



Strengthening the Capacity of Local Organizations for Nutrition Outcomes

Local Perspectives and Ways
Forward

July 12, 2023



Photo credit: OGRA Foundation



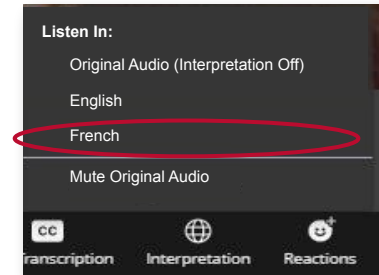
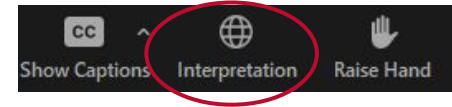
USAID
FROM THE AMERICAN PEOPLE

If you have any technology issues or questions, please send a message to Tech Support in the chat box or email info@advancingnutrition.org.

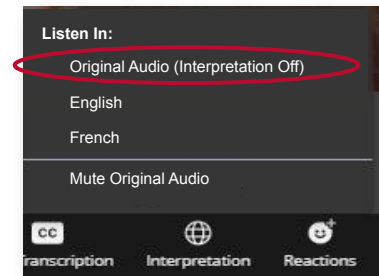
Interprétation en français pendant le webinaire

Pour les participants qui écoutent en français :

Lorsque les présentateurs sont anglophones, cliquez sur l'icône d'interprétation et sélectionnez français pour avoir la possibilité d'écouter le webinaire en français.



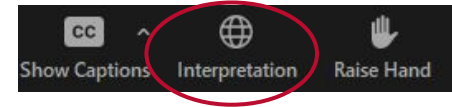
Si les orateurs sont francophones, vous devrez peut-être cliquer sur l'icône d'interprétation et sélectionner l'audio original (interprétation désactivée) pour entendre les orateurs français.



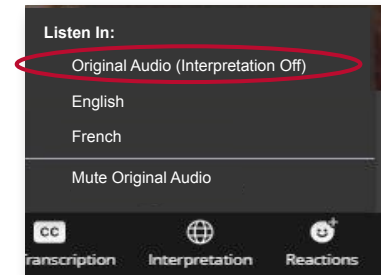
Language Interpretation

For attendees listening in English:

When French speakers are presenting, click the interpretation icon and select English to have the option to hear the webinar in English.

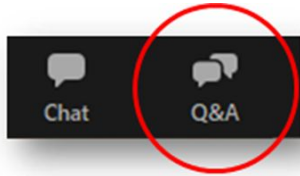


When English speakers are presenting, you may need to click the interpretation icon and select original audio (interpretation off) to hear the English speaking presenters.

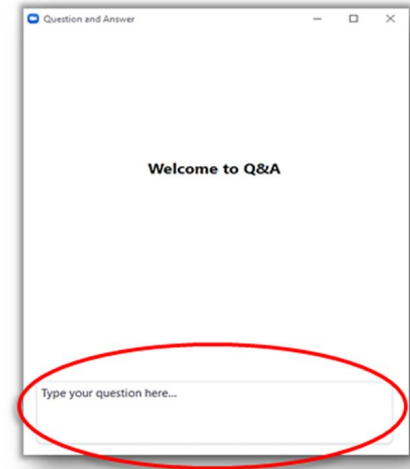


ZOOM WEBINAR REMINDERS

Please submit your questions for the panelists in the Q&A box.



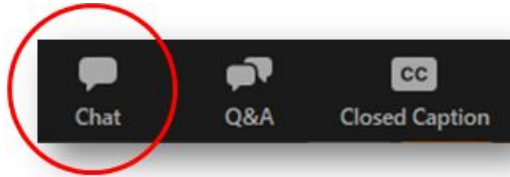
Panelists will either reply back to you via text in the Q&A box or will answer your question during the Q&A discussion portion of the webinar.



Zoom Reminders

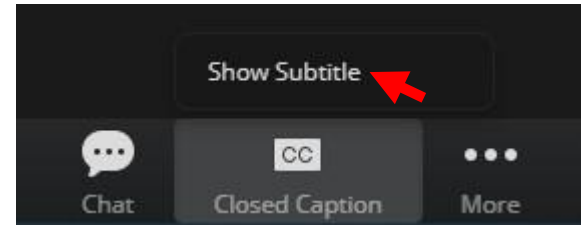


If at any point during today's webinar you are unable to hear the speakers, please make sure you've connected your audio by selecting the headphones icon.



