A few rules of order

• Turn OFF your microphone and camera

• Identify yourself when speaking or sending a chat message

• Please ask questions using the chat box

• When you want to intervene, please indicate this in the chat box

• The webinar is being recorded
<table>
<thead>
<tr>
<th>Time (CEST)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:30 - 09:35</td>
<td>Introduction of participants</td>
</tr>
<tr>
<td>09:35 - 09:50</td>
<td>Overview of NIPN Capacity Development Approach &amp; Objectives of the workshop</td>
</tr>
<tr>
<td>09:50 - 10:05</td>
<td>Capacity Needs Assessment and Prioritisation of Capacity Development Activities: Lao PDR Experience</td>
</tr>
<tr>
<td>10:05 - 10:20</td>
<td>Capacity Needs Assessment and Capacity Development Activities: Ethiopia Experience</td>
</tr>
<tr>
<td>10:20 - 10:50</td>
<td>Discussion of country teams</td>
</tr>
<tr>
<td>10:50 - 11:00</td>
<td>Conclusions and potential next steps</td>
</tr>
</tbody>
</table>
1. What are the capacities required for NIPN to function well?

2. How is existing capacity to implement NIPN assessed and gaps identified?

3. What is included in a NIPN capacity development strategy and plan of action?
Multisectoral nutrition policy environment

- National decision makers
- Multisectoral advisory committee
- Data-informed policy and investments

Policy component

Question

Communication

Analysis

Data component

Identification of available data
CAPACITY LEVELS

NIPN Capacity Framework

**Individual**
- Technical & functional skills
- Role capacity

**Organisation**
- Staff: Supervisory / management capacity
- Role capacity

**System**
- Structural capacity
- Systems capacity
- Role capacity

Examples of capacities for each level

**Technical Skills**: Does staff have the technical skills needed to perform properly?

**Functional skills & Role capacity**: Does staff have the functional skills needed to perform properly; have individuals been given the authority and responsibility to make decisions essential to effective performance?

**Supervisory /management capacity**: Are reporting & monitoring systems in place; are there clear lines of accountability; are effective incentives and sanctions available? In other words: are good management practices in place?

**Role capacity**: Does the organisation have the mandate and authority to make decisions essential to effective performance?

**Systems capacity**: Does the system allow efficient and timely flow of information & budget, and managerial decisions to be taken; are communication lines adequate; are (inter- and multisectoral) networks functioning?

**Structural capacity**: Do inter or multisectoral forums for discussion and decision making exist and function; do accountability mechanisms exist and are they being used?

**Role capacity**: Do inter- or multisectoral structures or committees have the mandate and authority to make decisions essential to effective performance; is there a culture of collaboration and sharing?

<table>
<thead>
<tr>
<th>Level</th>
<th>Capacities</th>
<th>1) Policy-relevant Question formulation</th>
<th>2) Analysis of data</th>
<th>3) Communication of findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>Technical skills</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Functional skills &amp; Role</td>
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<tr>
<td>Organizational</td>
<td>Supervisory/management</td>
<td></td>
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<tr>
<td></td>
<td>Role</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Systemic</td>
<td>Systems &amp; Structures</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>Role</td>
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</tbody>
</table>
# INDIVIDUAL CAPACITIES

<table>
<thead>
<tr>
<th>Level</th>
<th>Capacities</th>
<th>1) Policy-relevant Question formulation</th>
<th>2) Analysis of data</th>
<th>3) Communication of findings</th>
</tr>
</thead>
</table>
| Individual NIPN staff | Technical skills      | • Understanding and strategic analysis of national nutrition policy processes, coordination mechanisms, timelines and actors.  
• Understanding of and experience in development of multisectoral nutrition policies, plans and programmes.  
• Etc.                                                                                                  | • Management of multiple data sets, data cleaning and harmonization.  
• Knowledge of statistical software, and experience of advanced statistical analyses and survey methods.  
• Ability to identify the key strategic results of data analysis  
• Etc.                                                                                                  | • Understanding of audiences: the actors within the system.  
• Competency and experience of advocacy and communication strategy development and delivery.  
• Competency and experience of report writing and communication to high level actors.  
• Etc.                                                                                                  |
| Functional skills & Role |                      |                                                                                                         |                                                                                                          |                                                                                                      |
|                        | Strategic influencing of actors across sectors.  
• Ability to negotiate and build consensus  
• Ability to convene across sectors and groups.  
• Etc.                                                                                                  | • Be flexible and service-oriented  
• Be transparent and systematic  
• Ability to present data clearly to non-statisticians  
• Etc.                                                                                                  | • Advocate, influence and convince  
• ‘Broker’ knowledge and information  
• Inter-personal communication skills  
• Etc.                                                                                                  |
## ORGANISATIONAL CAPACITIES

