

REPORT ON THE ORGANISATIONAL CAPACITY NEEDS ASSESSMENT OF ENUFF PARTNERS

13 TO 16 DECEMBER 2016

VIENTIANE, LAO PDR



IRC

Prepared for

SNV



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This report was written by Erick Baetings, IRC Senior Sanitation Expert.

The findings, interpretations, comments and conclusions contained in this report are those of the author and may not necessarily reflect the views of either SNV or the partner organisations that took part in the four-day Organisational Capacity Needs Assessment workshop.

This report can be found on the IRC website: <http://www.ircwash.org/topics/sanitation>

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GLOSSARY AND DEFINITIONS

The following is a glossary of terminology used in this document.

Term	Definition / explanation
Agrisud International	Agrisud International is SNV's implementing partner for the ENUFF project. During the past 20 years, Agrisud has contributed to the launch of 40,000 small agricultural family businesses in 16 countries of Africa, Asia or South America, and most recently in France. At a village, city or territory scale, real change has taken place to help the poorest populations while increasing food security for families and in local markets – in quantity and quality. For more information on Agrisud visit their website: http://www.agrisud.org/en/nous-connaître/vision-agrisud/
BCC	Behaviour Change Communication
Capability	Capability in its simplest form is the power or ability to do something. A measure of the ability of an entity (organisation, department, person, system) to achieve its objectives especially in relation to its mission. Organisational capability is the ability and capacity of an organisation expressed in terms of its 1) human resources: their number, quality, skills, and experience; 2) physical and material resources: machines, land, buildings; 3) financial resources: funds; 4) information resources: pool of knowledge, databases; and 5) intellectual resources: copyrights, designs, patents, etc.
Capacity	Capacity is the actual or potential ability to perform. It is often used to mean the overall ability of an organisation or system to create value for others.
CHF	The Swiss Franc ; the currency of Switzerland
CU5	Children under the age of five years
DAFO	District Agriculture and Forestry Office
DHO	District Health Office
DoHHP	Department of Hygiene and Health Promotion of the Ministry of Health
ENUFF	The Enhancing Nutrition of Upland Farming Families project is being implemented by SNV in two provinces in the north of Lao PDR.
Guided capacity self-assessment	Guided capacity self-assessments are participatory processes whereby the respondent, who is guided, supported and where necessary challenged by the interviewer, decides and rates capacity development scorecards. This methodology is particularly appropriate for the capacity development indicators as it enables an organisation to look in detail at how effectively it functions and to identify priority capacity development needs.
Hygiene	Hygiene refers to the set of practices perceived by a community to be associated with the preservation of health and healthy living. While in modern medical sciences there is a set of standards of hygiene recommended for different situations, what is considered hygienic or not can vary between different cultures, genders and ethnic groups. (Wikipedia)
IRC	IRC is an international think-and-do tank that works with governments, NGOs, businesses and people around the world to find long-term solutions to the global crisis in water, sanitation and hygiene services.
Lao PDR	Lao People's Democratic Republic
LWU	The Lao Women's Union was originally established in 1955 to mobilise women for the Lao People's Revolutionary Party. Over forty years later, it has a membership

Term	Definition / explanation
	of some 600,000 women nation-wide. In 1991 the LWU was recognised under the Constitution of the Lao People’s Democratic Republic (Lao PDR) as having responsibility for: 1) responding to women’s development needs; 2) promoting the status and role of women; and 3) promoting unity amongst women of different ethnic groups and social strata throughout the country.
MAF	Ministry of Agriculture and Forestry
MoH	Ministry of Health
NC	Nutrition Centre of the Department of Hygiene and Health Promotion, Ministry of Health
OCNA	Organisational Capacity Needs Assessment
PAFO	Provincial Department of Agriculture and Forestry
PHD	Provincial Health Department
SDC	Swiss Agency for Development and Cooperation
SN4A	SNV’s global Sustainable Nutrition for All programme
SNV	SNV is a not-for-profit international development organisation, working in Agriculture, Energy, and Water, Sanitation & Hygiene. SNV’s mission is to make a lasting difference in the lives of millions of people living in poverty.
SSH4A	SNV’s global Sustainable Sanitation and Hygiene for All Programme
SUN Network	Scaling Up Nutrition Network. Since 2010, the SUN Movement has inspired a new way of working collaboratively to end malnutrition, in all its forms. With the governments of SUN Countries in the lead, it unites people—from civil society, the United Nations, donors, businesses and researchers—in a collective effort to improve nutrition. More information is available on: http://scalingupnutrition.org
WASH	Water, Sanitation and Hygiene

1. INTRODUCTION

1.1 PURPOSE OF THIS REPORT

This report provides a synthesis and summary of the Organisational Capacity Needs Assessment (OCNA) workshop held in Vientiane, Lao PDR from Tuesday 13 to Friday 16 December 2016. The OCNA workshop was organised by SNV Laos together with the Nutrition Centre of the Ministry of Health of the Government of Lao People's Democratic Republic.

The purpose of the report is to be a useful reference for the participants of the OCNA workshop as well as for other practitioners, managers, local governments and other actors involved in the Enhancing Nutrition of Upland Farming Families (ENUFF) project. The report aims to provide an overview of the different sessions and tools used during the workshop as well as capture the key outcomes of the workshop. This report is not intended to record the detailed discussions of every session, but rather to capture the key topics and main reflections over the course of the four-day workshop. It is hoped that the report will also serve as a resource for those interested in organising organisational and capacity needs assessments.

1.2 THE ENHANCING NUTRITION OF UPLAND FARMING FAMILIES (ENUFF) PROJECT

During the period April 2016 to April 2019 a first three-year phase of an integrated agriculture, nutrition and Water, Sanitation and Hygiene (WASH) project will be implemented in four districts of two Northern provinces of Lao PDR. The Enhancing Nutrition of Upland Farming Families (ENUFF) project is implemented by SNV Laos in partnership with Agrisud International together with government counterparts and other development partners at National, Provincial and District level. The project is funded by the Swiss Agency for Development and Cooperation with a total for the first phase of CHF 6,771,664.

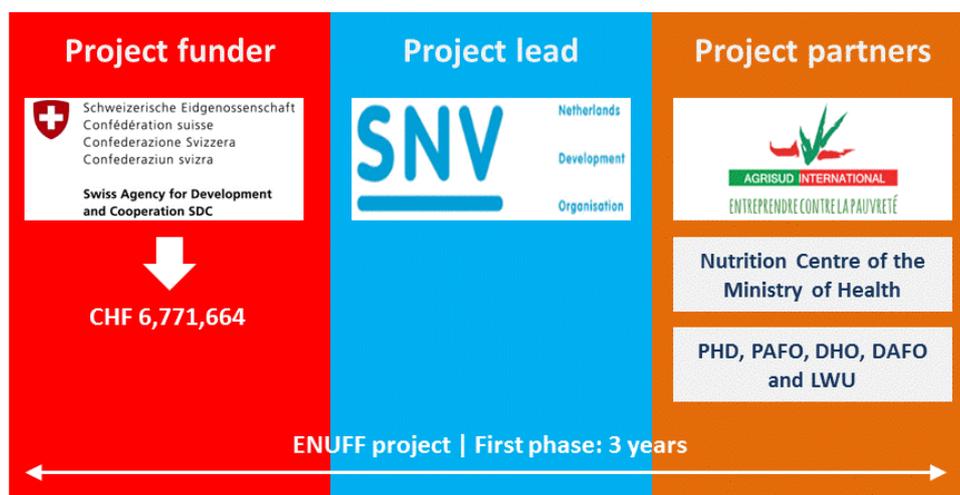


Figure 1: Snapshot of the ENUFF project

The overall goal of the project is to improve family and child nutrition in remote and ethnically diverse upland farming communities through nutrition-sensitive agriculture production, sustainable management of natural resources, and enhancement of good practices in health and hygiene, including a more conducive and efficient policy and institutional framework. The project objectives and expected outcomes can be summarised as shown in the following table.

Project goal	Project objectives	Project outcomes
Improve family and child nutrition in upland farming communities	1 Increase capacity of farmers in nutrition-sensitive food production and diversity at household level	Food production at household level is more nutrition sensitive and diverse
	2 Induce behaviour change at intra-household level to improve understanding of nutrition, health, sanitation and hygiene issues	Women's knowledge and skills about nutrition and health care have increased and lead to more appropriate feeding practices
	3 Increase revenue of farming families to improve access to nutritious and diversified food	Physical and economic access to nutritious and diversified food is improved
	4 Generate evidence-based policy recommendations to support the development of conducive policy, strategy and institutional frameworks	The policy, strategic and institutional framework is more conducive to address and prevent food and nutrition insecurity

Table 1: Goal, objectives and expected results of the ENUFF project

The project is implemented in a total of four districts, two each in Houaphan province and Oudomxay province. During the first phase the project will work intensively in a total of 40 villages (10 villages per district) and it is expected that a total of 4,000 families will directly benefit from the project. It is expected that villages and families not directly targeted by the project will also benefit from the implementation of ENUFF through intensive capacity building of district officials.

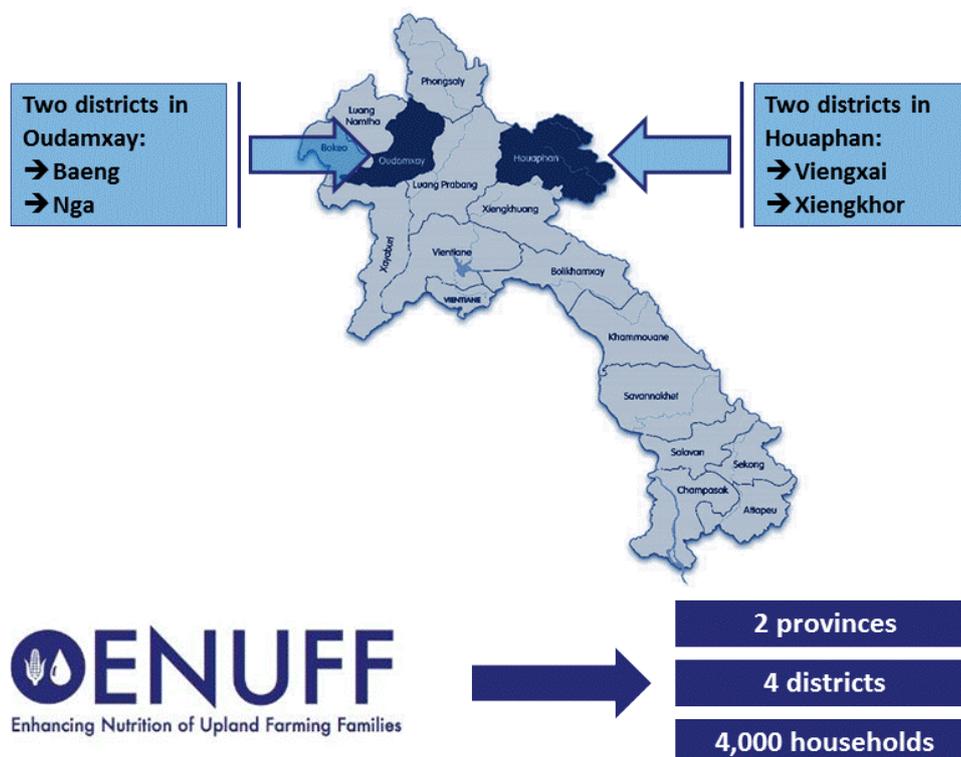


Figure 2: ENUFF intervention areas

Addressing malnutrition is a complex and difficult task, requiring a multidimensional approach and long-term interventions to have any significant and sustainable effect. In recognition of the persistently high rates of malnutrition in upland areas, the Government of Lao PDR and the donor community have strengthened their commitment to address the root causes of malnutrition. The National Nutrition Strategy to 2025 and Plan of Action 2016-2020 provide the framework and strategic direction for nutrition engagement.

Baseline anthropometric measurements of children under five (CU5) in 40 target villages of Houaphan and Oudomxay provinces show an overall underweight prevalence of 28.6%. Looking at child feeding practices, most CU5 of the target villages receive a minimum of three meals per day, but children's dietary diversity is still low. Significantly, only 2% of women were able to report about negative impacts of malnutrition during pregnancy.

Conventionally, nutrition projects have focused on educating households about a balance diet, and different kinds of food that are safe and nutritious for their families and how to prepare them. This singular approach, however, assumes that families have access to nutritious food or can grow these foods on their own, which is not always the case.

The Enhancing Nutrition of Upland Farming Families (ENUFF) project is housed in three sectors in order to address the multifaceted challenge of providing nutritious food for children in northern Laos. Through the Water and Sanitation sector, the project seeks to improve household access to sanitation facilities and clean water for gardening and household consumption; through the agriculture sector, the project seeks to help families to grow more nutritious crops; and through the nutrition sector, the project provides training on food preparation and cooking classes.

Source: A cross-sectoral approach to improving nutrition for families in Northern Lao PDR. A news item about the ENUFF project on the SNV website. Available on: <http://www.snv.org/update/cross-sectoral-approach-improving-nutrition-families-northern-lao-pdr>

For that reason the project will use an integrated agriculture, nutrition and WASH approach based on four pillars: 1) demand creation; 2) behaviour change communication; 3) development of markets and supply chains; and 4) improvement of governance. The approach is based primarily on best practices from SNV's SN4A and SSH4A models¹.

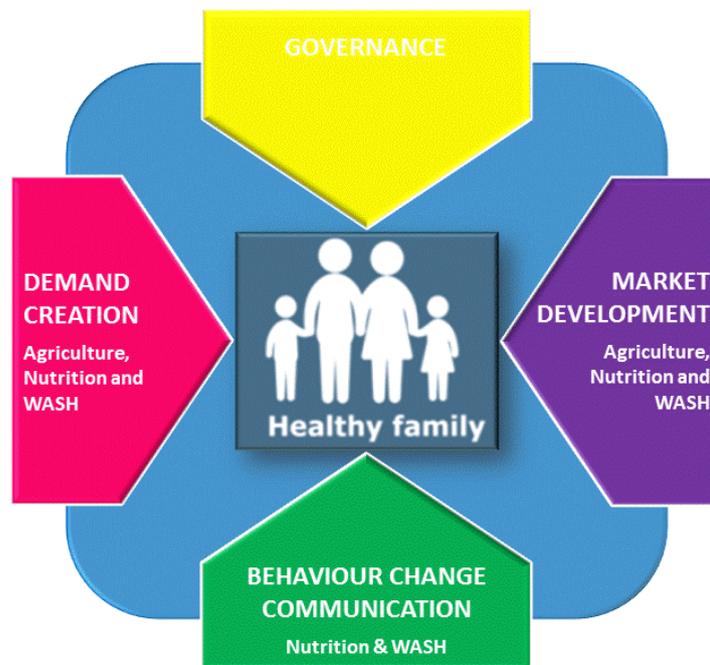


Figure 3: ENUFF's integrated agriculture, nutrition and WASH approach

The project is implemented at global, regional, national, provincial, district and village levels. At the global and regional levels the project works with Policy Champions and existing structures such as the SUN network to influence policy using policy briefs generated from the project evidence. At the national and

¹ SN4A is SNV's global Sustainable Nutrition for All model and SSH4A is SNV's global Sustainable Sanitation and Hygiene for All model.

provincial levels, the project engages with key stakeholders from government, donors, UN, private sector, INGOs and CSOs to use project results to influence national plans and policies.

At the district level, the project strengthens capacity of local authorities to organize and steer district-wide triggering, create gender-aware district-level nutrition plans incorporating BCC campaigns. At the village level, the project works with the formal village authorities and farmers groups and establishes demonstration plots in cooperation with farmers.

By piloting the project in four districts in two provinces and sharing the lessons learned nationally, regionally and globally, the ENUFF project will contribute to the development of effective nutrition models for policy makers, implementers and donors alike.

Source: ENUFF Project Document, August 2016 [page 3]

The first six months of the project were used to kick off the project at national, provincial and district levels, set up the partnership arrangements, recruit staff, set up project offices in Houaphan and Oudomxay, and develop the detailed project implementation document. A survey methodology for collecting, processing and analysing baseline data was developed and applied. In October and November, 45 district staff (20 females) received a series of Behavioural Change Communication (BCC) and technical trainings: 1) operation and maintenance of safe water supply sources; 2) home gardening; and 3) basic nutrition and child feeding practices. Following these trainings, more than 3,490 people (1437 women) gained knowledge on basic nutrition and child feeding practices and some 300 children benefited from cooking demonstrations on food safety. 200 households in target villages gained knowledge and received vegetable seeds from organic home gardening activities.

1.3 INTRODUCTION TO CAPACITY DEVELOPMENT

Capacity is the power of something (a system, an organisation, a person) to perform or to produce. UNDP² defines capacity as the ability of individuals and organisations to perform functions effectively, efficiently and sustainably. This implies that capacity is not a passive state but part of a continuing process and that human resources are central to capacity development.

Capacity development refers to assistance provided to organisations which have a need to develop a certain skill or competence, or for improving their overall performance. Capacity development is essential to contributing to improved performance. Capacity development is a means to achieve something, not an end in itself. The term capacity development describes the task of developing levels of human, organisational and institutional capacity and this includes the following:

- At the individual level: **Human Resource Development**, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- At the organisational level: **Organisational Development**, the strengthening of the internal capacity of the organisation to (better) enable her to achieve her goals and accomplish her mission. Organisational development focuses particularly on strengthening systems and work processes.
- At the institutional level: **Institutional Development**, the development and influencing by factors and actors of the wider environment in which the organisation operates. Institutional development is also about creating an enabling environment with appropriate policy and legal frameworks.

² UNDP (January 1998) Capacity Assessment and Development in a Systems and Strategic Management Context; Technical Advisory Paper No. 3. Available on: <https://www.cbd.int/doc/pa/tools/Capacity%20assessment%20and%20development.pdf>

Ideally capacity development initiatives or programmes should incorporate activities at all three levels simultaneously. However, it is suggested to focus initially on the individual skills and organisational capacities required to implement the ENUFF project successfully.

1.4 INTRODUCTION TO CAPACITY ASSESSMENTS

A **capacity assessment**³ is usually the first step in a capacity development programme. A full understanding of an organisation's current capacities, performance and immediate and future capacity needs is a prerequisite before any capacity development support – with the ultimate aim to improve the capacities of the organisation to function efficiently and effectively and to attain sustainable results – is provided. By stimulating reflection, learning, and dialogue, an organisation's overall strengths and weaknesses are identified, constraints and challenges are examined, gaps between current and desired performance are identified, and ideas for addressing them are generated.

