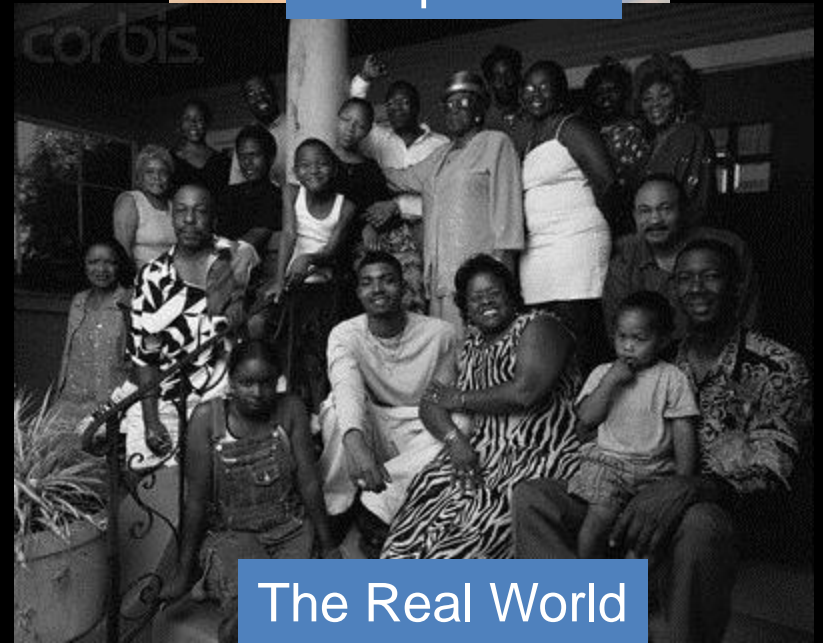
Simple



Complicated

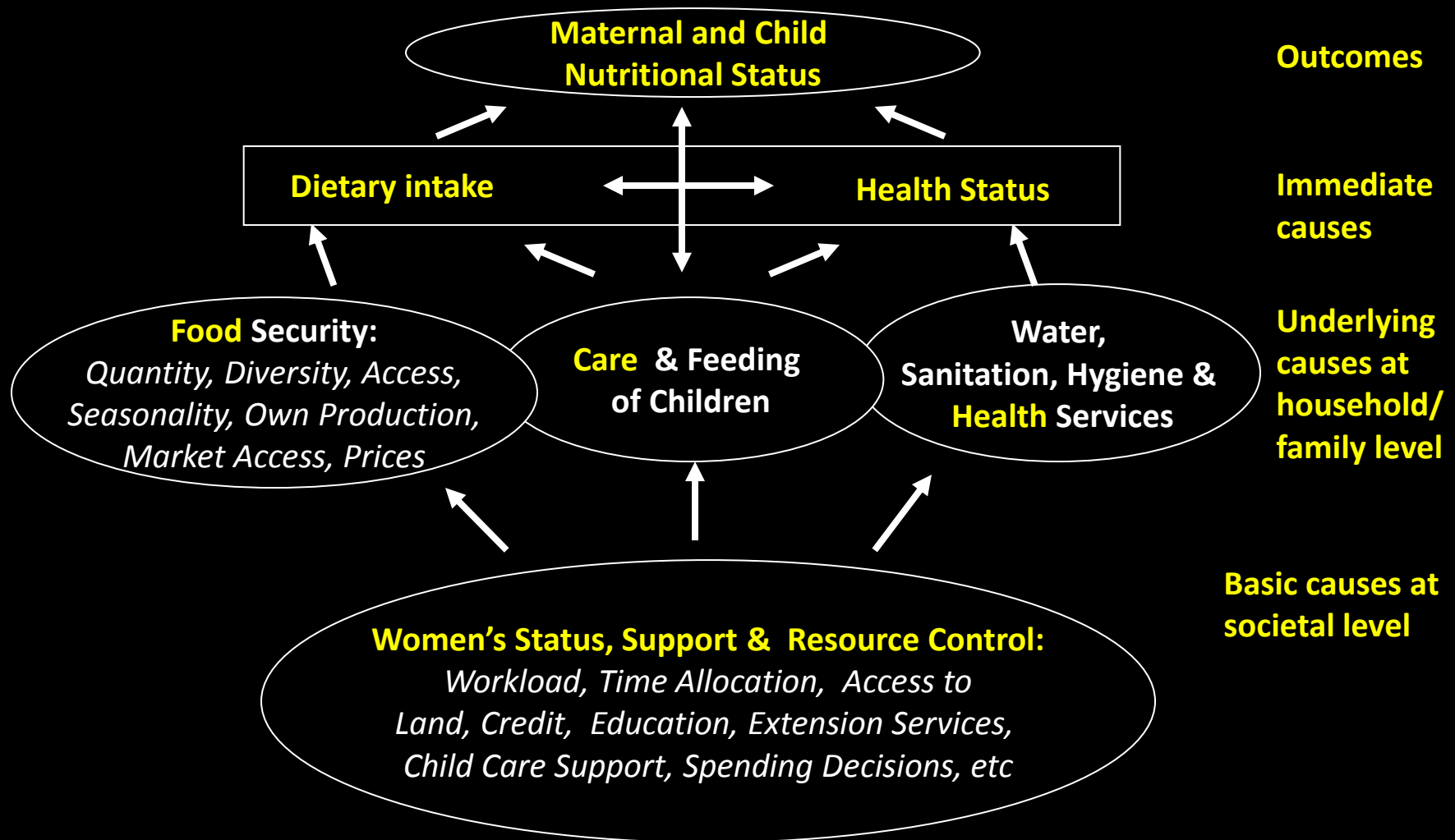


Complex



The Real World

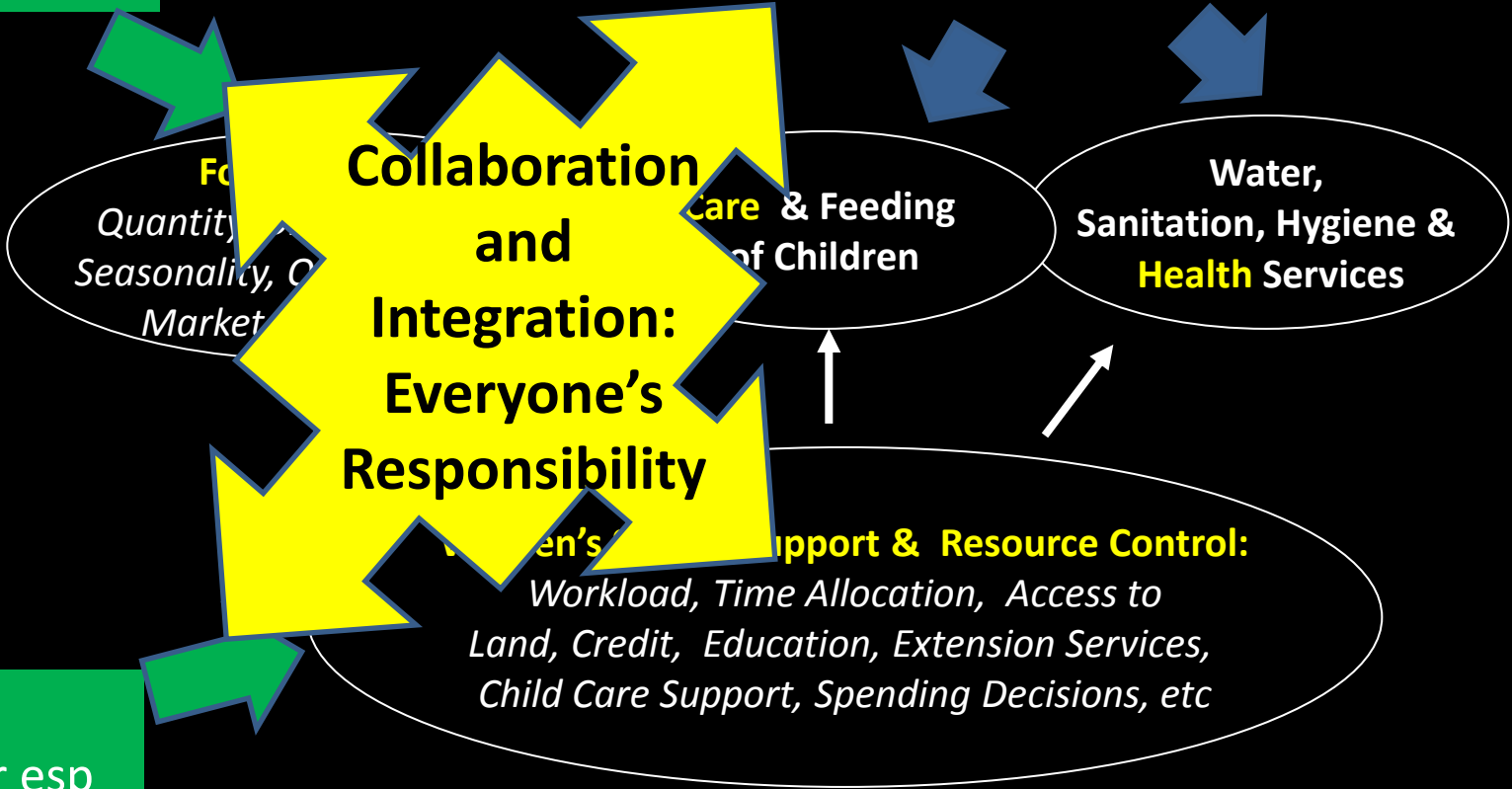
The Causal Framework for Nutrition



The Niche(s) for Agriculture

Ag Sector's Primary Responsibility, esp Vuln Grps

Primary Responsibility for Health, Education, Comm .Development, etc



Due Diligence by the Ag Sector esp for smallholders & Vulnerable hhs

A Framework for “Capacity Building”

(from Potter and Brough, 2004)

“...currently, different stakeholders – let us say a national government and a development partner (donor agency) – may both agree that there is a lack of ‘capacity’ and agree that investment in ‘capacity building’ should take place.

...but they may have entirely different understandings of what is meant by the expression, about how the lack of capacity manifests itself (for example ‘lack of time’, ‘not enough power’ or ‘insufficient know-how’), or about how it impacts the programme under consideration.

Consequently, they may have totally different ideas about the remedial action to be taken or the investments that are needed to rectify the problem.”

A Generic Capacity Framework: What Precisely is Needed???

