5. Implementation Planning Workshop
5.1 Introduction

Capacity Building from within the organisation should not be seen as a new “project” that an NGO is engaging in. It is does not necessarily call for a separate implementation planning process, as many projects require. In fact it is most appropriate to try and fit implementation planning of capacity building in the regular planning cycle of the organisation to ensure cross-fertilisation of activities. For instance, if an organisation makes annual working plans in October for the upcoming year, that would be a great opportunity to include planning of capacity building activities in this exercise.

However, after the capacity assessment and feedback workshop there is need for a more medium-term planning event that will allow the organisation to plan for capacity building activities that stretch over a period of 2-5 years. The implementation planning workshop in this chapter might be a valuable tool for that exercise. For organisations that have just started with capacity building process it is also advisable to spend some time on planning, co-ordination and structure of the interventions. After this the yearly activity plans and quarterly plans, as proposed in this chapter, might be included in regular planning events of the organisation.

The implementation planning workshop starts with developing a 3-year timeline for each strategic capacity building direction. This is followed by a 1-year calendar and quarterly plans. The workshop ends with discussions on co-ordination and capacity building structure.

At this stage it is also helpful to start collaborating with other NGOs in developing joint strategies in capacity building. The outline for a co-ordination seminar may be a useful tool for this purpose and can be found in the next chapter. Monitoring and Evaluation of capacity building should be included as an aspect of design and planning of interventions. In this toolbox we have separated this aspect and made it into another chapter in order to create a comprehensive approach of Monitoring and Evaluation. Please see the last chapter to design and plan activities, which track progress of capacity building and which measure the impact of the efforts.

The tools used in this chapter are again borrowed from the Technology of Participation® (ToP®) series, developed by the Institute of Cultural Affairs (ICA).

This Implementation Planning event is designed as a half-day workshop to do with an NGO. This section presents the preparations for the workshop and the steps for each session.
5.2 Preparations

Preparing the NGO

After the Feedback and Planning Workshop there is need to feedback the outcomes to all the involved people in the organisation.

First of all this includes the staff at all levels that might not yet have been part of the capacity assessment and planning. It is important to share the chosen capacity building directions and make them feel part of these. This may be done through information meetings or internal capacity building ‘newsletters’ or memos.

Secondly feedback must be given to the governing and managing bodies of the organisation. We assume they have been part and parcel of the process so far, but this stage calls for special attention. Capacity building has major implication on the strategic and operational activities of the organisation. It might involve changes in roles and responsibilities, working procedures, etc., and it will certainly need commitments on resources. It is therefore key to create sufficient awareness and commitment from management and board to continue with the planning process.

Before doing actual implementation planning there is need to clarify the following issues:
- What funds are available for new capacity building activities?
- What would be the proposed managing or co-ordinating structure for capacity building activities?
- How does the implementation planning of capacity building relate to other planning cycles of the organisation and how can they be combined?
- Who will be part of the Implementation Planning Workshop?

Practical Preparations

Be sure to have the following available for the implementation planning exercise:
- Copies of documented Feedback and Planning Workshop, including the Vision, Underlying Contradictions and Strategic Directions. It might be helpful to copy these outcomes on flip charts for quick referral during the sessions.
- 100 empty ½ sheets.
- Markers (blue, green, brown), one for each participant.
- 10+ empty flip charts papers.
- Calendar on a wall, allowing groups to visualise their 3-year and 1-year timelines.
- This workshop can easily be facilitated by 1 person who is experienced in the used methodology.
5.3 Overview: Implementation Planning Workshop

**CONTEXT**
*(page 84)*

1. State the purpose or aim of the session.
2. Highlight the Workshop Question: What are the key actions to implement the capacity building strategies?
3. Briefly outline the process and time frame of the workshop.
4. Have participants self-select the strategic direction of capacity building they want to work on during the workshop.

[30 minutes]

**Workshop Question: What are the key actions to implement our capacity building?**

**Rational Aim:** To identify the key actions & events, put them in a time frame and create overview.

**Experiential Aim:** To create commitment and ownership of key actions to be implemented.

**3-YEAR TIMELINE**
*(page 84)*

In small groups:
1. Brainstorm events or accomplishments that will be done in the next 3 years.
2. Put distinct key events or accomplishments on cards and phase them over the timeline.
3. Plenary reports by each team. Ask for questions of clarity.
4. Decide the time span of the capacity building efforts.

[90 minutes]

**FIRST YEAR’S ACCOMPLISHMENTS**
*(page 85)*

In small groups:
1. Work on the events and accomplishments in the first year. Define the victory of their results. Create launching and ongoing activities. Create list of needed resources: human, material, financial, etc.
2. Small groups finish work by completing a quarterly plan for 1 accomplishment.
3. Plenary reports by each team. Ask for questions of clarity.