An understanding of the involved national, provincial and district actors' current performance and immediate and future capacity needs is required to be able to support them to implement the ENUFF project effectively, efficiently and with sustainable results. Capacity assessments enable organisations to look in detail at how effectively their organisations function and to identify their priority capacity development needs. Only with such an understanding can realistic tailor-made capacity development plans be developed and implemented.

Every organisation goes through periods of difficulty. Sometimes it's just growing pains, sometimes it's not knowing how to do something, sometimes it's the challenge of insufficient resources, and sometimes it's trying to do something new or make a significant change. It is therefore highly beneficial for organisations to have the ability to accurately diagnose the source(s) of their difficulties in order to be able to correct course. **Capacity assessments** enable organisations to look in detail at how effectively they function. That is, assessing in depth the key individual and organisational capacities needed to implement programmes and or activities successfully and to identify their priority capacity development needs.

Capacity assessments have a number of benefits:

- ✓ Done correctly, it emphasises opportunities for improvement; it is not meant to be a "blame game".
- ✓ It helps bring focus to individual and organisational capacity development trajectories.
- ✓ It puts the organisation (staff and management) in a position to identify and prioritise capacity development needs.
- ✓ It is the best way to ensure "buy-in" and to create organisational "ownership" of the exercise and the subsequent capacity development trajectory.
- ✓ As an offspring of the process organisations will be capacitated to conduct similar self-assessments on their own in future.

The process that was followed is in fact a guided self-assessment designed to help the participating organisations recognise their own potential and decide for themselves how to best address the challenges they face. If done well the process will provide organisations with the tools and perspectives necessary to regularly reflect on their performance, and to improve and adapt their plans and activities according to their purpose, context and resources.

³ The term **capacity needs assessment** is used throughout this document when it refers to the capacity assessment carried out with the ENUFF partners. The author prefers the term "**capacity self-assessment**" as that describes better what it really is: a participatory process of collecting and analysing data and communicating the results with the aim to identify and solve problems together. Furthermore, capacity needs assessment sound too much like the ancient term "training needs assessments".

1.5 OBJECTIVE AND SCOPE

The objective of the organisational capacity needs assessment is to facilitate a participatory engagement process to:

- 1) To enable government partners to gain insight in their performance by assessing their capacity to implement the ENUFF project, by identifying and analysing constraints and major capacity gaps that impede them from realising the project's goal and objectives;
- 2) To help government partners prioritise their capacity development needs and contribute to the development of a capacity development action plan; and
- 3) To use the exercise to further develop the OCNA approach and tools for future use at provincial and or district level.

The scope of the OCNA is somewhat limited and confined to assessing the capacity gaps that hamper the successful implementation of the ENUFF project. It is not meant to be a comprehensive organisational assessment and therefore the OCNA will not explore all aspects of the participating organisations in detail. Instead it will focus on developing a picture of the key organisational capabilities necessary to implement the ENUFF project. The purpose of an OCNA is to provide an opportunity and a process for internal reflection and organisational improvement, and the reference point for its application should be the ENUFF project document. It is not intended to rank organisations against each other in terms of their effectiveness, creating a 'league table' of performance.

The OCNA focuses on the first three steps of the capacity development process shown below:

- ⇒ Step 1: Engage partners and build consensus on the need for OCNAs and how to execute them;
- ⇒ Step 2: Assess capacity assets and needs through the organisational capacity needs assessment; and
- ⇒ Step 3: Formulate a capacity development action plan on the basis of the OCNA.

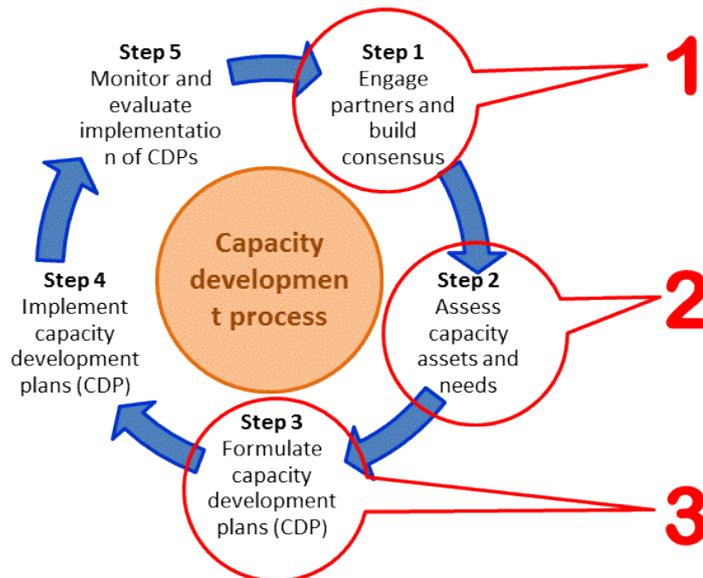


Figure 3: Adapted from the UNDP capacity development process⁴

The subsequent steps 4 and 5 will be decided upon and executed after the OCNA has been concluded successfully.

⁴ Source: <http://regionalcentrebangkok.undp.or.th/practices/capacitydevelopment/documents/ATRANINGGUIDETOCAPACITYASSESSMENT.pdf>

1.6 ORGANISATIONAL ASSESSMENT MODEL

A wide range of tools and methods have been developed to assess organisations and this will continue to be a dynamic and evolving discipline. As the OCNA is not expected to explore all aspects of the participating organisations in detail, a simple organisational assessment model is used to develop a holistic picture of the key areas of organisational performance.

The organisational assessment model shown below – representing the relationship between resources, capabilities, strategy and organisational performance – comprises of the following three elements:

1. **Strategy:** refers to a plan of action designed to achieve a desired future, such as accomplishing a specific goal. Strategy is a plan, a "how," a means of getting from here to there.
2. **Organisational capabilities:** a capability is the capacity of a team of resources to perform tasks or activities. Capabilities are the means by which an organisation implements its strategy. While resources are the source of an organisation's capabilities, capabilities are the main source of an organisation to carry out its core business effectively and successfully. Examples of organisational capabilities are:
 - Systems and work processes
 - Programme implementation skills and competences
3. **Resources:** these are the basic 'building blocks' of an organisation. Resources are inputs into the production process; on their own few resources are productive. Productive activity requires the cooperation and coordination of teams of resources. Examples of resources are:
 - Tangible resources such as financial and physical assets
 - Intangible resources such as reputation and culture
 - Human resources such as individual knowledge, skills, motivation, etc.

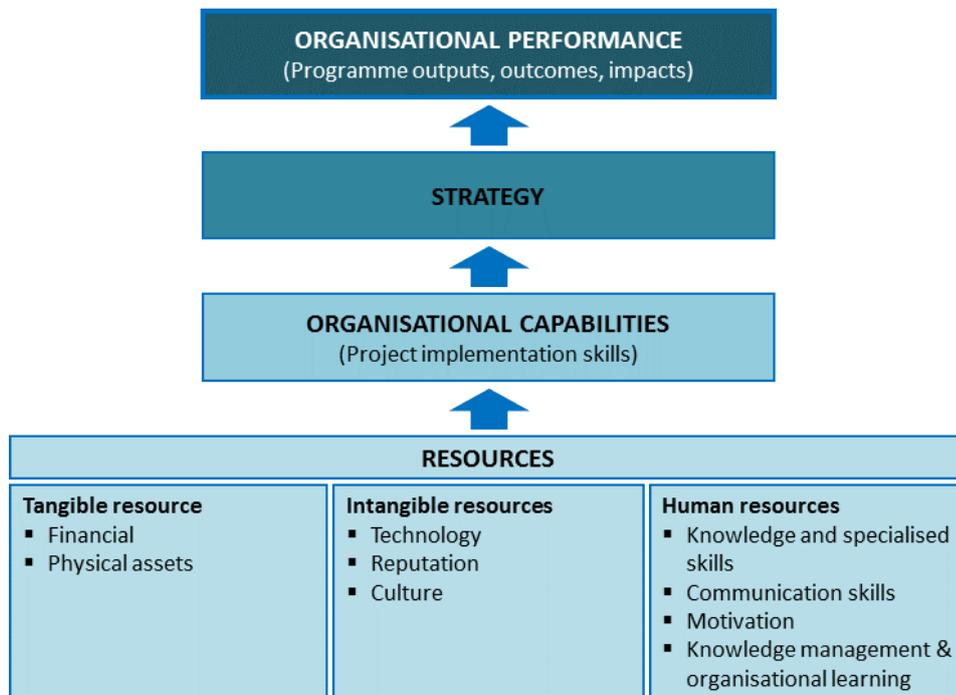


Figure 4: Applied Organisational Capacity Assessment model⁵

⁵ The organisational assessment model applied is an adaptation from Grant, R. (1998) *Contemporary Strategy Analysis*; found on: <http://openlearn.open.ac.uk/mod/resource/view.php?id=161737>

1.7 STAFF PARTICIPATION

For an OCNA to be successful it calls for a high level of participation of staff and management in the process as the outcome is expected to affect their work and the subsequent capacity development activities. The high level of participation will also allow the organisations to repeat similar capacity assessments in future. This is relevant because OCNAs are not intended to be a one-off exercise. The identification of capacity needs and priorities is a dynamic and continuous process.

A participatory process requires changing the dynamics so that all involved assume some level of responsibility for these tasks and learn and benefit from the results. It requires openness, a willingness to listen to different points of view, recognition of the knowledge and role of different participants, and the ability to give credit where credit is due. Ideally, each actor would have a say in the decisions that lead to the final outcome directly proportional to the degree that particular decision affects him or her. The basic rationale behind applying a participatory approach is to ensure that all the participants will know, understand and realise the existing individual and organisational capacities and thus take effective action to improve their performance and the overall performance of their organisation.

2. PROCEEDINGS OF THE ORGANISATIONAL CAPACITY NEEDS ASSESSMENT

2.1 INTRODUCTION

This chapter presents an overview of the workshop proceedings including the methodology and tools used during the organisational capacity needs assessment conducted from Tuesday 13 to Friday 16 December 2016 in Vientiane, Lao PDR. This chapter will furthermore provide an overview of the main results or outcomes of the OCNA workshop. The overall conclusions will be presented and discussed in the next chapter.

This chapter will first of all present the process outline of the OCNA workshop and thereafter present and discuss the proceedings and outcomes of the different days of the workshop.

2.2 ORGANISATIONAL CAPACITY NEEDS ASSESSMENT VERSUS CAPACITY NEEDS ASSESSMENT

Organisational capacity needs assessments (better known by the author as organisational capacity self-assessments) are typically conducted with one organisation. Experience has shown that assessing the overall performance of an organisation and identifying capacity gaps is best done with one organisation or entity or with one department or section of an organisation. Conducting performance and or capacity assessments for more than one organisation at the same time is basically impossible due to the expected diversity of participants as well as issues that are likely to come up.

The organisational capacity needs assessment conducted in Vientiane was initially meant to focus primarily on the Nutrition Centre which is part of the Department of Hygiene & Health Promotion of the Ministry of Health. The Nutrition Centre plays an important role at the national level where it is responsible for rolling out the National Nutrition Strategy for example by developing training modules, and behaviour change communication and IEC materials. It also plays a crucial role in training and providing support to provincial (and district) level government officials responsible for implementing the Nutrition Strategy related interventions in the villages.

The mix and vast diversity of the participants from national and provincial level institutions combined with the small number of part-time participants from the Nutrition Centre (NC) made it impossible to focus entirely on assessing the performance and capacity gaps of the Nutrition Centre. The following table shows a summary of the workshop participants.

Institutions	National level	Provincial level		Totals
		Oudomxay	Houaphan	
Secretariat of the National Nutrition Committee	2			2
DoHHP and Nutrition Centre	3			3
Ministry of Agriculture & Forestry	1			1
Provincial Department of Health		2	2	4
Provincial Department of Agriculture & Forestry		2	2	4
Totals	6	4	4	14

Table 2: Participants of the OCNA workshop

The two part-time participants from the Nutrition Centre contributed to only some 8% of the total time spent by all the participants during the workshop. Consequently due to a much higher presence of provincial staff, eight full-time participants contributing to some 63% of the total time spent by all the participants during the workshop, more time and efforts were devoted to identify the capacity gaps of the Provincial Department of Health and the Provincial Department of Agriculture and Forestry.

2.3 PROCESS OUTLINE

Considering the above the workshop programme developed prior to the OCNA workshop could not be followed entirely throughout the four-day workshop. During the workshop it was decided to apply a more flexible programme approach with the use of an OCNA toolkit comprising of a range of OCNA exercises and accompanying tools. The OCNA toolkit is presented in the figure below.

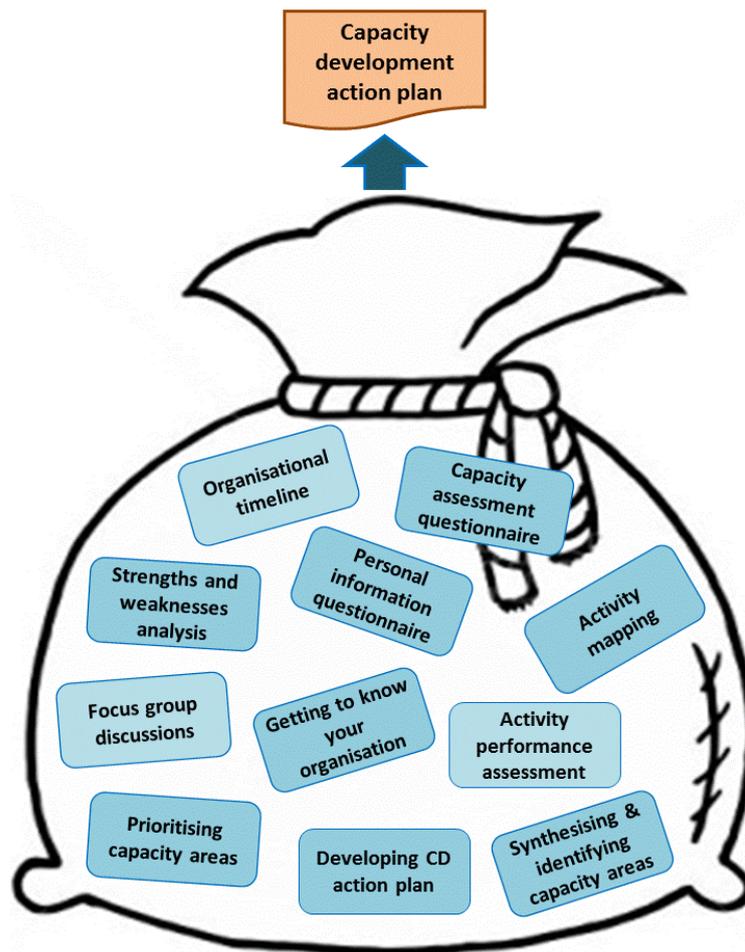


Figure 5: Standard organisational capacity needs assessment toolkit

As the workshop proceeded it was decided to skip a number of exercises⁶ that originally been included in the workshop programme as they were felt to be less appropriate for use with the diverse group of participants at this point of time. The workshop process outline – developed after the conclusion of the workshop and presented in the figure below – provides a simple overview of the different exercises that were carried out during the five-day workshop. The activities shown in yellow were not included in the original capacity assessment toolkit and have been added during the workshop.

⁶ Exercises that were skipped include the activity performance assessment and the focus group discussions.

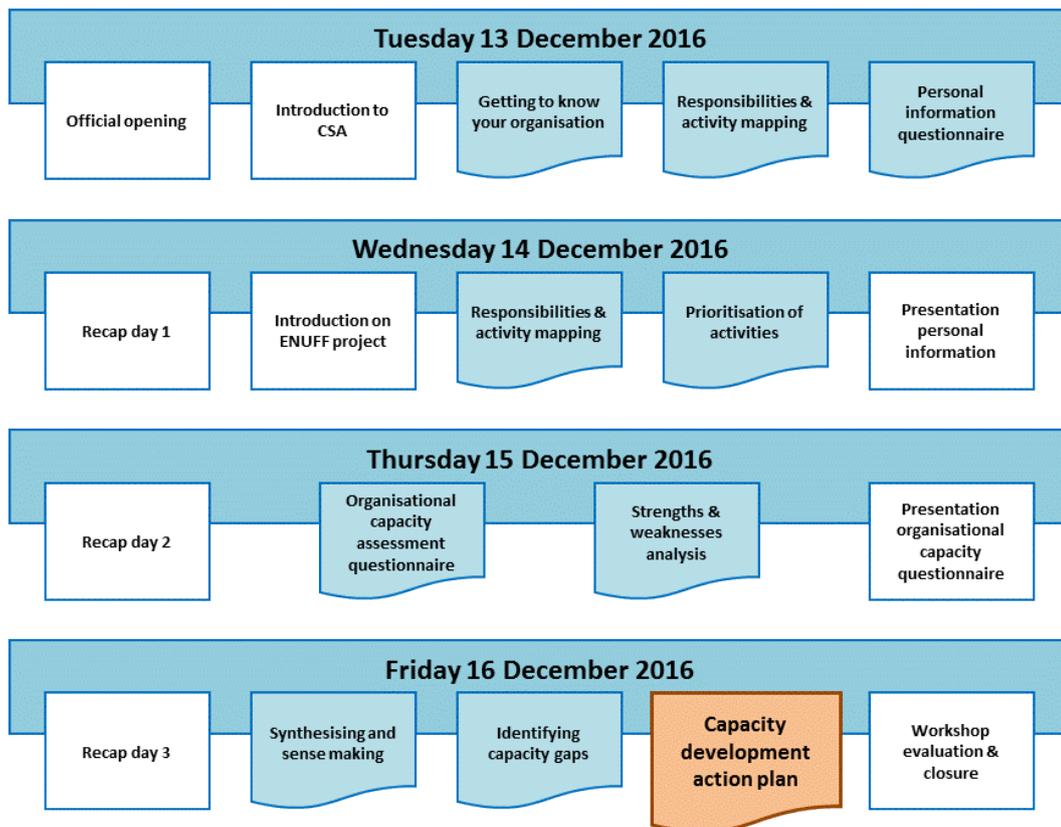


Figure 6: Process outline for the Organisational Capacity Needs Assessment workshop

The OCNA methodology that was applied during the workshop is based on experiences with similar exercises in three Asian countries. Although originally developed and applied in 2009 with NamSaat offices at national and provincial level in Lao PDR, the methodology was further refined in 2012 and 2013 in Indonesia and in 2014 in Bangladesh.

