



Evidence to Action: How CLA Can Strengthen Organizational Capacity Development

Lessons from strengthening Colombia's
social service workforce through
collaboration and learning

March 25, 2020

WELCOME!

PRESENTERS:



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HRH2030

HUMAN RESOURCES FOR HEALTH IN 2030

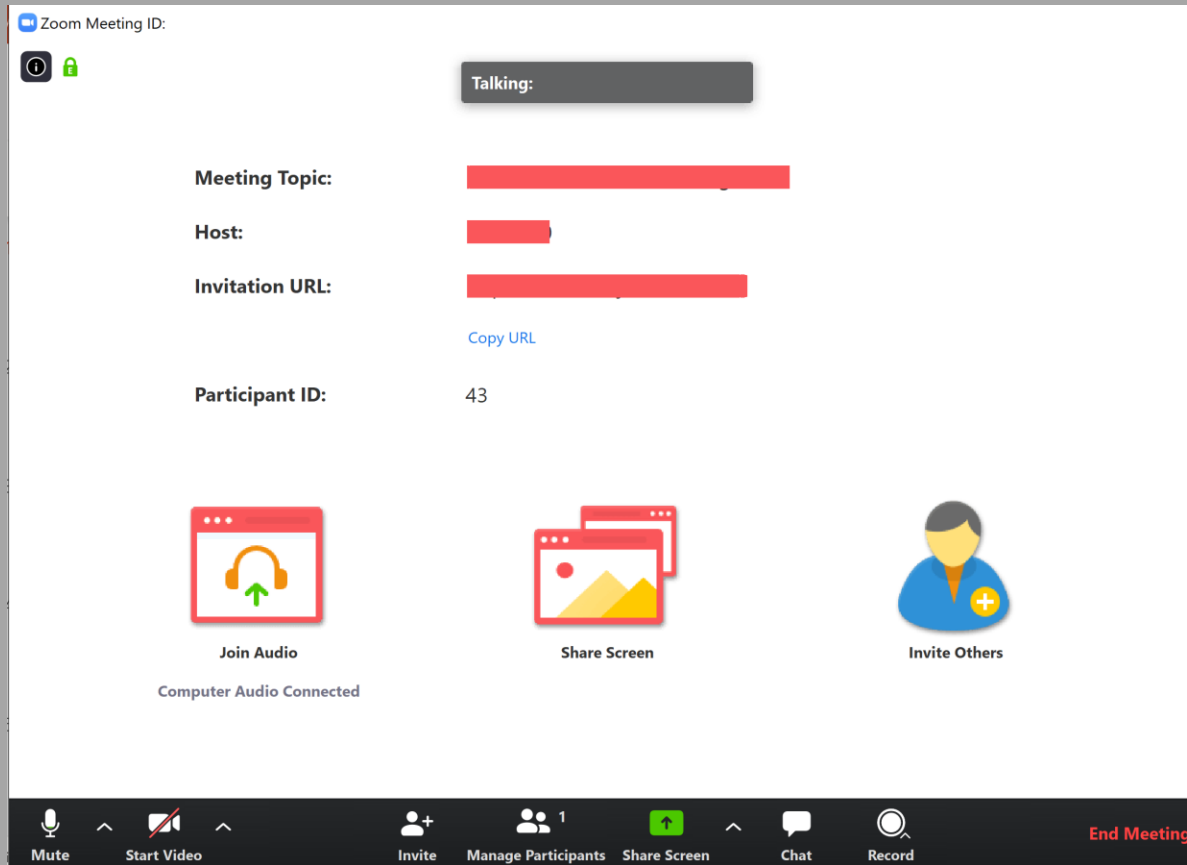
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HRH2030 strives to build the accessible, available, acceptable, and high-quality health workforce needed to improve health outcomes.

WEBINAR HOUSEKEEPING



Zoom Meeting ID: [Redacted]

Talking: [Redacted]

Meeting Topic: [Redacted]

