Caribbean Natural Resources Institute (CANARI)

Report of Training Workshop
Organisational Development for Sustainable Development Professionals
25th – 29th May 2005
Hotel Normandie, St. Anns, Trinidad and Tobago

Rationale

The Caribbean Natural Resources Institute (CANARI) held the first 5 day module of the training workshop *"Organisational Development for Sustainable Development Professionals"* in Trinidad from Monday 25th to Friday 29th May 2005.

The need for this training was identified through CANARI's experience in implementing a HIVOS-EC funded project: *"Improved governance through civil society involvement in natural resource management in the Caribbean."* A component of this project involved issuing small grants to non-governmental organisations (NGOs) and community-based organisations (CBOs) for capacity building. CANARI invited 21 organisations it identified as lead civil society change agents in the region to apply. However, only 13 of these completed the application forms and 5 were finally successful in developing proposals that met the criteria for grant awards.

This reinforced other CANARI findings that there is a continuing need for capacity building in NGOs and CBOs in the Caribbean, even in organisations identified as lead change agents.

For the 2005 CANARI annual "flagship" training workshop, it was therefore decided to focus on organisational development. The workshop comprises two 5-day training modules designed to address the need to build capacity in key areas of organisational development, such as strategic planning, financial management, change management, and project management. The design of the workshop drew on recent work of the Institute in assessing capacity and developing effective institutional arrangements, as well as on the research conducted as part of the HIVOS-EC project.

Organisations were invited to send two participants, ideally a Board and a staff member. The rationale for this was two-fold: firstly that it is difficult for a single individual to effect change within an organisation and, secondly, that a number of formerly-strong civil society organisations had experienced or were experiencing crises as a result of the departure of a key manager.

The main challenge in designing the workshop was to provide participants with practical methods and tools that they could apply in the development of their own organisations while at the same time encouraging them to engage in participatory processes for organisational development which would necessarily require the involvement of all members of the organisation. Consequently, an important focus of the workshop was on the role of the participants as change agents. To allow for the practical application

and testing of learning from Module 1 within participants' organisations, the workshop was designed as two modules, with the second being delivered six months after the first. Module 2 will therefore encompass feedback on the application of the tools and discussion of challenges and lessons learnt, as well as the priority capacity building areas identified by participants during Module 1.

Sarah McIntosh (Managing Partner) and Nicole Leotaud (Programme Associate) facilitated the workshop. Polin Sankar-Persad (Programme Assistant) provided logistical support.

Funding

Full or partial scholarships for attending the workshop were awarded to the participants through the HIVOS-EC project and the Commonwealth Foundation.

Participants

Seventeen participants representing nine civil society organisations from the insular Caribbean attended the first module of the workshop. The full list of participants is attached as Appendix 1. Governmental organisations were invited to participate but none were able to secure sufficient funding.

Objectives

The workshop objectives were:
- To introduce participants to methods and tools for leading a process of organisational development in a participatory manner.
- To enable participants to start applying the methods and tools in the development of their organisations.
- To introduce and model facilitation and participatory processes which participants could use in their organisations.
- To foster networking between participants and exchange of experiences and approaches.

Key Outcomes

- The workshop was highly successful in engaging participants in a participatory process of analysing tools and approaches for organisational development and in modelling a range of facilitation techniques.
- The workshop was highly successful in facilitating networking and sharing of experiences among participant organisations.

- Participants were able to start applying the tools of strategic and operational planning to their organisations during pair and small group activities and discussions. The skills they gained could then be applied to their individual organisational context and shared with other members of the organisation.
- Participants acknowledged the value of participatory approaches in organisational development, but recognised that eliciting and incorporating the perspectives of a wide variety of stakeholders is complex and time consuming.
- Participants left the workshop motivated to apply new tools and approaches for the first time or to analyse tools and re-strategise approaches they had already implemented.
- Participants were motivated to attend the next module of the training course.
- Participants demonstrated their satisfaction with the quality and relevance of the training provided by CANARI when most of them expressed their interest in attending other CANARI training workshops.

Methods

The workshop was highly interactive with extensive sharing of participants' experiences and knowledge. A wide variety of facilitation techniques was used – whole group discussion, brainstorming, nominal group technique, small group work, pair work, individual reflection, panel discussion, guided facilitation, short lecture, round robin. The facilitation techniques were modelled and discussed as potential tools for participants to apply in organisational development processes in their organisations.

Sessions

The workshop was opened by Mr. Anthony Smallwood, Acting Head of Delegation, European Commission Delegation to Trinidad and Tobago. Mr. Smallwood emphasised that the European Union (EU) was committed to increasing direct links with non-state actors and involving them in planning. He noted the challenges in the non-governmental organisation (NGO) sector and emphasised the need for capacity building, greater collaboration within the sector and greater professionalism when dealing with funders. He noted that as Caribbean economies transitioned to more developed country status, the EU would inevitably be stepping back and future funding would need to come from within the region. A powerful NGO sector would be essential to effecting sustainable development in the region.

The workshop agenda distributed to the participants is attached as Appendix 2. Handouts are attached in Appendix 3. Slide presentations are attached as Appendix 4.

An overview of each session is given below.

Session 1: Introduction – Sarah McIntosh & Nicole Leotaud

Participants introduced themselves, discussed their expectations and areas of interest and established "ground rules" for the workshop. Workshop objectives were reviewed as compared with expectations and it was noted that some would be addressed only in Module 2.