The four-day workshop was facilitated by Erick Baetings, IRC Senior Sanitation Expert, together with Phetmany Cheuasongkham, SNV Laos Senior Advisor for Water, Sanitation & Hygiene (WASH). Additional support was provided by Anolay Vongsouthi, SNV Laos Monitoring and Evaluation Officer, and Boualaphanh Inthaxay, SNV Laos Nutrition Advisor.

2.4 TUESDAY 13 DECEMBER 2016

The actual programme carried out during the first day is presented in the table below.

	When	Sessions	Timing
Morning	08:30-09:00	Registration by participants	
	09:00-09:30	Opening and welcome words	0h30
	09:30-09:45	Introduction of participants	0h15
	09:45-10:15	Introduction to capacity assessment and OCNA workshop	0h30
		Coffee break	
	10:30-11:00	Getting to know your organisation Who we are?	0h30
	11:00-12:00	Getting to know your organisation What we do?	1h00
	Lunch		
Afternoon	13:00-14:00	Continuation of getting to know your organisation What we do?	1h00
	14:00-15:00	Activity (and responsibilities) mapping	1h00
		Coffee break	
	15:15-16:00	Personal information questionnaire (Q1)	0h45
	16:00-16:45	Continuation of activity (and responsibilities) mapping	0h45
		6h15	

The main sessions conducted during the first day are graphically presented in the following figure.



Opening and welcome words

The participants of the four-day OCNA workshop were warmly welcomed by Ms. Khamheng Philavong, Deputy Head of the Nutrition Centre. After her welcome words speeches were given by Mr. Martin Hasler, Deputy Director of the Swiss Agency for Development and Cooperation (SDC) in Laos, Ms. Megan Ritchie, Interim Country Director of SNV Laos, and Dr. Chandavone Phoxay, Deputy Head of the Department of Hygiene and Health Promotion and Deputy Head of the Secretariat of the National Nutrition Committee (NNC) of the Ministry of Health. The speeches are provided in Annex 1.

Both Mr. Martin Hasler and Ms. Megan Ritchie talked about the importance of the ENUFF project and its uniqueness in the sense that it is one of the first multi-sectoral programmes in the country that brings agriculture, nutrition and WASH together.

All three speakers stressed the importance of capacity development to bridge existing capacity gaps in order to effectively contribute to the Government's Nutrition Strategy and broader development goals. Reference was made to the National Nutrition Strategy which expresses the need for capacity building of stakeholders at the national, provincial and district level. The organisational capacity needs assessment workshop should be seen as a first step in the capacity development process as it provides the opportunity to identify constraints and capacity gaps as a prelude to designing appropriate capacity building interventions. The speakers also agreed that the role of the participants during the workshop was crucial and they encouraged them to participate actively and provide sincere inputs in order to come to an appropriate and practical capacity development plan.

Dr. Chandavone Phoxay as Chair of the opening session officially opened the OCNA workshop and wished all the participants the very best and good luck.



Group photo with guests and participants following the opening session

Introduction of participants

In the presence of the guests all the participants were invited to introduce themselves by stating their name and the organisation (and where relevant the location) they represented. A list with all participants is provided in Annex 2.

Introduction to capacity assessment and OCNA workshop

The purpose of the **introduction to capacity assessments** session was to generate understanding, focus and buy in from all the workshop participants. Erick introduced the concept of capacity development and capacity assessments, and he explained the purpose of the OCNA workshop with the help of a Microsoft PowerPoint presentation. The presentation focused on:

- Introduction to capacity development,
- Introduction to capacity assessments,
- Objectives and scope of the organisational capacity needs assessment workshop,
- Capacity assessment model, and an
- Overview of the capacity assessment tools that may be used during the workshop.

The content of the introduction to capacity needs assessments is basically the same as the introduction provided in Chapter 1 and is therefore not repeated here. The tentative programme for the four-day workshop was explained and shared with the participants. The original programme is provided in Annex 3.

Getting to know your organisation

The first day of an organisational capacity needs assessment workshop usually starts with a couple of sessions meant to develop a better understanding of the organisation and a sense of belonging, namely:

- 1) Who are we?
- 2) What is it that we do?
- 3) What are we good at?

This is done to get a better insight in what the organisation is all about – the organisation’s “reason for existence” – and whether the participants are able to articulate this well. Considering that the participants

came from not one but six different organisations, some adjustments had to be made to these sessions. For example the session to develop an organisational timeline⁷ was skipped.

Who are we?

To obtain a better picture of the participants and the organisation they represented, another introduction round was facilitated. For that purpose individual participants were given a meta card (yellow cards for those representing the Ministry of Health at national and provincial level and green cards for those representing the Ministry of Agriculture and Forestry at national and provincial level) and asked to write down their name, their function, the organisation they work for and the year they joined the organisation.



Presentations and results of the “who are we” exercise

Details of all the participants are provided in Annex 4. Whereas the workshop started with a total of thirteen participants, during the afternoon of the first day and the morning of the second day three more participants from Vientiane joined the workshop. The number of participants and the organisations they represented is summarised in the following table.

Institutions	National level	Provincial level		Totals
		Oudomxay	Houaphan	
Representing the Ministry of Health				9
Secretariat of the National Nutrition Committee	2			
DoHHP and Nutrition Centre	3			
Provincial Department of Health		2	2	
Representing the Ministry of Agriculture & Forestry				5
Ministry of Agriculture & Forestry	1			
Provincial Department of Agriculture & Forestry		2	2	
Totals	6	4	4	14

Table 3: Summary of OCNA workshop participants

What is it that we do?

The second session of the day was meant to get a better idea of the different roles and responsibilities of the different organisations. The participants were divided in three groups representing the different organisations. As only three participants representing national level institutions were present, they were asked to form one group representing the Secretariat of the National Nutrition Committee and the Ministry of Health’s Nutrition Centre.

⁷ The purpose of the **organisation timeline** exercise is to enable participants to produce a timeline indicating significant events, achievements and changes in the history of their organisation. This exercise is relevant to better understand the specific context for capacity development, to identify initial issues that will be deepened in subsequent exercises, and to assess the organisation’s capacity for learning and coping with change.



Group work and presentations of results of the “what we do” exercise

The main responsibilities and tasks of the different institutions in relation to implementing the National Nutrition Strategy and National Action Plan are presented in the following table.

Provincial level		National level
Department of Agriculture and Forestry	Department of Health	Nutrition Centre and Secretariat of the National Nutrition Committee
<ul style="list-style-type: none"> ▪ Food security: support and promote work of technical officers (cropping and life stock raising) and improve quality of food production ▪ Promote commercial production: create farmer groups, associations, cooperatives and develop relevant policies and regulations, and support mechanisms (e.g. loans) ▪ Sustainable forest management: planning, demarcation of forests and zones for collection of NTFPs, and law enforcement ▪ Rural development and poverty reduction: promote and create alternative income activities 	<ul style="list-style-type: none"> ▪ Secretariat for the Provincial Nutrition Committee ▪ Coordinate activities with central level and districts ▪ Coordinate with other actors in the province ▪ Lead the training for districts ▪ Monitoring and evaluation of activities ▪ Reporting to higher levels ▪ Planning ▪ Secretariat and coordinator for all projects ▪ Mapping of all relevant actors ▪ Strategic planning ▪ Main coordinating body for SNV ▪ Coordination agency with WFP ▪ Provide training relevant to nutrition to districts and villages ▪ Collaborate with district and village level authorities when implementing activities ▪ Reporting on activities implemented at district and village levels 	<p>Secretariat of NNC</p> <ul style="list-style-type: none"> ▪ Act as secretariat for NNC for scaling up road map ▪ Planning ▪ Organise coordination meetings ▪ Summarise and report activities on nutrition ▪ Map all activities related to nutrition ▪ Monitoring and evaluation of nutrition activities <p>Nutrition Centre (12 staff)</p> <ul style="list-style-type: none"> ▪ Provide training (TOT) for provincial leaders on basic nutrition ▪ Promotion of MCH, sanitation and environmental health promotion ▪ Research on nutrition (position not filled)

Table 4: Main responsibilities and tasks of the different organisations

Following the presentations, time was provided to ask questions for clarification or to bring up issues that participants from other groups may find relevant or important. The most important issues raised are shown in the following table.

Provincial level		National level
Department of Agriculture and Forestry	Department of Health	Nutrition Centre and Secretariat of the National Nutrition Committee
<ul style="list-style-type: none"> ▪ Relations to district offices and national level actors not clear ▪ Too much focus on technical components and not on their 	<ul style="list-style-type: none"> ▪ A lot on overall management responsibilities but nothing on technical aspects ▪ Technical training topics: basic 	<ul style="list-style-type: none"> ▪ NC doing promotion where? NC is rolling out convergent planning methodology in 3 provinces since 2009. Now 3 more provinces

Provincial level		National level
Department of Agriculture and Forestry	Department of Health	Nutrition Centre and Secretariat of the National Nutrition Committee
natural role upstream and downstream	nutrition, personal hygiene, water safety plans, sanitation, environment, breastfeeding ■ Which department takes the lead in coordinating at provincial level?	added. ■ NC is basically responsible for strengthening capacity of provincial offices to support districts.

Table 5: Issues that were brought up during the discussions following the presentations

Concluding this session the following two crucial issues should be highlighted, namely:

- 1) Coordination was mentioned by all the groups but it is not clear how this is effectively realised at the different levels, particularly at provincial and district level.
- 2) All the different levels feel responsible and take responsibility for field implementation. These overlapping responsibilities create (potentially) a lot of confusion and takes time away from other more important tasks.

These issues were further explored during subsequent sessions.

Activity mapping

Using the results of the previous session the participants were asked to draw up a list with the main activities they carry out to implement the National Nutrition Strategy and National Action Plan. To get started and before commencing with the group work, the participants were asked to identify the general or regular management tasks that are performed on a recurring basis in any organisation. This was done to avoid duplication and wasting valuable time. Although possibly not exhaustive, the following main general management tasks were identified:

- 1) Planning and budgeting
- 2) Monitoring, evaluation and reporting
- 3) Human resources management
- 4) Procurement and asset management

The general management tasks were grouped as shown below.

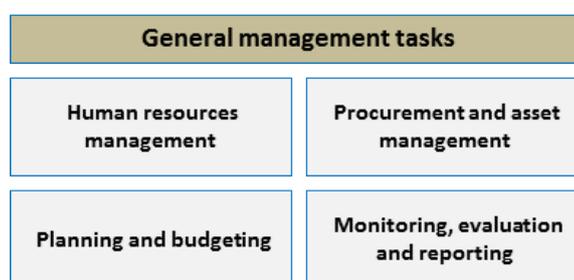


Figure 7: General management tasks

Thereafter the same three groups were tasked with identifying the main tasks or activities they carry out on a regular basis. They were advised to start with a quick and dirty brainstorming session to develop a long list of activities by listing as many activities as possible followed by a group discussion to identify the main activities from the long list.

Following the group work the Provincial Department of Health and Provincial Department of Agriculture and Forestry were asked to present the results of their group work. After the two presentations the provincial level participants from the Departments of Health and the Departments of Agriculture and

Forestry were asked to come up with one combined list of activities. The list so developed includes all the key activities carried out by the Provincial Departments focusing primarily on their support role towards the districts and the coordination role at provincial level. The list is shown in the following figure. The yellow arrows indicate the linkages with the districts.

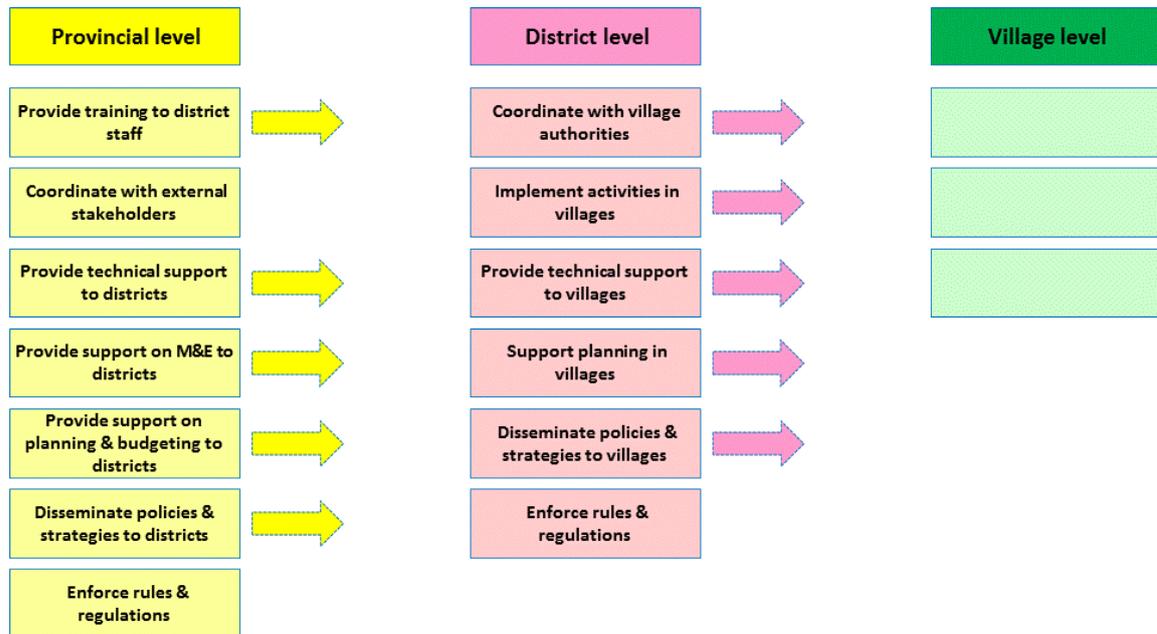


Figure 8: Main activities carried out at provincial and district levels

Personal information questionnaire

Following the afternoon tea break, the participants were asked to complete the individual personal information questionnaire. The purpose of the **personal information questionnaires** was to get a better insight in the strengths and weaknesses of the individual staff members on the basis of a broad range of questions related to work experience, education and training background, and their ideas about capacity building needs.

The personal information questionnaires were distributed to all the participants. Phetmany briefly introduced the questionnaire and guided the participants through the entire questionnaire. While doing so the participants were asked to complete the questionnaire during the session. The standard questionnaire consists of the following sections: 1) General information; 2) Employment record; 3) Educational background; 4) Training record; and 5) Capacity development needs.



Participants completing the personal information questionnaire

The results of the personal information questionnaire were presented and discussed in the afternoon of the second day.

Activity mapping continued

The final session of the afternoon was used to complete the activity mapping exercise for district and national level. The district level activities are shown above in the same figure where the provincial level activities are shown. The national level activities are shown in the figure below.

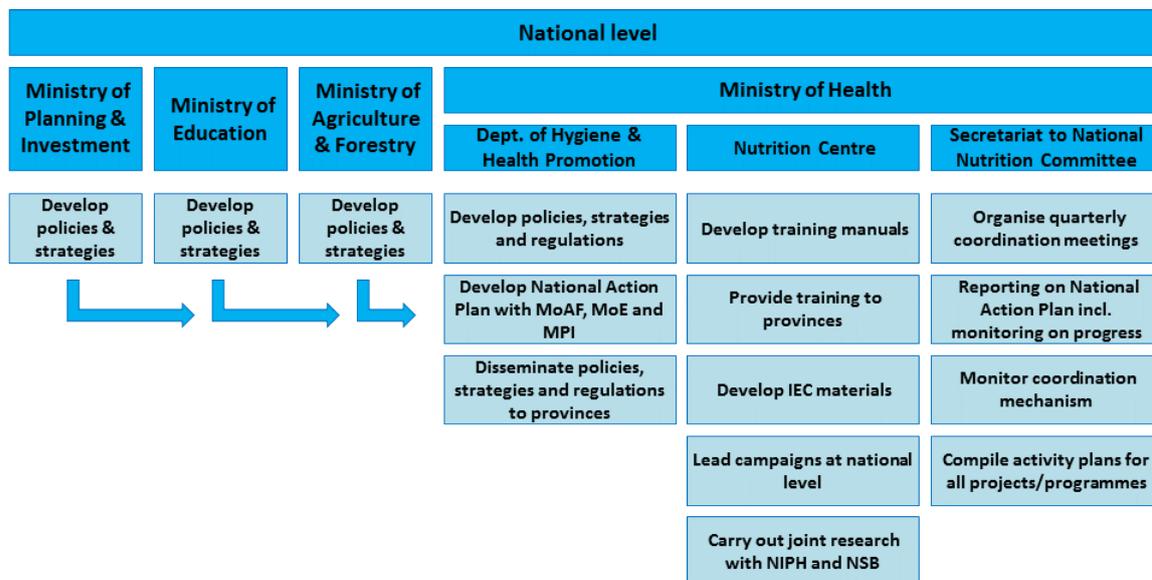


Figure 9: Main activities carried out at national level

It must be understood that the activities identified during this “quick and dirty” exercise are unlikely to represent all the different tasks carried out by the different organisations. However, although the list may be incomplete, it should include all the key activities relevant for implementing the National Nutrition Strategy and National Action Plan.



Result of the activity mapping exercise carried out on day one

2.5 WEDNESDAY 14 DECEMBER 2016

The actual programme carried out during the second day is presented in the table below.

	When	Sessions	Timing
Morning	08:30-0:900	Recap day one	0h30
	09:00-09:30	Introduction to the ENUFF project	0h30
	09:30-10:00	Expected impact and desired change	0h30
		Coffee break	
	10:30-12:00	Activity mapping Mapping of training activities	1h30
		Lunch	
Afternoon	13:00-15:15	Prioritisation of ENUFF related key activities	2h15
		Coffee break	
	15:30-16:00	Presentation of personal information questionnaire (Q1)	0h30
	16:00-16:30	Continuation of prioritisation of ENUFF related key activities	0h30
			6h15

The main sessions conducted during the second day are graphically presented in the following figure.