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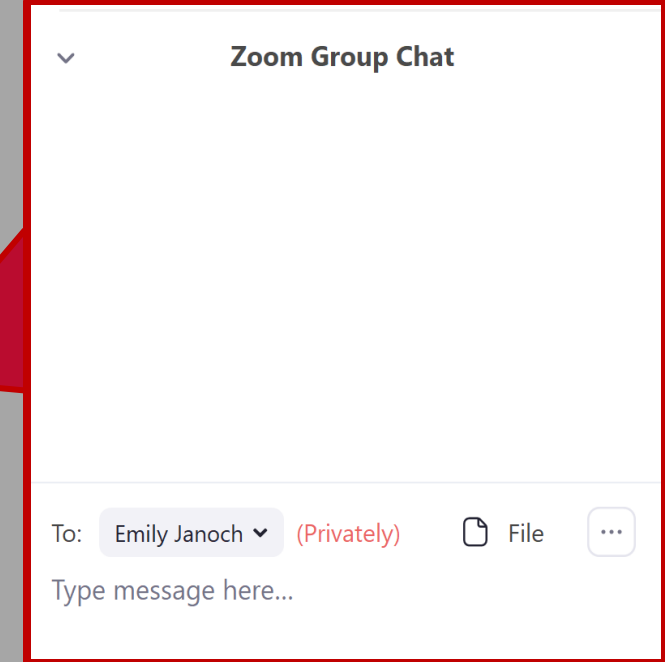
Mute Start Video Invite Manage Participants Share Screen Chat Record End Meeting



Zoom Group Chat

To: Everyone

Type message here...



Zoom Group Chat

To: Emily Janoch (Privately) File

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Please type any questions in the chat box.

Do you have any key takeaways, ideas, or action points for your own CLA processes? Share those in the chat box too!

WHAT WE'LL COVER TODAY



WHAT IS THE CONTEXT?

More than 50 years of armed conflict, poverty, lack of education, illiteracy, unemployment, lack of resources for parenting and childcare, and other factors have led to a high level of child abuse.



The number of **abuse cases increased** from 17,500 in 2015 to 24,300 cases in 2017. **Sexual abuse** accounts for largest number of cases, followed by physical and psychological abuse, and negligence.



Colombia is currently experiencing the **greatest migration** in its history due to the Venezuelan crisis, which is stressing already challenged child welfare and protection systems.



La Guajira and Huila are two of the five regions with the **highest number of cases of violence.**

OUR APPROACH

HRH2030 is working with the Colombian Institute of Family Welfare (ICBF) to strengthen social services at the national, regional, and local levels.

Our work is based on the development hypothesis that if the institutional and workforce capacity of the ICBF is strengthened in areas of **coordination, training, and service delivery**, then child welfare and protection will be improved.



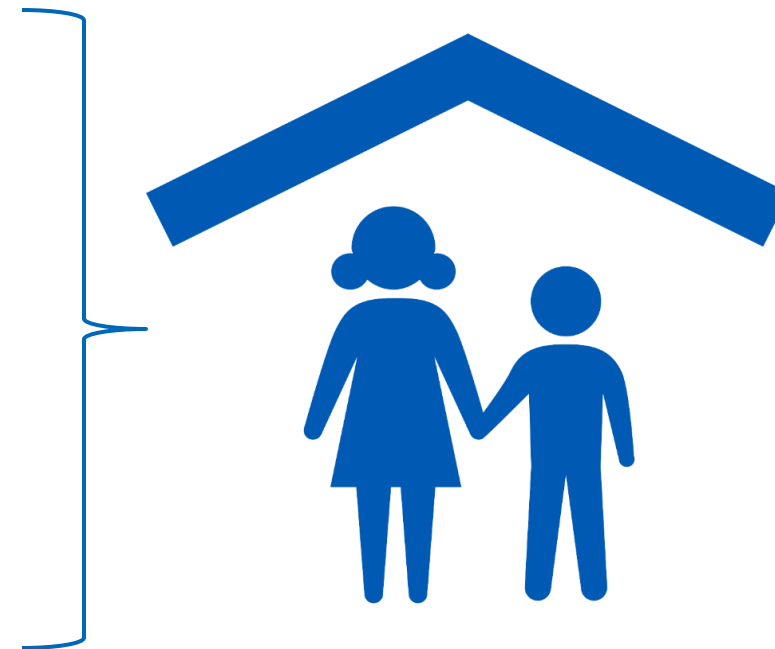
Effective coordination



Strengthened training approach

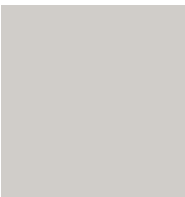


Quality of coverage of service delivery



BOTTOM LINE:

CLA has strengthened our organizational capacity building approaches



Our CLA approach focuses on:

- External collaboration with ICBF
- Robust formative evaluation
- Formal opportunities to pause and reflect

CLA has helped us:

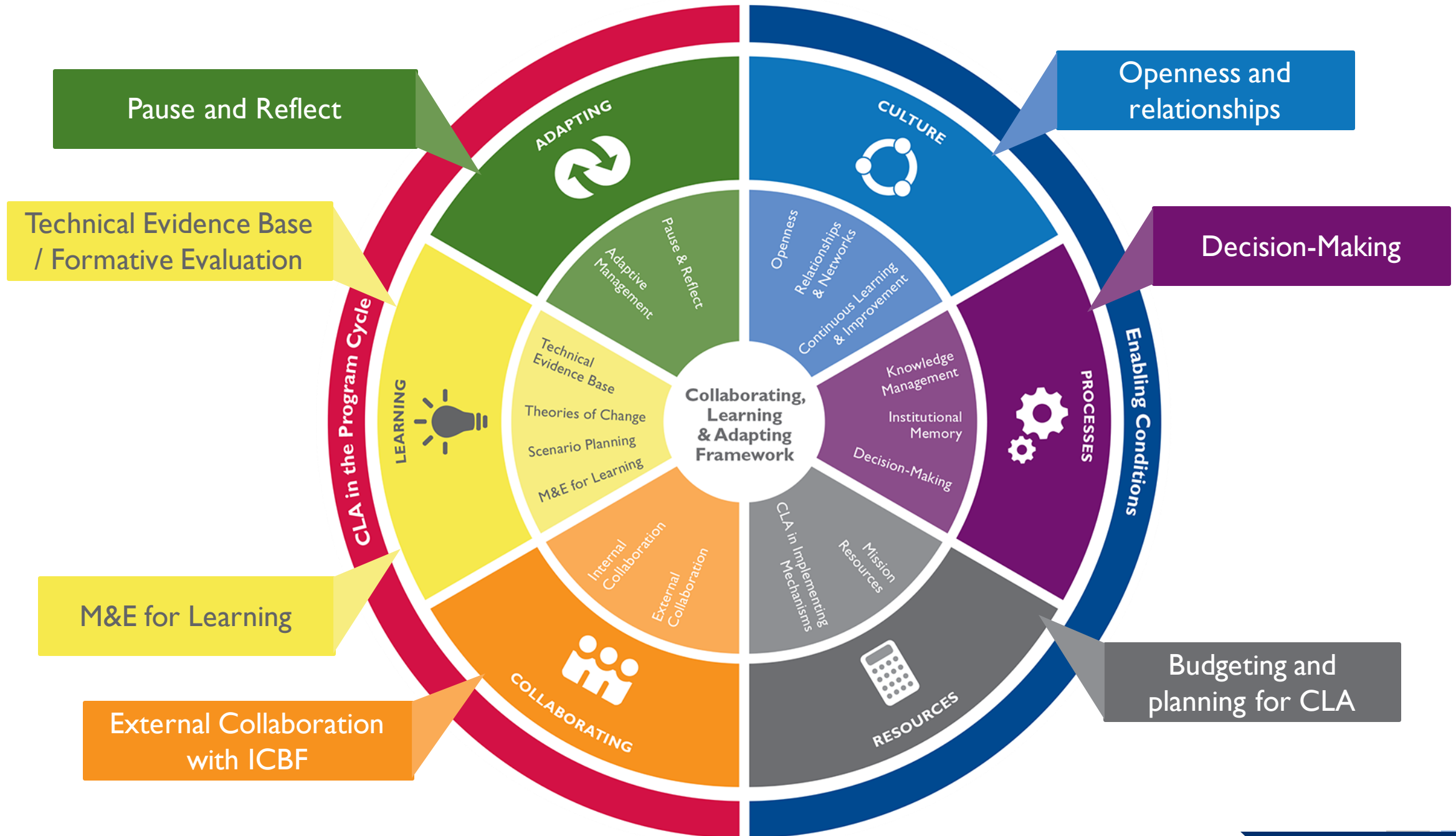
- Build a trusting, open relationship with ICBF
- Ground activities in evidence
- Create opportunities to learn and adapt

We recommend:

- Be prepared: plan for CLA from the beginning
- Be flexible: make space to adapt based on evidence
- Be open: invite new ideas and perspectives

OUR CLA STORIES





OUR COLLABORATORS

National Level: Colombian Institute of Family Welfare (ICBF) National Offices

- National entity of Colombia that works for the prevention and comprehensive protection of early childhood, childhood, adolescence, and the well-being of families in Colombia.
- Leads the country's strategies through a decentralized and differential approach.
- Made up of technical and administrative directorates, e.g. the Early Childhood Directorate, Nutrition Directorate, Technology Directorate, Planning and Control Directorate, etc.