Participants split into pairs and analysed their organisations' most pressing challenges. The summary of challenges is listed in Table 1 below.

Table 1: Priority challenges for organisations

Priority challenges
• Marketing and image – how we are perceived
• Government relationships
• Fine tuning our funding – better than what it is
• Being incorporated in government planning and processes
• Lack of human resources as a result of the unavailability of funding – staff multi-tasking Generating own income/business
• Tightening up on procedures – need for improving professionalism
• Addressing a lot of issues
• Relations with government inconsistent - Threatened? Not sure what organisation does
• Financial sustainability
• Membership
• Relationship with community
• No executive director – conflict between board and staff
• Human resource (marketing)
• Training of staff – linking traditional knowledge
• Implementing strategic plan
• Developing a voice and perception of organisation as a political (partisan)
• Funding networks/partnerships (with like minded organisations)
• Lack of technical skills in-island/country
• Balancing day to day with strategic direction
• Tension what you really want to do and your core mission and what the funding agencies want you to do – loss of control

The whole group then identified some common challenges, notably:
- Marketing and image of the organisation;
- Relationships with government; and
- Financial sustainability.

Fig 1: Susan Outoukon and Donna Fray from the Jamaica Conservation & Development Trust

Session 2: Motivations for organisational change – Sarah McIntosh

Participants worked in pairs to identify the main factors that are motivating their organisations to change:

- The desire to motivate others
- We really believe in what we are doing (purpose)
- What we've been doing won't work because the environment has changed
- Demands from society – changing demands the Government makes on NGO's
- Depletion of national and cultural resources and heritage
- Donor agencies driving some changes
- External trends
- Hold on to strengths

Common motivations identified include: change driven by mission/purpose, external trends in wider environment, and donor demands.

Session 3: Who implements change and how? – Sarah McIntosh

Participants divided into three groups to analyse factors that make change go smoothly and what are barriers to change.

Some common "smoothing" factors were a clear and shared mission and vision; effective communication; planning; and an organisational culture and structure that facilitated change. Common barriers were lack of communication; fear of change; rigid organisational structures; and lack of resources.

The role of change agents in effecting change was also discussed, and participants brainstormed a list of desired qualities of change agents. The full range of "smoothing" factors and barriers are given in Table 2.

Table 2: "Smoothing" factors and barriers to change

"Smoothing factors"	Barriers
• Active participation in designing what the change is going to be • Change must be linked to the goal of the organisation – the needs of the employees • Continuous communication within change • State clearly the effects of change on employees of the organisation – me versus we • Funding • Culture – me and I can work but as the organisation develops it may not work out • Collective embrace of creativity – if everyone were to embrace the idea of being creative then • Open minds (restricted because organisational development can only absorb so much and no more) • Understanding vision, mission plan • Understanding the need for a plan. Ask why it is necessary, what is the value of it? • Inculcating 'ownership' of change principles for group to buy in to change. • Ability to implement plan – and audit and improve plan • Money • Work it out as a group. • Dynamic leadership – • Recognising people's contributions • The ability to delegate to members so that they learn new skills. • Clear vision by all people – including staff, shared vision • Build adaptability/flexibility in job description/roles • Instituting change at leadership change • Communication • Training / evaluation • Commitment / self-motivation • Institutional memory • Everyone knowing the mission/purpose	• Lack of resources • Lack of Communication (Internal/External) • Culture • Organisational Structure – if structure does not support change success will be limited • Outside and inside distractions: (1) issue of funding orgs wanting NGO to move in a direction that pulls org away from focus; (2) if you are unsure of your mission, then internal distractions would encourage a change in focus • Institutional continuity – train assistants to build capacity • Lack of financial incentives for change • Lack of common vision • Lack of education – fear of new • Lack of respect • Behaviour and attitudes – power hungry individuals, need to understand consequences • Competing for funding – affecting your relationships with other organisations • Others wanting to see you fail • Resisting change versus embracing it • People wanting to keep things the same • People don't know when to let go and move on • Flexibility of staff masks need for additional staff

Participants brainstormed qualities of an effective change agent as listed in Table 3.

Table 3: Qualities of an effective change agent

Qualities of an effective change agent		
Love their work	Credible	Confident
Listen	Selfless	Committed
Dynamic	Energetic	Team player
Strong	Effective	Confidant
Communicator	Organised	Fair and impartial
Resourceful	Efficient	Enabler
Open-minded	Persuasive	Realistic expectations
Open to correction	Focussed	Patience
Integrity	Sense of humour	Tolerance
Motivational	Fearless	
Compassion	Risk taker – calculated	
Is respected	versus gambler	

Fig 2: Participants work in a small group in session 4.

Session 4: Planning as a tool for organisational change – Sarah McIntosh

The use of planning as a tool for organisational change and development and the planning cycle was noted. Participants identified various types and levels of plans as including strategic plans, annual plans, budgets, work plans, business plans, project plans, grant proposals, event plans, and fundraising plans. Steps in participatory strategic planning were outlined, emphasising the iterative process. Participants were asked to fill out Section A of the "Planning Worksheet" on what types of planning were conducted within their organisations (see Appendix 3).