Please send a message to *Everyone* in the chat box to introduce yourself, send in your questions, or ask for support during today's webinar.

Closed captioning has been enabled for this meeting, to view the live subtitles on your screen, click on the CC icon and select to *Show Subtitle*.



Finally, please note that this meeting is being recorded.



OPENING REMARKS

Meg Kinghorn

Capacity Strengthening Consultant

USAID Advancing Nutrition



Agenda

- USAID Advancing Nutrition's Capacity Strengthening Learning Agenda
- Partners' Perspectives on Capacity Strengthening
 - NPI Grantee: OGRA Foundation
 - NPI Grantee: Centre for Behavior Change and Communication (CBCC) Africa
 - Civil society organizations (CSOs) working with USAID Advancing Nutrition Kenya
 - NPI Grantee: SOS Sahel
 - NPI Grantee: PanAfricare
- Question and answer session (Q&A)



Photo credit: SOS Sahel

A woman wearing a purple headscarf and a white shirt is watering plants in a field. She is holding a blue watering can and pouring water onto the plants. The background shows a field with trees and a bright sky.

USAID's Local Capacity Strengthening Policy: Key Principles

1. Start with the local system.
2. Strengthen diverse capacities through diverse approaches.
3. Plan for and measure performance improvement in collaboration with local partners.
4. Align capacity development with local priorities.
5. Appreciate and build on existing capacities.
6. Be mindful of and mitigate the unintended consequences of our support for local capacity strengthening.
7. Practice mutuality with local actors.



USAID
FROM THE AMERICAN PEOPLE

CAPACITY STRENGTHENING LEARNING AGENDA



Ann Miceli

Technical Director, Capacity Strengthening
USAID Advancing Nutrition



Peter Milo, MBA

Chief of Party
USAID Advancing Nutrition Kenya

Capacity Strengthening Learning Agenda

Document lessons learned and develop recommendations for USAID and its implementing partners on how to—

- Better design and implement capacity strengthening programs, initiatives, and activities with local organizations to **support local organizations to reach their organizational goals** and contribute to local, country, and global nutrition priorities.
- Develop or adapt capacity strengthening approaches to be **more responsive to the needs of local organizations**.
- Leverage **opportunities and address challenges** or constraints unique to capacity strengthening in nutrition.

Learning Focus: Two Key Capacity Strengthening Programs; 14 Local Organizations

- Documented learning from capacity strengthening work from 2020 to 2023 with—
 - Four **New Partnerships Initiative (NPI)** grantees
 - OGRA Foundation (Kenya)
 - Centre for Behavior Change and Communication (CBCC) Africa (Kenya)
 - SOS Sahel (Burkina Faso)
 - PanAfricare (Burkina Faso)
 - 10 civil society organizations supported by **USAID Advancing Nutrition Kenya**

Kitui County	Kakamega County	Kisumu County
<ul style="list-style-type: none"> • Anglican Development Services • Catholic Diocese of Kitui 	<ul style="list-style-type: none"> • Anglican Development Services • Shibuye Community Health Workers • Eshinamwenyuli Youth Community-Based Organization • Sustainable Organic Farming and Development Initiatives 	<ul style="list-style-type: none"> • Make Me Smile • Kidogo Innovations Ltd. • Jiu Pachi Community-Based Support Centre • Kisumu Urban Apostolate Programmes

Learning Approach

- Synthesized information across five primary data sources to identify lessons learned across local organizations

NPI and CSOs	NPI Only
<ul style="list-style-type: none">• Baseline and endline organizational capacity assessments (self-reported)• Semi-structured interviews with capacity strengthening providers• Document review	<ul style="list-style-type: none">• Feedback survey with local organization staff (anonymous)• Pause and reflect with capacity strengthening providers

Capacity Strengthening Support through NPI

- Capacity strengthening support provided by local consultants in collaboration with United States-based team
- We used five key capacity strengthening strategies and approaches:
 - “Mini trainings” to multi-day trainings
 - Routine and on-demand coaching and mentoring
 - Monthly progress reviews and annual pause-and-reflect
 - Support developing and finalizing tools and documents
 - Connecting grantees with other organizations working nutrition in the same geographic area.