Christopher Potter and Richard Brough

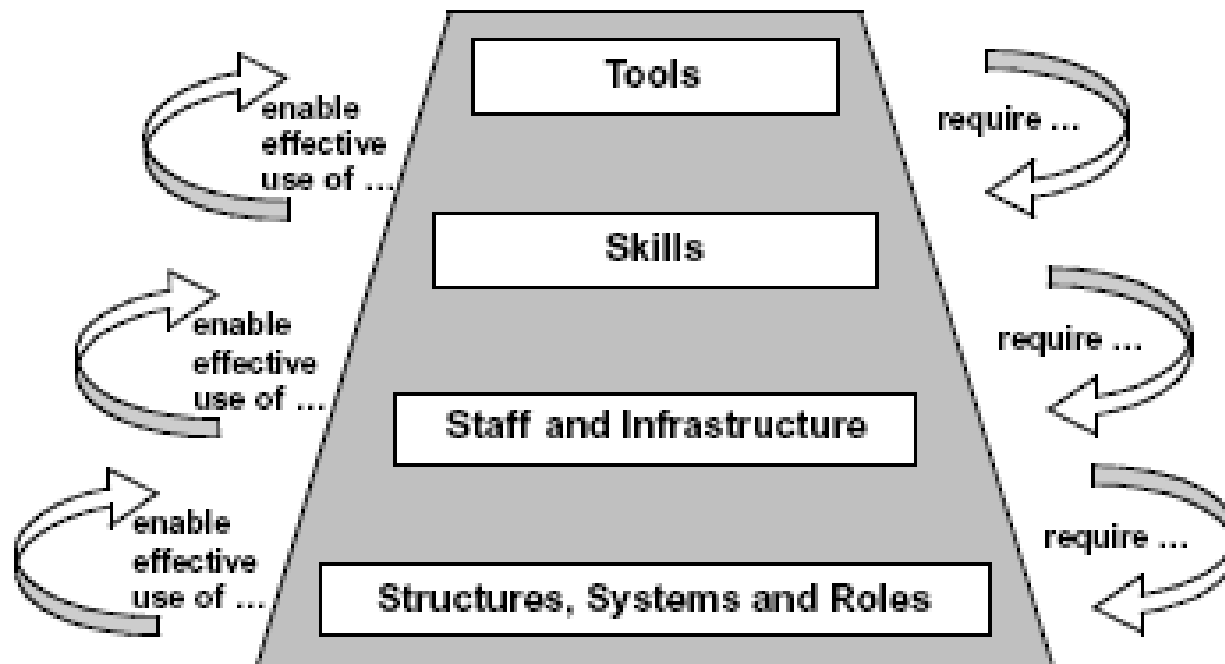


Figure 1. Capacity pyramid

A Generic Capacity Framework

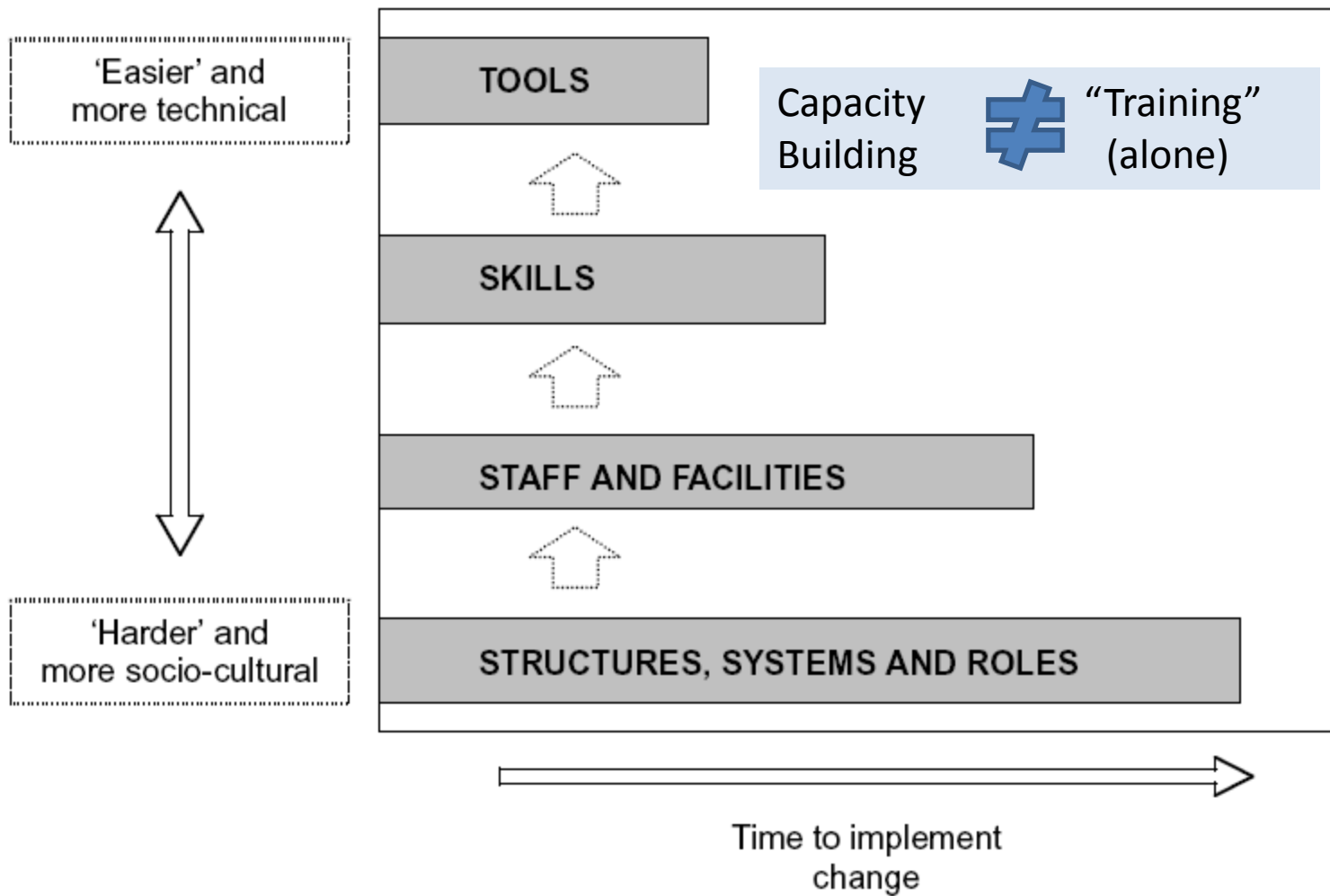


Figure 4. Complexity/time dimensions of capacity building

Institutional and Individual Capacities for Integrating Nutrition in Agriculture

Institutional and Individual Capacities: An Example from One Country

MOA

Country CAADP Project Team

Component Leads/ Working Groups

Food
Security
& Nutrition

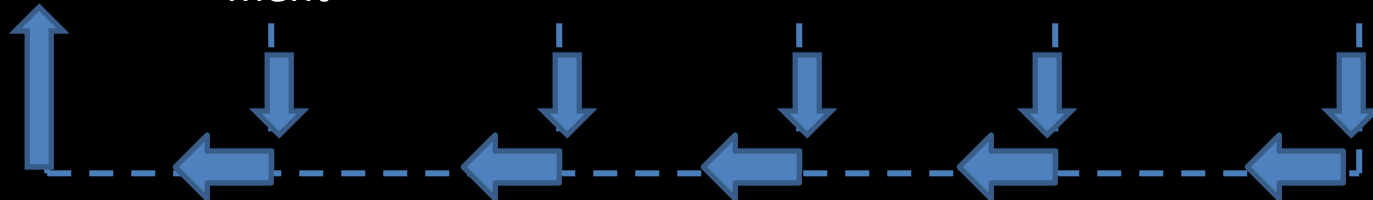
Agric
Prod
Enhance-
ment

Support to
Commercial
Agric

Land &
Water
Mgt

Inputs &
Markets

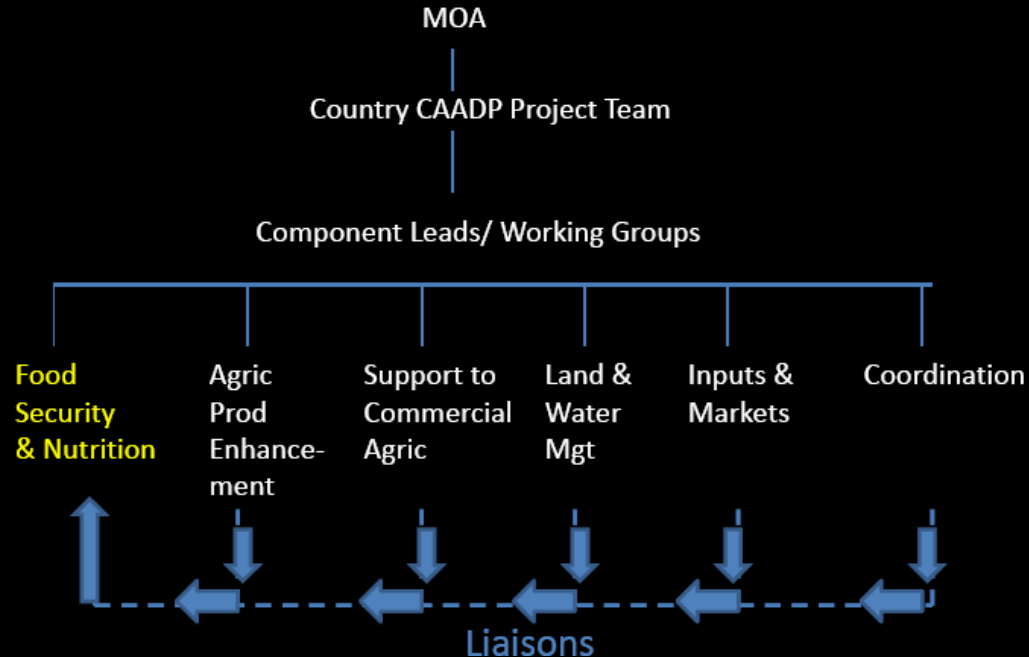
Coordination



Liaisons

Capacity-Related Questions

1. Who should lead the Fd Sec/ Nutr Component?
2. What kind of capacities do they need?
3. Do they have the capacities?
4. How can they access it?
5. Can they succeed on good will alone?
6. If not, what authority, mandate, accountability, etc. is needed to ensure the other components/ WGs will implement nutrition-sensitive policies and programs?
7. What kind of capacities or assistance do each of the other Components/ WGs need?



8. How should this articulate with the national multisectoral coordinating committee?
9. How will each of these Working Groups articulate with the traditional MOA structures? (planning, operations, M&E, finance, etc)