<table>
<thead>
<tr>
<th>Level</th>
<th>Capacities</th>
<th>1) Policy-relevant Question formulation</th>
<th>2) Analysis of data</th>
<th>3) Communication of findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIPN team within host organisations</td>
<td>Supervisory / Management</td>
<td>- Efficient management &amp; coordination amongst policy and data components of NIPN</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Project management system in place</td>
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<td></td>
<td></td>
<td>- Clear accountability lines with appropriate incentives and sanctions</td>
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<td></td>
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<td>- Human Resource management: allocation of the right staff with sufficient time: workload management</td>
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<tr>
<td></td>
<td></td>
<td>- Organisational mandate and position in relation to the multisectoral nutrition coordination system</td>
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<tr>
<td></td>
<td></td>
<td>- Credibility and reputation of the host organisation</td>
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<td></td>
<td>- Etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Role</td>
<td></td>
<td>- Clarity on roles and responsibilities</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Team composition: balanced skills set and collaboration between staff from host organisation &amp; project-based staff</td>
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<tr>
<td></td>
<td></td>
<td>- Authority / culture to act and make decisions at corresponding level</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Access to and open communication lines with management level</td>
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<tr>
<td></td>
<td></td>
<td>- Place of NIPN team and Influence within the host organisation</td>
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<tr>
<td></td>
<td></td>
<td>- Etc.</td>
<td></td>
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</tr>
</tbody>
</table>
## SYSTEM CAPACITIES

<table>
<thead>
<tr>
<th>Level</th>
<th>Capacities</th>
<th>1) Policy-relevant Question formulation</th>
<th>2) Analysis of data</th>
<th>3) Communication of findings</th>
</tr>
</thead>
</table>
| **Multisectoral Nutrition Coordination System, in which NIPN is embedded** | **Systems and Structures**                    | • Effective understanding and ability within all sectors to support and implement multisectoral nutrition policies and plans  
• Functional national multisectoral nutrition coordination system in place, which embraces NIPN, e.g. a functional Multisectoral Advisory Committee.  
• Functioning national information systems to collect nutrition-related data  
• Nutrition-related data sets available and accessible / shared  
• Legislative framework enabling multisectoral collaboration, data sharing, etc.  
• Media channels available and accessible  
• Etc. |                                                                                       |                                                                                      |                                                 |
| Role                                                                 |                                              | • Culture of sharing data and transparency in communicating analysis and evidence  
• Transparent budget allocation and budget flows  
• Culture and mechanisms to hold each other to account  
• Structural inter- and multisectoral knowledge sharing and discussions  
• Efficient and timely decision making  
• Etc. |                                                                                       |                                                                                      |                                                 |
• **Assess** existing capacity, mainly focused on individual and organisational capacity as these are the levels at which NIPN largely operates