Session 5: Governance structures – Nicole Leotaud

Participants brainstormed what were the elements of governance and agreed that governance could be considered at both the societal and organisational level. Good governance was deemed to include consideration of which stakeholders participated, governance structure, governance mechanisms and processes, and that governance was ultimately about making decisions for the common good.

Table 4 highlights what participants' thought of when they hear the word "governance" and Table 5 the key elements of governance that were identified..

Table 4: Characteristics of governance

Characteristics of governance	
Consensus	Facilitating
Management	Directions
Leadership	Enabling
Structure	Ethics
Order	Dictatorship
Guidance	Tasks
Rules	Capacity
Corruption	Where the buck stops - responsibility
Fairness	Different types: Societal & Organisational
Accountability	Empowerment & capacity
Inspiration	Principles e.g. responsibility/accountability
Controlling	Process (how is this achieved) – Participation
Issue of power (threats)	Who? – Stakeholders, leaders, community
Sustainability	Decision-making - Best interest, What do you want, Managing organisation or process

Table 5: Key elements of governance

Key elements of governance
Governance is at different levels – societal and within an organisation
Who are stakeholders involved in governance – leaders, community (need to be empowered with capacity to participate)
Issue of governance having cultural context
Governance has a structure
Principles for good governance (responsibility, accountability, etc.)
Mechanisms or processes for governance – how get to achieve good governance – e.g. participatory
Governance is about decision-making / management / for best interest / what you want

Participants worked in pairs to map the current governance structures of their organisations, which were presented to the whole group for discussion. These are shown in Figures 3 through 11 below.
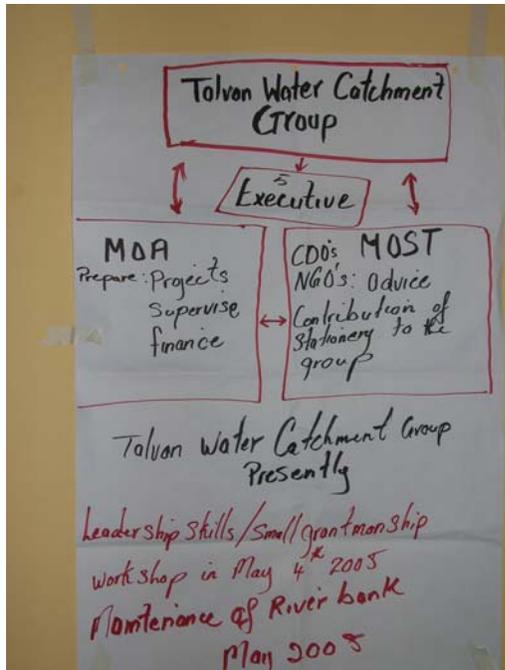
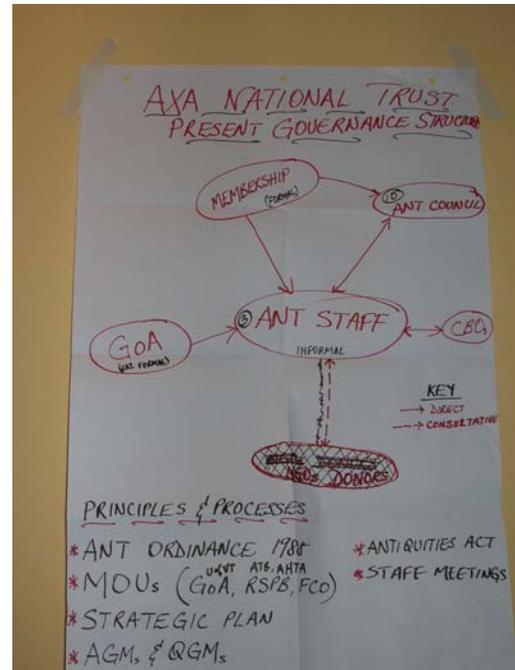Fig 3: Talvern Water Catchment Group governance structure