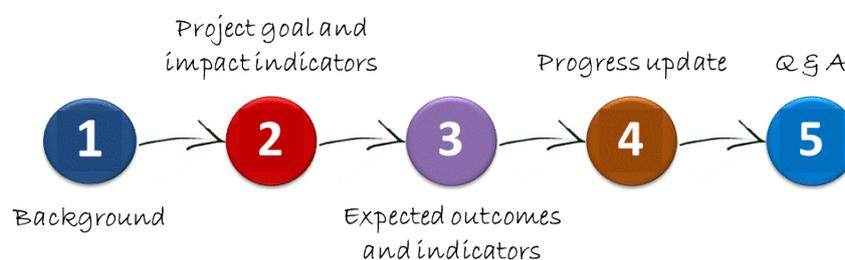


Recap of day one

Phetmany facilitated a recap session during which the proceedings of the first day were reviewed by inviting the participants to recapitulate what we had done and what had been discussed.

Introduction to the ENUFF project

During the first session of the day Phetmany introduced and explained the ENUFF project to the participants with the help of a Microsoft PowerPoint presentation. The contents of the presentation are shown below.



1. Background

This part is similar to what has already been written in Section 1.2 of this document. Phetmany explained that the first phase of the ENUFF project has a duration of three years. The project is financed by the Swiss Agency for Development and Cooperation for a total of CHF 6,771,664. The project is led by SNV in partnership with Agrisud International. Key government partners consist of the Department of Hygiene and Health Promotion and the Nutrition Centre of the Ministry of Health at the national level, the Departments of Health and Agriculture and Forestry at the provincial level and the District Health Offices, District Agriculture and Forestry Offices and the Lao Women Union at the local level.

2. Project goal and impact indicator

Phetmany provided the following details about the project goal.

Project goal	Project outcomes	Impact indicators
Improve family and child nutrition in upland farming communities	4,000 upland farming families have sustained improved nutrition, dietary diversity and sanitation and hygiene practices	<ul style="list-style-type: none"> ➔ Prevalence of underweight children under 5 reduced by x% ➔ Reduce incidence rate of diarrhoea among children under 5 by x%

Table 6: The ENUFF project goal and impact indicators

3. Expected outcomes and indicators

The details about the project objectives, outcomes and indicators are provided in the following table.

Project objectives	Project outcomes	Project interventions	Indicators
1. Increase capacity of farmers in nutrition-sensitive food production and diversity at household level	Food production at household level is more nutrition sensitive and diverse	<ul style="list-style-type: none"> ▪ Capacity building of DAFO staff ▪ Practical trainings at village level ▪ Creation of producer groups ▪ Provision of agricultural services 	<ul style="list-style-type: none"> ➔ 70% of target households having introduced at least 4 food crops in their farms ➔ % of children under 5 have improved their Dietary Diversity Score (DDS)
2. Induce behaviour change at intra-household level to improve understanding of nutrition, health, sanitation and hygiene issues	Women's knowledge and skills about nutrition and health care have increased and lead to more appropriate feeding practices	<ul style="list-style-type: none"> ▪ Capacity building of local leaders and district staff ▪ BCC delivery on dietary diversity and nutrition ▪ Strengthen nutrition coordination at local level ▪ Capacity building on WASH 	<ul style="list-style-type: none"> ➔ % of women of reproductive age being able to indicate a minimum of 3 signs of negative impacts of malnutrition during pregnancy ➔ % of children aged 0-23 months having their last stool disposed safely ➔ % of children aged 6-23 months receiving a minimum of 3 meals per day
3. Increase revenue of farming families to improve access to nutritious and diversified food	Physical and economic access to nutritious and diversified food is improved	<ul style="list-style-type: none"> ▪ Introduce household based processing technologies ▪ Post-harvest training ▪ Market development for food products ▪ Promotion of cooperative model 	<ul style="list-style-type: none"> ➔ Number of target households having yy additional income through the sale of raw or processed food crops ➔ % of target households have improved Dietary Diversity Score (DDS)
4. Generate evidence-based policy recommendations to support the development of conducive policy, strategy and institutional frameworks	The policy, strategic and institutional framework is more conducive to address and prevent food and nutrition insecurity	<ul style="list-style-type: none"> ▪ Training of government partner organisations ▪ Publication and dissemination of policy and research papers ▪ Organisation of policy dialogues 	<ul style="list-style-type: none"> ➔ % of project recommendations (on e.g. coordination and management mechanisms) are integrated into the policy dialogue ➔ 80% of trained staff from partner organisations judge that they are able to apply the knowledge and skills from the project in their work

Table 7: The ENUFF project objectives, outcomes and indicators

The ENUFF project’s management and steering mechanisms are presented in the figure on the next page. The implementation of the project – which is managed by SNV – will be overseen by a Project Steering Committee consisting of representatives of the Ministry of Health, the Swiss Agency for Development and Cooperation, the Ministry of Agriculture and Forestry, the Ministry of Planning and Investment, the National Nutrition Committee, SNV and Agrisud International.

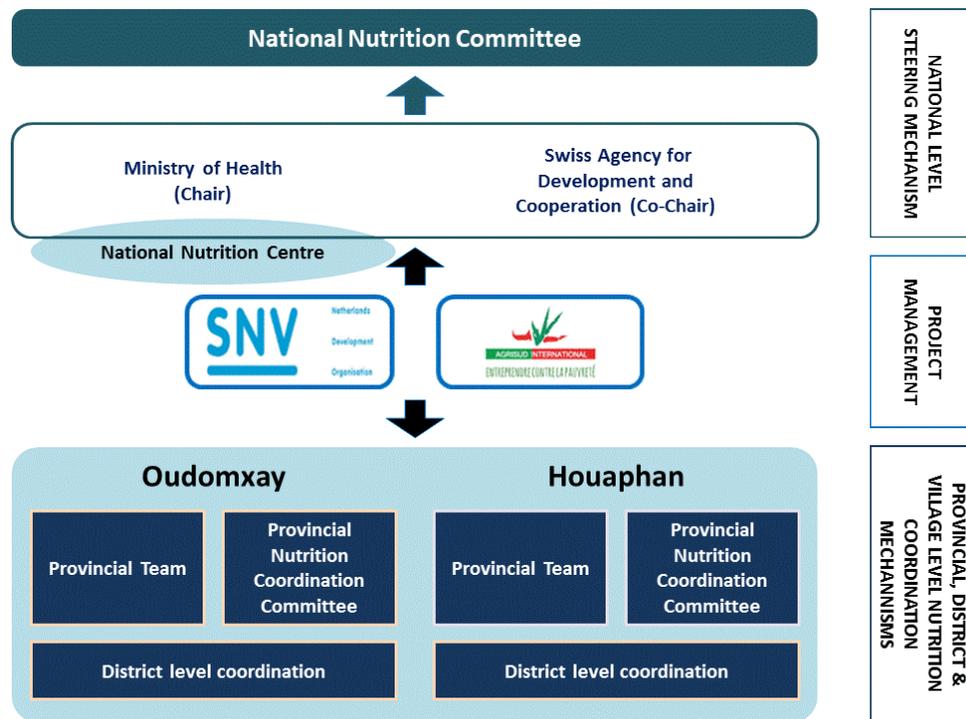


Figure 10: The ENUFF project steering and management mechanisms

4. Progress update

Phetmany explained that to date a number of start-up activities have been carried out as part of the project’s inception phase. These activities can be summarised as follows:

- 1) Develop a project document and a detailed work plan for the first year.
- 2) Carry out a baseline survey in the four districts: interviews were conducted with a total of 1,580 households and 926 children.
- 3) Conduct capacity assessments with DAFO staff in the four districts: 12 staff (3 per district) participated in the self-evaluation.
- 4) Conduct focus group discussions in the target villages to obtain detailed information for the selection of supporting crops: a total of 1,084 women and 1,574 men attended the focus group discussions in the two provinces.
- 5) Establish project offices in Oudomxay and Houaphan.

Finally Phetmany presented the next steps of the project and these shown in the following figure.



Figure 11: The next steps of the ENUFF project

Expected impact and desired change

Before continuing with the activity mapping exercise, Erick took some time to enlighten the participants about the expected impact and desired changes at the different levels. This was felt to be necessary to ensure sufficient focus during the subsequent exercises.

The following figure shows the expected impact and desired changes at the different levels, which can be summarised as follows:

- ⇒ **Expected impact:** improved lives of 4,000 upland farming families through sustained improved nutrition, dietary diversity and improved sanitation and hygiene practices
- ⇒ **Desired changes** at the different levels:
 - At national level: improved enabling environment (policy, strategic and institutional framework) to address and prevent food and nutrition insecurity
 - At provincial level: improved capacity and mechanisms in place to provide appropriate and adequate support to the district teams
 - At district level: improved capacity to deliver high-quality services at village level
 - At village level: improved services and as a consequence improved livelihoods of upland farming families

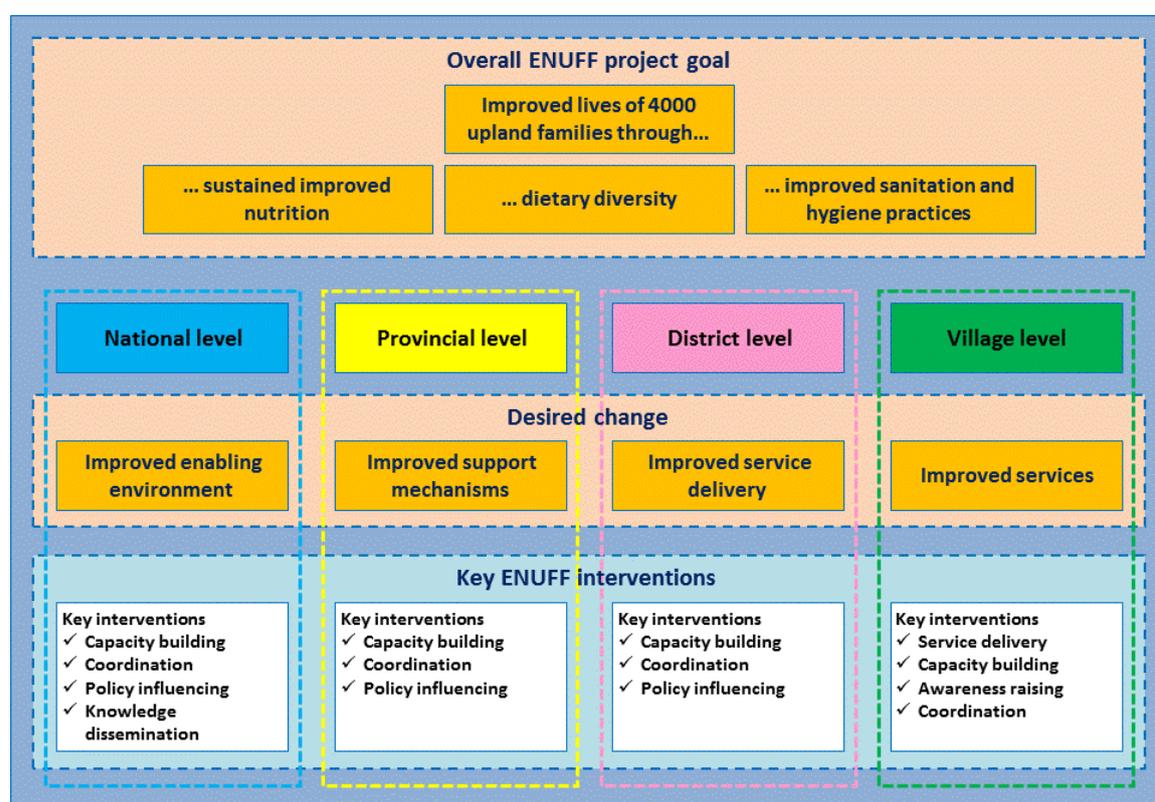


Figure 12: ENUFF project expected impact and desired changes at the different levels

The above figure also shows the key project interventions⁸ foreseen at the different levels. Due to a lack of sufficient insight and experience amongst a majority of the participants, the policy influencing or policy dialogue related interventions at provincial and district levels created the most confusion and headaches during later sessions.

Erick explained that the first phase of the ENUFF project is primarily meant to develop and test a replicable model to address nutrition and WASH at scale throughout the country. The project impact therefore stretches way beyond the 4,000 upland farming families directly benefiting from the project. It

⁸ Source: ENUFF Project Document, August 2016 [Table 7 on page 20].

is therefore essential that all the project partners understand the importance of this phase and contribute maximum to the success of it by trying, learning and sharing as much as possible while developing and testing different approaches.

To emphasise the project results and to ensure focus during the subsequent sessions, the project's expected impact and desired changes were posted on the same wall above the results of the previous day's activity mapping exercise.

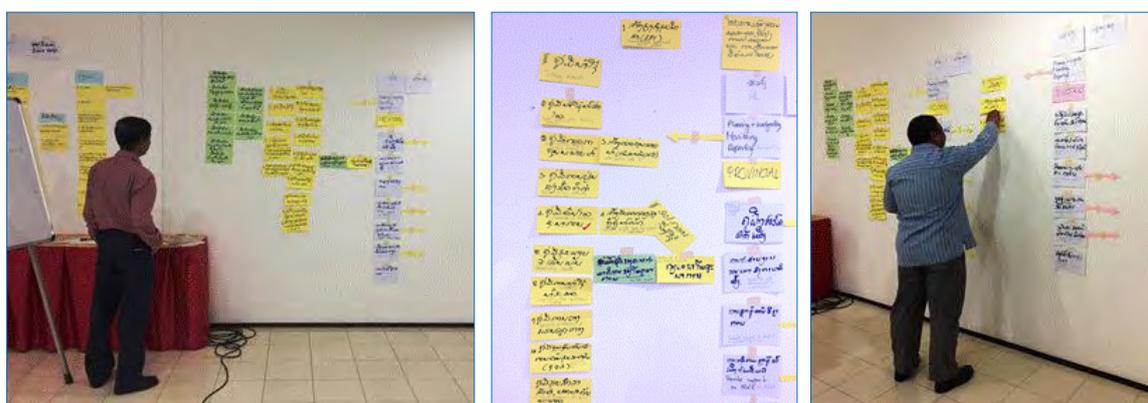


Icebreaker to reenergise the participants

Activity mapping | Mapping of training activities

After all the introductions it was time to move forward with the activity mapping exercise. The participants were told that on the second day the activity mapping exercise would focus primarily on those activities that are relevant for implementing the ENUFF project⁹. This part of the **activity mapping** exercise was meant to identify all the ENUFF activities undertaken and to determine the most important or most relevant activities.

The participants were again divided in three groups (PAFO, PHD and national level participants) and were instructed to identify and map all the relevant trainings that are to be provided to district staff of the participating departments and agencies (e.g. DHO, DAFO and LWU). Furthermore, they were asked to map all the available training and IEC (Information, Education and Communication) materials necessary to run the different training programmes successfully.



Work on the "wall of fame" progressing

Following the mapping exercise the participants were asked to rank the different training courses in terms of importance. The most important training was put on top, the second most important immediately thereunder and so forth. Thereafter they were asked to indicate the availability of

⁹ As the ENUFF project is in harmony with the National Nutrition Strategy to 2025 and the Plan of Action 2016-2020, it is expected that most, if not all, of the project related interventions and activities can be assumed to be part of provincial and district partners core business.

trainers to provide the prioritised training. The result of the training mapping exercise is shown in the following figure.

Provincial level									
Mapping of training activities									
Trainers			PAFO	Trainers			PHD		
VTE	ODX	HP		VTE	ODX	HP			
?	3	0	TOT on reducing chemical fertilisers	?	2	2	TOT on basic nutrition		
?	4	2	TOT on home gardening	?	0	0	TOT on facilitation skills		
?	2	3	TOT on village veterinary workers	?	0	0	TOT on BCC for nutrition and WASH		
?	3	3	TOT on poultry raising	?	2	0	TOT on infant and young child feeding (IYCF)		
?	3	3	TOT on fish and or frog raising	?	0	0	TOT on CLTS		
?	3	3	TOT on pig raising	?	0	0	TOT on water safety planning		
?	3	2	TOT on setting up and supporting farmers groups	?	0	0	TOT on water quality testing		

Figure 13: Identified trainings to be provided by Provincial Departments to district staff

The availability of trainers could only be recorded for the provincial departments due to the absence of the participants representing the Nutrition Centre and the Department of Hygiene and Health Promotion. As can be seen in the above figure there is a serious lack of skilled and experienced trainers at the Provincial Health Department. It is therefore crucial that the project finds out as soon as possible whether there are adequate numbers of national level trainers with the expertise and experience to conduct training of trainers (TOT) courses for provincial level staff.

During the final day of the workshop it came to light that although the Provincial Department of Agriculture and Forestry had identified quite a number of trainers during this session, these so-called trainers have only limited capacity to conduct training for district staff. Additional training will have to be provided to them to ensure that they are able to deliver successful training courses in the districts.

There was a bit of a discussion between the facilitator and the PAFO participants as the Training of Trainers (TOT) on setting up and supporting farmers group – an essential component related to the project’s first objective – ranked only seventh below trainings on fish, frog and pig raising. The argument used was that families will first have to produce enough (alternative) crops or other products before they can start to consider selling them independently or through farmers groups. This may be due to limited understanding among the PAFO staff on the purpose of the farmer groups: not only selling products in the market but empowering farmers to demand for services and increase productivity.

Prioritisation of ENUFF related key activities

After lunch a first attempt was made to make sense of the wall covered with hundreds of meta cards depicting all the activities, training courses, and training and IEC materials identified during the activity mapping exercises. Considering that a number of national level representatives from the Ministry of Health were not present, a start was made with identifying the key activities at provincial level. The

participants were reminded to focus on the expected impact and the desired change at provincial level “improved capacity and mechanisms in place to provide appropriate and adequate support to the district teams” when prioritising the (ENUFF project related) activities.

In Figure 12 the three key project interventions at provincial level were identified as: 1) capacity building; 2) coordination; and 3) policy influencing. Capacity building of district actors was seen as the most important activity for the provincial departments followed sequential by coordination and then policy influencing. The organisation of training for district staff is expected to take a prominent role in the early stages of the project, however, as the figure below shows, training is to be supplemented with other types of capacity building activities such as provision of different types of technical support to the districts.