[45 minutes]

**CO-ORDINATION AND CAPACITY BUILDING STRUCTURE**
*(page 87)*

1. Step back to co-ordinate: effectiveness, time and resources.
2. Conduct focused conversation about co-ordination, staff involvement and draw the capacity building structure.

[60 minutes]

**RESOLVE**

1. What stands out for you from this Implementation Planning Workshop? What do you remember?
2. Where were you involved? What frustrated you?
3. What has been a breakthrough during this process?
4. What is the importance of the work we have done?
5. What is still missing?
6. Confirm the next steps to be taken.

[15 minutes]

Total time: 4 hours
THE IMPLEMENTATION PLANNING

Context

- Objective of this session is to identify the key actions & events for capacity building, put them in a time frame and create overview. We also intend to create commitment and ownership of key actions to be implemented.
- We will focus on the question: What are the key actions to implement the capacity building strategies?
- Decide on the initial time span of the capacity building efforts (usually 3 years is a good framework).
- Look back at the results of the feedback and planning workshop: Vision Elements, Underlying Contradictions and Strategic Capacity Building Directions. Ask group what inspires them about the plan, how some directions seem to be related and which are the key strategic directions to focus on in this implementation planning.
- Discuss the current reality and givens in terms of budgets and co-ordination structure: how much money is already available to work on during this planning? What will be the proposed roles for co-ordination as discussed with or proposed by management?
- Have participants select the strategic direction of capacity building they want to work on during the workshop.

Facilitating the 3-Year Timeline

Small Group Work

- For this exercise is important to have people in the small groups that are well informed and knowledgeable on a certain capacity building direction. Preferably these will be the people who also implement the actions. At least people should have a specific interest to work on a certain topic. Again, people may decide where they feel their input is most valuable and sign up their name at one strategic direction.

Presentations

- Make sure the participants are evenly spread over the different groups and persuade participants to shift groups to make sure all directions are equally represented.
- Give clear instructions before people get to their groups:
  - Each group discusses the intention of their strategic direction: which underlying contradictions and vision elements does it cover (look at the Feedback and Planning Workshop documentation!)?
  - On which capacity areas does it focus?
  - What results will be accomplished by this strategic direction? Phrase the results or objective as a “victory” and put it on a card.
  - Have each group participant individually brainstorm 2-5 new actions, events or accomplishment in this strategic direction. Be SMART: Specific Measurable Appropriate, Realistic and Time specific.
  - Don’t use steps of reaching an event but distinct accomplishments. E.g. Use New Conditions of Service in place by 11-05 rather than different steps such as: 1. Hire HRM-consultant; 2. Workshop to discuss; 3. Draft Conditions of Service; 4. New Conditions of Service adopted by board.
  - Ask 1 or 2 new actions from all small group members and ask for questions of clarity. Ask for remaining ideas that are different and prioritise.
  - Decide as a group which actions or events are key and phase them over the 3-year time line: at least one for each half year.

- Put the cards of events on the timeline. Have each small group present the aimed Victory and key actions of their strategy.
- Ask for questions of clarity, additions and push for consensus.
- Keep a celebrating mood by asking for applause or slogans.
- Ask the group if these events will deal with all underlying contradictions and cover the priority capacity areas. Decide on the total time span of the capacity building, now the key actions are set.
1 YEAR’S ACCOMPLISHMENTS AND QUARTERLY PLANS

Facilitating the 1st Year’s Accomplishments

Small group work
- Participants continue in the same teams. Instructions:
  - Take the first year’s accomplishments or events from the main calendar.
  - Discuss what results or objectives will be accomplished by these events and phrase them as a “victory” and put it on a card.
  - As a group, brainstorm concrete activities that need to be done to reach the accomplishment or event.
  - Decide as a group which actions or events are key and phase them over time: 1 launching activity, at least one more activity for each quarter to maintain momentum.
  - Discuss and create overview of needed resources for the activities: human, material, and financial.

Quarterly Implementation Planning
- Participants finish their work by developing a quarterly plan for the first important accomplishment or event in the year. This exercise needs to be repeated after presentation of and agreement on the first year’s accomplishments.
- Quarterly Implementation Planning may be continued after the session or can be integrated in the regular planning process of the organisation, for instance using the different intervention methods as sub groups. For each group of activities an implementation sheet can be produced for that specific Quarter.
- These sheets are mainly for focusing the team members and documenting the intended steps.