• **Identify** the critical gaps

• **Prioritise** the actions to be taken
## CAPACITY GAPS

<table>
<thead>
<tr>
<th>Level</th>
<th>Capacities</th>
<th>1) Policy-relevant Question formulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>Technical</td>
<td>1. Do the key individuals have the appropriate technical skills to implement NIPN? (Understanding of national nutrition public policy processes, etc).</td>
</tr>
<tr>
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<tr>
<td></td>
<td>Functional</td>
<td>2. Do the key individuals have the effective functional skills to implement NIPN? (ability to negotiate or manage conflict, inter-personal communication skills, work within a team, ability to identify solutions to overcome challenges)</td>
</tr>
<tr>
<td></td>
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<td>...</td>
</tr>
<tr>
<td>Organizational</td>
<td>Role</td>
<td>3. Does the organisation enable individuals to perform in their respective roles in NIPN? (are roles &amp; responsibilities clear, is team composition adequate, is communication with management encouraged, ..?)</td>
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<tr>
<td></td>
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<td>...</td>
</tr>
<tr>
<td></td>
<td>Management &amp; supervisory</td>
<td>4. Are appropriate management, monitoring and information systems in place to deliver on NIPN commitments?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Is the organisations mandate, its reputation and credibility conducive to deliver on NIPN commitments?</td>
</tr>
<tr>
<td></td>
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<td>...</td>
</tr>
<tr>
<td>Systemic</td>
<td>Systems &amp; structures</td>
<td>6. Is the national multisectoral nutrition coordination system in place, functional and effective?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Is a legislative framework to allow data sharing across institutions and sector in place, functional and effective?</td>
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<td>...</td>
</tr>
<tr>
<td></td>
<td>Role</td>
<td>8. Is budget allocation transparent and effective?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9. Is nutrition knowledge / evidence being shared effectively amongst all actors in the multisectoral nutrition coordination system?</td>
</tr>
<tr>
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<td>...</td>
</tr>
</tbody>
</table>
1. Decide on priorities for implementing the NIPN operational cycle
2. Make a planning with short- and long-term objectives and corresponding activities
3. Include technical and functional skills
4. Consider a mix of capacity development tools/activities
5. Capitalise on existing opportunities
6. Define an M&E framework
7. Cost capacity development actions
## CAPACITY DEVELOPMENT OPTIONS

<table>
<thead>
<tr>
<th>Individual</th>
<th>Organisational</th>
<th>Systemic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training (short-term, long-term)</td>
<td>Technical assistance</td>
<td>Public awareness campaign</td>
</tr>
<tr>
<td>Workshops</td>
<td>Training on organizational management</td>
<td>Media training</td>
</tr>
<tr>
<td>Seminars</td>
<td>Documentation and sharing of good practices</td>
<td>Learning events or workshops for policy-makers and decision-makers</td>
</tr>
<tr>
<td>Peer learning events (regional, international)</td>
<td>Inter-departmental exchanges</td>
<td>National or international days / events</td>
</tr>
<tr>
<td>Tool kits, guidance notes, handbooks</td>
<td>Study tours (within a NIPN country or external)</td>
<td>Support membership of international, regional bodies (SUN Movement)</td>
</tr>
<tr>
<td>Twinning approach or exchange programmes</td>
<td>South-South learning</td>
<td></td>
</tr>
<tr>
<td>ICT (e-learning, portals, open education)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mentoring</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. To share experience among NIPN countries with CNA, prioritization of capacity gaps and developing and implementing a Capacity Development Plan
2. To enable NIPN country teams to discuss challenges and different approaches and solutions
3. To facilitate potential bilateral continuation of the dialogue between individual countries
Capacity Needs Assessment

4th June 2020
Presentation Outline

• Introduction
• Objectives of NIPN in Lao PDR
• Capacity Needs Assessment
  • Objectives of capacity needs assessment
  • Key stakeholders
• The process of capacity needs assessment
• Results
• Lessons Learnt
• Conclusion
The NIPN initiative is an integral part of the government’s nutrition programme, which is implemented jointly by the European Union Delegation and UNICEF in the context of their Partnership for Improved Nutrition in support of the National Nutrition Strategy (2016-2025) and Plan of Action (2016-2020).
Objectives of NIPN

The country specific objectives of NIPN include;

• **Build institutional capacity** at both national and sub-national levels to manage, analyze data from multiple sectors and use information to influence nutrition policies and decisions.

• **To track nutrition progress and investments** in the country and use information to better inform nutrition policies and strategic decisions.
Capacity needs assessment
Our Story...