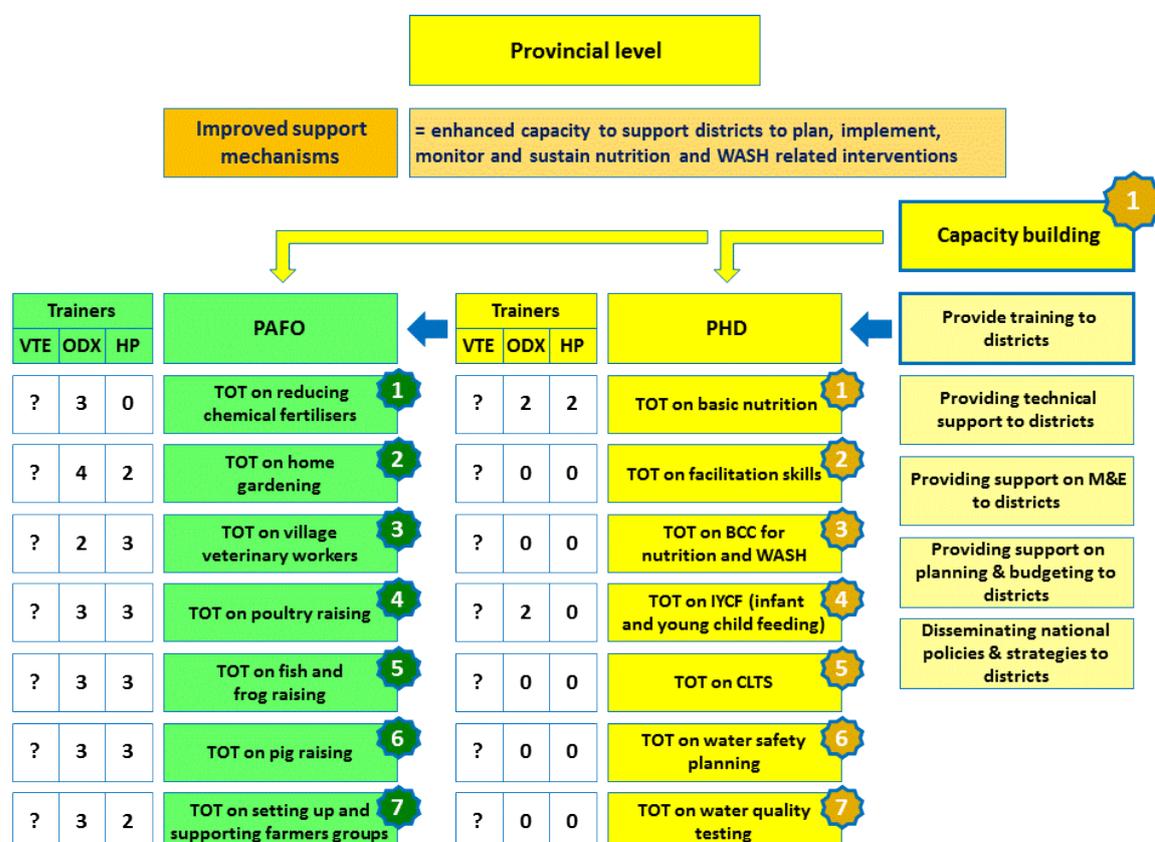


Figure 14: Prioritised provincial level capacity building activities

Following the capacity building activities the issue of coordination at provincial level was discussed. Coordination is supposed to take place with two groups of actors: 1) provincial government departments that have a stake in improving nutrition and WASH conditions; and 2) external stakeholders such as donors and projects. During the discussions it transpired that although everybody agreed that this is an important activity not much coordination has actually taken place so far in the two provinces.

Provincial Nutrition Coordination Committees were established in both Houaphan and Oudomxay during 2016. These committees are formally chaired by the Provincial Governor with the Department of Health functioning as the Secretariat. Only one committee meeting took place in Houaphan during 2016. In Oudomxay no committee meetings were organised during 2016. It was difficult to ascertain what the reasons were for this lack of coordination. Apparently coordination has not ranked very high on the political and governance agenda. There are no structural mechanisms to coordinate with external (non Lao Government) stakeholders; at best it happens on an ad hoc basis. Coordination activities are summarised in the following figure.

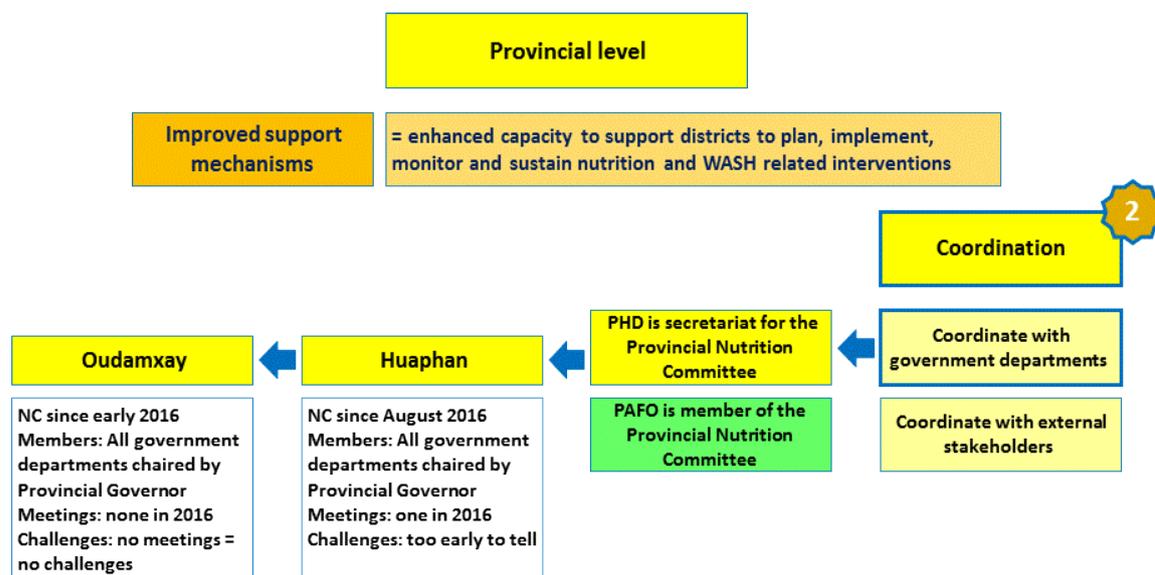


Figure 15: Prioritised provincial level coordination activities

When asked how the ENUFF project could possibly support provincial level coordination, the issue of insufficient funds to organise coordination meetings was brought up. There appeared to be a lack of awareness on the importance and benefits of a well-functioning coordination mechanisms as well as a lack of understanding or clarity on how to set up and manage these coordination mechanisms.

Explanation of the personal information questionnaire

The purpose of the **personal information questionnaire** was to get a better insight in the strengths and weaknesses of the individual participants on the basis of a broad range of questions related to work experience, education and training background, and ideas about capacity building needs. A total of fourteen participants completed the questionnaire.

Erick presented the main findings obtained from the fourteen completed questionnaires¹⁰. The presentation brought to light a wealth of human resource management and human resource development related information. Details are provided in Appendix 5 and some of the key information is summarised in the following table.

	Male	Female	Totals
General Information			
Staff participating in workshop	9	5	14
Staff in % of total	64%	36%	100%
Average age in years	47.3	43.2	45.9
Married as % of total staff	100%	60%	86%
Born in Houaphan or Oudomxay as % of total	33%	20%	29%
Ability to speak local languages as % of total	0%	0%	0%
Employment record			
Associated with Ministry of Health as % of total	56%	80%	64%
Associated with Ministry of Agriculture as % of total	44%	20%	36%

¹⁰ Some of the findings from this session may come as a surprise particularly when compared with findings from sessions carried out later in the week. It must be understood that this session was conducted during the first day of the workshop before realisation of existing skills and competences really kicked in. This is a normal phenomenon. Realising and owing up to shortcomings does not happen immediately and that is the main reason why sufficient time should be taken to conduct these types of organisational capacity assessments.

	Male	Female	Totals
Average number of years with organisation	26.6	13.1	21.7
Average number of years in current position	5.7	2.2	4.4
Average staff involvement in ENUFF	49%	23%	39%
Average years involved in SHAW in % of time	0.3	0.7	0.4
Existence of up to date job descriptions as % of total	78%	20%	57%
Education			
Staff with university degree as % of total staff	44%	100%	64%
Training			
Staff who attended training in past 3 years as % of total	100%	80%	93%
Average number of training attended	7.1	2.4	5.4

Table 8: Summary of main findings of the personal information questionnaire

The information revealed that on average the participants are in their mid-forties and have been working for more than twenty years with their organisation. One individual has been in his current position for the past 25 years. Except for the two provincial project coordinators who work fulltime for the project, all other staff are working only part-time for the project.

It appears that a lot of opportunities exist to improve individual skills and competences. Thirteen out of fourteen participants had received training during the past three years. One individual attended 25 training during the past three years which is on average one training every six weeks! Two individuals attended only one training course during the same period.

The following table shows the main activities carried out by the individuals completing the questionnaires. Note that three individuals did not provide any details. Surprisingly coordination with relevant stakeholders scores the highest, followed by participating in training, workshops and conferences. Although in the previous session capacity building of district staff was identified as the top most priority activity, training of district staff was mentioned by only two individuals.

No	Main activities (n = 11)	# of participants	In %
1	Coordinating with relevant stakeholders	5	24%
2	Participating in various trainings	5	24%
3	Participating in various workshops/conferences	3	14%
4	Admin/Management	2	10%
5	Leadership/guidance	2	10%
6	Training of provincial/district officers	2	10%
7	Supervising district level activities	2	10%

Table 9: Main activities as indicated by participants

Only five out of fourteen individuals (33% of provincial staff and 40% of central level staff) mentioned that they are facing some constraints or difficulties in performing their tasks. This again shows that realisation of shortcomings takes time to kick in. For example challenges in dealing with and providing support to district offices – one of the core businesses of the provincial offices – were not mentioned by any of the individuals. The issues raised are shown in the following table.

No	Constraints or difficulties in performing tasks (n = 5)	# of participants	In %
1	Coordination with other stakeholders	2	22%
2	Lack of human resources	2	22%
3	Lack of vehicles to monitor activities	1	11%

No	Constraints or difficulties in performing tasks (n = 5)	# of participants	In %
4	Reporting	1	11%
5	English language	1	11%
6	Working with local communities	1	11%
7	Lengthy GoL procedures	1	11%

Table 10: Main constraints or difficulties as indicated by participants

The following table shows an overview of training needs identified by the fourteen participants. The first three topics, namely project management, leadership and management, and planning and budgeting, accounted for almost half (48%) of the topics raised.

No	Main training needs	# of participants	In %
1	Project management	6	22%
2	Leadership/guidance/Management	4	15%
3	Planning / budgeting	3	11%
4	Develop multi-sectoral M&E system in relation to nutrition	2	7%
5	Training of Trainers	1	4%
6	Crop cultivation and harvesting, livestock raising and fruit tree growing	1	4%
7	Dissemination of agriculture information	1	4%
8	Coordination with relevant stakeholders on nutrition and food security	1	4%
9	Mapping nutrition activities	1	4%
10	Working with farmers	1	4%
11	English	1	4%
12	Data analysis	1	4%
13	Develop nutrition manual	1	4%
14	Child development	1	4%
15	Surveillance system on food security and nutrition	1	4%
16	Sharing knowledge with regional countries	1	4%

Table 11: Main training needs as identified by participants

As shown in the following figure, obtaining new knowledge, skills and competences is preferably done by attending trainings and workshops combined with individual coaching.

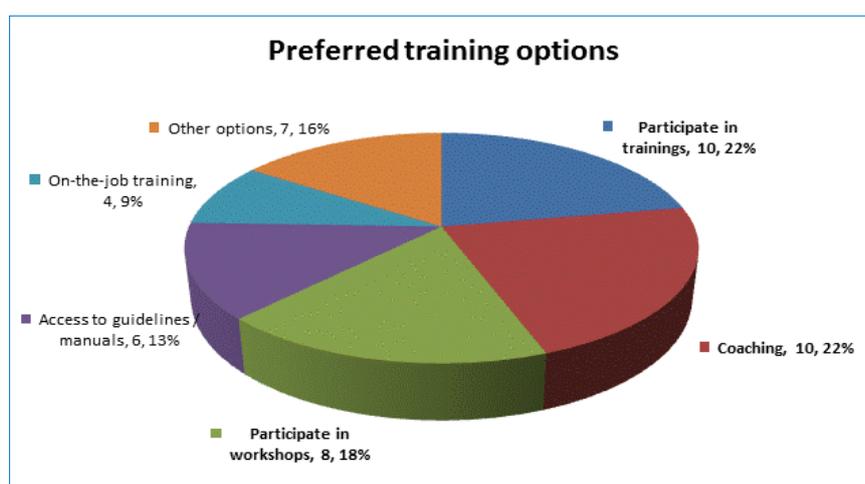


Figure 16: Preferred training options expressed by the participants

Continuation of prioritisation of ENUFF related key activities

The final half hour of the day was spent to discuss the third provincial priority activity: policy influencing. This topic was a bit more difficult to comprehend for most of the provincial level participants as their involvement may have been somewhat limited in the past. All the participants agreed that it essential that policies, strategies and action plans developed at the national level, reflect the realities they face on the ground so that they can be implemented efficiently, effectively and above all successfully. It was therefore found important that provincial actors participate in national level consultations.

The participants also agreed that their input in national level consultations and debates should be based on the realities found in the provinces. The project could play a significant role by making available reliable and solid evidence on what works and what does not work in the project areas. The evidence should be based on the data obtained from a functioning project monitoring system.

Finally there was also a felt need to enhance collaboration between the two provinces and in particular to expedite learning among the different provincial and district level project partners.

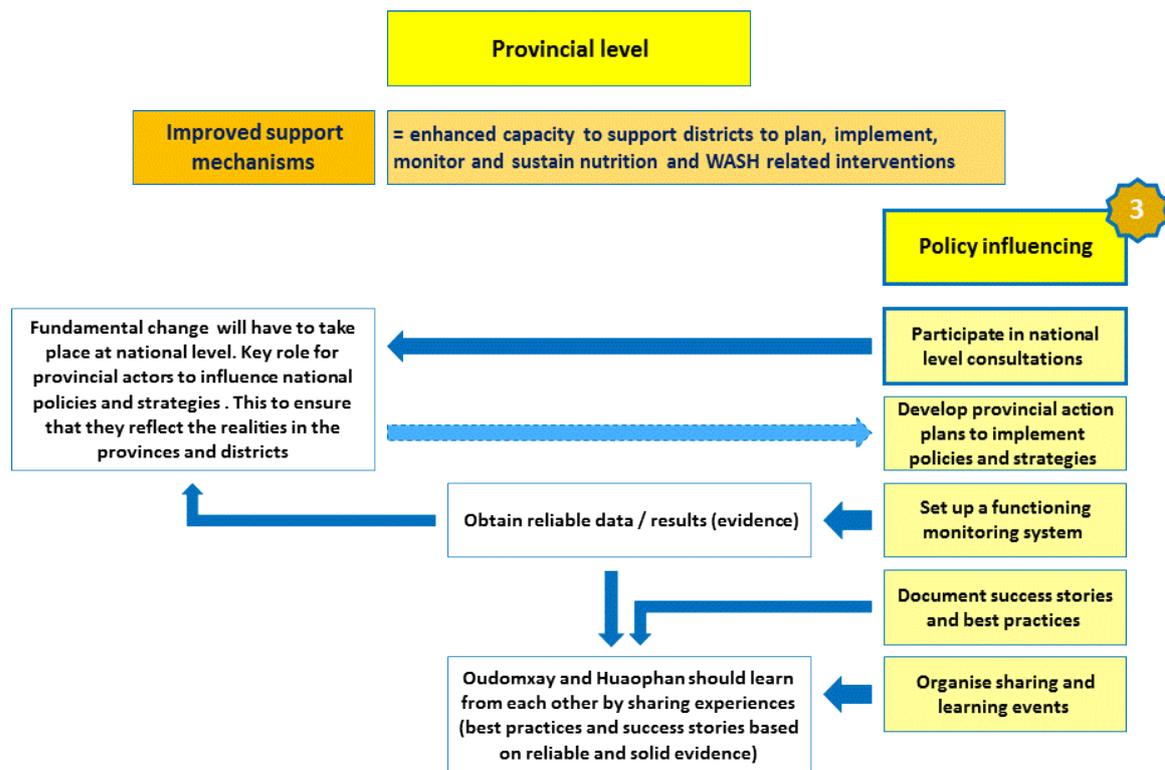


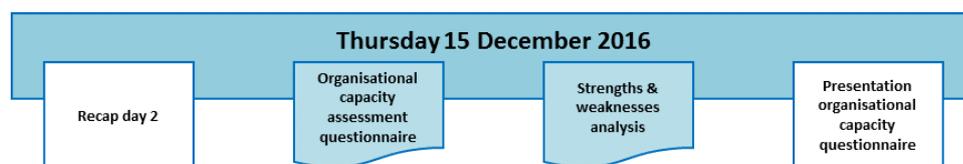
Figure 17: Prioritised provincial level policy influencing activities

2.6 THURSDAY 15 DECEMBER 2016

The actual programme carried out during the third day is presented in the table below.

	When	Sessions	Timing
Morning	08:30-09:00	Recap day two	0h30
	09:00-10:15	Organisational capacity assessment questionnaire (Q2)	1h15
		Coffee break	
	10:30-12:15	Strengths and Weaknesses analysis	1h45
		Lunch	
Afternoon	13:30-15:00	Continuation of Strengths and Weaknesses analysis	1h30
		Coffee break	
	15:15-16:30	Presentation and discussion of the results of the Organisational Capacity Assessment	1h15
			6h15

The main sessions conducted during the third day are graphically presented in the following figure.



Recap day two

Phetmany facilitated a recap session during which the proceedings of the second day were reviewed by inviting the participants to recapitulate what we had done and what had been discussed.

Organisational capacity assessment questionnaire

The purpose of the organisational capacity assessment questionnaire exercise was to obtain individual perceptions on the performance of their organisation and in particular to get insight in the functioning of the organisations by focusing on the four elements of the capacity assessment model explained in Section 1.6, namely: 1) the organisation's strategy; 2) the organisation's leadership & management; 3) the organisation's capabilities; and 4) the organisation's tangible, intangible and human resources. A questionnaire consisting of 91 questions and a Microsoft Excel analysis workbook purposely developed for this exercise were used. A slightly more detailed breakdown of the different elements and aspects covered is provided in the following table.

Main elements of the capacity assessment model	No of questions	Aspects covered
1. STRATEGY	6	⇒ Programme strategies
2. LEADERSHIP AND MANAGEMENT	10	⇒ Leadership ⇒ Management
3. ORGANISATIONAL SKILLS	31	⇒ Planning ⇒ Monitoring, performance management and reporting ⇒ External relationship building ⇒ Service provision and/or programme implementation
4. RESOURCES	44	⇒ Tangible resources (assets and financial resources) ⇒ Intangible resources ⇒ Human resources
Total	91	

Table 12: Elements of the capacity assessment model covered by the questionnaire

Phetmany explained the purpose of the questionnaire and the scoring logic with five categories shown in the table below.