Fig 4: Anguilla National Trust governance structure

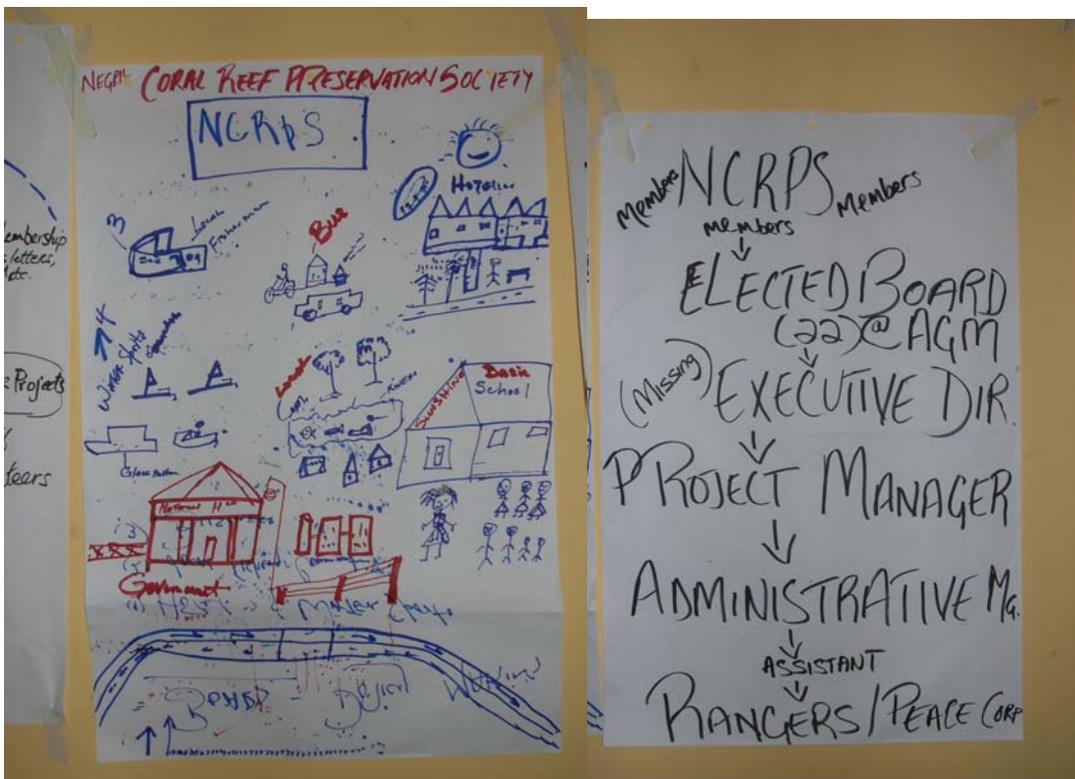Fig 5: Negril Coral Reef Preservation Society governance structure
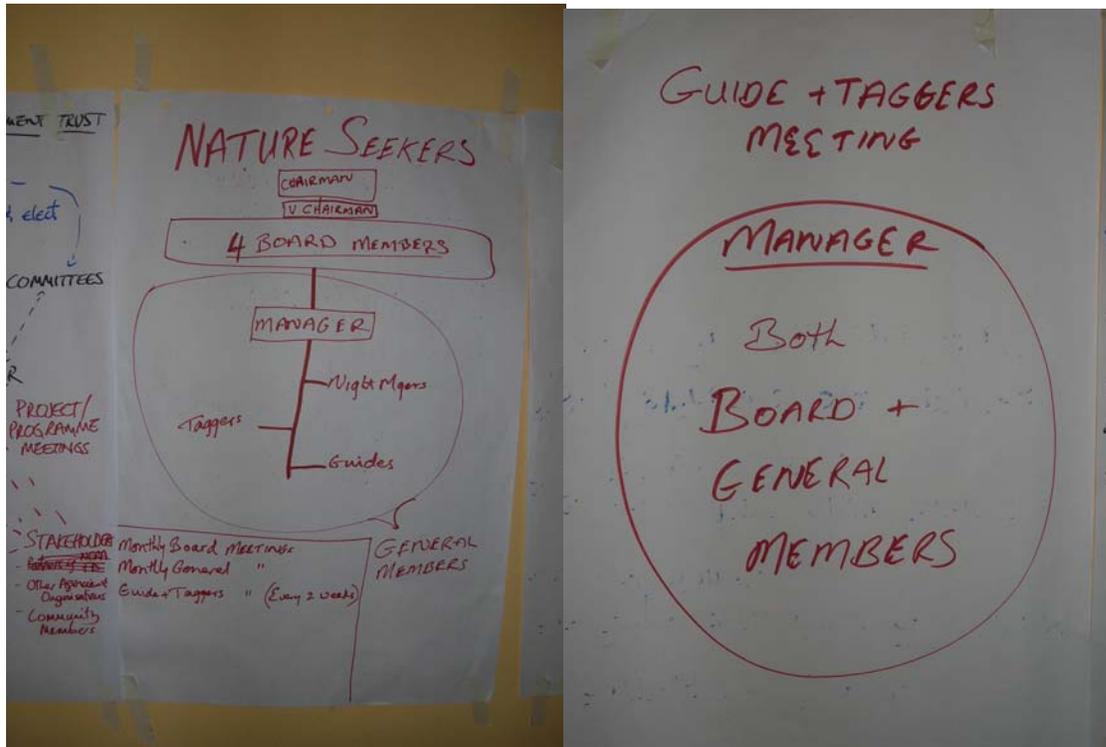
Fig 6: Nature Seekers governance structure

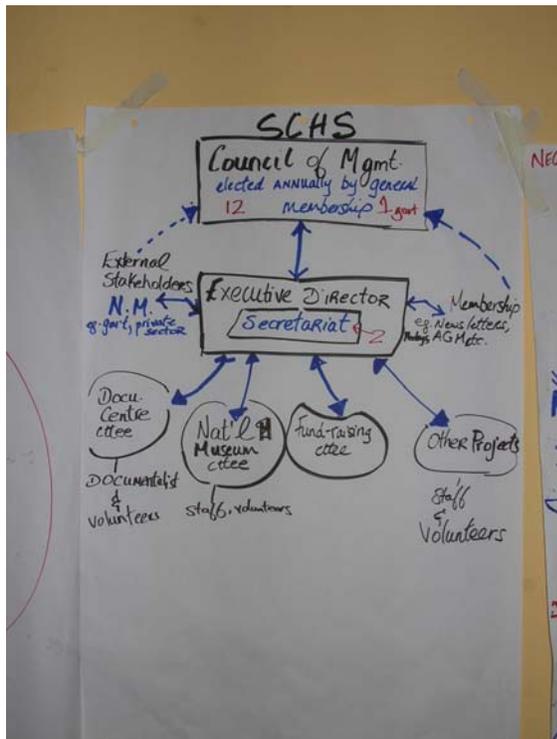Fig 7: St. Christopher Heritage Society governance structure

