Assessing Capacity: Lessons from a Social and Behavior Change Competency Assessment in Uganda

*Competencies: The Building Blocks of Capacity Strengthening (Webinar 1)*

3 February 2022
CAPACITY STRENGTHENING AND COMPETENCIES

- Capacity strengthening is fundamental to our work
- Renewed attention to capacity strengthening, especially in the context of localization of development
- Competencies—knowledge, skills, and attitudes—are the building blocks for capacity strengthening efforts:
  - Assessing capacity
  - Developing capacity
  - Evaluating capacity
WEBINAR SERIES OBJECTIVES

**Competencies: The Building Blocks of Capacity Strengthening**

1. Define competencies
2. Translate competencies from a concept to a tangible, relevant tool for designing high-quality capacity strengthening interventions
3. Illustrate how competencies have been leveraged to assess, develop, and evaluate skills
4. Explore and discuss lessons, considerations, and recommendations when carrying out competency-based capacity strengthening interventions
OBJECTIVES FOR WEBINAR 1

Assessing Capacity: Lessons from a Social and Behavior Change Competency Assessment in Uganda

1. Learn about designing and applying competency-based assessments

2. Learn how the Nuyok project have used a competency-based approach to assessing staff social and behavior change skills

3. Explore and discuss lessons, considerations, and recommendations for applying competency-based skills assessment approaches
Veuillez évaluer votre niveau de connaissance des compétences :

1 - Je n'ai pas une bonne compréhension des compétences, mais j'ai hâte d'en savoir plus au cours de ce webinaire

2 - J'ai une compréhension générale des compétences, mais je ne les ai pas utilisées dans mon travail

3 - J'ai une compréhension très claire des compétences et je les ai utilisées dans mon travail

Veuillez évaluer votre niveau d'expérience avec les outils et les approches d'évaluation des capacités :

0 - Pas d'expérience

1 - Expérience minimale (je connais les approches d'évaluation des capacités et/ou le développement d'outils, mais je ne les ai pas beaucoup utilisés dans mon travail)

2 - Expérience modérée (j'ai participé à plusieurs activités d'évaluation des capacités et/ou de développement d'outils dans mon travail)

3 - Vaste expérience (j'ai dirigé des activités d'évaluation des capacités et/ou de développement d'outils dans mon travail)
INTRODUCTIONS

**Lillian Ojanduru**
Technical Advisor, Gender
Nuyok Project

**Mike Manske**
Nutrition Advisor
USAID Bureau for Humanitarian Assistance (BHA)

**Jennifer Burns**
Senior Technical Advisor
USAID Advancing Nutrition

**Ann Miceli**
Technical Director, Capacity Strengthening
USAID Advancing Nutrition
COMPETENCIES AND CAPACITY ASSESSMENT

Ann Miceli, USAID Advancing Nutrition
STRENGTHENING NUTRITION EFFECTIVELY THROUGH COMPETENCY DEVELOPMENT

• Competencies are building blocks for effective, coordinated and consistent skill development.

• In a systematic way, competencies:
  
  — Define a set of measurable, observable skills that are critical to job performance
  
  — Link performance assessment, development and evaluation for a specific role
CLEARLY DEFINED COMPETENCIES CREATE ALIGNMENT TO STRENGTHEN AND REINFORCE SKILLS
Social and Behavior Change Competency Assessment

- Guides implementing partners of Resilience and Food Security Activities (RFSAs) through a facilitated process to identify existing social and behavior change (SBC) competencies, prioritize competencies to strengthen, and develop plans to build skills in these areas.
- Piloted by two RFSAs in 2021.
- Key lessons from the Nuyok RFSA’s experience will be shared today.
BHA REFLECTIONS

Mike Manske, BHA
Effective Sustainability and Exit Strategies for USAID FFP Development Food Assistance Projects
LESSONS AND EXPERIENCE FROM NUYOK: PILOTING THE SBC CAPACITY ASSESSMENT TOOL

Lillian Ojanduru, Nuyok
Nuyok Overview

Lillian Ojanduru, CRS Gender Advisor

February 3rd, 2022
Outline

1. Brief overview of Nuyok
2. Purpose of exercise
3. Administering the tool
4. Results of the exercise
5. Review of insights and lessons
6. Recommendations
What is Nuyok?

