

Learning Event:

Sustainable approaches to capacity building for CSOs working on Nutrition in Uganda: lessons from the Uganda Grassroots Nutrition program

Hosted by: GOAL Uganda
May 27th 2021



- Share learning on the GOAL's capacity development approach for CSOs involved in nutrition programming under the Uganda Grassroots Nutrition (UGN) program.
- Give an opportunity to the CSOs involved in the Uganda Grassroots Nutrition program to share their experience of receiving capacity development support.
- Share findings of an independent evaluation on GOAL's capacity development approach for CSO involved in nutrition programming.
- Provide a chance for stakeholders to discuss and share their experience on capacity development in nutrition programming in Uganda.





Agenda

Time	Session description	Moderator
3:00 – 3:15	Opening	Kate Schoenmakers, GOAL Uganda Assistant Country Director - Programmes
3:15 – 3:20	Introductory remarks	Jennifer Williams, GOAL Uganda Country Director
3:20 – 4:00	GOAL: Reflections from implementing a targeted capacity building approach with nutrition-focused CSOs in Uganda	Lokujo Chaplain, GOAL Nutrition Coordinator
4:00 – 4:40	CSO Capacity Building experience (1) PALM Project: Integrated Action to Combat Malnutrition (2) PACHEDO Project: Amuru Nutrition Improvement Project	<ul style="list-style-type: none">• Rita Kayeny, PALM Nutrition Coordinator and Hellen Zawedde, PALM Nutrition Officer• Omali Simon, PACHEDO-President and Lawrence Nyende, PACHEDO- Project officer
4:40 – 5:10	Findings from evaluation of the GOAL Capacity building intervention	Matthew Goldie-Scot, Charles Schultz and Nina Schoonman, THUSO
5:10 – 5:30	Q&A and recommendations	Panellist: ALL presenters
5:30 – 5:40	Closure	Moderator



Introductory Remarks

PARTNERSHIP
AMBITION
COMMUNICATION
SUCCESS
TRUST
GOALS
POTENTIAL
RESPECT
SUSTAINABLE
VISION
NOISIA
COURAGE
BUILDING
VALUES
TOGETHER
SOLUTIONS
HOPE



**THE
LOCALISATION
AGENDA AND
GOAL**



GOAL Uganda

*Reflections from implementing
a targeted capacity building
approach with nutrition-
focused CSOs in Uganda*

Chaplain Lokujo, (Msc, MPH),
GU Nutrition Coordinator

GOAL's vision:

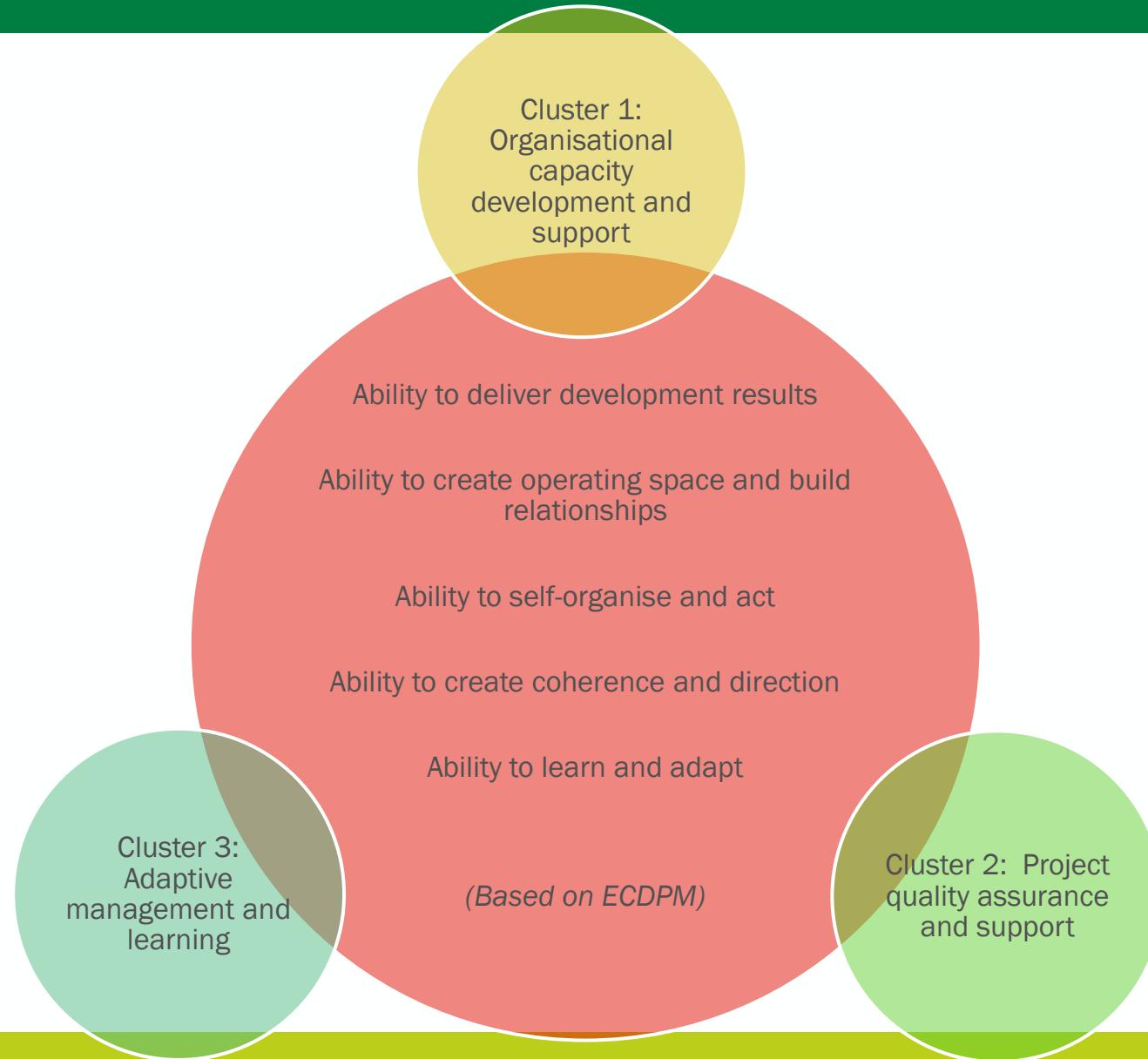
GOAL believes in a world where poverty no longer exists, where vulnerable communities are resilient, where barriers to wellbeing are removed and where everyone has equal rights and opportunities.





Uganda Grassroots Nutrition Programme (UGN)





Cluster 1:
Organisational
capacity
development and
support

- OCA needs identification and improvement planning
- Long-term mentoring on operational and technical priority capacity needs
- Short-term or one-off trainings
- Review of operational policies, protocols and manuals (internal audit)

Cluster 2: Project
quality assurance
and support

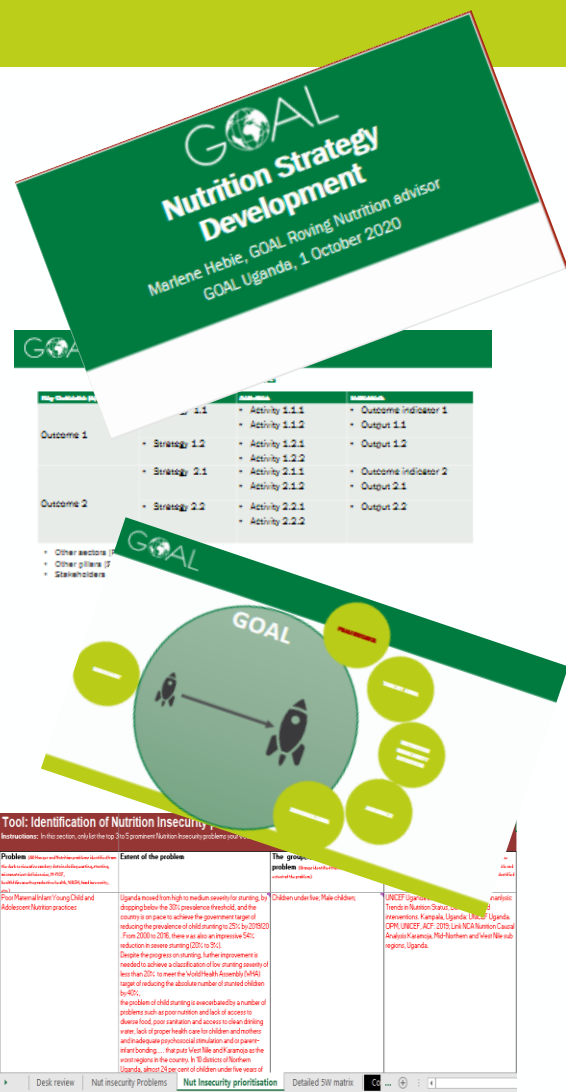
- Monthly supportive supervision field visits
- Weekly remote follow-ups through calls or virtual meetings
- Quality check review and feedback of donor reports prior to submissions