Regional Level: ICBF Regional Directorates

- Decentralized points of attention that coordinate more tailored regional response.
- HRH2030 works primarily with La Guajira and Huila departments (i.e. regions).

Local Level: Municipality-level “Protection Teams”

- Local level case management teams providing direct services to children and families.
- HRH2030 works primarily with a mix of urban and rural municipalities in the two focus regions.

CLA STORY: NATIONAL LEVEL

What signals told us we
needed to change?



CLA STORY: NATIONAL LEVEL

What did we do to investigate this issue?



Nutritional Recovery Center, Colombia. Credit: Martha Contreras

Question: At the national level, where is communication breaking down between ICBF technical offices? What areas of coordination can we strengthen so that ICBF can build a culture of effective internal collaboration?

Evidence: HRH2030 supported the ICBF monitoring directorate to implement a **relational coordination assessment**, previously designed and validated by Brandeis University, to identify communication strengths and breakdowns within ICBF at the national level.

CLA STORY: NATIONAL LEVEL

What did we do to investigate this issue?

Methodology: ICBF Relational Coordination Assessment

| Component | Survey Item |
|-------------------------------|---|
| Frequent Communication | How frequently do you communicate with colleagues from Office X? |
| Timely Communication | Do colleagues in Office X communicate with you in a timely way? |
| Accurate Communication | Do colleagues in Office X communicate with you accurately ? |
| Problem Solving Communication | When problems occur in your work, do colleagues in Office X work with you to solve the problem ? |
| Shared Goals | How much do colleagues in Office X share your goals for your work? |
| Shared Knowledge | How much do colleagues in Office X know about the work you do? |
| Mutual Respect | How much do colleagues in Office X respect the work you do? |

CLA STORY: NATIONAL LEVEL

What did our evidence tell us?

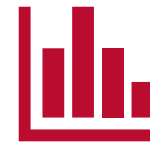
| | Relational Coordination (on a scale from 0 to 4) Reported With: | | | | | | | | |
|------------------|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Technical Area A | Technical Area B | Technical Area C | Technical Area D | Technical Area E | Technical Area F | Technical Area G | Technical Area H | Technical Area I |
| Technical Area A | 3.2 | 2.0 | 2.1 | 1.6 | 2.7 | 3.7 | 3.5 | 1.7 | 1.8 |
| Technical Area B | 1.2 | 1.7 | 1.2 | 1.1 | 1.2 | 1.8 | 2.9 | 1.4 | 2.5 |
| Technical Area C | 2.2 | 1.7 | 3.7 | 2.5 | 1.5 | 1.8 | 2.9 | 0.9 | 0.9 |
| Technical Area D | 1.1 | 1.4 | 1.7 | 3.6 | 1.1 | 2.1 | 2.6 | 2.4 | 1.9 |
| Technical Area E | 2.8 | 2.1 | 2.1 | 1.3 | 3.6 | 2.7 | 3.5 | 1.4 | 2.0 |
| Technical Area F | 2.9 | 2.7 | 2.8 | 2.6 | 2.8 | 3.3 | 3.2 | 1.0 | 0.5 |
| Technical Area G | 2.7 | 2.8 | 2.6 | 2.6 | 2.6 | 2.4 | 3.5 | 2.1 | 2.7 |
| Technical Area H | 1.4 | 0.5 | 0.5 | 3.2 | 0.5 | 3.9 | 3.1 | 4.0 | 0.6 |
| Technical Area I | 3.5 | 3.3 | 3.1 | 3.4 | 3.5 | 2.8 | 3.8 | 3.4 | 4.0 |

CLA STORY: NATIONAL LEVEL

What actions have we taken based on this evidence?



How did we collaborate with stakeholders to implement this assessment?



What were some of the most important findings or results from this assessment?



What are we doing with that information now? How have we adapted our activities to reflect this evidence?

CLA STORY: NATIONAL LEVEL

What actions have we taken based on this evidence?



How did we collaborate with stakeholders to implement this assessment?

- We recognized, adapted, built, and implemented the final survey with the ICBF planning and control directorate team.



What were some of the most important findings or results from this assessment?

- Information sources are disjointed, are not interoperable, and are not used effectively.
- Different directorates use different databases.



What are we doing with that information now? How have we adapted our activities to reflect this evidence?

- Define common variables to be used across ICBF offices.
- Create an information map that shows how information moves through the system, so that staff know what information is available, how to access it, and how to share their own data.

