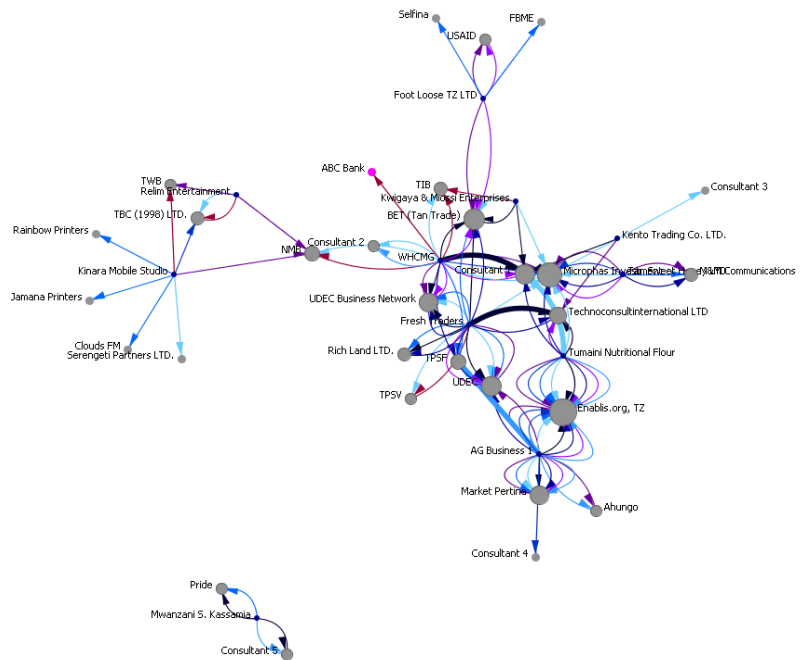# Network Analysis Framework for Systems Capacity Development

Root Change uses Network Analysis as one of its tools for systems capacity development. Network Analysis helps entities (individuals, organizations, networks of organizations) to re-orient themselves from an inward capacity-development perspective (internal systems, processes, procedures) to a more outward systems capacity development perspective: their position, strengths, weaknesses, and potentials within an ecosystem of actors.

This process facilitates learning how to strategically engage from a systems perspective in building and leveraging relationships with other actors and resources. The results of a Network Analysis lead to problem solving and solution finding that strengthen the individual entities and the system within which they are embedded to address complex challenges.

Level	Community Level	Organizational Level	Multi-Organizational
Partners	**Community Based Groups** (ie. Child Care, Advocacy, Business, Farmer) **Coordinating Bodies** (Village Councils, Community Forums, Church Associations, Local NGOs) **Governments & Local Leaders**	**Entire Organization** **Leadership Committee/Teams** **Departments** (Programs, HR, IT) **Teams** (Knowledge Services, Gender, Capacity Development)	**Umbrella Organizations & Members** **Networks & Network Members** **Steering Committees & Members** **Task Forces & Members**
Process	1. **Explore and understand the context and challenges** (Listening Tours, Workshops, Theory of Change, Organizational Capacity Assessments) 2. **Orient and teach systems view and systems thinking** (Workshops, Trainings, Peer-Peer exchanges, Action Research and Action Learning) 3. **Co-Develop network analysis survey and develop network maps, metrics, and dashboards** 4. **Analyze, explore and interpret results** (Workshops, Peer-Peer Exchanges, Action Learning) 5. **Co-develop actions, and interventions** (Workshops, Working Sessions) 6. **Co-implement, pilot, and evaluate systems strengthening interventions**		

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Applications	**Community Links** A USAID Funded Project to Improve the multisectoral response in providing services to the more than 500,000 OVCs in Namibia. The project engaged all parts of the system in capacity development interventions such as workshops and trainings, strategy development, and capacity assessments. Participants included Ministries of Health, Gender Equality and Child Welfare, and Education at the National, Regional, and Local Levels, Local governments, churches, NGOs, and citizens forums. Network Analysis was conducted with OVC forum members, the community based coordinating body, to identify current relationships with government, service providers, community members, and other stakeholders in order to clearly understand bottlenecks and gaps in both demand and supply of services to OVC.	**Global Health NGO** A global Health NGO embarking on a restructuring effort to delegate more authority to regional and country offices. The organization has invested heavily in its Knowledge Management & Learning practices. The network analysis project was developed to help the HQ Knowledge Services (KS) team better support country offices in managing and developing their own knowledge and learning networks as part of the organization's decentralization efforts. Working with HR, Programs, the President's Office, Technical, and the Knowledge Services Teams, a network analysis survey was developed and administered across all 15 offices to map knowledge flows and collaborative learning relationships at and between headquarters and country offices.	**A USAID Food For Peace Program** A USAID Food For Peace program designed to build capacity of FFP Grantees and Improve the quality of implementation through fostering collaboration, innovation, and knowledge sharing among FFP grantees. Food Security Networks were established to enable the sharing of information, build consensus on best practices, and create joint task forces and collaborative projects for agriculture, social and behavior change, monitoring & evaluation and knowledge sharing. Network Analysis will be piloted with grantees to evaluate the effectiveness of network metrics to measure grantee collaboration.
Results	The resulting maps and metrics helped OVC forums, local, regional, and national ministries and NGOs to develop targeted interventions to strengthen the system's response to OVC needs. One such intervention developed and piloted was Community Links SMS Connect which mobilizes community based messengers who submit SMS via form enabled cellular phones to report on OVC well being.	Network analysis was used to identify the knowledge, information, and learning needs at both HQ and country offices, knowledge resources across the network that are overtaxed or under-utilized, and opportunities for filling in knowledge gaps across the network. The resulting maps helped to identify and develop interventions such as peer-peer exchanges between offices and between offices and HQ, integration of unique web 2.0 collaboration tools such as video conferences, webinars, blogs and internal social networks.	Network Analysis will establish a baseline measurement of current collaboration and information sharing that could be used as a basis from which to build targeted capacity strengthening initiatives to maximize existing partnerships and collaborations, knowledge sharing ties, and help fill in gaps.