African Nutrition Leadership Programme

ANNUAL REPORT

2018 - 2019
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The aim of the African Nutrition Leadership Programme (ANLP) has always been to develop both individual and institutional leadership capacity at various levels within the nutrition field across the African continent.

The ANLP, based at South Africa’s North-West University, is committed to developing the leadership skills of early and mid-career nutrition professionals and related stakeholders on the African continent.

We have successfully hosted our 10-day ANLP training programme every year since 2002, building leadership capacity in nutrition professionals from academia, government, non-governmental organisations (NGOs) and, to a lesser extent, from industry.

Participants are all working on the African continent in the field of nutrition, though come from a wide variety of backgrounds. The broader goal of the ANLP programme is to impact nutrition action in Africa through working with nutrition professionals to;

- Create an awareness of one’s own leadership orientation and ability.
- Create an environment in which individuals identify their strengths and growth areas and receive feedback on their progress.
- Experience how leadership capabilities affect team and work performance.
- Experience working in culturally diverse teams.
- Become part of a pan-African network that in future will become the backbone of leadership in nutrition on the continent.
- Establish the practice of reflection as a basis for continued self-discovery and growth.
- Develop a personalised action plan for growth beyond the 10-day programme.
- Commit themselves through a declaration of intent to personal action beyond the 10-day programme.
THE TEN-DAY ANLP PROGRAMME

Introduction

This year (2019) will be remembered as a remarkable year for ANLP. For the first time since its inception in 2002, two ten-day programmes were hosted within one calendar year due to the high levels of demand. At the end of 2018, 199 applications were received for the 2019 programme.

The high-quality of the applications received, as well as the clear need for capacity development highlighted by the sheer number of applications, urged the ANLP to host two programmes per year.

So far, 452 individuals from 40 African countries and seven other nationalities have taken part in the ANLP programme to develop their leadership skills. During the 10-day programme, participants undergo immense challenges and receive support to identify and develop these skills through increased self-awareness and continual reflection.

Each of the participants together with the ANLP team develop plans to bring about continued growth in leadership capacity throughout and following the training programme.
ANLP I: African Nutrition Leadership Programme
ANLP II: African Nutrition Leadership Programme
INDSC: Implementation of Neurodevelopmental Supportive Care
MQSUN+: Maximising the Quality of Scaling Up Nutrition Plus
NIPN: National Information Platforms for Nutrition
TNWA: Transform Nutrition West-Africa

2019 ANLP ACTIVITIES

ANLP I
ANLP II
ANLP ETHIOPIA

10 DAY PROGRAMME

TAILOR-MADE FUNCTIONAL CAPACITY BUILDING SHORT COURSES

TNWA I
TNWA II
NIPN
INDSC
MQSUN+

Ghana | Anglophone | Multi-sector multi-country workshop
Senegal | Francophone | Multi-sector multi-country workshop
Ethiopia | Anglophone & Francophone Multi-sector, multi-country workshop
South Africa | Anglophone Implementation clinical setting
Thailand | Anglophone Agriculture & Nutrition
Sweden | Anglophone Agriculture & Nutrition
ANLP network displayed across the African continent

ATTENDANCE PER COUNTRY

NUMBER OF APPLICATIONS PER YEAR

NUMBER OF PARTICIPANTS PER YEAR

PARTICIPANTS: MALE / FEMALE RATIO

297 WOMEN
155 MEN

66%
34%
DEclarations of ANLP I 2019 & ANLP II 2019

5 – 15 March 2019
We, the 17th ANLP alumni, commit to lead from where we stand to inspire change in nutrition and beyond, now and in the future.

24 April – 3 May 2019
We the 18th ANLP 2019 declare that as the focal points of change we will advance the frontiers of nutrition in Africa by leading from where we stand through teamwork and advocacy.

Evaluation
Each year the ANLP programme undergoes evaluation by the core ANLP team and invited external reviewers. This includes the collection and analysis of participant feedback via a semi-structured questionnaire.

The core ANLP organizing team critically evaluates the activities of the programme every year and restructure the programme to continuously meet the needs of the participants. Participants frequently describe the programme as ‘amazing’, ‘life-changing’, and ‘inspiring’.

Below are a series of quotes provided by participants that summarise their experience of the programme:

“Thank you for a fantastic 10 days! The course wasn't what I expected, it exceeded my expectations in so many ways. We appreciate the time and energy the facilitation team has put into this, and the excellent job you did! I am leaving feeling ready for new challenges and excited to fight for nutrition on our continent (and equipped with the skills to do so). Thank you!”

“I really loved the approach taken in this leadership program of self-focus and actualisation, as opposed to workshops that bombard you with information.”