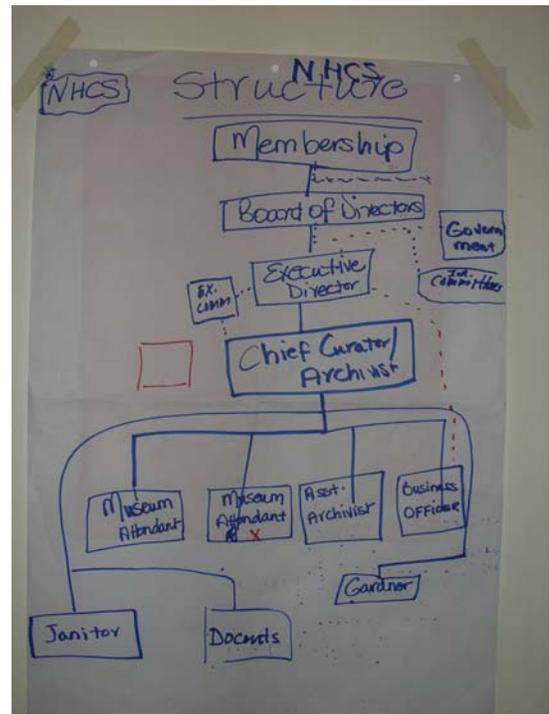Fig 8: Nevis Historical & Conservation Society governance structure

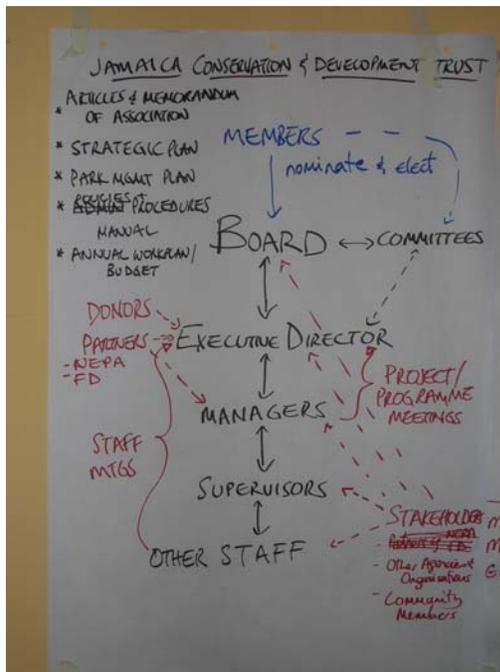Fig 10: Jamaica Conservation & Development Trust governance structure

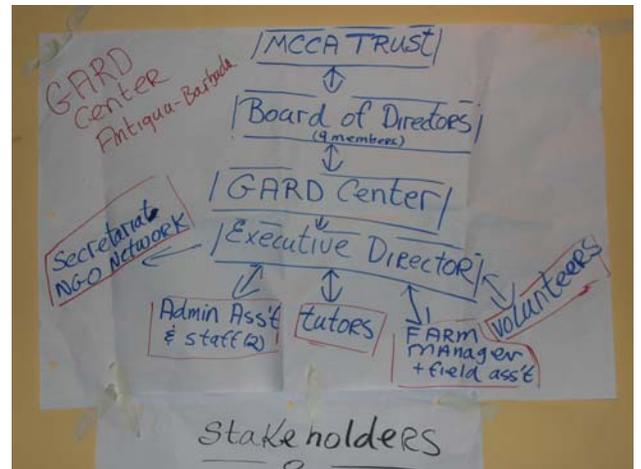Fig 10: Gilbert Agricultural & Rural Development Center governance structure
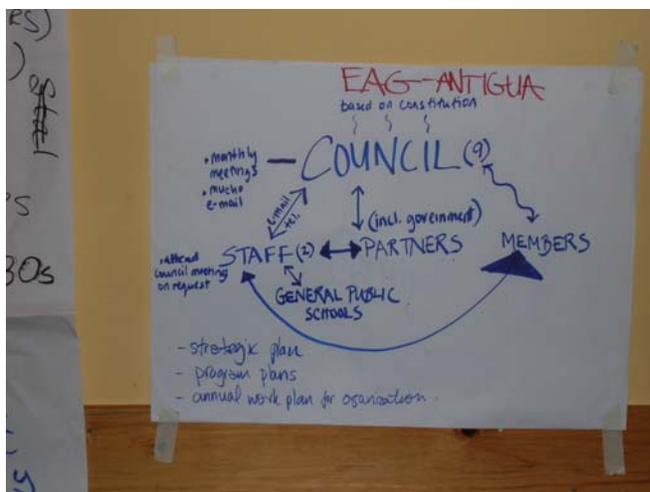

Fig 11: Environmental Awareness Group governance structure

Session 6: Panel discussion on organisational change and governance (Asa Wright Nature Centre, Nature Seekers, CANARI) – Nicole Leotaud chaired

Participants were taken on a field trip to visit the Asa Wright Nature Center (AWNC), an NGO operating an independently owned nature reserve and ecotourism facility in the Arima Valley in the Northern Range of Trinidad.