NPI Grantee Priorities

- Resource mobilization
- Financial policies/grants management/donor compliance/internal controls
- Social and behavior change
- Monitoring, evaluation, and learning
- Documentation and reporting
- Knowledge management/communications
- Community involvement

Capacity Strengthening with CSOs in Kenya

Technical assistance (TA) support to CSOs was a key strategy to strengthen multi-sectoral nutrition (MSN) interventions to improve the health of populations at risk of nutritional deficiencies

Co-Creation and Mapping

- Mapping by the MSN sectors
- Selection of CSOs by the MSN secretariat

Capacity Assessment

- Capacity needs assessment: OCA and targeted needs assessments
- Development of capacity strengthening plans and milestones tracker

Capacity Strengthening

- Mentorship
- Trainings/ Sensitization based on the capacity strengthening plans
- Joint support supervision
- Establishing a Scaling Up Nutrition civil society alliance

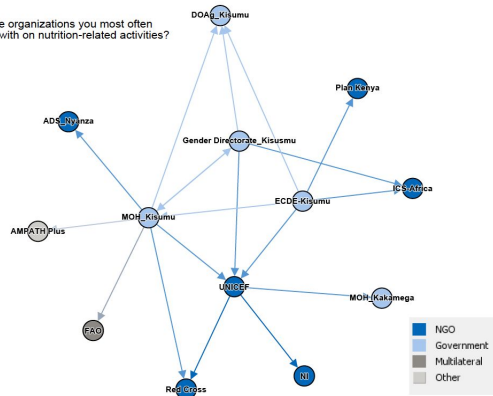
Monitoring & Learning

- Tracking of indicators
- Learning sessions
- Documentation

USAID Localization Principles as the Foundation

- CSO strengthening based on legal framework and policy for Kenya (e.g., Constitution of Kenya 2010, 4th Schedule on functions, Kenya Nutrition Action Plan, and attended policies).
- Facilitated a network analysis, mapping, and co-creation exercise in 2020/21—identified existing local CSOs and structure and built on this foundation.
- Building on local leadership: CSOs, local government, project (shared value)

Who are the organizations you most often coordinate with on nutrition-related activities?