Bringing it All Together

Functional Capacities (for individuals and institutions)

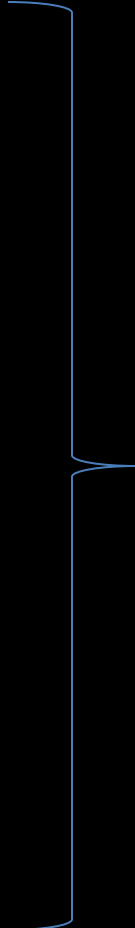
1. Operational Capacities (hard skills)

- Assessment and analysis (national to local)
- Access to knowledge and experience (global, national, regional)
- Plan and design policies and programs (collaboratively)
- Prepare costed investment plans based on Results Frameworks
- Implement & manage policies and programs (collaboratively)
- Monitor, Evaluate and Adjust (national, project-level, local) (collaboratively)

Functional Capacities (for individuals and institutions)

2. Strategic Capacities (soft skills / people skills)

- Collaborative leadership – visioning, strategic planning, consensus-seeking
- Advocacy, strategic communications, media engagement
- Commitment-building, coalition-building, relationship management –
- Conflict management
- Resource mobilization
- Anticipate and respond to recurring challenges and opportunities
- Strategic oversight and management of the national nutrition agenda



Within MOA
And
Multisectorially

Functional Capacities (for individuals and institutions)

3. Research Capacities (hard skills)

- Formative, operations and evaluative research (qualitative and quantitative)
- Community trials of food security and nutrition intervention models among smallholders
- Innovative and effective models for integration and scaling up

Research and Training: Paradigm Shift Needed

- **The Conventional (discipline-based) Approach**
 - Nutritional sciences: chemistry, biochemistry, genetics, cell biology, metabolism, physiology, food composition, dietary assessment etc.
- **The Problem/ Program/ Policy Oriented Approach**
 - Operational capacities for HH and Policy Interventions
 - Strategic capacities
 - Formative, operations, evaluative research
 - Integration and Scaling Up

The Capacity for Capacity Building

*** Out of the Box Thinking Needed ***

- Operational capacities – pre-service and in-service
 - Strategic capacities – pre-service and in-service
 - Research capacities – pre-service and in-service
 - At national, project and community levels
-
- What orgs can strengthen each?
 - national, regional, beyond
 - NGOs, Management Training Centers, Private Sector, Universities?
 - What modalities are appropriate?
 - Short-term, On-the-Job, twinning, coaching, interning, counterparts, etc
 - Regional Communities of Practice
 - Curricular reform at universities
 - Incentivized
 - Collaboration in curriculum development (practitioners & academics)