“I have had the most amazing experience. The program has impacted me tremendously. I was pushed beyond limits and found my strength by the day. The feedback session opened up my mind, and I realized that it’s okay to be wrong as long as I can work on improving. I liked the safe space that I experienced.”

“Meeting participants from all over Africa was such a good opportunity to network. It also challenged me to grow. It was amazing how much capacity we have in this continent. I was challenged to go beyond my profession.”
During the evaluation of the 10-day programme, participants were asked to describe their ANLP experience using three words. This word cloud represents the experiences of the 2019 ANLP attendees in their own words.

“... the ANLP challenged me to be a better version of myself and gave me the tools I needed to achieve that.”

The impact this 10 day journey has brought in my life will last for the many years to come. My life has changed forever.
It was during the 16th ANLP (South Africa, 2018), Israel Hailu got the inspiration to establish the Ethiopia Nutrition Leaders Network (ENLN), to host ANLP in Ethiopia and to establish a Nutrition Leadership Institute. All of this came about through feedback from Johann Jerling at the ANLP in South Africa. An Inspired Israel came back to Ethiopia and began implementing the commitments she made while at ANLP. Her vision has been embraced and supported by ANLPers, her organization, like-minded individuals, government leaders and other organizations who understand the need for improved nutrition leadership in Ethiopia. After making preparations for establishing the Ethiopia Nutrition Leaders Network (ENLN), the network was launched on February 8, 2019 in the presence of government and global nutrition leaders, with the goal of transforming nutrition action in Ethiopia and beyond. Currently ENLN has over 100 members.

The ENLN, in collaboration with ANLP, facilitated ANLP-Ethiopia (11-20 August, 2019) at the Adulala Resort, in Bishoftu, Ethiopia. This was the very FIRST ANLP held exclusively for participants from one country. ANLP-Ethiopia 2019 took place with financial support from: Irish Aid; Ethiopia Civil Society Coalition for Scaling Up Nutrition (SUN) movement; Deutsche Gesellschaft für Internationale Zusammenarbeit; Alive and Thrive; and Save the Children International Ethiopia Country Office. Further technical support was received from the: Ministry of Health; Ethiopian Public Health Institute; Nutrition International; the Global SUN Movement Secretariat; Action Against Hunger Africa regional Office; ANLP; and International Food Policy Research Institute.

The training brought together 30 participants (20% female) with diverse roles, backgrounds, experiences and exposure within the field of nutrition from government sectors, the United Nation, CSOs, academic and research institutions, and the private sector together. The level of support received from the various stakeholders and sectors is an indication of their commitment and the need for nutrition leadership training in Ethiopia. At the end of the training the ANLPers found the training uniquely transformative, and were inspired, motivated, self-aware, equipped with leadership competencies and above all committed to provide nutrition leadership from where they stand.

The training participants made the following declaration and pledged to live to the following commitment: “We Nutrition Leaders, Commit to Develop Our Leadership Capabilities Individually and Collectively, to Lead from Where We Stand and Foster Transformation for Optimal Food and Nutrition Security in Ethiopia and Beyond”. 

“The TEN-DAY PROGRAMME EXPANDS TO ETHIOPIA”
The Leader commenced in 2014, serving as the official newsletter of the ANLP and distributed in electronic print to all ANLP alumni across the continent and the world. So far, 18 issues, containing 88 articles, of The Leader have been published.

The Leader was initiated and designed to:

1) serve as ongoing communication with current alumni;
2) provide ongoing education material on leadership related matters; and
3) serve as a tool to communicate with and reach out to non-members, sponsors and other nutrition professionals.

In response to feedback from our members, 2019 also included a special issue on work-life balance (https://www.africanutritionleadership.org/newsletters2/issue-2-2019).

Other topics that are frequently covered include leadership qualities and models, communication skills, what is advocacy and how to advocate. All back copies of The Leader are available on the ANLP website (www.africanutritionleadership.org).
The ANLP developed a 5-day short course “Leading Change in Nutrition” as part of the Transform Nutrition West Africa research programme, which is led by the International Food Policy Research Institute.

One of the major achievements from this activity is the development of a cohort of francophone facilitators and our increased capacity to now host leadership development courses in French in addition to English. This opens up possibilities throughout many more West-African countries for nutrition professionals with the first two courses attended by participants from Benin, Burkina Faso, Cote d’Ivoire, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo.

The first short-course was hosted in Accra, Ghana from 19-23 November 2018 and was attended by 25 participants, selected through a competitive 264 applications. The second course was hosted in Saly, Senegal from 21-25 October 2019 and was attended by 20 selected participants, selected through a competitive process from 105 applications. This course was the first fully francophone course we have hosted and we now have the capability to host other leadership development courses in French.