Left: Network Analysis—Kisumu

Credit: Joyce Nyaboga/USAID Advancing Nutrition Kenya



Center: Local Nutrition Champions—Kitui

Credit: Timothy Muli/USAID Advancing Nutrition Kenya

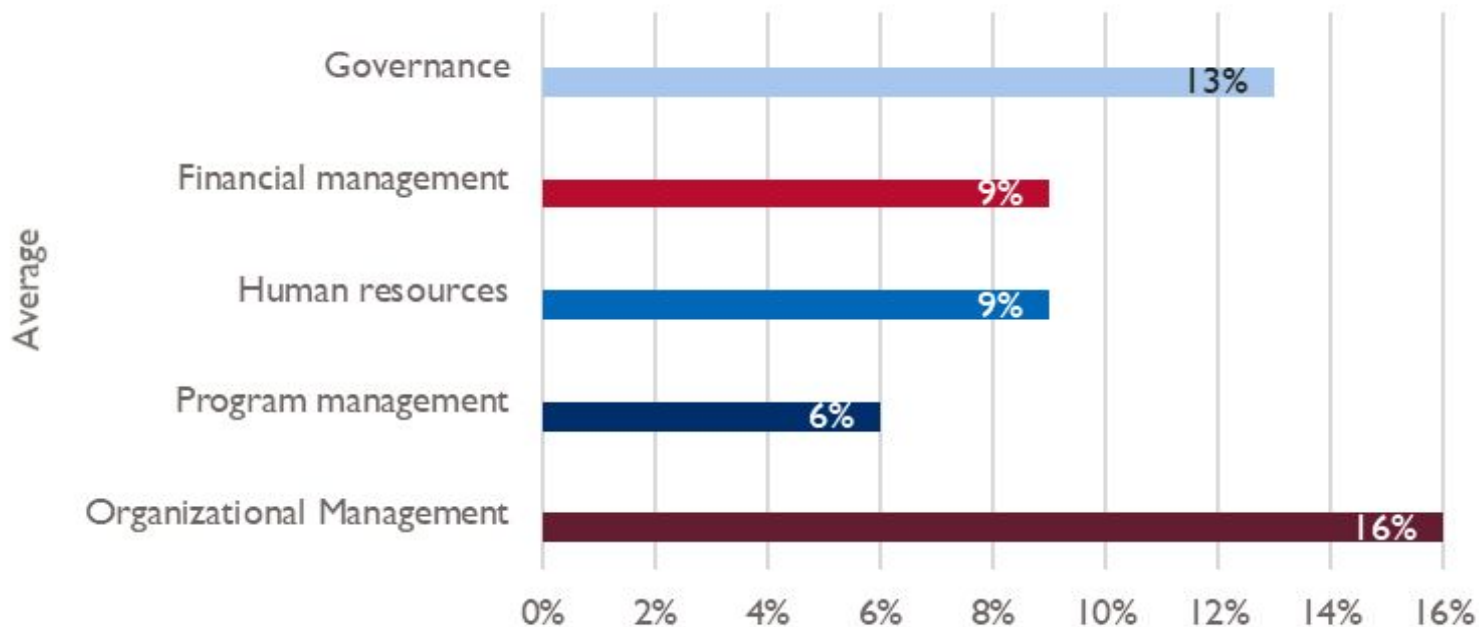


Right: CSO—Shibuye Kakamega

Credit: Catherine Moraira/USAID Advancing Nutrition Kenya

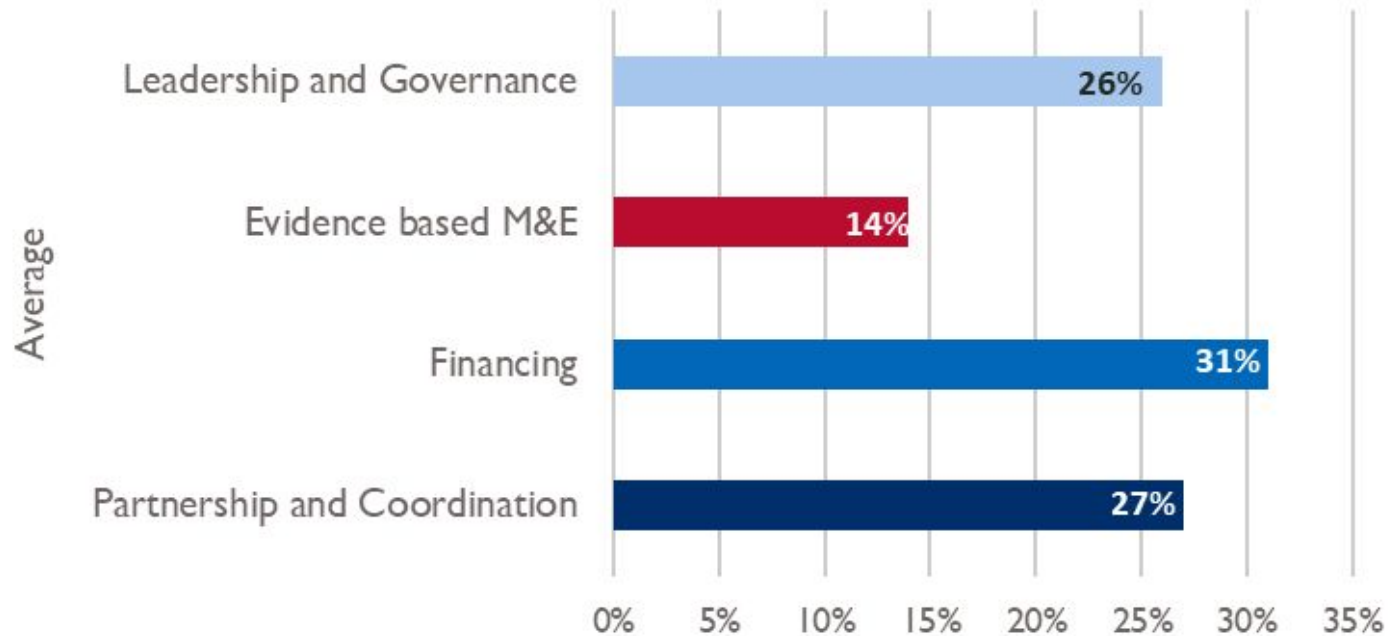
Changes in OCA Scores by Capacity Area

NPI Partners—Kenya and Burkina Faso



Changes in OCA Scores by Capacity Area

Kenya CSOs





USAID
FROM THE AMERICAN PEOPLE

NPI GRANTEE KENYA—OGRA FOUNDATION

Stephen Okello, MBChB, MPH, MMed, Dip
Project Management
Project Director
OGRA Foundation



The OGRA Foundation

- A local Kenyan nongovernmental organization (NGO) since 2004
- Mission is to implement sustainable health and development solutions with communities in sub-Saharan Africa through innovative integrated interventions.
- Has previously implemented Global Fund, President's Emergency Plan for AIDS Relief, and USAID awards as a sub-recipient.
- Current project with USAID Advancing Nutrition through NPI is located in Kakamega County, Kenya.