CLA STORY: REGIONAL LEVEL

What signals told us we
needed to change?



A group of people attend an event celebrating national childhood day (*Día de la niñez*), celebrated on April 29, 2019. Photo credit: ICBF

CLA STORY: REGIONAL LEVEL

What did we do to investigate this issue?



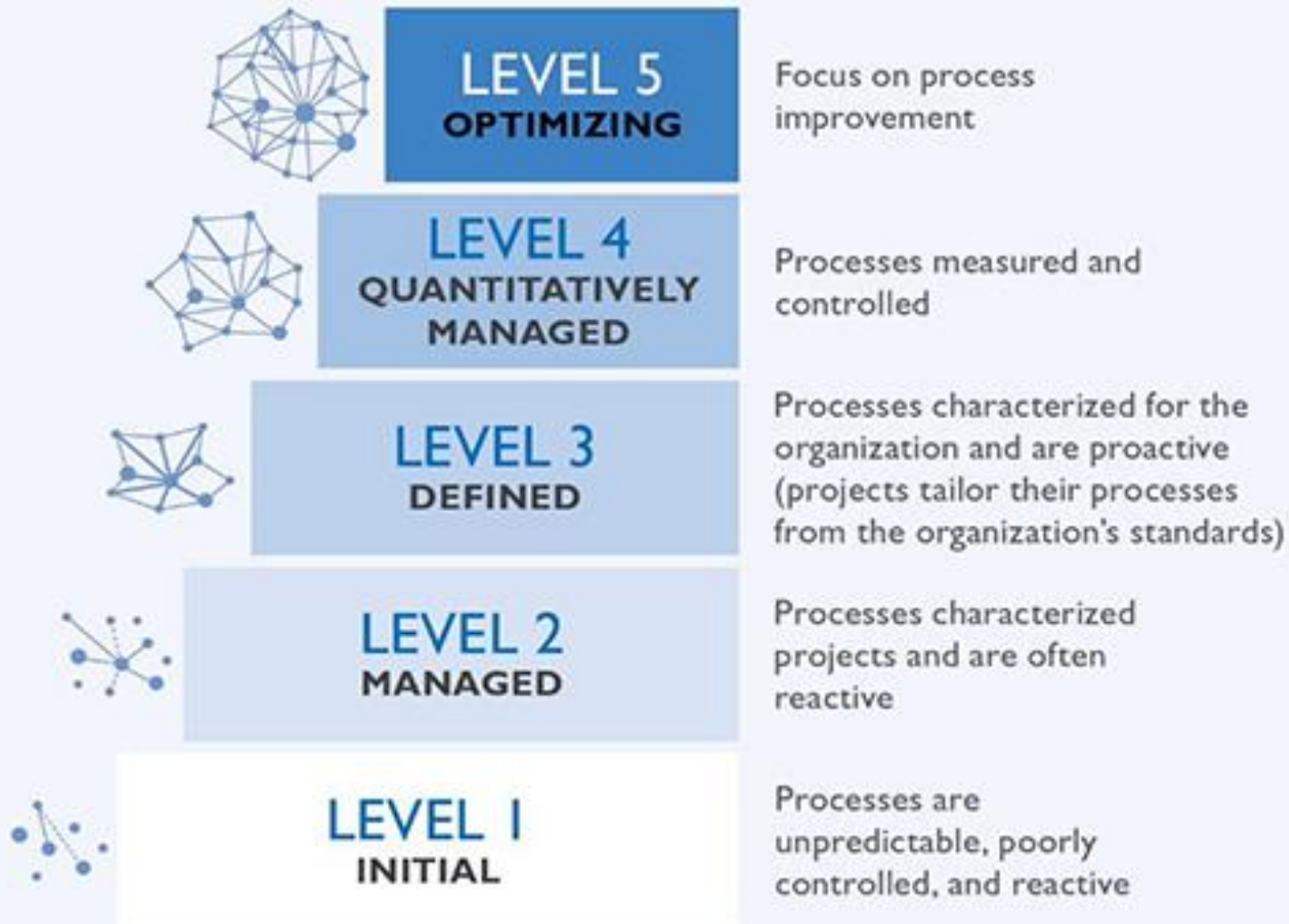
Question: At the regional level, what do ICBF's organizational processes look like? Which processes contribute effectively to beneficial outcomes for children and families through continuous process improvement? Which processes are not working, and how can they be strengthened?

Evidence: ICBF examined its organizational coordination, training, and case management processes using a **capability maturity model assessment** (developed from the Carnegie Mellon University methodology).

