6. NGO Capacity Building Co-ordination Workshop
6.1 Introduction

This Participatory Capacity Building process can be used to facilitate capacity building of a single NGO. However, the methodology will be more effective when it is applied with a number of organisations. First advantage is the possibility to create cohort scores that will allow each participating NGO to compare its capacity with peer organisations. A second advantage is the opportunity to build on strengths of participating NGOs who may be able to assist in building capacity of other organisations. Last advantage is the efficient and effective use of facilitator’s resources. The whole process of Participatory Capacity Building is very involving for the facilitating organisation. It requires a lot of time and energy, as well as knowledge and skills of the facilitators who guide the process. When the methodology can be applied several times, facilitators become more advanced and will be able to guide sessions more effectively, using less time for preparation and reporting.

When a group of NGOs is facilitated in the capacity building process there is need for co-ordination of efforts. After, or even during the individual planning processes this Co-ordination Workshop may be a helpful tool to maximise the potential synergy in the group of NGOs. This event reflects on the capacity building process so far and allows participating organisations to give constructive feedback on the program. It synthesises the different capacity building efforts of organisations and helps to develop a joint capacity building plan including initial thoughts on program management.

This NGO Capacity Building Co-ordination Workshop builds on the results from capacity planning workshops of the organisations. Some parts of this section are based upon Technology of Participation® (ToP®) Group Facilitation Methods developed by the Institute of Cultural Affairs (ICA).

This NGO Co-ordination event is designed as a one-day workshop to do with a group of NGOs. This Chapter presents the preparations for the workshop and the steps for each session. It uses some of the materials in the Appendices and files on the PCB cd-rom.
6.2 Preparations and Program Overview

Preparing the NGOs

At this stage most of the participating NGOs will have gone through the Participatory Capacity Assessment and Feedback and Planning Workshops. Some of them might not yet have done an Implementation Planning. We assume the NGOs are aware of the capacity building program, which includes several organisations from one or more NGO sectors.

It is important beforehand to explain the value of the coordination workshop to the participating organisations. This event will allow them to meet new NGOs and see how best they can benefit from strengths of others and how they may be able to assist other NGOs in capacity building.

For maximum results it is key to have the right participants to be present at the workshop. These should be people who have been part of the earlier stages and who have a clear overview of the capacity in their respective organisations. Typical participants would be program managers, managers or directors. 2 participants from each organisation would be ideal, for them to consult each other on issues during the workshop.

As part of the preparation the facilitating organisation could send out information forms to collect some general data from each NGO that can be compiled in a report or forthcoming capacity building proposal. An example of such a questionnaire can be found in the appendix J. and on the PCB cd-rom.

Needed Materials

- 20+ empty flip charts
- Markers (brown, green, blue) for all participants
- At least 50 empty half sheets as empty cards for brainstorming
- “Sticky Wall”/or other means of presenting and grouping cards with ideas (e.g. using masking tape, adhesive spray mount etc.)
- Copies of the PCA reports and Feedback and Planning Workshop documents of all organisations

Flip charts and papers to be prepared

- Workshop Program
- “The Process”, “Workshop Objectives” and “Ground Rules”
- 3 empty sheets with questions for the reflection of the process
- 8 coloured Symbol cards for grouping, tag-naming and naming the capacity building objectives
- Make workshop instruction cards: “one idea per card”, “write big”, “3-7 words per idea”
- 4 empty sheets with instructions for the group discussions on Program Management
Program Overview

9.00 Welcome and Introduction
9.15 Reflection of Capacity Building process
10.30 Break
11.00 Synthesising Strategic Capacity Building Directions
12.30 Lunch
13.30 Developing a Joint Capacity Building Program
14.45 Discussing Program Management
16.00 Closing Reflection
6.3 **Overview: NGO Capacity Building Co-ordination Workshop**

| **INTRODUCTION AND REFLECTION** (pages 95-96) | **Rational Aim**: to reflect on the Capacity Building process and to co-ordinate capacity building interventions by developing a joint plan. | **Experiential Aim**: to feel part of a larger capacity building program and to create commitment for and ownership of collaborative actions. | **REFLECTION & NEXT STEPS**
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction to workshop. Where are we now, objectives and ground rules.</td>
<td></td>
<td></td>
<td>Let’s take some time to reflect on today’s work.</td>
</tr>
<tr>
<td>2. Small group reflections on the process so far.</td>
<td></td>
<td></td>
<td>1. What were some of the highlights of the workshop?</td>
</tr>
<tr>
<td>3. Plenary presentation of small group work and recommendations for the program.</td>
<td></td>
<td></td>
<td>2. Where were you less involved?</td>
</tr>
</tbody>
</table>