Changes Experienced with NPI

- Improved awareness of the organization's mission and vision among staff
- Enhanced knowledge and skills on USAID rules and regulations and improved knowledge on donor requirements
- Improved quality of financial reports
- Revised several key financial and human resources policies to be more responsive to U.S. government rules and regulations
- Improved social and behavior change (SBC) technical knowledge and approaches, including behavior prioritization, conducting formative research to inform a project's strategy, and development of an SBC strategy

How NPI Supported Change

- Participatory approach, including during baseline and endline assessment of capacity strengthening challenges and opportunities, as well as the implementation of capacity strengthening activities to drive change
- Involvement of local consultants to provide capacity strengthening support
- Built-in capacity strengthening component of the project, including dedicated level of effort for staff.



Photo Credit: OGRA Foundation

How NPI Aligned with Local Priorities

How OGRA demonstrated this through our project:

- Alignment with Kenyan nutrition priorities and the Kakamega County Integrated Development Plan
- Close partnership with the government and local communities through multi-sectoral forums
- Sought inputs from the community during the behavior prioritization process and baseline formative assessment.

How USAID Advancing Nutrition demonstrated this through its approach:

- The capacity strengthening approach was participatory, including the organizational capacity assessment, which involved direct inputs from OGRA, as well as the subsequent prioritization of capacity strengthening needs
- Hiring local consultants to deliver the capacity strengthening support.



USAID
FROM THE AMERICAN PEOPLE

NPI GRANTEE KENYA—CBCC AFRICA

Catherine Lengewa, PhD
Technical and Strategy Director
CBCC Africa



The Centre for Behaviour Change and Communication

- CBCC is a Kenyan organization established in 2011 and has experience working across Kenya and six African countries.
- CBCC provides locally-driven social and behavior change solutions using evidence-based programming, innovative approaches, and strong partnerships.
- The focus of USAID Advancing Nutrition NPI CBCC grant was to implement a nutrition-focused social and behavior change intervention aimed at improving the health and nutrition of women and children, with a focus on the first 1,000 days, in Kakamega County, Kenya.



What are the most significant changes your organization experienced with the NPI program?

- We received capacity strengthening support in organizational management; SBC technical programming; monitoring, evaluation, accountability, and learning (MEAL); and finance and administration.
- Most significant changes and accomplishments:
 - 2022–2025 Strategic plan developed et approved; implementation commenced
 - 2022–2025 Resource mobilization strategy developed and approved; implementation commenced
 - SBC tools in use to inform other programs.



Mothers at the USAID NPI OBB Project in Kakamega Kenya
Photo Credit: Medgclay Salano Inzai, Center for Behaviour Change
and Communication

What are the most significant changes your organization experienced with the NPI program?

- Most significant changes and accomplishments (continued)
 - MEAL improved quality programming using the tools provided
 - Commenced institutionalization of a learning agenda at organizational and programmatic level
 - Financial management systems and control to minimize risk
 - Intentional development of a pool of unrestricted funding and re-engineering the business model for financial sustainability.



Mothers at the USAID NPI OBB Project in Kakamega Kenya
Photo Credit: Medgclay Salano Inzai, Center for Behaviour Change
and Communication

What was unique about NPI that helped you achieve that change?

- The NPI support was unique because it strengthened the organizational performance overall
- The support was targeted and aligned to the needs that we identified and prioritized
- Local Kenyan consultants provided in-person technical assistance
- Grant provided for experiential capacity strengthening



Photo credit: CBCC
Senior Management Team capacity strengthening event
with NPI consultant

How did NPI demonstrate USAID Local Capacity Strengthening principle 7: Practice mutuality with local actors?