Nuyok

6-year DFSA 2017-2023

Implemented in Karamoja, Uganda

Means "Ours" in the local Nga'karimojong language

Aims to improve and sustain food and nutrition security

Implemented in four districts covering more than 90,000 households and 125,000 participants to date
Nuyok

Implementation Areas

Villages in Abim, Napak, Nakapiripirit and Nabilatuk districts, North-Eastern Uganda

524
Four Purposes

Gender & Governance
- Community and institutional capacity to improve food and nutrition security

Resilience
Goal: Improve community resilience to shocks and stresses
- Natural Resource Management and Disaster Risk Reduction
- Public works (Cash for Work)

Livelihoods
Goal: Improve vulnerable households' livelihoods sustainably
- Youth skills
- Business support to youth and women
- Crop and livestock production
- Savings groups

Health, Nutrition & WASH
Goal: Improve nutrition of PLW, adolescent girls and CU5
- Mother Care Group approach
- Integrated Health outreaches
- WASH-Home Improvement Campaigns
- Borehole rehabilitations
Purpose of SBC exercise & collaboration with USAID Advancing Nutrition

CRS worked with USAID Advancing Nutrition to test the tool in order to review the overall strengths and gaps in SBC competencies across the teams.

Collaboration was virtual/remote through a series of preparatory meetings and email communications in April 2021.
Process to administer the SBC-CA Tool

Created teams of 12-15 CRS and partner staff together. Each team had a leader.

- Managers
- SBC, gender and governance
- Monitoring, evaluation and learning
- Agriculture/Livelihoods, DRR and NRM
- MCHN/WASH
- Community supervisors

Jointly developed a schedule for testing
Administer

Administered the tool with six teams (1-2 hrs/team)

Prioritize

Competencies were prioritized: "very important," "somewhat important" or "not important"

Rate

A. If your team is skilled in this area or could train others
B. If your team is skilled in this area and can apply the competency, but needs more experience to be able to train others
C. If your team has moderate skills but needs more skills to be able to apply the competency
D. If your team has few skills or little experience related to this competency

Process

Processed the testing results and identified the competency gaps

Develop

Developed a capacity strengthening plan for SBC competencies across different teams and disseminated it during program meeting
Key competency gaps identified (cross sectoral)

1. Knowledge gaps emerged on nutrition-sensitive behaviors and factors that influence nutrition behaviors

2. Application of adult learning principles to build skills and confidence for programming for multi-sectoral nutrition

3. Gaps exist in monitoring, measurement and tracking SBC activities
<table>
<thead>
<tr>
<th>Results of the Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDENTIFIED SBC GAPS    for each team</td>
</tr>
<tr>
<td>INCREASED UNDERSTANDING that knowledge on nutrition is key for everybody</td>
</tr>
<tr>
<td>INCREASED KNOWLEDGE    of SBC for staff who were unfamiliar with terms and concepts</td>
</tr>
<tr>
<td>TEAMS OWNED SBC COMPETENCIES that are important for the project</td>
</tr>
<tr>
<td>COMPETENCY GAPS        that are common emerged from the process</td>
</tr>
</tbody>
</table>
## Capacity Strengthening Plan

<table>
<thead>
<tr>
<th>Prioritized competency and date of assessment; April 2021</th>
<th>Activities to build skills for the competency (there may be one or more activities to address a gap for one competency).</th>
<th>Resources and technical assistance needed</th>
<th>Person responsible and anticipated completion date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge of nutrition-specific and/or nutrition-sensitive behaviors and underlying causes of malnutrition</td>
<td>- Nuyok Nutrition team to provide orientation during sector TWG meetings. - Causes of malnutrition</td>
<td>- Nutrition sensitive behaviors. - Causes of malnutrition</td>
<td>Nuyok Nutrition team and Sept 2021</td>
</tr>
<tr>
<td>Ability to incorporate and model adult learning principles to build skills and confidence for programming for multi-sectoral nutrition</td>
<td>Inter-Purpose/intra-purpose peer to peer learning</td>
<td>N/A</td>
<td>Nuyok Implementation lead. June 2021</td>
</tr>
<tr>
<td>Ability to measure the coverage of SBC activities</td>
<td>Training on use of monitoring tools</td>
<td>Monitoring tools</td>
<td>MEAL managers at Partner level-June 2021</td>
</tr>
</tbody>
</table>
Team leads were responsible for implementing the SBC capacity development plan.

All the gaps that could be addressed through peer-to-peer learnings, sector-specific TWGs and quarterly reflection meetings were incorporated in existing activities and addressed.