CLA STORY: REGIONAL LEVEL

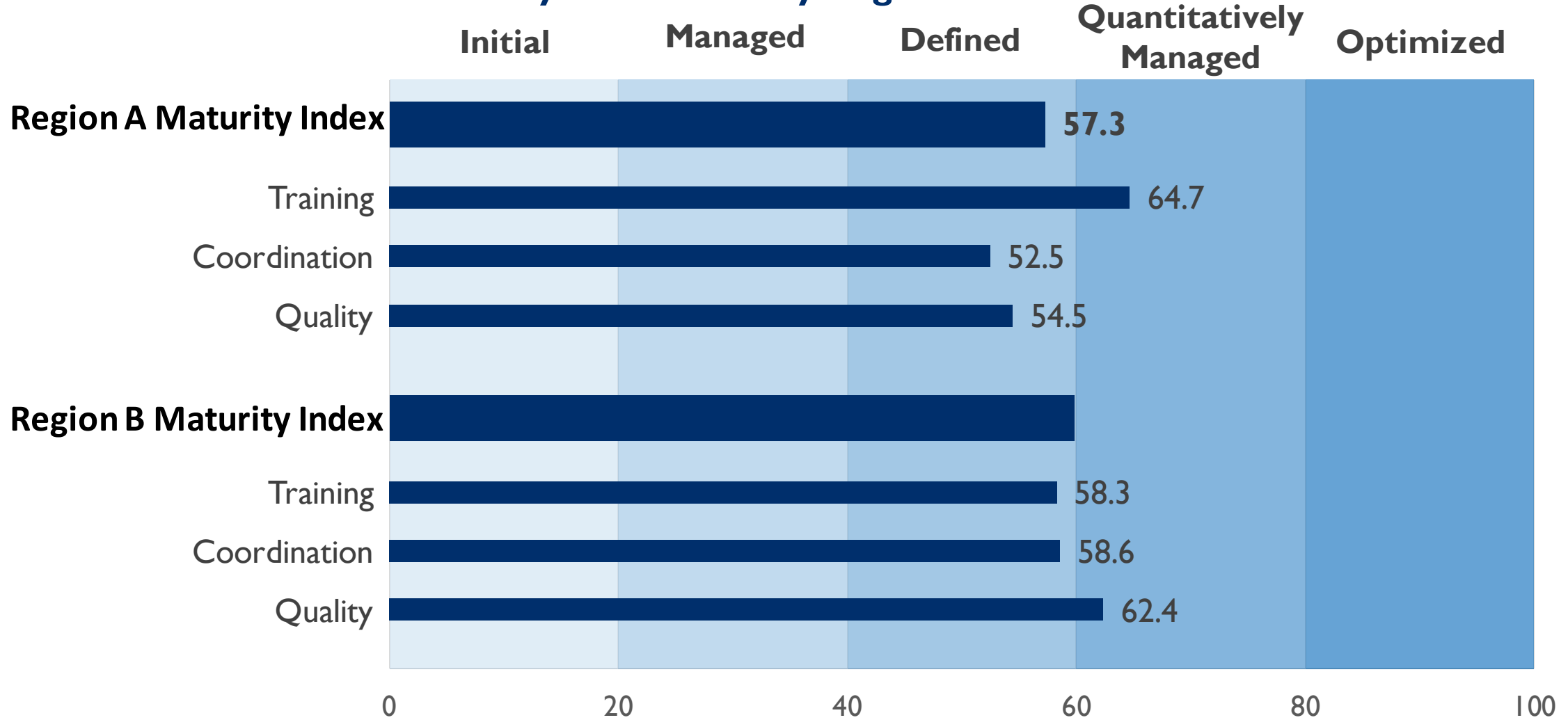
What did we do to investigate this issue?

Methodology: ICBF Regional Directorate Maturity Model Assessment



What did our evidence tell us?

Maturity Level Index by Region and Process

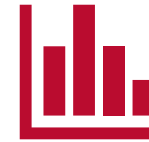


CLA STORY: REGIONAL LEVEL

What actions have we taken based on this evidence?



How did we collaborate with stakeholders to implement this assessment?



What were some of the most important findings or results from this assessment?



What are we doing with that information now? How have we adapted our activities to reflect this evidence?

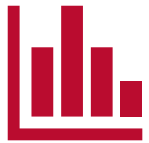
CLA STORY: REGIONAL LEVEL

What actions have we taken based on this evidence?