- Collaborative, respectful, support that provided an enabling environment to build trust
- We had monthly meetings to discuss activity updates, identify and solve problems that arose, and share information and regular consultations
- NPI appreciated and built on our existing SBC and organizational development knowledge.



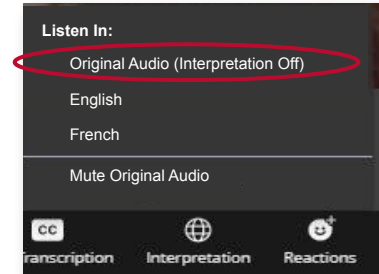
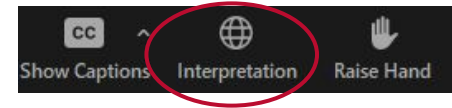
Supportive supervision in Kakamega, Kenya

Photo Credit: Medgclay Salano Inzai/Center for Behaviour Change and Communication

Interprétation en français pendant le webinar

Pour les participants qui écoutent en français :

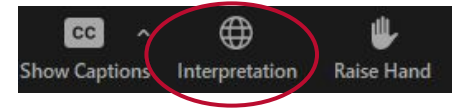
Les deux orateurs suivants sont francophones, vous devrez peut-être cliquer sur l'icône d'interprétation et sélectionner l'audio original (interprétation désactivée) pour entendre les orateurs français.



Language Interpretation

For attendees listening in English:

The next two speakers will be presenting in French. You will need to click the interpretation icon and select English to have the option to hear the webinar interpreted into English.





USAID
FROM THE AMERICAN PEOPLE

NPI GRANTEE BURKINA FASO— SOS Sahel

Harouna Ouedraogo, MPH
Manager
SOS Sahel



SOS Sahel

Creation of SOS
Sahel International
Burkina Faso:
2/08/1982

Intervention areas:

- Health and nutrition
- Food security
- Humanitarian aid and protection
- Environment
- Water, sanitation and hygiene (WASH)

Zones: 12 out of 13

“Tackling development issues at grassroots level by working with local communities through community-based projects to combat desertification, food insecurity and poverty.”

The Most Important Changes Our Organization Has Experienced Thanks to NPI

- Improving financial management rules and procedures
- Improving our planning and reporting practices
- Documentation of best practices and success stories
- The community awareness communication approach

What made the NPI program so special and helped us achieve this change?

The capacity strengthening program through the OCA approach and coaching/mentoring of the USAID Advancing Nutrition team and support from consultants (training, coaching/mentoring, development of tools or documents).

Monitoring Local Capacity Strengthening Principles: Assessing and Strengthening Existing Competencies

This was expressed through—

- Self-assessment and development of a capacity strengthening plan based on our organization's strengths and weaknesses.
- Based on our shortcomings and expressed needs, a capacity strengthening plan was developed and the following actions were carried out:
 - corporate communications training
 - capacity strengthening and coaching/mentoring on grants management
 - improvement of managerial skills
 - tool development.
- Support was specific and focused on the organization

All this support has helped to meet the real capacity-strengthening needs of our organization—something we didn't know about before.



USAID
FROM THE AMERICAN PEOPLE

NPI GRANTEE BURKINA FASO—PANAFRICARE

Hubert Badiel

Burkina Faso Country Director
PanAfricare





Presentation of PanAfricare

After 50 years in service



- Africare, an international African-American NGO founded in 1970 by African and Black Americans to assist Africa following the droughts of the 1970s, began its activities in Burkina Faso in 1973. It engaged in emergency humanitarian aid, food security and nutrition, rural development, community health, rural economy, environmental protection and conservation, etc.
- Africare Burkina Faso was **decorated Officer of the Order of Merit in 2004** and a **Knight of the National Order of Burkina Faso in 2008**.
- Since July 2020, Africare, after **fifty years** of assisting African communities and training an African elite, has transferred its headquarters to its African zone of action (Dakar) and has been renamed "**PanAfricare**".
- PanAfricare Burkina Faso has a national office in Ouagadougou, a regional office for the Sahel region in the commune of Gorom-Gorom, an office for the North region in the commune of Ouahigouya and a technical team in the Centre-West region, and implements a number of emergency, nutrition, and WASH youth employment projects.

What are the most important changes your organization has undergone thanks to NPI?