Cluster 3:
Adaptive
management and
learning

- Facilitate quarterly grantee learning and review meetings
- Commission of a short supplementary study and barrier analysis
- Commission of an endline evaluation of CSO UGN projects and GOAL's capacity building approach
- Host a final learning event

Examples of technical capacity development activities

- Training on Barrier Analysis and household surveys facilitated by a consultant.
- Training on use of digital technology for M&E (Kobo) by a consultant.
- Technical capacity development activity requested by CSOs:
 - ❑ Mentorship on Nutrition Strategy development
 - Facilitated by GOAL Uganda with support from GOAL HQ Programme Technical Team
 - A series of 5 virtual mini training sessions delivered over a period of 6 weeks to account for CSO field work
 - Training content adapted for CSOs, allowing use of a step-by-step approach to develop own nutrition strategy
 - Complemented by technical review and feedback on documents produced by CSO
- Outcomes
 - ❑ All CSOs have now migrated to digital M&E platform and digital forms are now used across programmes beyond UGN.
 - ❑ One CSO applied barrier analysis in education programme.
 - ❑ One CSO developed a contextually-informed and strong nutrition strategy.



Cluster 1

What worked well:

- Participatory and consultative approaches used during the Organizational Capacity Assessment instilled a sense of ownership.
- A capacity improvement plan developed with consensus-facilitated planning and provision of comprehensive support by all GOAL technical and operational departments involved.
- Combination of regular on-the-job mentoring visits with remote follow-up through calls allowed provision of timely, responsive and contextualized capacity building support.
- Formal short technical and operational trainings met the immediate needs of the grantees. Relevance of topics and technical mentoring helped CSO immediately converting learnings into practice.

What didn't work well:

- Building trusting mentoring relationships with CSOs took long, affecting timeline to kick-start some activities.
- Virtual mentoring and follow-ups were less interactive and could be challenging due to connectivity issues.
- Less responsiveness of the mentee when capacity initiative was initiated by the mentor as compared to when this was initiated by the CSO.



Cluster 2

What worked well:

- Monthly supportive supervision field visits offered an opportunity for on-the-job, timely and interactive support on technical matters related to UGN project implementation.
- Regular face-to-face engagements with CSO lead to a good uptake and use of both technical tools supporting project quality assurance.
- Regular supportive supervision visits and constructive feedback helped creating trust and establishing a working relationship between GOAL and the CSOs.

What didn't work well:

- Affected power dynamics within CSO as a result of regular in-situ mentoring: GOAL was sometimes being perceived as an alternative authority to the CSO leadership.
- Balancing supervision and mentoring activities within the busy schedule of the CSOs could be challenging at time.



Cluster 3

What worked well:

- Co-facilitation of quarterly learning and review meeting has enabled ownership and uptake by CSO of responsibilities for learning and review meetings.
- Quarterly learning and review meetings led to increased use of new management tools and helped in creating a culture of innovative thinking for troubleshooting and improving implementation.
- Bringing CSO together created some positive competition between partners striving to do better as they were able to visualise their progress against the project targets.
- Learning by doing proved highly effective – the CSO involvement in implementing two small studies encouraged use of findings by CSO for adjustments in UGN and other projects.

What didn't work well:

- Prioritisation of the documentation of learnings can be hard due to limited time and people capacity at CSOs
- Some learnings were not easily adopted due to limited hard evidence to support consensus to justify investment in the suggested adaptation and learning
- Challenging to see the change brought about due to implementation of the learning due to short project period to try out the learnings gained
- Adherence to timelines remained inconsistent and on occasion required intervention from ECF.