How did we collaborate with stakeholders to implement this assessment?

- The maturity model was previewed and reviewed with a team at the regional level, and then we implemented it with a representative team from each of the focus regions.



What were some of the most important findings or results from this assessment?

- ICBF staff perceive training and supervision processes as “checking off a box” – trainings are just provided because it’s required, and they don’t actually impact service provider knowledge or behaviors.



What are we doing with that information now? How have we adapted our activities to reflect this evidence?

- Improve the Regional ICBF Strategic Training Plan
- Strengthen ICBF M&E to track whether knowledge or behaviors changed as a result of trainings

CLA STORY: LOCAL LEVEL

What signals told us we
needed to change?



Children playing, Colombia. Photo credit: ICBF (2019)

CLA STORY: LOCAL LEVEL

What did we do to investigate this issue?



Question: What does the quality of case management currently look like at the local level? What practices and processes are ICBF's protection teams currently using in terms of referral and follow-up processes in cases of child abuse, and where is support required to promote quality case management?

Evidence: ICBF, with support from HRH2030, explored the quality of case management practices at the macro and micro level using an adaptation of the **USAID Case Management Toolkit assessment tool**.

CLA STORY: LOCAL LEVEL

What did we do to investigate this issue?

Methodology: Case Management Assessment of Protection Teams

Dimensions of the Tool

Macro Level

- Policies, regulations, and norms
- Legal authorities
- Community perceptions
- Human resources
- Case management supervision structures
- Child and family group participation in case management

Micro Level

- Identification of immediate needs
- Valuation of risks and identification of strengths and needs of the family
- Evaluation of family participation in interventions
- Evaluation of the results of the family in case management



