A Virtual Training of Trainers: Adaptations from COVID-19

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At the end of this presentation you will be able to:

- Discern alternative methods to implementing programs
- Recognize how implementation practices can be dynamic in the face of crises (like COVID-19)
- Explore methods to empower local communities to drive their own development
Outline

Key elements of the presentation

– History & context
– COVID-19 and “The Pivot”
– Where to go next
– Unpacking the “Black Box” of implementation
  Science in International Development
October 2020 - January 2021

IPC v3.0 Acute Food Insecurity Phase

1: Minimal  2: Stressed  3: Crisis  4: Emergency  5: Famine

Would likely be at least one phase worse without current or programmed humanitarian assistance.

FEWS NET classification is IPC-compatible. IPC-compatible analysis follows key IPC protocols but does not necessarily reflect the consensus of national food security partners.
History & Context

Hope for South Sudan
<table>
<thead>
<tr>
<th>Dry Season</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Breakfast</strong></td>
<td>maize + red sorghum + sugar porridge</td>
<td>maize + red sorghum + sugar porridge</td>
<td>maize + red sorghum + sugar porridge</td>
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</tr>
<tr>
<td><strong>Lunch</strong></td>
<td>beans + salt, stewed green + groundnut paste, nsima (maize/sorghum powder)</td>
<td>meat (beef)</td>
<td>beans + salt, stewed green + groundnut paste</td>
<td>beans + salt, stewed green + groundnut paste</td>
<td>RAH meal</td>
<td>beans + salt, stewed green + groundnut paste</td>
<td>beans + salt, stewed green + groundnut paste</td>
</tr>
<tr>
<td><strong>Dinner</strong></td>
<td>stewed green + groundnut paste, limited starchy food, RAH meal</td>
<td>beans + salt, stewed green + groundnut paste</td>
<td>stewed green + groundnut paste</td>
<td>beans + salt, nsima (maize/sorghum powder)</td>
<td>meat (beef), nsima (maize/sorghum powder)</td>
<td>beans + salt, limited starchy food</td>
<td>beans + salt, stewed green + groundnut paste</td>
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Empowering Leaders Through Nutrition-Smart Agriculture
“The Pivot”

COVID-19

www.implementnutrition.org
Overview of the Process

1. Objects of Implementation
   - Nutrition-specific interventions
   - Nutrition-sensitive interventions
   - National policies
   - Emergency nutrition response
   - Implementation innovations, guidelines or practices

2. Implementing Organization(s) and Staff
   - In ministries, NGOs, private sector

3. Enabling Environment
   - Policy Frameworks, Governance, Finances and Stakeholder Dynamics and Alignment Among Government, Funders, Civil Society, Private Sector

4. Individuals, Households and Communities
   - Needs, Resources, Capacities, Social, Cultural, Behavioral, Economic, Political factors

5. Implementation Processes
   - Initiation, Planning, Implementation, Sustaining

(Adapted from Damschroder et al., Implementation Science 4:50, 2009)
Lessons Learned

- The US is different from South Sudan
- Turnaround time is high on video production
- Filming on a timeline congruent with seasons ensures viewing timeliness
Next Steps

**Short-term**
- Create filming timeline for align with seasons
- Pilot first 3 videos and incorporate feedback into next video batch
- Connect with US-based orgs with S Sudan ties
- Implement and improve the virtual ToT using videos (over next 5 years)

**Long-term**
- Scale-up the use of ToT videos to other projects
- Contextualize videos in other areas when applicable
- Limit influence of external organizations and provide resources for local leadership

*ToT = Training of Trainers*
The Black Box of Implementation
Unpacking the Black Box

What We Found Inside

– “The West Knows Best” mentality
– “Top Down vs. Bottom Up” designing and implementing
– Static vs. Dynamic implementation practices
Creating implementation techniques that are the antithesis of the status-quo

- Empower Local Leaders rather than relying on Expatriate “Expats”
- Pre-prepare questions rather than solutions
- Set clear and accurate expectations with donors
- Implement programs that prioritize achieving project goals rather than project data.

Discarding the Black Box
Contribution to IS

1. Any Training of Trainers model can utilize tablets and videos to replace “expat experts”

2. Shift from “top-down” to “bottom-up” programming

3. Utilize current technologies to improve programming
Figure 3. An Integrative Framework for Implementation Science in Nutrition

The Goal
Collaboratively Assess, Build on Strengths and Address Weaknesses in The Five Domains* in a Timely Manner During All Phases of Planning and Implementation

Key
* = Refers to practical IR embedded in and connected to implementation, such as stakeholder analysis, opinion leader research, formative research, rapid assessments, operations research, special studies, process evaluation, costing studies, Delphi studies and various forms of quality improvement or quality assurance, and more.

# = The Five Domains that affect implementation are 1) Objects of implementation, 2) Implementing organization(s) and staff, 3) Enabling environment 4) Individuals, households and communities, and 5) Implementation processes
Conclusion

• Programming needs to change
• COVID-19 spotlights problems
  • Bottom-up > Top-down
“Before, it was unthinkable that we can produce our own food from our own soil. The knowledge for conservation agriculture, provision of nutritious meals, and financial support from Rise Against Hunger has boosted our morale. This is what it means to lift someone and empower a community and a country to understand and replicate compassionate love.”

-Peter Lomago, Hope for South Sudan

#FoodHero
Acknowledgements

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HFSS Director

Keene Wallace  
Videographer/Editor

LanguageLine Solutions®
Actions YOU can take!
Contact us... no seriously

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Podcast: (coming soon)
Hidden Development
Each episode analyzes the experience of aid workers and project participants to understand the “hidden” nuances and impacts that International Development agencies have on project communities.
Find out more ……

• Website: www.implementnutrition.org
• E-mail: info@implementnutrition.org
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• Follow us: The Society for Implementation Science in Nutrition
  @implementnutri
  #SISNframework #InvestinIR
#SISNFramework
#InvestinIR
# The Society for Implementation Science in Nutrition

<table>
<thead>
<tr>
<th>Vision</th>
<th>A world where actions to improve nutrition are designed and implemented with the best available scientific knowledge and practical experience.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>The Society convenes, advocates, disseminates and promotes dialogue among scientists, policy leaders, government officials, funders and practitioners to advance the science and practice of nutrition implementation world-wide.</td>
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</tbody>
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**SISN is constituted as a society of researchers *and* implementers who share a common vision, values and goals and who collaborate to achieve them.**