- Led by two international consultants (Data and Policy Analysis Advisors)
- Explored the capacity needs of key sectors/institutions of NIPN
  - Data Analysis Unit
  - Policy Analysis Unit
- Served as basis for preparation of capacity development plan
Objectives of Capacity Needs Assessment

Specifically, the Capacity Needs Assessment sought to:

- Assess the capacity of the staff of the selected agencies on data and policy analysis
- Identify the training needs of agencies in the area of data and policy analysis
- Develop Capacity Development Plan
Key Stakeholders (1)

• Ministry of Planning and Investment
  ✓ Lao Statistics Bureau (Department of Social Statistics)
  ✓ Centre for Development Policy Research

• Ministry of Education and Sports:
  ✓ Statistics Centre

• Ministry of Agriculture and Forestry:
  ✓ Statistics and planning divisions

• Ministry of Health:
  ✓ Nutrition Centre
  ✓ Division of Planning and Investment
  ✓ Division of Health Information
Key Stakeholders (2)

- Ministry of Health (MoH)
- Ministry of Education and Sport (MoES)
- Ministry of Agriculture and Forestry (MoAF)
- National Institute for Economic Research NIER
- Ministry of Labour and Social Welfare (MoLSW)
  - Lao Women Union (LWU)
  - Lao Youth Union (LYU)
- Provincial Departments
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prepared concept note</td>
<td>Shared understanding of objectives, scope of assessment, methodology, questionnaire &amp; timeline</td>
</tr>
<tr>
<td>2. Data Collection</td>
<td>Mixed methods: Key Informant and Focus Group interviews</td>
</tr>
<tr>
<td>3. Data Analysis and Validation</td>
<td>Both quantitative and qualitative analysis. Results and recommendations presented to stakeholders for validation and input</td>
</tr>
<tr>
<td>4. Prepared capacity development plan</td>
<td>Detailed plan of types of training, targeted staff, duration etc</td>
</tr>
</tbody>
</table>
Snapshot of Data Analysis
Unit Capacity needs assessment
Existing Capacities

The number of staff/specialists involved in Data Analysis by agencies:

- Lao Statistic Bureau: 40
- Ministry of Agriculture and Forestry: 27
- Ministry of Health: 18
- Ministry of Education and Sports: 10
## Existing Capacities

The use of software by type and agencies

<table>
<thead>
<tr>
<th>Agency</th>
<th>Statistical Software</th>
<th>GIS Software</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>STATA</td>
</tr>
<tr>
<td>MOH</td>
<td></td>
<td></td>
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<tr>
<td>Nutrition Center</td>
<td></td>
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<tr>
<td>MOES</td>
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<tr>
<td>MAF</td>
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<tr>
<td>MAF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Social Statistics, LSB</td>
<td></td>
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</tr>
</tbody>
</table>
## Existing Capacities

The number of staff by the level of skills and by the type of software and by agencies

<table>
<thead>
<tr>
<th>Agencies</th>
<th>Level</th>
<th>STATA</th>
<th>SPSS</th>
<th>ArcGIS</th>
<th>QGIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOH</td>
<td>Advanced</td>
<td></td>
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<tr>
<td></td>
<td>Average</td>
<td>4</td>
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<tr>
<td></td>
<td>Poor</td>
<td></td>
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<td>1</td>
<td></td>
</tr>
<tr>
<td>Nutrition Centre</td>
<td>Advanced</td>
<td></td>
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<td>1</td>
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<td></td>
<td>Average</td>
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<tr>
<td>MOES</td>
<td>Advanced</td>
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<td>3</td>
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<td></td>
<td>Average</td>
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<td>MAF</td>
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<td>Average</td>
<td>14</td>
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<td>Poor</td>
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<td>10</td>
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</tbody>
</table>
## Current needs in Data Analysis

The frequency and the level of different methods of analysis used by agencies

<table>
<thead>
<tr>
<th>Agencies</th>
<th>Basic Statistics</th>
<th>Advanced Statistics</th>
<th>Data Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nutrition Centre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Education and Sports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Agriculture and Forestry</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Lao Statistics Bureau</td>
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</tr>
</tbody>
</table>
Desired Capacities

Number of staff requested for trainings by agencies and types of trainings

<table>
<thead>
<tr>
<th>Agency</th>
<th>Basic Statistics</th>
<th>Advanced Statistics</th>
<th>Data Visualization</th>
<th>GIS</th>
<th>The use of statistical soft R</th>
<th>Website preparation</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOH</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Nutrition Centre</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
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<td>LSB</td>
<td>8</td>
<td>27</td>
<td>8</td>
<td>27</td>
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<tr>
<td>Total</td>
<td>31</td>
<td>63</td>
<td>55</td>
<td>46</td>
<td>35</td>
<td>2</td>
</tr>
</tbody>
</table>
Results of Capacity Needs Assessment