**FIRST SHORT-COURSE**

**Accra, Ghana**

19-23 November 2018

- Applications: 264
- Participants: 25

**SECOND SHORT-COURSE**

**Saly, Senegal**

21-25 October 2019

- Applications: 105
- Participants: 20
ANLP SHORT COURSE: FUNCTIONAL CAPACITY BUILDING

The ANLP collaborated with various organisations in 2019 to host tailor-made functional capacity building programmes for participants from 25 different countries in Africa and Asia.

For the first two tailor-made courses, the ANLP partnered with Maximising the Quality of Scaling Up Nutrition Plus (MQSUN+) and the Scaling Up Nutrition Secretariat to strengthen functional capacity in high-level SUN and Comprehensive Africa Agriculture Development Programme (or Agriculture) Focal Points during two workshops.

The first course was hosted from 25-27 November 2018 in Bangkok, Thailand with 21 participants. The second course was hosted from 8-11 June 2019 in Stockholm, Sweden with 15 participants.

Participants from SUN and CAADP (or Agriculture) Focal Points all over the globe (as shown on the map in green) attended the two courses, representing Afghanistan, Bangladesh, Botswana, Cambodia, Ethiopia, Kenya, Lao PDR, Lesotho, Liberia, Malawi, Nepal, Nigeria, Philippines, Rwanda, Somalia, Sri Lanka, Sudan, Tanzania, The Gambia, Vietnam and, Zambia
Since its inception, the ANLP has always held the firm belief that it is important to develop leadership and other functional capacities in a broad range of stakeholders to make an impact on nutrition.

In November 2019, the ANLP partnered with the Society for Implementation Science in Nutrition (SISN, https://www.implementnutrition.org/) and with the National Information Platforms for Nutrition (NIPN, http://www.nipn-nutrition-platforms.org/), an initiative to strengthen capacity to formulate policy relevant questions and to access and use data for better policy making in nutrition.

We hosted a five-day training event from 18-22 November in Bishoftu Ethiopia entitled “Leadership Capacity and Functional Skills Training”. This was attended by 17 individuals primarily with a statistics, policy or nutrition background from 8 different NIPN countries (Lao PDR, Bangladesh, Kenya, Ethiopia, Uganda, Niger, Burkina Faso and Côte d’Ivoire). The course was hosted in both French and English using simultaneous translations and parallel sessions.

In addition to the focus on developing personal leadership capabilities and networking, the course had a very strong focus on multisector collaboration and how personal leadership capabilities play a role in being able to successfully navigate the multisectoral landscape.

I now believe that I can achieve anything I want in life after applying those self-awareness techniques as well as dealing with external and internal locus of control. I need to listen more and give more opportunity to my NIPN team to present their advice and ideas; before we get agreement on what thing we should do. I will stop thinking that the problem always comes from others. I often have the feeling that I am right, the others are wrong, and I do not manage to convince them. I need to analyse why I am reacting like that and behave differently as it can be an obstacle.

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A few key words and quotes provided by the participants that summarise their experience of the programme:

**Networking**

Conflict management

*Influencing others*

Continuous growth

*Reflection*

Self-awareness

Stakeholders

Multi sector collaboration

Leadership orientation

*Locus of control*

Negotiation

Interpersonal communication

Learning from others

Overcome challenges

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ANLP IMPLEMENTATION OF NEURODEVELOPMENTAL SUPPORTIVE CARE

Traditionally the ANLP has been very active in the public health nutrition sphere. The ANLP recently decided to branch out and apply our knowledge and experience in a more therapeutic institutional setting. Neurodevelopmental supportive care is a complex approach to ensure low stress and optimal development of premature babies in the neonatal care environment and is the most appropriate approach to care for premature babies.

The challenge is integrating the approach into general care. The project was designed to equip a variety of healthcare professionals working in the fragile baby environment with the necessary leadership skills to enable them to implement change in 8 neonatal intensive care units spread across South Africa.

The leadership development component of the project focuses mainly on the following aspects:

- Identify and train a leadership cohort to drive implementation in various facilities;
- Leadership capacity building to ensure personal development of participants and project sustainability;
- Identification of barriers and benefit levers for leadership development and neurodevelopmental supportive care implementation in the neonatal health sector in South Africa;

A team of leadership experts in the field of health sciences (nursing and nutrition leadership) presented the first multi-disciplinary leadership training in Potchefstroom during September 2019.
THANK YOU!

During 2019 many people have contributed in so many different ways to make the African Nutrition Leadership Programme successful. We would like to express our sincere gratitude for your continued commitment, energy, advice and support.
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