Fig 12: Participants getting an orientation to the Asa Wright Nature Center from a guide

This proved to be an extremely interesting case study of organisational change and governance. Dr. Carol James (Chairperson of the Board), supported by staff members Dr. Howard Nelson (Conservation Manager & CEO), Gill Bastira (Lodge Manager) and Kenneth Fourniller (Education and Community Outreach Officer) presented an outline of the development of the AWNC from its inception through recent changes effected since and in part as a result of the impacts of 9/11.

The continuing evolution of the organisation to increase focus on research, education and community outreach was also discussed. Accompanying changes in governance structure, staffing and programmes were highlighted. For example, the organisation replaced one position of CEO with broad responsibility for all aspects of management with two positions (Conservation Manager & CEO and Lodge Manager) to reflect the deepening focus on research and conservation in addition to lodge management. A staff position was also created to focus on community outreach and education.

The use of ecotourism as a sustainable funding base to achieve the organisation's mission of conservation of the Northern Range was reviewed. Strategic directions for the organisation now include diversification of tourism markets, continued expansion of the education program, conservation research, land acquisition, and facilitating community development.

Fig 13: Panel discussion at Asa Wright Nature Center

The participants also toured the lodge facilities and ended the trip with a short stroll along the trails.

The session continued on the following day with presentations from Dennis Sammy, Manager of Nature Seekers and Sarah McIntosh, Managing Partner of CANARI.

Dennis Sammy reviewed the evolution of Nature Seekers (NS) from a "village council" governance structure to the current model with a Board and a Manager. Key factors in the organisation's development were noted as the monopoly on tour guiding on the Matura beach granted by the Government of Trinidad & Tobago and the development of a tourism plan, business plan and strategic plan. It was emphasised that NS has continued to be extremely successful in accessing grant funding and has secured a sustainable funding base through its ecotourism activities and Earthwatch volunteer programme.

After a brief history of CANARI's evolution from the Eastern Caribbean Natural Area Management Programme (ECNAMP) and outline of its mission, Sarah McIntosh focused on the strategic planning processes in the past 10 years including the 1995/6 strategic plan, which was distributed to all participants. The strategic plan identified three core programme areas: research, analysis and advocacy. Key issues that had been identified in the 5 year mid-term evaluation and a Department for International Development (DFID) evaluation of a CANARI-led project included: a tension between unwritten and written rules/policies; a perception among some staff that internal decisions were not always being made in a participatory manner; the challenges of being a regional organisation. In addition, it was recognised that there was a need to address the image and promotion of the organisation, which was often found to be associated narrowly with a few key projects or staff. One response to these challenges was the development of a new governance structure for CANARI as a partnership (with elected and staff partners). The organisation had also moved its main office from St.

Lucia to Trinidad in 2001, in part to broaden the human resource base from which the organisation could draw. The programme focus had also shifted slightly, with greater emphasis on research and analysis of the social and economic benefits to be derived from participatory processes and collaborative management of the region's natural resources.

CANARI is currently conducting a strategic review and planning process to determine its strategic directions for the period 2006-2010. The review includes an evaluation of the effectiveness of its new governance structure as well as focus groups and surveys to evaluate key aspects of its programme and publications.

Session 7: Participatory approaches in organisational development – Nicole Leotaud

As a transition between the session on governance and the session on participation, participants discussed how governance structures facilitate or hinder participation.

Key points made were:
- While a large board may increase participation/representation, it may decrease operational efficiency;
- Membership organisations facilitate wider participation;
- Informal governance structures and meetings, such as those used by Rotary Clubs, facilitate participation of stakeholders who may be alienated by more formal structures;
- Clear shared vision and commitment of board members/members are more important in encouraging participation than the nature of the governance structure.

Session 8: Participatory planning and stakeholder identification – Sarah McIntosh

Following a recap of the role and different types of organisational planning, a model of participatory planning was introduced and discussed. Participants then worked in pairs to compare this model to the planning processes in their own organisations. The value of systematic stakeholder identification for participatory planning was discussed. Participants then brainstormed some of the values and challenges of participatory approaches that they had identified based on their experiences (see Table 6). Participants also noted that participatory planning may be more or less appropriate depending on the objective and time frame of the planning exercise.

Table 6: Values and challenges of participatory planning

Values	Challenges
• Taking ownership • Shaping the direction of the organisation • Being involved in the processes of planning within the organisation. • Identifying people who are really committed.	• Takes long • Very many perspectives and ideas • How to prioritize these ideas, realistic • How to integrate all of these ideas • How to analyze the information that is being collected • Feasibility of all of the information • How to negotiate • The process is time consuming and very complex • The issue of getting the stakeholders themselves involved in the process • Especially in terms of the range of participants • Not necessarily the message but the messenger • Utilize persons who are capable of obtaining the information that is required. • Going to people where they are and when it is convenient. • Need to use different strategies to reach a varying group of people. • The need to provide incentives that will encourage their participation – socializing and building relationships

Session 9: The organisation's world view – Sarah McIntosh

Participants brainstormed what constituted a vision and mission (Table 7) and identified the importance of these in framing the organisation's sense of direction. Some confusion existed with regard to the difference between vision (what success would look like) and mission (the organisation's raison d'être or purpose) which was clarified through analysis of two examples from participants' organisations.

The importance of the underlying values that determine how an organisation operates was discussed and there was consensus that most organisations have core values even if they are not explicitly expressed.