**SYNTHESISING CAPACITY BUILDING DIRECTIONS** (pages 97-98)

<table>
<thead>
<tr>
<th>1. Focus question: <strong>What are the key capacity building objectives of our joint program?</strong></th>
<th>1. Context, explaining parts of the program.</th>
<th>1. Explaining different parts of program management.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Brainstorming capacity building activities.</td>
<td>2. Defining the overall goal of program.</td>
<td>2. Small group work to develop program values, management responsibilities, information sharing and commitments.</td>
</tr>
<tr>
<td>3. Grouping the ideas according to similar intents.</td>
<td>3. Developing optional intervention methods.</td>
<td>3. Presentation of small group work and recommendations.</td>
</tr>
<tr>
<td>4. Naming the clusters into capacity building objectives.</td>
<td>4. Discussing indicators of success for program objectives.</td>
<td></td>
</tr>
<tr>
<td>5. Reflecting on the results.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**DEVELOPING A JOINT PROGRAM** (page 99)

<table>
<thead>
<tr>
<th>[1 hour 30 minutes]</th>
<th>[1 hour]</th>
<th>[1 hour 30 minutes]</th>
</tr>
</thead>
</table>

**DISCUSSING PROGRAM MANAGEMENT** (pages 100)

<table>
<thead>
<tr>
<th>1. Explaining different parts of program management.</th>
<th>1. Explaining different parts of program management.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Small group work to develop program values, management responsibilities, information sharing and commitments.</td>
<td>2. Small group work to develop program values, management responsibilities, information sharing and commitments.</td>
</tr>
<tr>
<td>3. Presentation of small group work and recommendations.</td>
<td>3. Presentation of small group work and recommendations.</td>
</tr>
</tbody>
</table>

| Break | Lunch | | |

**Total time: 7 hours 15 minutes (including breaks)**

Let’s take some time to reflect on today’s work.

1. **What were some of the highlights of the workshop?**
2. **Where were you less involved?**
3. **What is important about today’s work?**
4. Look at the workshop objectives: have they been achieved?
5. **How will we document this result?**
6. **What are the next steps?**

**Thank you for your participation!**

**Total time: 7 hours 15 minutes (including breaks)**

**Thank you for your participation!**
6.3.1 Introduction to NGO Capacity Building Co-ordination Workshop

In 15 minutes cover the following:
1. Welcome, introduce participants and process so far
2. Workshop Objectives
3. Ground rules

1. Welcome

Have all participants briefly introduce themselves and their organisation. It might be helpful for the participants to also share with the group the parts of the capacity building process their organisation went through.

Process so far

Since the capacity building process started the following activities have been done with the organisations:

- Participatory Capacity Assessment: self-assessment of each NGO’s Capacity;
- Analysing and Reporting Participatory Capacity Assessment Scores, done by the facilitating organisation;
- Feedback and Capacity Planning Workshop: reflection on results and strategic capacity planning by each NGOs;
- Implementation Planning: practical planning of capacity building activities by each NGO.

After this workshop we will try to develop a comprehensive capacity building plan for all the participating NGOs and implement the agreed follow up actions.

2. Objectives

The objectives for this NGO Capacity Building Co-ordination Workshop are:

- To reflect on the Participatory Capacity Building process.
- For all involved NGOs to get to know each other.
- To get clarity on expectations of collaborative capacity building program.
- To synthesise and co-ordinate capacity building interventions.
- To define concrete strategies of how to work together.
- To develop the general outline for a collaborative capacity building plan.
- To develop parameters for management of the capacity building program.
- To get commitment to participate in the program and decide on the first steps.

3. Ground rules

In order for the workshop to be successful the participants needs to be open for discussion and sharing of ideas.

Some ground rules for participants we would like to propose:

- Participate in the discussions and brainstorm sessions
- Leave space for others to contribute
- (add more ground rules from the group)
6.3.2 Reflection on Participatory Capacity Building Process

Process overview

**Context**
In this session we want to reflect on the process so far. This will make us remember all the steps we went through to allow us to plan for collaborative action later. This reflection also will give us hints and clues on how we can work together more effectively in the future.