- Internal capacity development Plan
  - Targets staff of host institutions of NIPN Data and Policy Analysis Units.
  - Short sessions and conducted twice a month
  - Also “learning by doing” by working closely with external consultants

- Broader capacity development plans
  - Targets staff of various line ministries and departments who are part of NIPN
  - Intensive trainings on selected topics
# Capacity development plan based on needs assessment

<table>
<thead>
<tr>
<th>Months</th>
<th>Regular 2.5 hours trainings (during monthly meeting)</th>
<th>Intensive training courses</th>
<th>Additional training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Basic Statistics and Elements of visualisation</td>
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</tr>
<tr>
<td></td>
<td>Total 20 hours</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>20 hours</td>
<td>15 hours</td>
<td>-</td>
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<tr>
<td></td>
<td>4 Days</td>
<td>3 days</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Number of participants</td>
<td>Number of participants</td>
<td>Number of participants</td>
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<tr>
<td>1st</td>
<td>2.5 hours</td>
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<tr>
<td>2nd</td>
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<td>15</td>
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<tr>
<td>3rd</td>
<td>2.5 hours</td>
<td>22</td>
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<tr>
<td>4th</td>
<td>2.5 hours</td>
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<td>25</td>
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<tr>
<td>5th</td>
<td>2.5 hours</td>
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<tr>
<td>6th</td>
<td>2.5 hours</td>
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<td></td>
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<tr>
<td>7th</td>
<td>2.5 hours</td>
<td>25</td>
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<tr>
<td>8th</td>
<td>2.5 hours</td>
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<td>15</td>
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<tr>
<td></td>
<td>20 hours</td>
<td>31</td>
<td>44</td>
</tr>
</tbody>
</table>
Implementation of capacity development plan

3 day intensive training on “Introduction to STATA” for 20 government staff in May 2020
## Lessons learnt

<table>
<thead>
<tr>
<th>Partners have different capacity needs and at different levels of proficiency</th>
<th>Building consensus on training needs is essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement of partners at various stages of assessment</td>
<td>Enhances ownership and commitment</td>
</tr>
<tr>
<td>Needs assessment process and reports</td>
<td>Enhances the credibility of trainings - addresses felt needs of participating agencies</td>
</tr>
</tbody>
</table>
Conclusion

• The capacity needs assessment and subsequent roll out of capacity development plan fulfills one key objective of NIPN in Lao PDR

• Various trainings are planned for 2020 but have been impacted by the COVID-19 pandemic

• With easing of restrictions in the country, the country NIPN team shall accelerate the implementation of the Capacity Development Plan whilst exploring innovative ways such as online courses and use of zoom/skype calls
Special thanks

• UNICEF
• EU Delegation
• Global Support Facility (GSF) Team
• Centre for Development Policy Research (CDR)/NIPN Data Analysis Unit
• National Institute of Economic Research (NIER)/NIPN Policy Analysis Unit
• Line Ministries and Departments
Capacity Development: The Experience of Ethiopia

Aregash Samuel, NIPN/ EPHI
Webinar organized by C4N
June 04, 2020
• Background
• Approach
• Key finding of capacity needs assessment
• Recommendations and way forward
• Interview points about CNA with EPHI staff
• Benefits of the CNA process
• Discussion points from C4N on capacity development
• Capacity development through communicating evidence for decision making

The National Information Platform for Nutrition (NIPN)
Bringing Evidence to Decision Makers
Capacity development involving a multi-sectoral implementation approach is an essential element to address food and nutrition challenges in developing countries. Capacity needs assessment (CNA) helps to identify the gaps and it can be used as an input to develop capacity strengthening strategy. A platform like NIPN can help in addressing identified gaps in different implementing sectors.
Approach

Points of Entry
1. Individual
2. Organizational
3. System

Core Issues
- Data collection, monitoring and evaluation
- Strategic policy research
- Data and knowledge management