Adaptations to continue the capacity building approach

- Staff and beneficiary safety first: Compliance + Internal GOAL SOP
- Developed business continuity plan
- Suspended in-person monthly monitoring visits and switch to remote support
- Migrated to virtual trainings and quarterly review meetings
- Adjusted capacity building activities timelines
- Mentored CSO to develop own adaptations



- Supported CSOs to adjust project activities timeline
- Sharing real-time updates to support CSO to put in place SOPs
- Regular check-ins with CSO to mitigate impacts of COVID-19 (reduce fear, anxiety and solve some of CSOs to address)








Capacity building approach



- Ensure a common understanding and an agreed definition of capacity building among all partners at the onset of the project to set expectations, facilitate communication and ensure buy-in.
- Adapt the capacity building model and improvement plan to the project timeline while factoring sufficient time for building mentoring relationship.
- High flexibility among stakeholders including CSO and donors is required to allow the development and the implementation of a capacity improvement plan meaningful for CSO.
- Use consultative and iterative process to reach consensus during OCA and the development of the capacity improvement plan.
- Use a combination of organizational and technical capacity to increase sustained capacity development.
- Introduce capacity development activities and organisational reforms gradually, considering CSO prioritized needs and existing structure.
- To ensure sustained capacity development, nutrition practitioners and donors need to rethink their approach to capacity building, moving away from repeated one-off style technical training to instead use a combination of timely mentorship, technical trainings, supportive supervision, co-facilitated review and learning meetings

 Trust and relationships	<ul style="list-style-type: none">• During immersion and capacity building actors needs to be mindful of power relationships and existing structures within the CSO.• Set from the outset and regularly manage expectations, clarifying the role of the capacity building actor and being mindful not to overstep their stated role.
 Resource	<ul style="list-style-type: none">• Allocate a budget for OCA and capacity improvement beyond one-off trainings.• CSOs need to see dividends for engagement in capacity building.• Coordination of stakeholders supporting CSO to contribute the overall capacity development plan.
 Monitoring	<ul style="list-style-type: none">• Monitoring and evaluation frameworks of capacity building activities should take into account all core capabilities of organisations and consider the timeline for the expected change in each capabilities.• Organisations involved in CSO capacity development are encouraged to document, incorporate and disseminate best practices.



Thank you



For more information:

GOAL: www.goalglobal.org

PALM: www.palmcorps.org

PACHEDO: www.pachedo.org



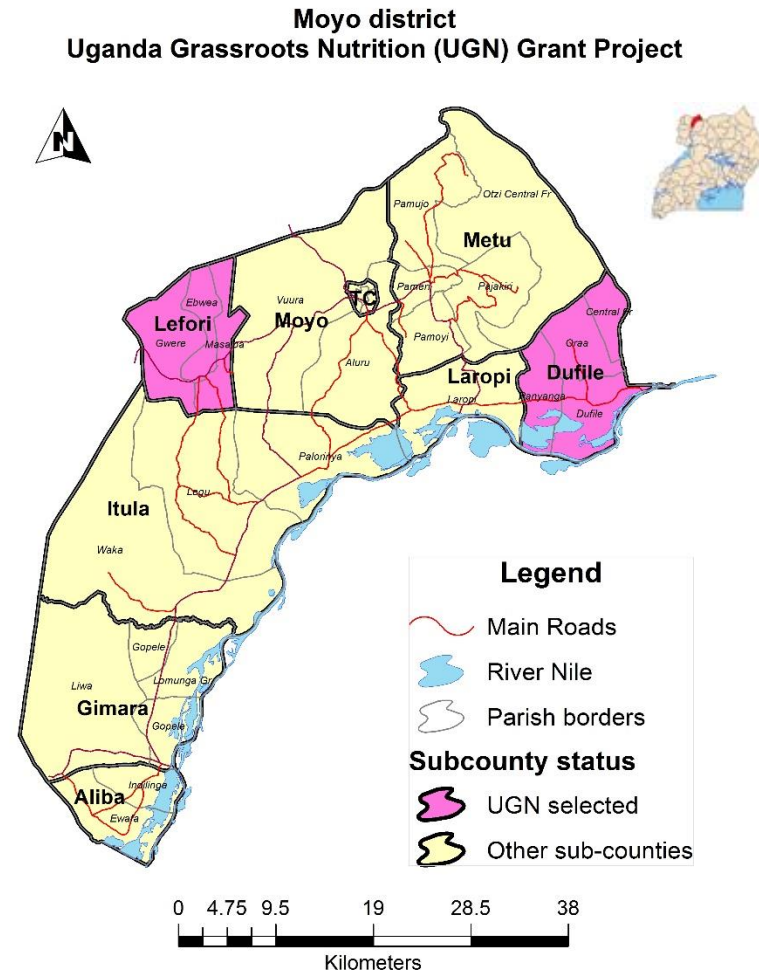
Case Study on Capacity Building for CSO: [Spring board to nutrition programming]

- Organisation: PALM Corps
- Presented by: Rita Kayeny (Nutrition Co-ordinator)