Most important changes we have experienced thanks to NPI:

- Change on an organizational and professional level has affected the entire PanAfricare Burkina workforce. This change has given us technical knowledge of administrative and technical project management, and a sense of anticipation.
- Transformational change: we have adapted to the rapid evolution of business sectors, becoming more flexible and able to modify strategies as needed.
- Adaptive change gives us the ability and the possibility to make unexpected changes to an action or activity that must be carried out following one or more unexpected events (insecurity).

What was it about the NPI program that helped you make this change?

The particularity of the NPI program that has enabled or helped to bring about this change is the improvement in the knowledge (theoretical and practical) of PanAfricare's human resources through an approach combining coaching and training. The combination of theory and practice has enabled our staff to learn and apply acquired knowledge, which has brought about this change.

To what extent has the NPI program demonstrated USAID's principle of local capacity strengthening (following the principle listed below)?

Principle 2: Strengthen diverse capabilities through diverse approaches

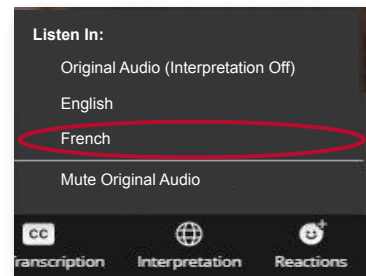
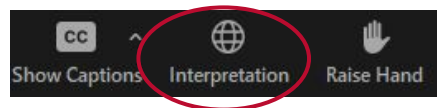
The NPI program has proceeded to strengthen the capacity of the PanAfricare team through—

- Capacity strengthening in finance/accounting and project management
- Coaching on cost sharing and financial management (planning, organization, control, budget monitoring, budget-related activities) coaching on budget monitoring tools
- Work plan development—Operational procurement planning, resource mobilization mechanism, partnership management, project cycle management
- Internal control
- Technical capacity strengthening on the technical team's inadequacies (nutrition, planning, reporting, monitoring-evaluation, social change, etc.) through coaching and training.

Interprétation en français pendant le webinaire

Pour les participants qui écoutent en français :

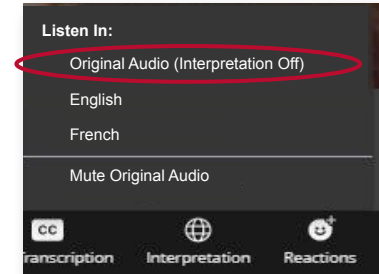
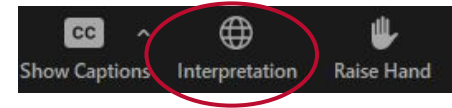
Les deux orateurs suivants sont anglophones. Cliquez sur l'icône d'interprétation et sélectionnez français pour avoir la possibilité d'écouter le webinaire en français.



Language Interpretation

For attendees listening in English:

The following speakers will be speaking in English. You may need to click the interpretation icon and select original audio (interpretation off) to hear the webinar in English.





Recommendations for Working with Local Partners



Photo Credit: Romila Karnati, Save the Children

Recommendations for Organizations Working with Local Partners

Great work and potential: Our experience in the Kenya activity shows—

1. Local CSOs are better suited and closer to the communities. Invest more in service delivery.
2. Consider small grants that will allow them reach more community members. These grants can test new approaches on SBC and facilitate in prioritization of actions for nutrition—public participation towards increased funding for nutrition, but more accountability for resources allocated.
3. Local CSOs may have nascent operations systems and capacities. Support towards systems, policies, and governance is important.
4. Localization needs time, therefore a longer program will be impactful—this provides opportunities for learning

Recommendations for Organizations Working with Local Partners

- Create tangible financial goals to drive change and create value for the organization (direct USAID funding, local revenue streams).
- Carry out the initial OCA and finalize capacity-strengthening plan within the first three months of the project.
- Plan a mid-term evaluation (OCA) to readjust the capacity-strengthening strategy and redirect actions.
- Allocate more time and resources to capacity strengthening and increase mentorship (local to local).
- Set up a multi-disciplinary technical capacity-strengthening team, taking into account language and local context.

Recommendations for Organizations Working with Local Partners

- Focus capacity strengthening on essential themes for partners:
 - MEAL training in nutrition
 - maternal, newborn, and child health
 - integrated management of childhood illnesses, which are key factors in the fight against malnutrition.
- Ensure that programs have a long enough duration to have an impact—minimum three years.
- Allow for opportunities for expansion on successful interventions, including an increase in project's budget.

