



## Outline for Capacity Building Plan

<p><b>Overview of capacity and gaps</b></p>	<p>This section should include any relevant information from capacity mapping and the emergency context.</p>
<p><b>Objectives</b></p>	<p>This section should contain very clear and measurable objectives, clarifying which are long-term, short-term and medium-term. It should:</p> <ul style="list-style-type: none"> <li>✓ clearly answer the questions of “capacity building for whom, in what, and for what purpose?” and provide guidance on priorities, from immediate capacity building needs to longer-term needs;</li> <li>✓ be comprehensive at the national level (but incorporate sub-national needs and plans where applicable) in order to mobilise political support as well as financial and technical resources.</li> </ul>
<p><b>Target groups</b></p>	<p>This section should detail the target groups and the rationale for their selection.</p>
<p><b>Specific activities and action plan</b></p>	<p>The specific activities should reflect the priority groups and topics that are most relevant to achieving the objectives of the Nutrition Cluster response strategy. Capacity building plans often involve many different mechanisms. Working with the national authority to establish policies and incorporate nutrition skills into pre-service training of health staff is often needed to facilitate recovery, especially in a complex (conflict-related) crisis.</p> <p>This section should also define who will support which aspects of the capacity building plan. Drawing on the technical expertise and resources of partners to implement the plan will protect against risks such as under-utilising existing Nutrition Cluster capacities, overlooking valuable skills and experience, demotivating Nutrition Cluster participants, inadequately involving national and local organisations, and inadequate local knowledge giving rise to errors and insensitivities. This section should:</p> <ul style="list-style-type: none"> <li>✓ outline supportive actions for the sustainability of capacity development inputs, which may include a national coordination mechanism to oversee the process of formulating, implementing and monitoring the strategy;</li> <li>✓ clearly define links to the transition strategy, where applicable.</li> </ul>
<p><b>Potential constraints and how to address them</b></p>	<p>This section should outline the potential risks to capacity building efforts and what, if any, measures are put in place to address them. Some common risks to capacity building include:</p> <ul style="list-style-type: none"> <li>✓ a lack of commitment to capacity building during the height of the emergency, which can undermine national capacity;</li> <li>✓ inclusion of individuals who do not use what they have learned in training in their daily work, due to a lack of clear selection criteria and processes;</li> <li>✓ lack of systems to track who has been trained, when, where and in what, leading to duplications or gaps in training;</li> <li>✓ lack of adequate human resource management, which results in</li> </ul>



	high rates of staff turnover among international and national staff, undermining the benefit of individual capacity building.
<b>Monitoring and evaluation (M&amp;E)</b>	This section should outline mechanisms for M&E of the impact of capacity building/development activities.
<b>Resources</b>	The plans should be realistically costed and outlined in this section (if a stand-alone document) or as part of the Nutrition Cluster response strategy (if the capacity building/assessment activities are included in that document). This section is critical to ensure that the resources required are specified and can therefore be incorporated into appeals and other fundraising mechanisms.