Individual Scores					
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not Know
✓	✓	✓	✓	✓	✓

Table 13: Scoring categories for the organisational capacity assessment questionnaire

Thereafter Phetmany went through the questionnaire statement by statement and the participants were given time to score the statements (questions or issues) simultaneously. Following the individual scoring of the 91 capacity assessment statements, the data was entered in a Microsoft Excel analysis workbook.



Participants completing the organisational capacity assessment questionnaire

Strengths and weaknesses analysis

The purpose of the **strengths and weaknesses analysis** exercise was i) to identify the organisation’s major successes and setbacks; ii) to enable the participants to diagnose their organisation’s strengths and weaknesses; and iii) to identify and analyse the obstacles which, in the perspective of the participants, limit the organisation’s ability to overcome its weaknesses and to improve its performance and viability. This exercise helped to extract perceptions of critical performance issues.

The participants were once again divided into five groups (PAFO Oudomxay, PAFO Houaphan, PHD Oudomxay, PHD Houaphan and national level participants) and asked to identify the main strengths and weaknesses of their own organisation.



Participants identifying organisational strengths and weaknesses

Following the group work, the teams were asked to present the outcome of their work. First of all the strengths and weaknesses of the two PAFO teams were compared and grouped together to come up with

a combined set of strengths and weaknesses that reflected the situation in the two districts. The same was done with the strengths and weaknesses identified by the two Provincial Health Departments teams.



Comparing and grouping the organisational strengths and weaknesses

The results of the strengths and weaknesses analysis for both the Provincial Department of Forestry and Agriculture (PAFO) and the Provincial Department of Health (PHD) are provided in the following figure. Some of the key critical weaknesses can be described as inadequate or insufficient financial and human resources as well as other assets such as vehicles and equipment. Insufficient coordination (communication in general) and monitoring were also mentioned frequently.

Provincial level			
PAFO		PHD	
Strengths	Weaknesses	Strengths	Weaknesses
Clear definition of roles & responsibilities	Insufficient financial resources	Effective leadership at provincial level	Limited knowledge / capacities of staff
Sufficient human resources (quantity and knowledge)	Insufficient human resources (esp. in districts)	Clear Government structures	Insufficient human resources
Policies, strategies and regulations in place	Lack of experienced staff	Sufficient human resources	Limited Government budget
Effective and regular guidance from Prov. Leaders	Limited or old vehicles and equipment	Strategy and Development Plans in place	Health centres deliver poor quality services
Buildings and budgets in place	Limited office space	Budget in place for activity implementation	Insufficient and poor quality of equipment
Functioning internal coordination and reporting mechanism	Lack of coordination with relevant stakeholders	Availability of health centres in the villages	Limited number of vehicles
	Lack of regular monitoring in districts and villages	Availability of office buildings	Insufficient coordination with other stakeholders
	High staff turnover	Availability of vehicles	Limited responsibility / skills for some officers
		Availability of drugs for distribution	Limited communication
		Availability of furniture and equipment	Limited local language skills
		Availability of (some) guidelines and manuals	Difficult to reach remote villages (poor road network)

Figure 18: Strengths and weaknesses of provincial departments

After lunch, the strengths and weaknesses analysis was continued by focusing on the national level actors. The results although recognisable may be a bit generic in nature due to the fact that the identified

strengths and weaknesses represent four different organisations or entities. The results of the strengths and weaknesses analysis for all the participating National level entities are provided in the following figure.

National level	
DoHHP, NC, NNC, MAF	
Strengths	Weaknesses
Effective structures and leadership at central level	Leadership and management are overloaded
Regular coordination with relevant stakeholders	Limited budget to implement strategy
Clear strategy, objectives and work plan	Strategy not yet disseminated to all provinces
Manuals and guidelines to implement activities	Insufficient coordination with other departments
Clear reporting and M&E system in place	Insufficient human resources (nrs and skills)
Sufficient office equipment	Low dissemination of guidelines
	Guidelines are not regularly updated
	Poor internet connectivity
	Irregular reporting by subnational levels

Figure 19: Strengths and weaknesses of national level organisations

At this stage after developing three separate strengths and weaknesses analysis it was time to bring them all together and see whether it was possible to come up with one combined set of strengths and weaknesses that provided a pretty good impression of the current situation in the different organisations. This was not too difficult as we were dealing only with government departments and entities.



Making sense of the individual strengths and weaknesses analysis and bringing them together

After grouping the three sets of strengths and weaknesses the participants were provided each with three green votes and three red votes to vote on the most important strengths and weaknesses respectively. This was done to be able to prioritise the strengths and weaknesses.



Voting exercise to prioritise the strengths and weaknesses

The voting resulted in the prioritised strengths and weaknesses shown in the following figure. The issue related to high staff turnover was added after the voting exercise when the participants were invited to reflect one final time on the final outcomes of the exercise.



Figure 20: Prioritised strengths and weaknesses

Remarkably human resources appear both under strengths as well as under weaknesses. This contradiction was noticed and discussed with the participants. Initially there were even more contradictions including financial resources and coordination. The argument provided was: yes there are human resources but these are not adequate in terms of numbers and skills.

Presentation and discussion of the results of the organisational capacity assessment questionnaires

Erick supported by Phetmany presented the results of the organisational capacity assessment questionnaires completed during the morning of the third day. First of all the logic of the capacity scores and the standardised consensus scores were explained. Thereafter the summary results for the four capacity assessment elements were presented and discussed.

The following table shows the capacity scores and standardised consensus scores¹¹ for each of the four elements as perceived by eleven of the fourteen participants that completed the organisational capacity assessment questionnaires.

Capacity framework elements	No of questions	Capacity scores	Standardised consensus scores
1. STRATEGY	6	83.6	79.1
2. LEADERSHIP AND MANAGEMENT	10	82.2	80.1
3. ORGANISATIONAL SKILLS	31	77.0	70.7
4. RESOURCES	44	78.1	78.5
TOTAL / AVERAGES	91	80.2	77.1

Table 14: Summary of capacity scores and standardised consensus scores

Both the capacity scores and standardised consensus scores are pretty good. An overall score of 80 out of a maximum of 100 is actually very good.

The difference in scoring between females (83.8) and males (78.9) and between staff (74.7) and management (83.4) was also reviewed and discussed. It should come as no surprise that on average management scored higher than staff. This has been the general trend as experienced by the author when using this tool in the past. The biggest difference between these two groups was noticed in element 3 “Organisational capabilities” and then in particular in the sub-elements “External relationship building” and “programme implementation”. The capacity scores for the different sub-elements and participant categories are provided in Appendix 6, which is summarised in the following table.

Capacity framework elements	Overall scores		Capacity scores by specific category			
	Capacity Score	Standardised Consensus Score	Female	Male	Staff	Management
1. STRATEGIES	83.6	79.1	84	83	82	85
2. LEADERSHIP AND MANAGEMENT	82.2	80.1	87	80	76	86
3. ORGANISATIONAL CAPABILITIES	77.0	70.7	78	76	69	82
4. RESOURCES	78.1	78.5	85	76	73	81
AVERAGES	80.2	77.1	83.8	78.9	74.7	83.4

Table 15: Summary of capacity scores for different participant categories

After the general introduction the highest scoring statements and thereafter the lowest scoring statements were reviewed and discussed. An overview of the 20 highest scoring statements is provided in Appendix 7 and an overview of the 20 lowest scoring statements is provided in Appendix 8. The discussion on the lowest scoring statements raised a number of capacity development issues and issues that required follow up were written on individual meta cards and posted on the wall.

The following statements were posted on the wall and taken forward to the next day.

¹¹ The **capacity score** for each element is an average score for all eleven participants, weighted by the number of questions related to that particular element. While the **standardised consensus score** indicates the degree of score differences given to each question by the eleven participants. The maximum capacity score is 100 and the maximum standardised consensus score is also 100. The lower the capacity score for a particular element, the poorer that element is judged which means that the overall performance of the organisation on that specific element is less than desirable. The lower the standardised consensus score for a particular element, the larger the differences in scoring between the participants which means there is less of a consensus or more of a disagreement among the participants on how the organisation is doing with regards to a specific capacity.

Issue	Rank	Issue relates to the following statement	Scores
Need to document success stories and best practices	1	4.43: Your organisation has produced a number of documents that describe the successes and failures of implementing the ENUFF project	55
Need to involve provincial stakeholders in planning, monitoring and adjusting	2	3.03: You have been involved in preparing, monitoring and adjusting Annual Plans for the ENUFF project	56
	6	3.04: The ENUFF project related Annual Plans are regularly monitored and adapted	64
	20	3.32: Your organisation physically monitors progress of the ENUFF project on a regular basis	73
To be looked at when developing and discussing the annual plans: what is it that the ENUFF project can contribute?	3	4.04: Your organisation has adequate financial resources to cover all operational and recurrent expenditures	58
	4	4.03: Your organisation has the following adequate assets to carry out its mandate: Other equipment to implement the ENUFF project	62
	13	4.05: Your organisation has adequate financial resources to implement the ENUFF project	67
	14	4.08: Your organisation has the necessary office equipment (telephone and fax facilities, computers, printers, internet, etc.) to perform efficiently and effectively	67
	16	4.06: This year's annual budget is adequate to enable and allow your organisation to carry out all the planned programme activities	71
	18	4.07: Your organisation has the necessary office infrastructure (desks, tables, chairs, cupboards, filing cabinets, etc.) to perform efficiently and effectively	71
Need for clear-cut guidelines or a roadmap that details how the project is to be implemented	5	4.11: Your organisation has documented all the ENUFF project implementation steps, approaches and working modalities and these are used by all programme staff	62
Need for regular coordination and consultation	7	3.14: Your organisation organises regular consultations with key stakeholders to report and discuss progress of the ENUFF project	64

Table 16: Capacity issues coming from the organisational capacity assessment questionnaire

There were also a number of statements that related to the involvement of provincial and district staff and other project stakeholders in the actual implementation of the project. These are captured in the following table.

Issue	Rank	Organisational capacity statements	Scores
Need to involve provincial and district project stakeholders in implementation		Your organisation's staff make sure that communities in ALL targeted villages are involved in:	
	8	3.18: Monitoring the results of the ENUFF project activities	64
	9	3.19: Assessing the impact of ENUFF project activities	64
	15	3.17: Implementing the ENUFF project activities	71
		Your organisation's staff make sure that relevant province and district stakeholders are involved in ALL targeted villages in:	
	10	3.21: Implementing the ENUFF project activities	64
	11	3.22: Monitoring the results of the ENUFF project activities	65
	12	3.23: Assessing the impact of ENUFF project activities	67
	19	3.20: Assessing the community needs	73

Table 16: Other capacity issues coming from the organisational capacity assessment questionnaire

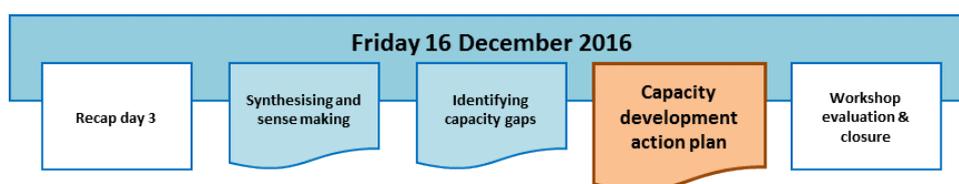
As this issue was found to be relevant it was captured in a meta card and posted on the wall together with the earlier identified issues.

2.7 FRIDAY 16 DECEMBER 2016

The actual programme carried out during the fourth day is presented in the table below.

	When	Sessions	Timing
Morning	08:30-09:00	Recap day three	0h30
	09:00-10:15	Synthesising the OCNA results and identifying capacity development areas	1h15
		Coffee break	
	10:30-12.15	Action planning	1h45
		Lunch	
Afternoon	13:30-14:30	Continuation of action planning	1h00
	14:30-15:00	Evaluation and closure	0h30
			5h00

The main sessions conducted during the fourth day are graphically presented in the following figure.



Recap

Phetmany started the final day by facilitating a recap session during which the proceedings of the third day were reviewed. The participants were invited to recapitulate what we had done and what had been discussed.

Synthesising the OCNA results and identifying capacity development areas

The purpose of the **synthesising the CSA results and identifying capacity development areas** exercise was i) to summarise and confirm the main findings of the OCNA workshop; ii) to review the capacity gaps that emerged, and iii) to identify capacity development areas that, if worked on would have the greatest impact on the performance of the participating organisations.

Erick started by explaining the purpose of the exercise and what it would entail to synthesise all the findings, to make sense of it all, and finally to identify capacity development areas that would require further action. The participants were informed that as they had created a mountain of data and information collected in the different sessions during the first three days of the workshop, it is important to bring it all back to the key challenges that the organisations are facing.

To make it all work and to put it into some sort of logical framework the organisational capacity assessment model introduced during the first day (see section 1.6) was projected on an empty wall. The capacity assessment model provided the perfect background to post all the key issues on the wall.



First of all the overall goal of the ENUFF project was transferred on the wall in the organisational performance box. This was done to ensure focus by making sure that the identified capacity development areas were directly related to the project.



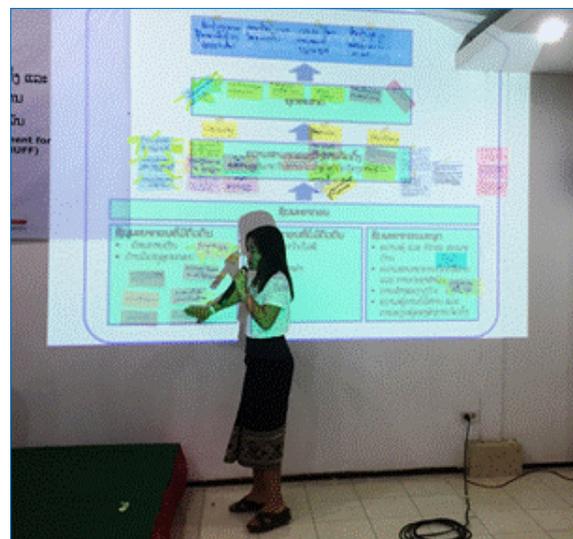
Thereafter one by one the results of all the different exercises were reviewed and the group decided whether an issue warranted to be put on the wall and thus creating an overview of the most important issues or challenges. This exercise was quite successful partly because enough space and time was created to process and in particular synthesise and analyse the results of the individual exercises before moving on to the next issue.

We started with identifying issues related to the strategy box. Both positive and negative issues were posted on the wall. Two key capacity development issues were identified at this stage:

- 1) Low dissemination of strategies and guidelines which came from the strengths and weaknesses exercise; and
- 2) Lack of clear ENUFF implementation guidelines which came from the organisational capacity assessment questionnaire.

Thereafter we moved on to the organisational capabilities box. This is possibly the most important area to focus on as this is all about the organisations' capacity or ability to implement the ENUFF project and deliver services to the target villages. The organisational capabilities were subdivided into four groups in line with the projects' three key interventions – capacity building, coordination and policy influencing – and the overarching capacity to plan. All the meta cards with issues generated during the different sessions in the past three days were posted on the wall. As there was quite a bit of overlap we were able to bring the issues down to four key capacity development areas, namely:

- 1) Re capacity building: 1) limited knowledge, skills and capacities
- 2) Re coordination: 2) insufficient coordination among Government actors but also with external stakeholders; and 3) limited coordination and sharing within the ENUFF project
- 3) Re policy influencing: 4) limited influence on policies and strategies
- 4) Re planning: 5) limited involvement in EUNFF planning, implementation and monitoring



Making sense of the issues and identifying capacity development areas

Finally the worked on the resources box which is again subdivided into tangible resources, intangible resources and human resources. Four key issues were identified, namely:

- 1) Re tangible resources: 1) limited financial resources; and 2) limited office assets such as vehicles and other office equipment
- 2) Re human resources: 3) limited human resources; and 4) high staff turnover

When we brought it all together it looked like the following figure.

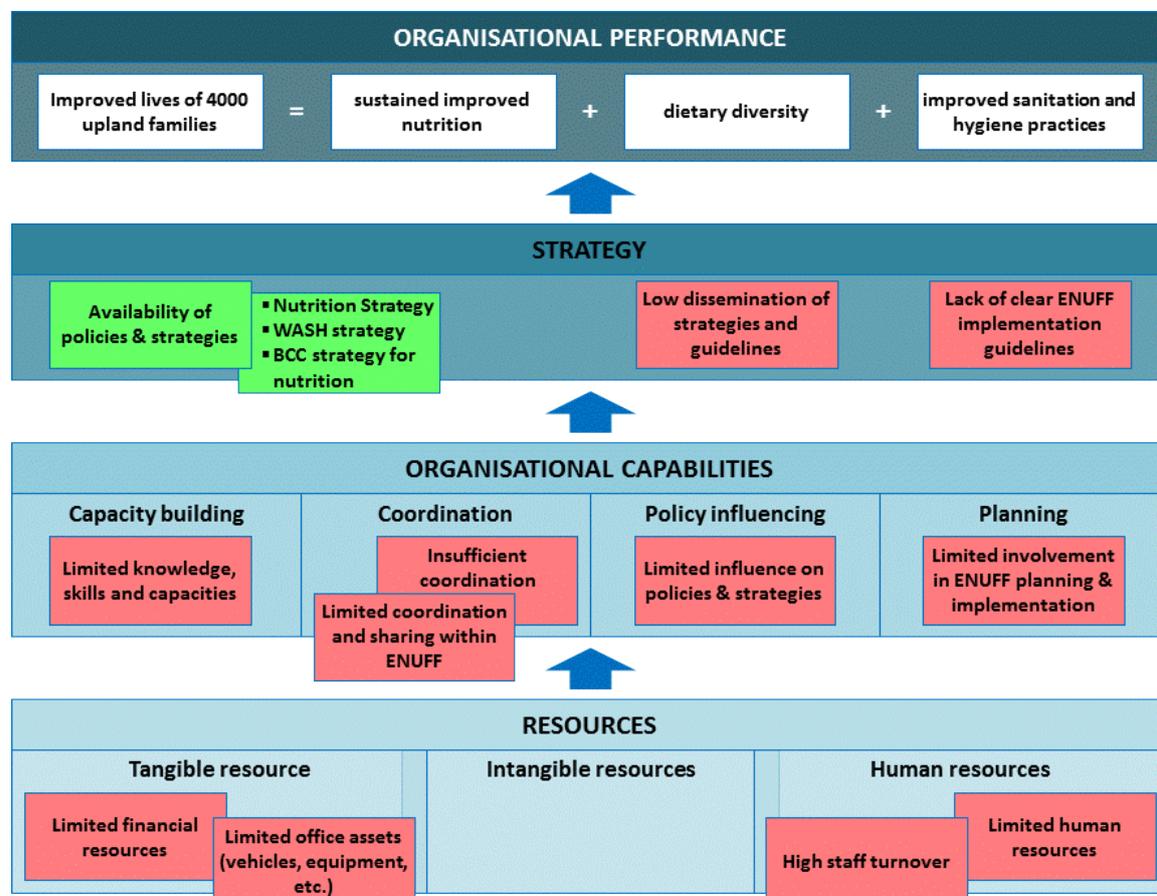


Figure 21: Identified capacity development areas

Usually at this stage the identified capacity development areas are prioritised to select the most critical issues to be addressed on the basis of their feasibility and potential impact on the organisations' performance. However there was no need to prioritise the capacity development areas as the overall number of issues was limited due to the fact that a lot of sense making and prioritisation had already been carried out during the individual capacity assessment exercises.