Some gaps needed to be addressed through trainings. Exchange visits were more difficult because they needed additional resources.
Assessment Challenges and Feedback

- Scheduling around competing priorities
- Lack of understanding for the need of the exercise
- Poor internet connectivity
- Different size teams
- Supervisors in the same group as direct reports
- Prioritizing competencies for the team
- Ranking definitions for competencies were hard for non-technical teams to understand
- Challenge to integrate the development plan into the work plan as Nuyok is now at the exit phase
Lessons Learned

- CoP support
- Team Leads
- Horizontal matrices
- Dedicated note taker
- Flexibility to adjust plan matrix
- Good facilitation skills
- Cooperation from participants
- Increased knowledge of SBC
- Emergence of competency gaps
### Recommendations

<table>
<thead>
<tr>
<th>Separation</th>
<th>Leadership support</th>
<th>Oversight</th>
<th>Resources</th>
<th>Openness</th>
<th>Flexibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>When forming teams, separate supervisors from direct reports</td>
<td>Senior leadership support is key for success of the process as well as implementation of the plan</td>
<td>Dedicated staff to oversee implementation of the plan and do follow up</td>
<td>Intentional resources allocated to implement the competence capacity strengthening plan</td>
<td>Staff to approach the assessment with an open mind</td>
<td>Need to have flexibility to adjust the development plan matrix to fit the project’s needs</td>
</tr>
</tbody>
</table>

### # of Assessments

More than one assessment can be done, first at the start of the project and another at the mid-way point.

### Champion

Dedicated champion for the assessment.
Thank you
USAID ADVANCING NUTRITION
TECHNICAL ASSISTANCE TO RFSA
IMPLEMENTING PARTNERS

Jen Burns, USAID Advancing Nutrition
OBJECTIVE OF USAID ADVANCING NUTRITION TECHNICAL ASSISTANCE

• Support BHA staff - *at the global and country level* - to improve strategy, design, implementation, and learning for emergency and non-emergency nutrition activities

• Support implementing partners to implement effective activities

• Focus on capacity strengthening and technical quality
SECTORAL EXPERTISE

- Cash, voucher, and in-kind food assistance modalities
- Early childhood development
- Gender and youth integration
- Health systems integration
- Management of acute malnutrition
- Markets and food systems
- Maternal, infant & young child nutrition
- Monitoring and evaluation
- Nutrition-sensitive agriculture
- Research and learning
- Social and behavior change
TECHNICAL ASSISTANCE (TA) REQUEST SYSTEM

• Two TA request processes
  — BHA staff
  — DFSA/RFSP IPs (website)

• Emergency and development-focused for BHA; development-focused for RFSA IPs

• Demand-driven

• USAID Advancing Nutrition team, consultants

• Since January 2021
Technical Assistance to USAID Bureau for Humanitarian Assistance Development Food Security Activities (DFSA) and Resilience Food Security Activities (RFSA)

USAID Advancing Nutrition provides a range of nutrition-related technical assistance to implementing partners of USAID Bureau for Humanitarian Assistance Development Food Security Activities (DFSA) and Resilience Food Security Activities (RFSA). These requests are only for post-award support.

To request nutrition-related technical assistance, please complete this short application. Technical assistance requests will be reviewed by a USAID Advancing Nutrition staff member and you will be contacted within 3 days. Thank you for your interest.

USAID Advancing Nutrition Technical Assistance Request Form

Technical assistance to support nutrition-related activities within DFSA/RFSA programs can be submitted here. These requests are only for post-award support. Please complete the application form detailing your request. Your technical assistance request will be reviewed by a USAID AN staff member and you will be contacted within 3 days.

* Required
Short-term requests:
- Refinement year support, synthesis of research learning
- Advice on/support in adapting tools or approaches
- Facilitate workshop session remotely

Long-term requests:
- Conduct regional/in-country trainings, workshops
- Facilitate field assessments/research
- Tool development

For questions: Jen_burns@jsi.com
QUESTIONS?

Please type your questions in the chat box
Lesquelles des opportunités d'apprentissage et des ressources suivantes liées à la conception et à l'application d'approches de renforcement des capacités basées sur les compétences seraient les plus utiles pour votre travail ? Veuillez sélectionner tout ceux qui s'appliquent.

- Une bibliothèque virtuelle d'outils et de ressources existantes
- Instructions écrites, étape par étape
- Appui technique
- Webinaires
- Une communauté de pratique
THANK YOU!
USAID Advancing Nutrition is the Agency’s flagship multi-sectoral nutrition project, addressing the root causes of malnutrition to save lives and enhance long-term health and development.

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