Technical and Functional Issues
- Linkages with policy dialogue and policymaking
- Human resources for monitoring, evaluation and research
- Financial and physical resources
- Coordination
Key Findings of CNA

• Data are stored on personal computers not in a centralized or external hard drive
• A wide range of data are collected, but use of existing data for further analysis is a challenge
• Lack of appropriate data-sharing policies
• Lack of staff responsible for data management
• For a policy dialogue, existing governance structures and coordination mechanisms facilitate interaction between researchers and policymakers.
  – Frequent changes in focal persons can affect the policy dialogue.
• Most staff are young and male.
  – Efforts are needed to strengthen capacities for female nutritionists

• Monitoring and research staff in majority of the organizations lack consistent access to physical resources and knowledge of advanced analytical software remains limited

• The nutrition monitoring evaluation and research steering committee (MER SC) has an important role in coordinating monitoring, evaluation and research under the NNP.
  – However, among those interviewed institutes, there is no uniform understanding on the role of the MER SC
Recommendation and way forward

Points of Entry
1. Individual
2. Organizational
3. System

Core Issues
- Operationalize NIPN Data and Knowledge Repository
- Refine legislation for open data access
- Submit datasets with international repositories
- Conduct trainings with researchers using open access data
- Allocate sufficient budget for data collection
- Encourage govt institutions to develop periodic outputs

Technical and Functional Issues

Linkages with policy dialogue and policymaking
- Strengthen capacity of both policy makers and researchers
- Create opportunities for linkages (e.g. NIPN seminars)

Human resources for monitoring, evaluation and research
- Define job descriptions
- Address frequent staff turnover especially in govt institutions
- Ensure gender balance in mid- and high-level positions
- Promote use of existing e-learning courses and capacity platforms
- EPHI to function as center of excellence for nutrition trainings
- Establish cascading opportunities for every training

Financial and physical resources
- Invest in infrastructure and IT equipment
- Plan budgets of MER SC and NNTC
- Make use of online trainings and funding schemes for PhD programs
- Teach managerial skills
- Set up networks and collaborations to share costs

Coordination
- Strengthen role of MER SC
- NIPN and MER SC to link up more with existing platforms
- Stronger collaboration between EPHI/EIAR and universities
- Partnerships with institutions from high-income countries
Interviews about the process of CNA EPHI staff

• Short interviews with EPHI staff
  – What have you learnt from the assessment? (or Did you learn something about the other organizations? Their research activities? Their expertise?)
  – How can you apply / use this knowledge? will it inform your work on NIPN?
  – From what you have learned during the interviews, how could NIPN collaboration with other / between institutions be strengthened?
  – How was the expectation of the respondent from the outcome of the assessment? Was the respondent cooperative (like in time response)?
  – Do you feel the questionnaire will assess main capacity gaps? What would you suggest from your experience?

• Interviewer Feedback_Summary.docx
Benefits of the CNA process

• CNA process allowed NIPN to get visibility and build relationships with various institutions and universities.

• The involvement of the MER SC during the design phase (Oct 2018), crucial to ensure a multi-institutional involvement in the design and implementation of this study.

• It was a nice piece of collaborative research between EPHI and IFPRI.
• Capacity development plan and strategy - how did you prioritize which gaps to address first?
• Capacity development tools - which tools or methods did you use or are you planning to use to build the missing capacities?
• How to implement the strategy in context of COVID?
• Have you developed materials that can benefit other countries?
Capacity Development Plan and Strategy - Prioritization

- The NIPN CNA has identified the capacity gaps for nutrition monitoring, evaluation and policy research of all the national government institutions involved in this agenda.

- A set of key recommendations came out of the NIPN CNA.
  - Only for NIPN team,
  - For all the institutions involved in the national M,E&R agenda.