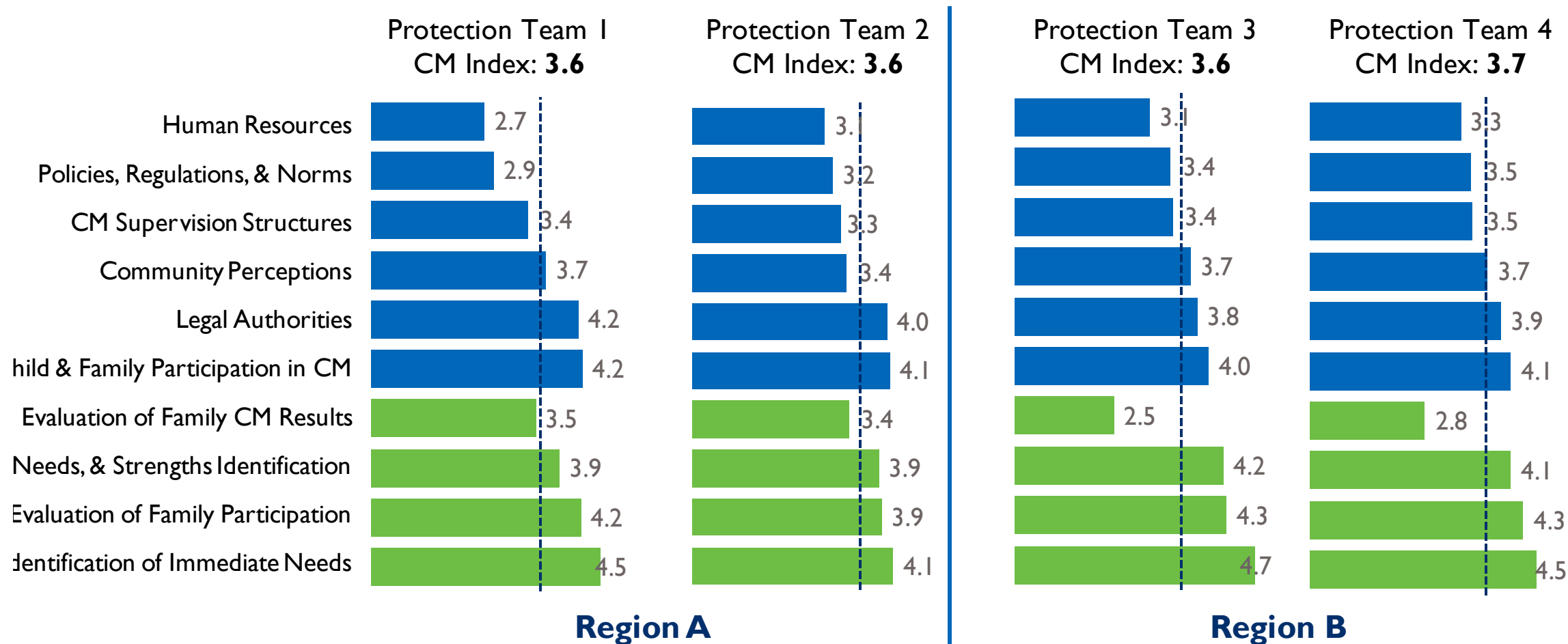
USAID
FROM THE AMERICAN PEOPLE

CASE MANAGEMENT TOOLKIT: A USER'S GUIDE FOR STRENGTHENING CASE MANAGEMENT SERVICES IN CHILD WELFARE

JULY 2014

This report was produced for review by the United States Agency for International Development. It was prepared by the Center for International Social Work at Rutgers University's School of Social Work and International Social Services-USA for JBS International under Contract No. AID-OAA-BC-10-00005.

Child Protection Management (CM) Scores at the Macro and Micro Levels on a Scale of 1 to 5

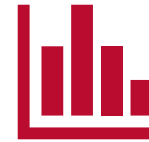


CLA STORY: LOCAL LEVEL

What actions have we taken based on this evidence?



How did we collaborate with stakeholders to implement this assessment?



What were some of the most important findings or results from this assessment?



What are we doing with that information now? How have we adapted our activities to reflect this evidence?

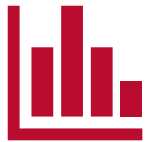
CLA STORY: LOCAL LEVEL

What actions have we taken based on this evidence?



How did we collaborate with stakeholders to implement this assessment?

- We adapted and validated the USAID case management model with the Protection Directorate at the national level. We implemented the methodology with teams in Guajira and Huila.



What were some of the most important findings or results from this assessment?

- Human resources do not feel adequately supported to provide case management services. Participants feel that the current system for case supervision, in which only prioritized cases are analyzed, does not allow sufficient feedback and support.



What are we doing with that information now? How have we adapted our activities to reflect this evidence?

- Improve training, supervision, and monitoring processes for case manager performance.

WHAT'S NEXT FOR HRH2030 COLOMBIA AND ICBF?



ADAPT

- The Relational Coordination Survey base line allowed us to identify the main gaps in coordination and relationships.
- The Maturity Level base line allowed us to identify the main performance gaps at the regional level.
- The Case Management Model base line allowed us to design strengthening processes with protection teams.

RE-ASSESS

- Pause and Reflect throughout implementation.
- End line assessments for the Relational Coordination Survey, Case Management Assessment, and Maturity Model assessment to determine the effectiveness of the Program and provide further information for ICBF.

ADOPT

- Protection Directorate is working on a technical guide (lineamiento) to incorporate Case Management tools.
- The OAR agreed to incorporate the model in its *Management Agreement* toolset.
- The Relational Coordination Survey will be implemented in two regional directorates.

WHAT DO WE RECOMMEND FOR OTHERS WHO WANT TO INCORPORATE CLA INTO THEIR WORK?



BE PREPARED

- Plan for CLA from the beginning.
- Set aside budget and time for these processes.
- Set expectations with stakeholders, including in-country counterparts as well as donor.

BE FLEXIBLE

- Incorporate pause and reflect opportunities to make space for thoughtful reflection.
- Identify milestone moments that would be critical times to make program decisions/adapt approaches.

BE OPEN

- Incorporate stakeholder involvement during formative activities, not just implementation.
- Invite collaboration when developing materials and methodology and while implementing assessments.

WEBINAR HOUSEKEEPING

The image displays three overlapping screenshots of the Zoom interface. The largest screenshot on the left shows the main meeting window with the following details: Meeting Topic (redacted), Host (redacted), Invitation URL (redacted), and Participant ID: 43. Below these details are three buttons: 'Join Audio' (with a headset icon and 'Computer Audio Connected' text), 'Share Screen' (with a screen icon), and 'Invite Others' (with a person icon). At the bottom is a toolbar with icons for Mute, Start Video, Invite, Manage Participants, Share Screen, Chat, Record, and End Meeting. A smaller screenshot in the middle shows a 'Zoom Group Chat' window with a 'To: Everyone' dropdown and a 'Type message here...' input field. A third screenshot on the right shows a 'Zoom Group Chat' window with a 'To: Emily Janoch (Privately)' dropdown, a 'File' icon, and a 'Type message here...' input field. A red arrow points from the middle screenshot to the right screenshot.

Please type any questions in the chat box.

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Questions?

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¡Gracias!