Fig 14: John Guilbert (Nevis Historical & Conservation Society) makes a point to Damien Hughes (Anguilla National Trust) and Lornette Hanley (Nevis Historical & Conservation Society).

Table 7: What are a vision and a mission?

What is a vision?	What is a mission?
• Bigger picture • Where you want to be • Long term • Focus on a target • Future state you want to accomplish • Reason for being • How you get to your mission • The ideal • Utopia • Makes you feel good	• A guide to what I want to be • A stated broad goal • Your business – what you're involved in • Statement of what you do • What you do it for • Your Purpose
Example: Gilbert Agricultural and Rural Development (GARD) Vision: We see empowered young men and women on the cutting edge of a rapidly changing global environment.	Example: Gilbert Agricultural and Rural Development (GARD) Mission: To increase the living standards of young men and women through their involvement in Agricultural and rural based enterprise.

Session 10: Identifying trends in the wider environment – Sarah McIntosh

Participants engaged in a lively brainstorming session to identify the trends in the wider environment in the Caribbean. These trends were identified under the headings Political, Economic, Social, Technological, Legal and Environmental (PESTLE). At the suggestion of one of the participants, participants divided into six groups each examining one of the elements of PESTLE. These were written on flip chart paper and it was recognised that some issues fell under more than one category, and also that some issues originally identified had not been assigned to a category. Each participant was then given two blue stickers to vote for what they thought were the most important positive trends, two red stickers to vote for what they thought were the most important negative trends, and two yellow stickers to vote for what they thought were not trends at all. These votes were then tallied and the results are recorded in Table 8. It was noted that a trend can have both positive and negative aspects, e.g. tourism which can bring positive economic benefits but might be socially, environmentally or culturally negative.

Table 8: Ranked trends in PESTLE for the Caribbean region*

Positive trends	Negative trends	Unsure if it is a trend
Information & Communication Technology (9) Increased empowerment of individuals & communities (8) Increase in use and valuing of biodiversity (8) Tourism (6) Increase in environmental legislation (3) Economic diversification (1) Increasing influence of the media (1) Alternative Energy Sources (1)	Destruction of Natural Resources (9) Natural Disasters (7) Partisan Politics (5) Gap between rich & poor (5) Terrorism (2) Increase in pollution (2) Globalization (1) Unemployment (1) Change in eating patterns (1) Loss of indigenous culture (2) Increasing abandon of agricultural land (1) Increase in invasive (1)	More lenient punishments (8) Increase in religious choices (6) Terrorism (5) Millennium Development Goals (4) Agricultural Diversification (2) New attitudes toward domestic violence (1) Issues of youth (1) Alternative energy sources (1)

*Actual votes received are indicated in brackets.

Session 11: SWOT – Sarah McIntosh

The use of SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was introduced as a useful framework for identifying critical issues internal to the organisation and external issues impacting directly on the organisation. Participants noted that strengths are something that the organisation does well and its influence is felt, for example strong capacity or experience. Weaknesses are internal elements that prevent an organisation from achieving its mission, for example a lack of capacity or resources. It was noted that some things could be both strengths and weaknesses and that external facilitation in conducting a SWOT analysis is useful.

Participants were divided into four groups to conduct a SWOT analysis using CANARI as the basis since this was the only organisation present with which all participants were familiar. The SWOT was recorded on flip charts (Table 9) and presented to the whole group for discussion.

Table 9: SWOT for CANARI

Strengths:	Weaknesses:
- Training – high standard, relative to region, participatory - Fair and equitable - Organised - Practice what you preach – participation - Marketing - Image distinct - Up to date research and analysis in terms of Natural Resources - Guidelines, manuals and documents - Wide range of case studies - Credibility – money, able to channel - Individualized assistance to NGO's - Efficient distribution of funds to stakeholders	- Teaching methods – participatory, application did not achieve learning - Marketing – lack of documentation and dissemination poor (publications) - Image – needs to be more strategic, greater exposure - Short of resource personnel - Need more money for staff - Lack of awareness of CANARI activities among stakeholders - Under-utilization of resources - Lack of transparency in method of staff procurement
Opportunities:	**Threats:**
- An increasing need for CANARI services - To increase recognition – use ICT and media - Reorganizing/restructuring - For growth – regional and governmental thrusts to support NGO's - To learn more about NGO's - Environment – new marked niches e.g. fair trade issues (shade coffee), tourism, - More case study work - Development of international and regional partnerships – IRF, UWI, OECS, CCA, UNDP - Increase in advocacy to government – money for training - Change to current location affords potential increase in funding opportunities	- Competition from other organisations – UWI, consultants, UNESCO training - Dependence on donor funds - Redirection of donor funds to other areas of the world - High cost of travel within the Caribbean – Trinidad may be a poor location - NGO's & CBO's lack resources (funding, human & technical) – unable to participate - Low level of environmental education (school)

Participants emphasised that, in their experience, analysing the implications of the SWOT for strategic planning had led to examination of how to build on strengths to reduce weaknesses and to take advantage of opportunities.

Session 12: Moving from analysis to implementation – Nicole Leotaud

This session focused on how the analysis of SWOT and wider trends is used to identify key priorities for the strategic plan, which then informs the areas of focus (programmes). Goals are then be developed for each area of focus, and each goal has a sub-set of objectives which identify what needs to be done to achieve the goal. The value of writing objectives that are Smart, Measurable, Achievable, Realistic and Time-bound (SMART) was discussed in the context of facilitating monitoring and evaluation and illustrated using as an example the objective of holding a training workshop.