Strategies that Support Organizational Change

TA providers working with local organizations should—

- See their role as facilitating connections between local organizations and other key stakeholders/government. This has a long-term impact on organizations' success.
- Ensure that local organizations “have a seat at the table” and are recognized for their strengths. This makes them better advocates for nutrition and increases their ability to influence policy.
- Encourage local organizations to continue a process of reflecting on their capacities for nutrition programming: strengths, areas of improvement, and maintain a capacity strengthening plan—even after the capacity strengthening program comes to an end.

Strategies that Supported Organizational Change

TA providers working with local organizations should—

- Cultivate strong organizational buy-in and ownership by listening to local organizations when capacity strengthening priorities are discussed.
- Provide practical, targeted capacity strengthening support that is immediately relevant and applicable to existing organizational goals.
- Support local organizations' to identify and build on their existing strengths and leverage their expertise to address nutrition.
- Facilitate collaboration and exchange among local organizations and build trust between organizations.
- Engage partners in discussions that reflect on their place within larger country-level systems and highlight their unique contributions.

Overall Lessons Learned and Recommendations

Lessons Learned	Recommendations
<ul style="list-style-type: none"><li data-bbox="117 279 681 423">• NPI was challenging for small organizations with limited staff and multiple donors.<li data-bbox="117 465 662 658">• Short duration of NPI (two years) placed partners under significant pressure by forcing too much change at once	<ul style="list-style-type: none"><li data-bbox="774 279 1812 472">• Use a more graduated approach, with sequencing of capacity strengthening first, followed by technical implementation of the grant and then a gradual handover of responsibilities.<li data-bbox="774 514 1725 609">• Strengthen grantee relationships with USAID from the beginning to build essential skills.<li data-bbox="774 650 1802 789">• Ensure that funding covers additional staff time to participate in capacity strengthening activities in addition to project implementation<li data-bbox="774 831 1812 936">• Two years does not allow for change at the right pace—3–5 years will produce greater return on investment.

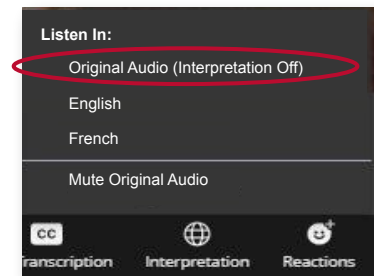
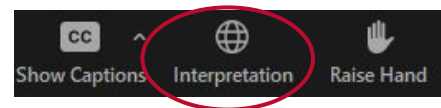
Overall Lessons Learned and Recommendations

Lessons Learned	Recommendations
<ul style="list-style-type: none">OCA process was valuable, but time-consuming.	<ul style="list-style-type: none">Find ways to make capacity self-assessments less demanding and incorporate more frequent reflection on progress.Where possible, build on results from previous OCAs instead of conducting new ones.
<ul style="list-style-type: none">Learning accelerated when we used a combination of capacity strengthening strategies (not training alone)Use of local capacity strengthening providers was successful.	<ul style="list-style-type: none">Place more emphasis on coaching and mentoring as follow-up and connecting local organizations and stakeholders.Allow more flexibility for self-directed learning and to respond to emergent needs.Scale up use of local capacity strengthening providers.

Interprétation en français pendant le webinar

Pour les participants qui écoutent en français :

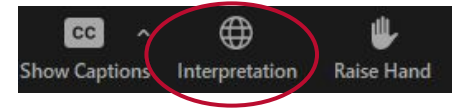
Les deux orateurs suivants sont francophones, vous devrez peut-être cliquer sur l'icône d'interprétation et sélectionner l'audio original (interprétation désactivée) pour entendre les orateurs français.



Language Interpretation

For attendees listening in English:

The next two speakers will be presenting in French. You will need to click the interpretation icon and select English to have the option to hear the webinar interpreted into English.





Q&A



USAID
FROM THE AMERICAN PEOPLE

USAID ADVANCING NUTRITION

IMPLEMENTED BY:

JSI Research & Training Institute, Inc.

2733 Crystal Drive

4th Floor

Arlington, VA 22202

Phone: 703-528-7474

Email: info@advancingnutrition.org

Internet: advancingnutrition.org

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.

This presentation is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of JSI Research & Training Institute, Inc. (JSI), and do not necessarily reflect the views of USAID or the United States government.