Action planning

The final exercise of the OCNA workshop was to develop a realistic action plan. Participants were supported to develop a plan for how they will address the prioritised capacity development areas, and establish who will take responsibility for the different tasks in a given timeframe. The purpose of the **action planning** exercise was to formulate an action plan that will help strengthen the organisations in the identified priority capacity areas.

Facilitated by Phetmany and supported by Erick, the participants were encouraged to outline various forms of interventions, methods and activities that could be used to strengthen the identified capacity areas. A simple action planning template was drawn up on a flipchart and the participants supported by the facilitators were set to work.

The completed draft action plan is provided in Appendix 9.

OCNA elements	Identified capacity development areas	# of proposed activities
Strategy	1. Low dissemination of strategies and regulations	1
	2. Lack of operational guideline to implement ENUFF project	2
Organisational capabilities	3. Insufficient skilled trainers (quantity and quality)	4
	4. Lack of coordination with external stakeholders	2
	5. Operational manual of National Nutrition Strategy and Plan of Action not yet finalised	2
	6. Lack of coordination, collaboration and reporting within the ENUFF project	1
	7. Policies and strategies should reflect the reality on the ground	6
	8. Lack of participation and or involvement of GoL staff in planning, implementing, monitoring and adjusting the ENUFF project plans	3
Resources	9. Limited budget and equipment	1
	10. Limited number of staff to implement activities	1
	11. High staff turnover	2
		25

Table 17: Summary of topics included in the capacity development action plan

Evaluation and closure

After the action planning exercise a quick and dirty evaluation was carried out whereby the participants were asked two simple questions:

- 1) What is your overall feeling after participating in the four-day OCNA workshop?
- 2) What should be done different when similar workshops are organised in the districts?

Re 1) Overall feeling or satisfaction with OCNA workshop: all the participants were satisfied with how the workshop was organised and conducted.

			
Overall feeling/satisfaction with OCNA workshop	12	0	0

Outcome of the workshop evaluation

Re 2) Suggestions for district OCNA workshops: the table below shows the suggestions made by the participants.

Team	Suggestions
Houaphan	✓ Improve time management
	✓ Use same team of facilitators in the districts
Oudomxay	✓ Increase time allocations to provide sufficient opportunity for group discussions
	✓ Make facilitation guidelines available for use in the provinces

Team	Suggestions
	<ul style="list-style-type: none"> ✓ Participants should attend the entire time: not walk in and out ✓ More active participation by all ✓ More ice breakers / energisers
Vientiane	<ul style="list-style-type: none"> ✓ Invite NamSaat, LWU, Centre for Information and Education for Health ✓ Improve Lao language in the two questionnaires ✓ Ensure enough wall space for displaying the results of the different exercises

Table 18: Suggestions to improve district level OCNA workshops

During the closure Erick Baetings, IRC facilitator, Ranjan Shrestha, SNV ENUFF Project Coordinator, and Ms. Sengmany Norchaleun, Deputy Head of the Cabinet Office of Nutrition Centre, Department of Hygiene & Health Promotion, Ministry of Health, took the opportunity to thank the participants and each other for a successful workshop.



3. CONCLUSIONS

The ENUFF project spans across multi sectors (agriculture, health and water, sanitation and hygiene) and is innovative in nature. Given the fact that relevant experience and expertise to develop, test, implement and document new concepts and approaches is not readily available, the project in its early stages identified the need for Organisational and Capacity Need Assessments (OCNA) as a starting point to improve organisational capacity of the Nutrition Centre and similar structures at provincial and district levels. This to ensure that capacity building initiatives will be based on a common understanding of current performance levels, and to make sure that these initiatives contribute to realising the overall goal of ENUFF project.

The objective of the OCNA workshop was to conduct organisational and staff capacity assessments of the Nutrition Centre and similar structures at the local level in order to develop pragmatic interventions to improve the overall performance of the Nutrition Centre and its subordinated offices at provincial level. It was expected to assist management and staff to identify constraints and gaps that impede the Nutrition Centre and its staff from advancing and achieving its mission. More specifically, the assessment was expected to identify the required organisational capacities of the Nutrition Centre in terms of resources, systems and work processes.

A capacity assessment is usually the first step in a capacity development process necessary to improve the capacities of an organisation. A well-designed capacity assessment scan can be an extremely useful tool to fully understand an organisation's current performance and capacities as well as the immediate and future capacity needs. The methodology applied was found to be rather successful. External facilitators guided a process in which representatives of project partners were enabled to look in detail at how effective their organisation functions. This was done by stimulating reflection, learning and dialogue to identify the organisations' overall strengths and weaknesses, examine constraints and challenges, identify gaps between current and desired performance, and generate ideas for addressing them. If carried out successfully this process should culminate in an organisation-specific tailor-made capacity development action plan which will be the starting point of a capacity development trajectory.

From Tuesday 13 to Friday 16 December 2013 an organisational capacity needs assessment workshop was conducted for national and provincial level government partners of the ENUFF project in Vientiane, Lao PDR. The workshop was facilitated by Erick Baetings (IRC Senior Sanitation Expert) and Phetmany Cheuasongkham (SNV Senior WASH Advisor). A total of 14 participants from seven different government institutions participated in the four-day workshop.

During the final day of the workshop, a capacity development action plan was drafted which attempts to address the eleven priority capacity development areas identified during the workshop. The identified capacity development areas cover all three elements of the capacity assessment model, namely: 1) strategy; 2) organisational capabilities; and 3) organisational resources. Capacity areas that need to be worked on can be summarised as follows:

- ➔ **Strategy:** 1) poor dissemination of national strategies and regulations, and 2) lack of guidelines to implement the ENUFF project.
- ➔ **Organisational capabilities:** 3) insufficient skilled trainers, 4) inadequate coordination, 5) insufficient policy influencing, 6) absence of NNS operational manual, 7) insufficient involvement of government partners in planning, implementing, monitoring and adjusting the ENUFF project plans, and 8) lack of coordination, collaboration and reporting within the ENUFF project.
- ➔ **Organisational resources:** 9) inadequate staffing numbers compounded by 10) high staff turnovers, and 11) limited budget and equipment.

The workshop was evaluated as very positive by the participants. Useful suggestions were given by the participants to improve similar workshops to be organised in the two provinces for the target districts. The two main facilitators got along very well and their enthusiasm and experience contributed to the success of the workshop. The workshop also highly benefited from similar workshops carried out over the past years in Indonesia and Bangladesh.

The level of participation by most participants was very high and extremely beneficial for the successful conclusion of the workshop. The predominantly old but young at heart participants from the provincial Departments of Health and Agriculture and Forestry were extremely motivated and eager to learn. Unfortunately, and for reasons beyond the knowledge of the author, there was only minimal participation by the key partner: the Nutrition Centre even though they had been identified as the prime beneficiary of the organisational capacity needs assessment and subsequent capacity building initiatives.

The following are a number of issues that require the attention of all relevant parties to be able to successfully implement the ENUFF project.

1) **Organisational capacity assessments versus capacity assessments with a multitude of organisations:**

Before conducting the organisation capacity needs assessment for the ENUFF project the author had only conducted capacity assessments with single organisations (NamSaat in Lao PDR and SHAW programme partners in Indonesia) or with a specific department of an organisation (BRAC WASH Department in Bangladesh). Experience shows that it is more beneficial to conduct a capacity assessment with one organisation as it allows for more in-depth analysis. Although the capacity assessment workshop turned out to be quite successful, it was more difficult to go into specific organisational performance issues.

To increase the possibility to zoom into organisational performance issues and thus maximise the impact of the OCNAs, the project is advised to limit the number of different organisations when conducting the district level capacity needs assessments in Houaphan and Oudomxay. Considering the differences in roles and possibly current performance, parallel sessions should ideally be conducted with the District Health Offices and the District Agriculture and Forestry Offices. If deemed necessary separate meetings could be organised to introduce the project to all other provincial and district level stakeholders.

2) **Participation of key individuals from key organisations:** The limited number of participants from the Nutrition Centre and their absence during two out of the four days, made it impossible to focus on their performance and capacity needs. Given the relatively high number of participants from the provincial Departments of Health and Agriculture and Forestry, the organisational capacity needs assessment focused much more on their capacities than on those of the Nutrition Centre. Critical questions regarding the Nutrition Centre's capacity to support or carry out the three key project interventions (capacity building, coordination and policy influencing) could not be answered. Given their important role to support capacity development activities in the provinces and districts, it is still unclear whether they have adequate numbers of staff as well as the skills and expertise to take up this support role successfully. The project will have to find other means to assess the capacity of the Nutrition Centre so that a tailor-made capacity development plan can be developed for them.

3) **Project implementation guidelines:** The current first phase of the ENUFF project is meant to develop and test implementation models to address malnutrition that can be replicated and scaled up throughout the country. At the same time the provincial and district stakeholders are looking for guidance to implement the activities in the target villages. Although implementation guidelines will have to be developed and tested during the course of the project, it is essential that some sort of road map is developed in its early stages to provide sufficient guidance to the provincial and district teams. An added bonus is that the more clarity can be provided in the beginning the more clear it becomes what specific human capacities (skills and competences) will have to be developed and at what time.

Detailed guidelines can then be developed over time on the basis of actual project implementation and subsequent learning.

- 4) **Involvement of provincial and district stakeholders:** It is critical important that key provincial and district stakeholders are involved in all the aspects of the project from planning, implementation, monitoring, evaluating and adjusting project plans. This will allow the project to develop additional capacities of the local partners (both at individual and organisational level) but also to create a strong sense of local ownership. The project's provincial coordinators have an important role to play to maximise local involvement and ownership.
- 5) **Focusing the project's capacity development initiatives:** Without a clear vision on how to implement the project and without a concrete strategy on how to develop the capacities of the project partners it is easy to go astray. As mentioned above, a rough roadmap to implement the project will help to provide direction and focus. **Future capacity development initiatives should focus on all three key project interventions: 1) capacity building; 2) coordination; and 3) policy influencing.** Although the participants focused primarily on technical topics, preferably by organising a range of Trainings of Trainers, capacity building initiatives need to focus also on other (project management) skills such as planning, monitoring, coordination, learning and sharing including documentation and knowledge management.

At the same time the project should start identifying the capacities that the local government actors will require to sustain the project results. For that purpose it would help to develop a simple but effective sustainability framework that includes all the capacities, resources and systems that will need to be in place at the end of the project. Such a sustainability framework will provide additional focus for the capacity development activities during the course of the project.

APPENDIXES

APPENDIX 1: SPEECHES DELIVERED DURING THE OPENING SESSION OF THE WORKSHOP

Speech delivered by Mr. Martin Hasler, Deputy Director of the Swiss Agency for Development and Cooperation in Laos

Dear Chair, Dr. Chandavone Phoxay, Deputy Director, Department of Hygiene & Health Promotion, Ministry of Health

Megan Ritchie, SNV Interim Country Director

National Nutrition Centre colleagues

Representatives of Provincial Health Departments from Oudomxay and Houaphan

Representatives of Provincial Agriculture and Forestry Departments from Oudomxay and Houaphan

Representatives of Department of Hygiene and Health Promotion

Ladies and Gentlemen, dear colleagues

Thanks for organising this Important Organizational Capacity Needs Assessment from 13-16 of December 2016.

Please, let me first explain to you why I am here today:

Switzerland has joined the common efforts in the field of nutrition by launching its first comprehensive nutrition project in April this year: the ENUFF project (Enhancing Nutrition of Upland Farming Families) is financed by the Swiss Agency for Development and Cooperation (SDC) with approximately 7 million USD for the first phase of three years, targeting four districts in Oudomxay and Houaphan. The ENUFF project is implemented by our partner SNV, in close cooperation with the Ministry of Health and the authorities of the Provinces, Districts and communities concerned.

The overall Goal of ENUFF is to improve family and child nutrition in remote and ethnically diverse upland farming communities in Oudomxay and Houaphan provinces through nutrition-sensitive agriculture production, sustainable management of natural resources and enhancement of good practices in health and hygiene, including a more conducive and efficient policy and institutional framework.

Food and nutrition insecurity and malnutrition are multi-sectorial and multi-faceted problems. Therefore, efforts to increase adequate supply, improve dietary diversity and nutrition need to be multi-sectorial in their approach and include actors from all sectors in their implementation. This mechanism of inter-sectorial coordination needs to be further enhanced, and this is one of the reasons why we are all here today.

The National Nutrition Strategy expresses the need for capacity building among organisations and personnel, for improved legislation, for coordination and for coherent and unified implementation through the participation of multiple sectors. The National Nutrition Committee and National Nutrition Centre have been created for multi-sector coordination at the national level. Similar structures have also been created at provincial level, at the district and village level they still need to be created or at least strengthened.

We are here today to conduct organisational and staff capacity assessments of the Nutrition Centre and similar structures at other levels in order to develop pragmatic interventions to improve the overall performance. Constraints and gaps shall be identified and findings shall be incorporated in the design of appropriate capacity building interventions including training packages.

Your sincere input in this workshop is crucial and will directly inform an appropriate design of the training and other capacity building inputs. I hope you share with our team your concerns and issues so that we can help to address those issues in the most holistic way possible.

Last but not least:

Thanks to the ENUFF team and Nutrition Centre/Department of Hygiene and Health Promotion for the good preparation of this workshop. I know that there was a lot of effort put in the preparatory work, and I highly appreciate that.

Mrs. Chair, ladies and gentlemen, I am convinced that this workshop will be a useful and pragmatic one, and I also hope that you can get the most out of it.

Thank you very much.

Speech delivered by Ms. Megan Ritchie, Interim Country Director of SNV Laos

Dear Chair, Dr. Chandavone Phoxay, Deputy Director, Department of Hygiene & Health Promotion, Ministry of Health

Dear Co-chair, Mr. Martin Hasler, Deputy Director of SDC Laos

Dear Participants, Ladies and Gentlemen

I am pleased to welcome you all in this important workshop.

I would take this opportunity to briefly introduce SNV to you all. Founded in the Netherlands in 1965, we have built a long-term, local presence in many of the poorest countries in Asia, Africa and Latin America. Our global team of local and international advisors work with local partners to equip communities, businesses and organisations with the tools, knowledge and connections they need to increase their incomes and gain access to basic services. And by doing so empowering them to break the cycle of poverty and guide their own development.

SNV works in three sectors – Agriculture, WASH and Renewable Energy.

ENUFF is a cross sectoral programme between agriculture, nutrition and WASH. The goal of the project is to improve nutritional status of upland farming families in four districts in Houaphan and Oudomxay through promotion of nutrition sensitive agriculture production, sustainable management of natural resources and enhancement of good practices in health and hygiene, including a more conducive and efficient policy and institutional framework.

The project is in line with the National Nutrition Strategy 2025 and Plan of Action 2016-2020 of the Government of Lao. We strongly believe that this project will be able to contribute to the government vision and strategy in the target districts and villages.

The realisation of the nutrition strategy and effective implementation of plan of action mainly depends upon the responsible government units at the national, province and district level. In this context, the capacity building of the stakeholders in the nutrition sector is important and also mentioned in the Plan of Action. I hope the four day organisational capacity need assessment will be able to identify capacity gaps and come up with a concrete action plan to bridge the gap in order to effectively contribute in realising the government strategy in nutrition.

I request and encourage all the participants to actively participate in this workshop and sincerely provide their input in order to design a practical capacity building plan. The plan will be key reference for the ENUFF project in designing appropriate interventions for improving capacity of the government staffs participating in the project implementation.

I would like to thank MOH, MAF, Department of Hygiene and Health Promotion, Nutrition Centre and participants from the province for taking time to participate in this important workshop.

Lastly I wish you all the best and a successful workshop.