Participants were then divided into three groups. Each group had to write one goal and at least one objective for three common priority areas identified in earlier sessions – developing sustainable funding, developing a strong relationship with government, and marketing an organisation's image.

Fig 15: A group works on goals and objectives.

The objectives were then analysed in a whole group discussion to determine whether the goals addressed the issues, whether the objectives were ways to achieve the goals and if they were "SMART".

Session 13: Implementing the strategic plan – developing workplans – Nicole Leotaud

This session focused on the next steps after goals and objectives have been identified. Workplans were introduced as a logical and comprehensive way to identify the steps and resources required to meet an objective. Different types of workplan were discussed (e.g. annual, project, event) and the core elements of workplans were identified as being:
- WHAT? What are the detailed activities that need to be conducted to reach the objective?

- WHO? Who will carry out each activity?
- WHEN? What are the timelines and/or deadlines for each activity?
- WITH WHAT? What are the human, material and financial resources needed?
- HOW MUCH? How much will these resources cost?

The use of a table format to organise this information was reviewed and the example of a CREP workplan from SAD for Toco was distributed. Participants were then put back into their groups to start to develop a workplan for the goal and objective developed in the three priority areas in Session 12. In a whole group debrief after the teamwork, groups noted that workplans could be taken to increasing levels of detail as activities were divided into sub-activities in the workplan table.

Session 14: Overview of integrated planning and budgeting – Sarah McIntosh

Participants brainstormed why organisations budgeted and what value they derived from budgeting and discussed the use of various types of budgets (e.g. annual, project, cash flow, etc.). They identified some particular challenges of NGO budgeting as:
- Funding recurrent (operational) expenses
- Determining what could be included as matching funding
- Integrating annual, programme, and project budgets
- Including volunteer contributions in budgets

Participants identified the following individuals in the organisation as needing to play a role in budgeting: Executive Director, Treasurer, finance subcommittee of the Board, programme managers (staff), and auditor. The Board and membership, as well as funders/donors at project level, were seen as needing to approve the budget. Beneficiaries and stakeholders were seen as needing to understand the budget.

Participants shared their approaches to and challenges in developing budgets and the use of endowments to raise funding was discussed. Spirited discussions took place on other possible strategies to raise funding to cover operational expenses, including the use of administrative overheads in budget lines. There were some strong differences of opinion as to what funders would or wouldn't allow and the amount of detail they required in financial reports. Participants concluded that it would be useful for CANARI to conduct research on different funder requirements across the region, how these affect organisational sustainability, and recommendations for best practices at both the donor and NGO level.

Session 15: Monitoring and evaluation – Nicole Leotaud

The role of participatory monitoring and evaluation in learning and decision-making was discussed. Monitoring and evaluation can play a role in strategic review, planning, reporting and as a process for building capacity of stakeholders. Monitoring was distinguished from evaluation:

- Monitoring: a continuous process of reviewing outputs taking place during an activity to feed back into adaptive management
- Evaluation: a single process conducted at the end of an activity to evaluate outcomes.

The differences between these were highlighted using examples.

<u>Workshop Evaluation</u>

Participants were asked to each complete a short written evaluation and a focus group session was also conducted at the end of the workshop to solicit feedback from each participant in turn.

Some highlights coming out of these evaluations were:
- Participants endorsed the participation of two representatives from each organisation as very useful both in exchange of ideas during the workshop and facilitating change upon return to the organisation.
- Participants liked the participatory facilitation techniques used and modelling of these, especially the group work and sharing of ideas.
- All of the participants felt strongly that the opportunity to network and exchange experiences with colleagues was excellent.
- The tools for planning and management e.g. the integration of project budgets into annual budgets, use of workplans, SWOT and PESTLE were new to some participants.
- Those participants who had already been exposed to some of the tools benefited from validation and a process of reflection and critical analysis e.g. some who had recently done a strategic plan felt they would use some of the new tools and techniques in the mid-term review.
- The field trip was very well received and some participants would have liked more time at AWNC.
- The use of a case study to better illustrate some of the processes was recommended.
- Concerns were expressed that copies of the slides were not handed out at the time of the sessions and it was recommended that all materials should at least be handed out immediately after a session to facilitate review and reflection at the end of the day.
- There were several specific concerns expressed about the Normandie Hotel (e.g. noise, meals, and accommodation). Some of these were addressed by CANARI during the workshop. (After note: A letter was sent to the hotel after the workshop with these concerns.)
- The quality of the facilitators and the logistics support person was highly commended.
- A few participants said that they were motivated to re-strategise the approach of their organisation.

Potential Topics for Module 2

CANARI presented a number of options for Module 2. Participants unanimously agreed on the following:
- Leadership and succession planning
- Communication (internal & external) / advocacy / public relations
- Managing human resources (Board, staff, members, volunteers)
- Board development / roles and responsibilities / evaluation
- Developing partnerships and networking
- Building financial sustainability
- Project identification and management

CANARI will assess whether it is feasible to include all these topics in a 5-day workshop.

It was agreed that the next Module would be held in Grenada from 26-30 September.

Fig 16: Sarah McIntosh leading the evaluation of the workshop.