Background_PALM Corps

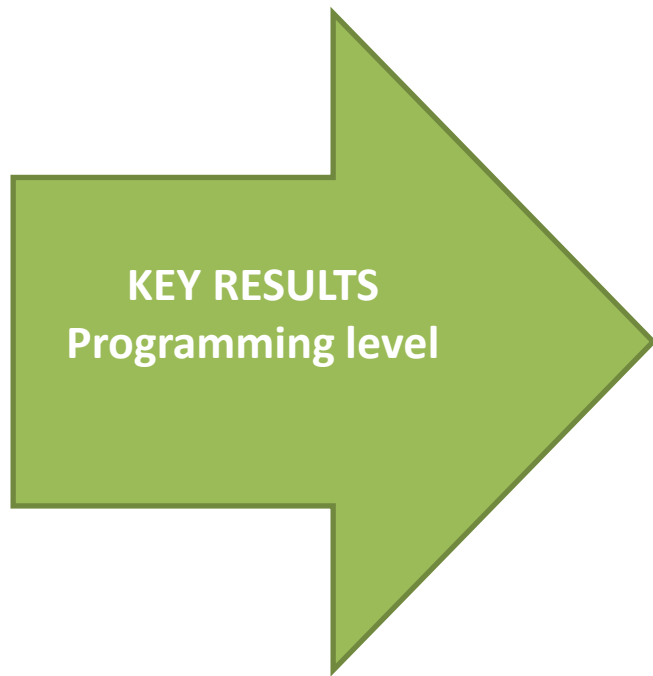
- PALM Corps vision: A world where the poorest and most vulnerable communities live a healthy, peaceful, productive and dignified life.
- IACM project Goal: Contribute to improved nutritional status among children under two years and Pregnant and Lactating Women in two sub-counties of Moyo district



Background_Capacity Building

- **Capacity building of the CSOs was a series of engagements that focused on strengthening their skills and ability to improve efficiency and quality of outcomes to the beneficiaries;**
- **Capacity building targeted three levels:**
 - Organisational level
 - Functional systems and procedures (finance and monitoring and evaluation)
 - Individual actors/front-line project implementors

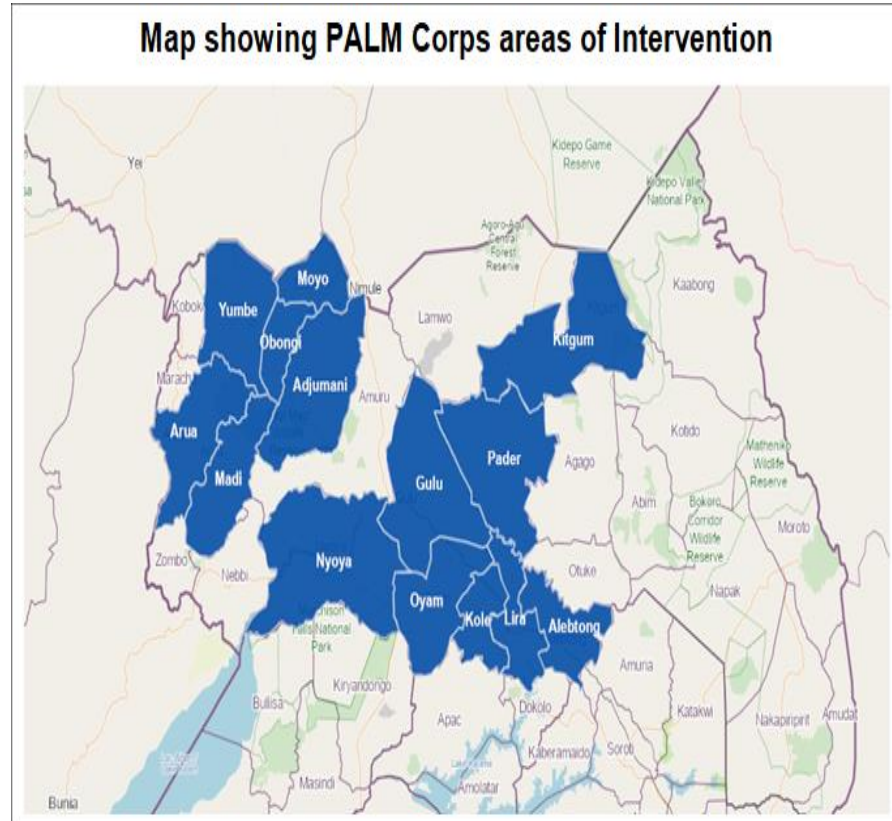




- **Operational level:** Adaptive learning in the process of implementation;
- **Technical level:** Improved technical knowledge on nutrition and developed the Nutrition strategy;
- **Outcome level:** Improved results-based reporting;



At organisational level:



- Established M&E and Finance Mgt systems;
- Enhanced the Boards on oversight roles;
- Developed resource mobilisation strategy ;
- Widened Networking and linkages.