APPENDIX 2: WORKSHOP PARTICIPANTS

	Name of Participant	Name of Organisation	Attendance			
			Tuesday 13 December	Wednesday 14 December	Thursday 15 December	Friday 16 December
1	Mr. Sounthone Louangsaysy	Provincial Department of Health, Oudomxay Province	✓	✓	✓	✓
2	Mr. Thongdam Amphonekeo	Maternal & Child and Vaccination Section, Provincial Department of Health, Oudomxay Province	✓	✓	✓	✓
3	Mr. Phimmasene Khounsilivong	Management Section, PAFO, Oudomxay Province	✓	✓	✓	✓
4	Mr. Onekair Manichid	Agricultural Promotion and Cooperatives Section, PAFO, Oudomxay Province	✓	✓	✓	✓
5	Mr. Chanthavone Souphavanh	Driver from Provincial Department of Health, Oudomxay Province	✓	✓	✓	✓
6	Mr. Kamsao Thidkheu	Department of Hygiene & Health Promotion, Houaphan Province	✓	✓	✓	✓
7	Ms. Phouangvone Lattanasouk	Provincial Department of Public Health, Houaphan Province	✓	✓	✓	✓
8	Mr. Kheen Thoummala	Provincial Agriculture & Forestry Office (PAFO), Houaphan Province	✓	✓	✓	✓
9	Mr. Bouasy Vilopnoy	Management Section, PAFO, Houaphan Province	✓	✓	✓	✓
10	Mr. Phouvieng	Driver from Provincial Agriculture & Forestry Office, Houaphan	✓	✓	✓	✓
11	Mr. Tenthong	Driver from Provincial Department of Health, Houaphan	✓	✓	✓	✓
12	Ms. Soukdavan Vongvichit	National Nutrition Secretariat Office, Ministry of Health	✓	✓	✓	✓

	Name of Participant	Name of Organisation	Attendance			
			Tuesday 13 December	Wednesday 14 December	Thursday 15 December	Friday 16 December
13	Mr. Maikho Vongxay	National Nutrition Secretariat Office, Ministry of Health	✓	✓	✓	✓
14	Ms. Sinouan Phomkhe	Department of Hygiene & Health Promotion, Ministry of Health	✓	✓	✓	✓
15	Ms. Sengmany Norchaleun	Management and Training Section, Nutrition Centre	✓	✓		
16	Ms. Khamseng Philavong	Nutrition Centre	✓	✓		
17	Ms. Ladtana Soulibouth	Monitoring & Evaluation Section, MAF		✓	✓	✓
18	Mr. Vichit Sayavongkhamdy	Swiss Development Cooperation (SDC)	✓			
19	Ms. Phetmany Cheusongkham	SNV	✓	✓	✓	✓
20	Mr. Anolay Vongsouthi	SNV	✓	✓	✓	✓
21	Ms. Boualaphan Inthaxay	SNV	✓	✓	✓	✓
22	Mr. Ranjan Shrestha	SNV	✓			✓
23	Mr. Erick Baetings	IRC	✓	✓	✓	✓

APPENDIX 3: ORIGINAL WORKSHOP PROGRAMME

	Monday 12-12	Tuesday 13-12	Wednesday 14-12	Thursday 15-12	Friday 16-12
Morning 09:00-12:30	Preparatory meeting with co-facilitators	Introduction to OCNA	Recap of previous day	Recap of previous day	Recap of previous day
		Getting to know your organisation: Who are we?	Understanding your roles and responsibilities for the ENUFF project	Presenting and discussing results of personal information questionnaire	Presenting and discussing results of organisational capacity questionnaire
		Getting to know your organisation: What is it that we do?	Activity mapping	Strengths and Weaknesses (SW OT) analysis	Synthesising and identifying capacity areas
		Lunch	Lunch	Lunch	Lunch
Afternoon 13:30-17:00	Preparatory meeting with co-facilitators	Getting to know your organisation: What are we good at?	Identifying key activities	Organisational capacity assessment questionnaire	Prioritising capacity areas
		Getting to know the ENUFF project	Activity performance assessment	Parking lot	Developing the capacity development action plan
		Personal information questionnaire	Wrap up and making sense	Wrap up and making sense	Wrap up and evaluation

APPENDIX 4: DETAILS OF WORKSHOP PARTICIPANTS

Participants from Houaphan Province

	Name		Position	Organisation	Starting date
1	Khamsao Thidkheu		Deputy-Head	Department of Hygiene & Health Promotion	1988
2	Phouangvone Lattanasouk		Deputy-Head	Provincial Department of Public Health	1989
3	Kheen Thoummala		Deputy-Head	Provincial Agriculture & Forestry Office (PAFO)	1986
4	Bouasy Vilopnoy		Deputy-Head	Management Section, PAFO	1983

Participants from Oudomxay Province

	Name		Position	Organisation	Starting date
1	Phimmasene Khounsilivong		Head	Management Section, PAFO	1998
2	Onekair Manichid		Deputy-Head	Agricultural Promotion and Cooperatives Section, PAFO	1993
3	Thongdam Amphonekeo		Officer	Maternal & Child and Vaccination Section, Provincial Department of Health	1991
4	Sounthone Louangsaysy		Deputy-Head	Provincial Department of Health	1979

Participants from National Level

	Name		Position	Organisation	Starting date
1	Sengmany Norchaleun		Officer	Management and Training Section, Nutrition Centre	1990
2	Maikho Vongsay		Officer	Monitoring & Evaluation, National Nutrition Secretariat	2011
3	Soukdavan Vongvichit		Officer	Nutrition Centre	2016
4	Sinouan Phomkhe		Deputy-Head	Department of Hygiene & Health Promotion	1979
5	Ladtana Soulibouth		Officer	Monitoring & Evaluation Section, MAF	2010
6	Khamseng Philavong		Deputy-Head	Nutrition Centre	1985

APPENDIX 5: RESULTS OF PERSONAL INFORMATION QUESTIONNAIRE

GENERAL INFORMATION	Staff			
	Male	Female	Totals	In %
Participants	9	5	14	100%
In %	64%	36%	100%	
Age				
Maximum age	55	59		
Minimum age	30	23		
Average age	47.3	43.2	45.9	
Marital status				
Married	9	3	12	86%
In %	100%	60%	86%	
Unmarried	0	2	2	14%
With children	9	3	12	86%
No of children	22	4	26	
Average number of children	2.4	1.3	2.2	
Place of birth				
Born in Huaphan or Oudomxai	3	1	4	29%
In %	33%	20%	29%	
Language (speaking)				
English	2	4	6	43%
Local language of project area	0	0	0	0%

EMPLOYMENT RECORD		Staff			
		Male	Female	Totals	In %
Type of organisation					
Ministry		2	4	6	43%
Provincial department		7	1	8	57%
District office		0	0	0	0%
Totals		9	5	14	100%
Associated with					
Ministry of Health		5	4	9	64%
Ministry of Agriculture and Forestry		4	1	5	36%
Totals		9	5	14	100%
Years with organisation					
Maximum years		38.0	27.3	38.0	
Minimum years		1.5	0.7	0.7	
Average years		26.6	13.1	21.7	
Current position					
Management		5	3	8	57%
Programme staff		1	0	1	7%
Admin/Finance staff		2	0	2	14%
Other support staff		1	2	3	21%
Totals		9	5	14	100%
Years in current position					
Maximum years		25.6	5.3	25.6	
Minimum years		0.0	0.4	0.0	
Average years		5.7	2.2	4.4	
Involvement in ENUFF project					
Full time	100%	2	0	2	14%
Part time	75-100%	0	0	0	0%
	50-75%	2	0	2	14%
	25-50%	2	2	4	29%
	0-25%	3	3	6	43%
	0	0	0	0	0%
Totals		9	5	14	100%
Written job description		9	5	14	100%
In %		100%	100%	100%	
Up to date job description		7	1	8	57%
In %		78%	20%	57%	
Difficulties or constraints		3	2	5	36%
In %		33%	40%	36%	

EDUCATION		Staff			
		Male	Female	Totals	In %
Highest level of education					
Primary School		0	0	0	0%
Lower Secondary School		0	0	0	0%
Upper Secondary School		0	0	0	0%
Vocational/Technical College		0	0	0	0%
Diploma		5	0	5	36%
University	Bachelor	2	1	3	21%
	Masters	2	2	4	29%
	Post masters	0	2	2	14%
	PhD	0	0	0	0%
Other		0	0	0	0%
Totals		9	5	14	100%
% of staff with University degree		44%	100%	64%	

TRAINING		Staff			
		Male	Female	Totals	In %
Training attended					
Training in past 3 years		9	4	13	93%
In %		100%	80%	93%	
Number of training attended					
Maximum # of trainings		25	4	25	
Minimum # of trainings		1	1	1	
Average # of trainings		7.1	2.4	5.4	
Prefered training options					
Participate in trainings		6	4	10	22%
Participate in workshops		4	4	8	18%
Participate in meetings		2	0	2	4%
On-the-job training		3	1	4	9%
Access to guidelines and manuals		3	3	6	13%
Coaching		7	3	10	22%
Back-stopping		1	1	2	4%
Distance learning		3	0	3	7%
Totals		29	16	45	100%

APPENDIX 6: RESULTS OF ORGANISATION CAPACITY ASSESSMENT QUESTIONNAIRE

ELEMENTS	Overall Scores		Scores by Specific Personnel Category							
	Capacity Score	Standardised Consensus Score	Female		Male		Staff		Management	
			Capacity Score	Standardised Consensus Score	Capacity Score	Standardised Consensus Score	Capacity Score	Standardised Consensus Score	Capacity Score	Standardised Consensus Score
1. STRATEGIES	84	79	84	90	83	76	82	68	85	87
2. LEADERSHIP AND MANAGEMENT	82	80	87	90	80	79	76	81	86	86
2.1 Leadership	84		88		82		79		86	
2.2 Management	81		87		79		72		86	
3. ORGANISATIONAL CAPABILITIES	77	71	78	87	76	66	69	71	82	77
3.1 Planning	73		80		71		65		78	
3.2 Monitoring, performance management and reporting	82		83		81		77		85	
3.3 External relationship building	80		83		79		70		86	
3.4 Programme implementation	76		75		76		66		81	
4. RESOURCES	78	79	85	85	76	79	73	74	81	84
4.1 Tangible resources	70		85		65		63		75	
4.2 Intangible resources	80		86		78		75		83	
4.1 Human resources	80		84		79		76		82	
AVERAGES	80	77	84	88	79	75	75	73	83	83

APPENDIX 7: RESULTS OF ORGANISATIONAL CAPACITY ASSESSMENT QUESTIONNAIRE | HIGHEST SCORING STATEMENTS

Rank	#	Organisational capacity statements	Capacity Scores
1	1.05	Your organisation's Strategy includes clear (annual) targets to monitor progress and to measure the organisation's performance	95
2	4.15	You are proud to work for your organisation	95
3	3.11	On a regular basis your organisation provides reports to its stakeholders which cover all necessary information on your activities and results	93
4	3.13	Your organisation has strong working relationship with the provincial and district implementing partners	91
5	1.06	You have been orientated on your organisation's Strategy and know how to implement it	89
6	3.33	ENUFF project implementation and its results (quantitative and qualitative) correspond to your organisation's Annual Plans and contribute to the ENUFF project's overall goal and objectives	89
7	4.16	Your organisation's culture encourages different teams and units to work together to achieve results	89
8	4.32	You are committed to carry out your work diligently	89
9	3.36	Your organisation's main stakeholders (province and district government) are satisfied with the speed of implementation of the ENUFF project	87
10	4.20	All staff are treated equally	87
11	4.22	You are accepted by your colleagues (and your organisation as a whole) for who you are as a person (your behaviour and norms)	87
12	2.01	Your organisation's leaders are committed to the organisation and are able to energise, inspire and excite others to achieve the ENUFF project goal, objectives and targets	85
13	2.02	Your organisation's leaders provide overall direction and guidance on a regular basis	85
14	2.05	Your organisation's leaders are constantly establishing successful relationships with others, both within and outside the organisation, to achieve the ENUFF project goal, objectives and targets	85
15	3.05	Your organisation has no problem in achieving the targets specified in the ENUFF project Annual Plans	85
16	3.12	Your organisation is capable of promoting, building, leveraging and maintaining strong high-impact partnership relations with a variety of relevant parties relevant for the ENUFF project	85
17	3.35	Your organisation implements the ENUFF project within reasonable costs acceptable to the donor	85
18	4.14	Your organisation is widely known and perceived as actively engaged and responsive to community needs	85
19	4.21	Your organisation is a safe and pleasant place to work	85
20	4.23	Your organisation rewards individuals who get things done	85

APPENDIX 8: RESULTS OF ORGANISATIONAL CAPACITY ASSESSMENT QUESTIONNAIRE | LOWEST SCORING STATEMENTS

Rank	#	Organisational capacity statements	Capacity Scores
1	4.43	Your organisation has produced a number of documents that describe the successes and failures of implementing the ENUFF project	55
2	3.03	You have been involved in preparing, monitoring and adjusting Annual Plans for the ENUFF project	56
3	4.04	Your organisation has adequate financial resources to cover all operational and recurrent expenditures	58
4	4.03	Your organisation has the following adequate assets to carry out its mandate: Other equipment to implement the ENUFF project	62
5	4.11	Your organisation has documented all the ENUFF project implementation steps, approaches and working modalities and these are used by all programme staff	62
6	3.04	The ENUFF project related Annual Plans are regularly monitored and adapted	64
7	3.14	Your organisation organises regular consultations with key stakeholders to report and discuss progress of the ENUFF project	64
8	3.18	Your organisation's staff make sure that communities in ALL targeted villages are involved in: Monitoring the results of the ENUFF project activities	64
9	3.19	Your organisation's staff make sure that communities in ALL targeted villages are involved in: Assessing the impact of ENUFF project activities	64
10	3.21	Your organisation's staff make sure that relevant stakeholders (e.g. province and district staff) are involved in ALL targeted villages in: Implementing the ENUFF project activities	64
11	3.22	Your organisation's staff make sure that relevant stakeholders (e.g. province and district staff) are involved in ALL targeted villages in: Monitoring the results of the ENUFF project activities	65
12	3.23	Your organisation's staff make sure that relevant stakeholders (e.g. province and district staff) are involved in ALL targeted villages in: Assessing the impact of ENUFF project activities	67
13	4.05	Your organisation has adequate financial resources to implement the ENUFF project	67
14	4.08	Your organisation has the necessary office equipment (telephone and fax facilities, computers, printers, internet, etc.) to perform efficiently and effectively	67
15	3.17	Your organisation's staff make sure that communities in ALL targeted villages are involved in: Implementing the ENUFF project activities	71
16	4.06	This year's annual budget is adequate to enable and allow your organisation to carry out all the planned programme activities	71
18	4.07	Your organisation has the necessary office infrastructure (desks, tables, chairs, cupboards, filing cabinets, etc.) to perform efficiently and effectively	71
19	3.20	Your organisation's staff make sure that relevant stakeholders (e.g. province and district staff) are involved in ALL targeted villages in: Assessing the community needs	73
20	3.32	Your organisation physically monitors progress of the ENUFF project on a regular basis	73

APPENDIX 9: DRAFT CAPACITY DEVELOPMENT ACTION PLAN

Issue	Action	By whom	For whom	When	Priority
Strategies					
Low dissemination of strategies and regulation	→ Organise provincial level workshop on national nutrition strategy and action plan (covering agriculture, nutrition and WASH)	Department of Hygiene and Environmental Health Promotion, Nutrition Centre, Secretariat of the National Nutrition Committee	Relevant stakeholders, leaders/management committee at provincial and district level (all districts; not only ENUFF target districts)	January 2017	
Lack of an operational guideline for implementing ENUFF project	→ Develop operational manual to implement ENUFF project	ENUFF project coordinator	Province and district stakeholders	January 2017	
	→ Dissemination of operational manual	ENUFF project coordinator	Province and district stakeholders	February 2017	
Organisational capabilities					
Insufficient skilled trainers (quantity and quality)	→ Training to improve facilitation skills	ENUFF will identify an expert trainer	Provincial Health Department, PAFO, Lao Women Union, Provincial Education Department	February 2017	
	→ Training on reducing use of chemical fertilisers	PAFO + ENUFF project	PAFO and district officers	February 2017	
	→ Training on facilitating integrated BCC (nutrition and WASH)	Provincial Department of Public Health + ENUFF project	District Health Department, District Lao Women Union, District Education Department	March 2017	
	→ Plan and organise the other various trainings on the basis of the capacity needs assessments conducted in the districts and the objectives and immediate needs of the ENUFF project	Trainers at provincial level + ENUFF project	Audience depends on training topics	End of January / Early February	

Issue	Action	By whom	For whom	When	Priority
Coordination					
Lack of coordination with external organisations	→ Internal workshop on defining/clarifying role of Nutrition Committee Secretariat	Provincial Secretariat, ENUFF project	Partners	Beginning of May 2017	
	→ Strengthen the Secretariat and provincial coordination mechanisms	ENUFF project	Provincial Secretariat		
Operational manual of National Nutrition Strategy Plan of Action (NSPA) not yet finalised	→ Complete and finalise the Operational Manual	Secretariat of the National Nutrition Committee, Nutrition Centre, Department of Hygiene and Environmental Health Promotion		March 2017	
	→ Dissemination of the Operational Manual	Secretariat of the National Nutrition Committee, Provincial Health Department		Beginning of April 2017	
Lack of coordination, collaboration and reporting within the ENUFF project	→ Establish a new internal planning/reporting system for Oudomxay	Provincial Health Department, PAFO, ENUFF project		December 2016	
Policy influencing					
Policies and strategies should reflect reality on the ground	→ Use ENUFF project evidence to influence national strategies (what works and what doesn't work. The following activities should be considered and included in the project's annual plans:	Village, District, Province and Central level		2016-2019	
	▪ Provincial staff to participate in national consultations				
	▪ Document and share ENUFF project experiences, best practice, success stories etc.				

Issue	Action	By whom	For whom	When	Priority
	<ul style="list-style-type: none"> ▪ Develop and apply a functioning ENUFF M&E system¹² ▪ Collate, analyse and share reliable (research) data ▪ Provide support to districts on application of the ENUFF M&E system ▪ Facilitate and organise learning and sharing between the two provinces on the ENUFF project 				
Planning					
Lack of participation / involvement of GoL staff in planning, implementing, and adjusting the ENUFF project plans	→ Organise project orientation and joint planning exercise for the year 2017 for all project districts	ENUFF project + target provinces and districts + Nutrition Centre and NNC Secretariat			
	→ Present the baseline survey findings and carry out the OCNA at the same time	ENUFF project + target provinces and districts + Nutrition Centre and NNC Secretariat	Houaphan Oudomxay	11-13 January 2017 16-18 January 2017	
	→ Organise regular project coordination meetings with provincial stakeholders to review and discuss progress and challenges	ENUFF project, Provincial Health Department, PAFO			
Resources					
Limited budget and equipment	→ Create clarity on what the project can support and what not during the joint planning exercise	ENUFF project	Provincial and districts offices		

¹² There is a need to compare the two M&E systems (ENUFF & National Nutrition Committee Secretariat) and to harmonise the set of indicators as much as possible.

Issue	Action	By whom	For whom	When	Priority
Limited number of staffs to implement activities	→ Develop realistic annual plans for 2017 based on the number of available staff	ENUFF project + target provinces and districts + Nutrition Centre and NNC Secretariat			
High staff turnover	→ Train more people than needed to cope with staff moving away (rule of thumb: train twice as many people as required ¹³)	ENUFF project		Scheduled TOTs	
	→ Raise this issue with the leadership/management committee during the joint planning exercise	Provincial Departments			

¹³ There are basically two reasons to train twice as many people as required: 1) to cope with staff turnovers or redundancies; and 2) to factor in that all trained staff will not necessarily become good trainers or facilitators.