**Instructions**
Three groups will work on a reflection of different aspects of the process:
A. Capacity Assessment Workshop and the report;
B. Feedback and Capacity Planning Workshop and the report;
C. Roles of facilitating organisation and of participating NGOs.

Small group work
Divide the whole group in 3 subgroups. For the subgroup on the Feedback and Planning Workshop: make sure that participants in this group have actually gone through this process. The three groups receive reflection questions for group discussions (see right). Note that not all of the questions need to be answered on flip chart for presentations. The other questions are simply to make the group focus.

Plenary presentation
Small groups present their reflections to the plenary. Ask for questions of clarity and any additions from the whole group. The reflections will be documented by the facilitating organisation and the recommendations can be used in the session on Program Management.

(total time: 1 hour 15 minutes)

Small group instructions

Prepare the following reflection questions for the small groups:

**A. Capacity Assessment Workshop and the report**
- What were the steps of the workshop and the parts of the report?
- What did you like most on the workshop and report?
- What didn’t you like?
- What made the workshop successful? (write answers on flip chart)
- What are recommendations to improve the workshop or reporting? (write answers on flip chart)

**B. Feedback and Capacity Planning Workshop and the report**
- What were the steps of the workshop and the parts of the report?
- What did you like most on the workshop and report?
- What didn’t you like?
- What made the workshop successful? (write answers on flip chart)
- What are recommendations to improve the workshop or reporting? (write answers on flip chart)

**C. Roles of facilitating organisation and of participating NGOs**
- What were the different roles and responsibilities of the facilitating organisation and the NGOs? (write answers on flip chart)
- Where did both parties do well?
- Where could they improve?
- What are recommendations about the different roles in future? (write answers on flip chart).

Discuss in small groups, report to plenary by presenting 1 flip chart.
### 6.3.3 Synthesising the Capacity Building Directions

**CONTEXT**

1. Purpose of this session is to synthesise the capacity building directions of NGOs and set the joint program objectives.

2. Highlight the Workshop Question: *What are the key capacity building objectives of our program?*

3. Briefly outline the process and time frame of the session.

4. Have the participants read their capacity assessment reports and feedback and capacity planning workshop reports.

   [30 minutes]

**Workshop Question:** What are the key capacity building objectives of our program?

**Rational Aim:** To synthesise the capacity building directions of NGOs and set the joint program objectives.

**Experiential Aim:** To feel that the joint program will be based on different directions of all participating NGOs.

**BRAINSTORM**

1. Have the people list up to 8-10 key capacity building directions or actions for their organisation. Select 5 most important ideas.

2. Meet in mini-teams to share ideas and write each capacity building direction or action on a card. (35-45 are needed from the whole group.) Write 1 idea per card, write big and 3-7 words.

3. Pass up first round of clearest cards.

   [15 minutes]

**GROUP**

1. Form 4-6 pairs that clearly go together. Look for cards with similar intent.

2. Ask for cards that are different and develop clusters.

3. Discern the objective of each cluster of capacity building directions and actions by quickly naming the column with a 1-2 word tag name.

4. Mark remaining cards with tag and pass up.

   [15 minutes]

**NAME**

1. Talk through the largest cluster first. Ask: “what is our common objective here? What do we want to achieve?”

2. Give the cluster a 3-5 word name or title, which answers the Focus Question.

3. Repeat naming process for remaining clusters, working to the smallest cluster. If energy level is low, have mini-teams develop names.

   [20 minutes]

**RESOLVE**

1. Focus the group on this consensus by reading all the title cards.

2. Which of these titles is most vivid for you? Which is hardest to imagine / fuzziest?

3. What is the significance of the change we have described?

4. Discuss the next steps.

   Next we will make an outline of our capacity building program.

   [10 minutes]

**Total time:** 1 hour 30 minutes
Synthesising the capacity building directions

Facilitating the session

Context
Starting point of this exercise are the realities and intentions of the participating NGOs: the results of the assessment workshops and the strategic directions from the feedback and capacity planning workshop. Have all participants spend some time on reading through the reports of these workshops (bring copies of all reports to the workshop!).