STRENGTHS AND LIMITATIONS OF THE CAPACITY BUILDING PROCESS

What worked well

- ❖ Adequate Expert engagement;
- ❖ Used step-by-step coaching method ;
- ❖ Enabled adaptive learning
- ❖ Enabled project support team to apply knowledge acquired.

What did not work well

- Inadequate time for indepth learning (implemented in 2 instead of 3 years);
- COVID-19 pandemic limited interaction with the consultants;
- Staff turnover of trained staff affected project implementation.



Recommendations



CONCLUSION

- Organisation Capacity Building is a long term supported process of improving effectiveness of organisations in achieving their vision. It occurs at three levels : individual, organizational and the external environment , as well as in their interdependencies.
- Capacity Building does not only refer to the acquisition of new knowledge and skills, but more importantly to improving the values, practices and behavioral patterns of the actors for effectiveness in realizing the nutrition outcomes in the target populations.
- The step by step coaching with project support has worked for PALM Corps.
- Capacity building is a precursor to localisation. For capacity building to succeed, local actors should own the process and outcomes.



THANK YOU

- Organisation: PALM Corps
- Presented by: Rita Kayeny
- Contact: r.kayeny@palmcorps.org



CSO experience of receiving Capacity Building support

Partners for Community Health
and Development Organisation
(PACHEDO)

Registered Ugandan Not for
profit/Non-Governmental
Organisation

**Grantee of the Uganda Grassroots
Nutrition program funded by ECF**



Reducing stunting in
children <2 years through
the ANIP Project.

**Omali Simoni -ED PACHEDO
Nyende Lawrence- PO Health & Nutrition**

LEARNING UPTAKE

- ❖ Improved governance results into efficient resource mobilization & utilization
- ❖ Without leadership and management capacity building is not possible; Should be driven from the top for sustainability.
- ❖ Good governance leads to improved collaboration and partnership
- ❖ Good financial systems yields good accountability
- ❖ Increased capacity in HR results into efficient project implementation
- ❖ Periodic organization capacity assessment is key in identifying staff, organization needs and fosters organization growth
- ❖ Knowledge and skills transfer from INGO leads to technical enhancements.

STRENGTHS AND LIMITATION THE CAPACITY BUILDING MODEL

STRENGTHS

- Alternative means of training and mentorship which were adoptive to COVID SoP's
- Placement of technical support staff from GOAL into partner Organization
- Multi-skilled approach for mentorship and capacity building of the partner staffs
- Adequate planning for the capacity building sessions
- Capacity of GOAL to identify well qualified and experienced trainers

LIMITATIONS

- Limited time to accomplish all the planned trainings
- Limited funds to implement the capacity development plans
- Limited physical interactions between trainers and the staffs

RECOMMENDATIONS

- Performance evaluation of the capacity building exercise be conducted periodically.
- Continuous support to the partner to ensure that the capacity building plans are finalized and performance indicators evaluated as planned-Follow up's; long term plans.
- Think about the capacity building as part of the organization and program improvement initiative; sustainability.
- Capacity building should be demand driven by the CSO whose capacity need to be developed for effectiveness.
- Timeliness of capacity building is very key and setting of achievable goals within the time given through prioritization

CONCLUSION

- ❖ Capacity building programs are key in the growth of local organizations as far as localization agenda is concern. The contribution of the international partners towards strengthening systems of the indigenous organization is vital.
- ❖ The system strengthening efforts of ECF/GOAL was significant and successful for the delivery of the UGN funded project.
- ❖ However local partners should be adequately supported to logically conclude with the capacity development plans and performance evaluation of the capacity building exercise should be conducted periodically and within the project period
- ❖ As PACHEDO, We appreciate Elearnor Crook Foundation (ECF) for the funding and GOAL Uganda for taking lead in building our capacity.

The background features a faint, stylized illustration of two grey human figures holding hands in a circle. Above them, the word 'PACED' is written in large, light blue, spaced-out capital letters. The entire scene is set against a light green circular base.

THANK YOU

Q & A

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Thanks for joining!