Quarterly Implementation Steps (Example)

<table>
<thead>
<tr>
<th>Accomplishment Title: Yearly contributions to NGO fair</th>
</tr>
</thead>
</table>

**90 day Intent:** To create a yearly presence at the most important National NGO marketing event (this year: June 8-9).

<table>
<thead>
<tr>
<th>Implementation Steps</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Set up prep committee</td>
<td>Farai</td>
<td>March 15</td>
</tr>
<tr>
<td>2. Arrange stand at NGO fair</td>
<td>John</td>
<td>April 1</td>
</tr>
<tr>
<td>3. Design and produce specific brochure and newsletter</td>
<td>Blessing</td>
<td>May 15</td>
</tr>
<tr>
<td>4. Arrange target group presence</td>
<td>John</td>
<td>June 1</td>
</tr>
<tr>
<td>5. NGO Fair</td>
<td>All! Farai</td>
<td>June 8-9</td>
</tr>
<tr>
<td>6. Produce manual for next year</td>
<td>Farai</td>
<td>July 15</td>
</tr>
</tbody>
</table>

Co-ordinator: Farai

Members: Blessing, John, 1 board member, 2 others (to be appointed)
Resources: From communication budget (200 US$)

Presentations
- Put the cards of events on 1 year calendar. Have each small group present their victories, activities and 1st Quarter activities.
- Ask for questions of clarity, additions and push for consensus.
- Keep a celebrating mood by asking for applause or slogans.
- Ask the group if these are the key actions for the first year.
An example of a visual outcome of a 3-year timeline could look like:

### Year 1
- **Nango sub-committees joined Etc.**
- **Yearly contributions to NGO Fair Etc.**
- **Partnering strategy in place Etc.**
- **Partnership in place Etc.**
- **Formalised relationships with 5 NGOs Etc.**

**Victory**
- To see high target group participation in sustainable projects supported by valuable network relations.

### Year 2
- **Staff skills assessment performed Etc.**
- **New career dev’t plan in place Etc.**
- **Regular exchange visits planned Etc.**
- **Staff retreat Etc.**
- **Launch of quarterly ext. magazine Etc.**

**Victory**
- To see a well-managed, vibrant learning organisation.

### Year 3
- **Set up NGO Fair committee Etc.**
- **Prepare brochures + newsletter Etc.**
- **Attend NGO Fair Etc.**
- **Partnership strategy in place Etc.**
- **Meetings with other NGOs Etc.**

**Victory**
- To have needed policies and skills in place for partnering and Participatory Project Management.

### Resources
- Communication budget, training budget, hosting the workshops, 20 days of manpower.
- Budget to hire consultant, 10 days of.
CO-ORDINATION AND CAPACITY BUILDING STRUCTURE

Facilitating the Co-ordination and Capacity Building Structure

Effectiveness
- Reflect with the group on the planned accomplishments and actions: do we reach our intended results in this way? What seem to be critical actions? Which may be less important? Where do we need to make some changes or additions?

Time
- Focus on the total timeline first: is there any call for changes in the planning of actions? Which actions of one strategic direction are dependent on those of others? Will they work out this way?
- Focus on the first year to see which events may call for a second look at the timing.

Resources
- Looking at the preliminary resources: which strategy seems to take most budget? Are initial budget projections calling for adjustments?
- What other sources of income can we use or find to make this capacity building happen?
- What are some of the budget assumptions or ground rules we will take when making a more detailed budget and financial system?

Co-ordination and organisational Structure
Conduct a short focused conversation about the co-ordination of capacity building efforts in relation to the structure of the organisation.

Objective level questions:
1. Looking at these implementing actions: which actions or events call for co-ordination?
2. Who have been involved in the design so far?

Reflective level questions:
3. What have been some highlights in our work together? What seemed difficult?
4. How have we co-ordinated projects and capacity building before?
5. What are different ways to co-ordinate this capacity building?

Interpretive level questions:
6. What are advantages and disadvantages of these types of co-ordination?
7. Who must be involved in the co-ordination?
8. How do we ensure the input from all staff levels in capacity building decision making?
9. What are some implications of this co-ordination to our present organisational structure?
10. What issues must be resolved before we can implement this co-ordination structure?

Decisional level questions:
11. What are the necessary next steps?

Organisation of Capacity Building
Draw an organogram of the capacity building structure. Have the group think of different positions within the structure and the responsibilities they might have. Draw the direct relations between the capacity building structure and other organisations involved.

Discuss the decision making structure of the project organisation and the project accountability.

This session uses the "Implementing Actions Workshop", a session that is part of Technology of Participation® (ToP®) Participatory Strategic Planning (PSP), a process developed by the Institute of Cultural Affairs (ICA).