Brainstorm
Ask the group to list the capacity building directions and key actions of their organisation. Participants who did not yet go through the planning session: brainstorm capacity building activities for the organisation based on the assessment results. What are the weakest capacity areas? Which actions may tackle these weaknesses?

Group
Group the cards with ideas according to similar intention or accomplishment. Some actions or directions might be of similar method (e.g. training) but might have completely different intentions. Group them according to their intent rather than by similar type or method.

Name
Name the capacity building objective of the columns. Use perfect tense for creating names: describe the capacity as it has been built. E.g. Improved publicity and awareness of the organisations.

Resolve
Reflect on the consensus by conducting a short focused conversation.

This session uses the "Consensus Workshop Method", a process that is part of Technology of Participation® (ToP®) Group Facilitation Methods (GFM), developed by the Institute of Cultural Affairs (ICA).
6.3.4 Developing a Joint Capacity Building Program

1. Context

In the previous session we defined the capacity building objectives based on the different assessments and plans of the organisations. In this session we will try to develop the general outline of the joint capacity building program. At this point we will not yet design the program in full detail, but we want to get some recommendations for those who will work on a program document.

2. Program Goal

Looking at our project objectives, we now also can determine an overall objective or goal for the program. What will be the wider development purpose that our capacity building program wants to contribute to? This might involve an intended change for the target groups of the participating NGOs. The time frame is usually longer that the program itself.

What will be the benefits of the NGOs when the objectives will be achieved? What will be the impact on their target groups?

Define 1-3 goals for the capacity building program.

Examples from previous co-ordination workshops are:
- Peace, prosperity + justice for our target groups
- Empowered organisations at all levels
- Recognised NGOs by stakeholders

3. Intervention Methods

After defining the goals and objectives of the program we now can look into specific interventions to achieve these objectives. In the synthesising session the group already brainstormed action and strategies for capacity building. What were different types of methods that were mentioned there? Which seem to be the most important interventions for our program?

When we develop a more detailed and comprehensive proposal for capacity building, which intervention methods do we recommend to be included?

Examples from previous co-ordination workshops are:
- Training events
- Meetings and discussions
- Attachment of staff in NGOs
- Exchange visits
- Policy procedures and manuals
- Information dissemination

4. Indicators of success

Looking at our program objectives, what would be possible indicators of success? Which seem to be the most important ones? How do we like to measure them?

Examples from previous co-ordination workshops are:
- Reduced number of conflicts in NGOs
- Alternatives to operating on deficit
- Increased number of strategic alliances
- Increased availability of information
- Decreased staff turnover
- Increased number of successful projects

Total Time: 1 hour
6.3.5 Discussing Program Management

**Process overview**

**Context**
In this session we want focus on the management of the joint capacity building program. It is important to get some level of consensus on collaboration and on how roles and responsibilities will be shared. It is up to the participating NGOs to make recommendations.

**Instructions**
Four groups will discuss different parts of program management:
A. Operating Values:
B. Roles and Responsibilities;
C. Monitoring and Evaluation;
D. Commitments.

**Small group work**
Divide the whole group in 4 subgroups. The groups receive specific questions for group discussions (see right).

**Plenary presentation**
Small groups present their group work to the plenary. Ask for questions of clarity and any additional recommendations from the whole group.
Push for consensus on important issues.

These discussions and recommendations will be used to formulate a more comprehensive capacity building document or proposal including implementing activities and program structure.

Next we will reflect on today’s workshop and decide on Next steps (see page 94).

*(total time: 1 hour 30 minutes)*

**Small group instructions**

Prepare the following questions for the small groups:

**A. Operating Values**
- What are some operating values we want to uphold while implementing the program? *How do we want us to work together? Some ground rules...*
- Which of these are the most important ones, we can all commit ourselves to?

**B. Roles and Responsibilities**
*This group can use the recommendations on roles and responsibilities from the first morning session on reflection of the process.*
- What are the general tasks or responsibilities in program management?
- Who would be responsible for them?
- What kind of organisational or governing structure do we propose for the program?

**C. Program information and Monitoring & Evaluation**
- What types of information or documentation of the program activities would you like to be shared?
- Who will be responsible for this?
- How do we monitor progress and evaluate the effectiveness of the program?

**D. Commitments**
- What are the participating organisations committed to?
- What is the facilitating organisation committed to?
- How do we ensure we will live up to these responsibilities?