- For the implementation of the NIPN capacity strengthening activities, we prioritize the capacity needs of the core NIPN team first.
Prioritization

• Priorities are set based on the operational cycle of NIPN
  – e.g., prior to the analysis of data, two formal trainings on how to use existing DHS and HICE data sets.
  – Training on ‘communicating with policy makers’

• We do regular planning or a review
  – e.g., during the annual planning process or during our MTR-assessed if we have the necessary capacities to carry out the planned activities.
  – Also asked for technical support form IFPRI:
    • Blogs writing
    • Mentoring support to answer policy questions
For capacities of the other institutions:
- NIPN tries to be inclusive:
  - We also invite experts of other national nutrition research institutions and universities.
  - NIPN CNA shared and also available on the NIPN website.
  - At the MER SC meeting we also share the upcoming capacity strengthening agenda to ensure that there is no overlap
    - Also provide orientation and training on the top selected topics
• **We use a system approach:** aiming to create long term capacities. We use a triple approach for this reason
  
  – Involved the PhD students from several universities in many of our formal trainings, as well as the regional health research institutes
  
  – Provision of scholarship for 6 young nutrition researchers (government staff)

• All researchers are government staff from national and regional universities and research institutions doing nutrition research (expected to serve their organization on their return)
Systematically strengthen the capacities of the members of the national nutrition MER SC.

- e.g. members of these institutions have participated in NIPN trainings such as the policy question formulation (PQF) process in Feb 2020, the DHS and HICES in 2019.
- Requesting training participants to further cascade down the trainings within their organizations.

Building a wide base of nutrition researchers who can collaborate with NIPN in the future.

Members of MER SC are in turn key to identify and support the PQF, to facilitate and provide access to data and to contribute to disseminate messages within their respective sectors.
• IFPRI- main partner in capacity strengthening
  – Collaborative research and mentoring by senior researchers and policy staff
  – “learning by doing” and ‘mentoring” is important approach
    • Report writing, communication etc
  – Documentation of processes:-e.g PQF process, NIPN seminar
  – Development of guidelines e.g rapid literature reviews
  – Formal practical trainings (need based- CNA also related to NIPN operational cycle): report writing, analytical training (e.g on the use of DHS data), GIS training, reading and writing scientific papers.
  – Webinar trainings e.g on setting up a data repository
We also use the Nutrition Policy and Research seminars to strengthen capacities and knowledge (More information later)

- Using mainly senior researchers to reach out to a wide public and share their knowledge and experience
- Using seminars to create more capacities on the actual issues around the causes of malnutrition

Through the process participants have learned interaction between the different causes and determinants, and the potential policy recommendations from these senior speakers

From the training with GSF in Nov 18-22, 2019 the team gave training on life, career and future orientation; reflection, LOC, self awareness, communication to the NIPN team
How to implement the strategy in context of COVID?

• EPHI and IFPRI explored options to remain engaged in NIPN to continue strengthening the capacities
  – Re-oriented into intensive online support to answering policy question

• Continue engaging with IFPRI over email, phone and Skype meetings.

• We also organize now regular webinars (2 so far) which allow people to learn more about the consequences of COVID-19 on nutrition and health

• Some of other planned trainings such as the advanced GIS training will be resumed after the crisis.
Have you developed materials that can benefit other countries?

- Yes, NIPN CNA, the NIPN Communication Strategy and the NIPN Rapid Literature Review Guideline *(available on the website)*

- Developed TOR of each training

- Carry out an evaluation following the training
  - Feedback was collected after every training or seminar to help better modify for the future events
Organization of five NIPN Policy and Research Seminars on policy relevant topics to support (2019)

- **Animal sourced food and nutrition** → to inform the work done by the MOA on the implementation of the National Nutrition Sensitive Agriculture Strategy in 2019
- **Nutrition Research, Evidence for Decision Making** → support the NIPN objectives
- **Remoteness, urbanization, and child nutrition** → important for decision making for the next national GTP
- **The fight against micronutrient deficiencies: identification, interventions, strategies and policy** → supports decision making for the next Health Sector Transformation Plan
- **Reducing chronic undernutrition through nutrition sensitive social protection** → To support decision making for the fifth phase of the Productive Safety Net
In 2020 two webinars

• **COVID-19 and its impact on Ethiopia’s agri-food system, food security, and nutrition in May 14, 2020**

• **The role of Vitamin D in treating COVID-19 Patients: current Scientific evidence in May 29, 2020**

List of contacts of different nutrition stakeholders to communicate each activities (newsletter, webinar etc)
