

## PfR 2018 Capacity Strengthening - Facilitator notes

### 1 Introduction

Preparations (please discuss these between Country Team and HQ staff ahead of the workshop, in case of questions or support needed, please contact the Advocacy Capacity Strengthening Coordinator.

- Make sure there is contact between country team / lead beforehand with HQ staff if they are co-facilitating this session with you (most country teams have someone who is part of the Capacity Strengthening Reference Group for PfR, this person could also be a good option!)
- Discuss the powerpoint and session with the co-facilitator/country lead/team.
- Decide which parts of this session are most relevant and which parts you can spend less time on. You will need to prioritise to make sure you spend time on what you think is most important for your particular country team!
- Make sure you have the most recent Dialogue Capacity Framework (does not have to be perfect! In this session you will work on making it better and more relevant to the programme) to insert into the PPT.
- Talk with your co-facilitator about the broad scope of activities that can contribute to capacity strengthening (see below in this guide) and ask the co-facilitator/country team to make a list (or bring the log book) of all activities Jan-June 2017 that have contributed to capacity strengthening.

For the session itself you will need:

- Flipovers
- Markers
- Color print out of the DCF for all participants.
- Print out of the definitions of the elements of the DCF (annex A, page 19 of this doc)
- Green            Dot            Stickers            (Sille            can            give            you            these!)

The Capacity Strengthening review consists of two sessions:

Block 1:

1. Refresh: The why and what of Capacity Strengthening
2. Reflection: Which capacities have we strengthened in Jan-June 2017 and how?
3. Reflection: Which capacities would we like to prioritise for strengthening in 2018?

Block 2:

1. Creative thinking: Possible Activities to Strengthen Capacities
2. Capacity Strengthening Planning

### Block 1 (slide 1 -21)

#### 1. Refresh! The why and what of Capacity Strengthening (slide 3 – 9)

Two small groups, each group brainstorms/discusses on the following questions and writes bullets on a flip chart (afterwards each group will be asked to present their answers) (Appr. 15 minutes, they don't need to answer all questions).

Q1. *Why PfR is strengthening capacities?*

Q2. *Whose capacities PfR aims to strengthen?*

Q3. Which capacities PfR is strengthening?

Q4. What activities can be used to strengthen capacities?

Q5. What is the Dialogue Capacity Framework?

Q6. How can the Dialogue Capacity Framework help me to track capacity strengthening?

To the outcomes of the discussions you can add the following points per question indicated below.

One important point for the structuring of Capacity Strengthening as a whole within PfR is:

Activities that do not fall under Advocacy Capacity Strengthening as a Strategic Direction in PfR:

- While capacity strengthening of international consortium partners (such as The Netherlands Red Cross) may be needed, this would fall under the knowledge management and linking learning components of the PfR program, not under the capacity strengthening component/Strategic Direction
- Capacity strengthening of government entities, while also central to the program, falls under Strategic Direction 2 (Lobby and Advocacy).

Q1 Why is PfR strengthening advocacy capacity?

Strong advocacy capacity of national and local civil society is the primary objective of the PfR programme. Yes, we want to achieve our advocacy objectives. But even if we reach those and we have great IRM policies, budgets and practices in all 10 PfR countries, we will have failed unless we have strengthened the advocacy capacities of national and local civil society.

Organized citizens and institutionalized civil society organizations (CSOs) constitute an essential force in any mature society, at all levels – from the community to the global. Even in environments where stability is guaranteed and sound economic investments can be made, inequality and inequity in terms of social, political, economic, religious and sexual rights require special attention.

The contribution of CSO in their roles as critical friend, service provider, activist, facilitator, communicator and lobbyist serves to hold the government and the private sector accountable for their actions towards citizens, making their interest and will known. At the same time they make these citizens more aware and better informed. An active and well-functioning civil society greatly contributes to social cohesion, democracy and sustainable development, and enabling Southern CSOs in this role is the central focus of the Dutch ministry of foreign affair's orientation regarding strategic partnerships.

The central premises of the partnership is to strengthen the ability of civil society organisations operating within PfR to lobby and advocate for IRM, so that stakeholders will address the needs and concerns, of all groups, in particular marginalized groups, they bring to the table. The outcome of the partnership is to ensure that these stakeholders better address IRM in policies, investments and practices. This may also lead to more (financial) support of these stakeholders for IRM-related service provision at community level.

Q2 Whose capacity is PfR aiming to strengthening?

Great if you can already come up with a list here of the organizations that the PfR partners are strengthening (including themselves)!

We are strengthening the capacity of civil society organizations. These are:

- PfR Alliance organizations who are nationally registered and/or permanently on the ground in the PfR countries (international PfR Alliance organizations capacities may need to be strengthened also but this will fall under Knowledge Management and Linking&Learning component of the Alliance)

- contract partners of PfR Alliance organizations
- other civil society organizations including networks (but not government organizations these fall under SD2).

The latter category, other civil society organizations (beyond the Alliance) including networks, is very important because this is at the core of the 'Dialogue and Dissent' framework of the Dutch Ministry of Foreign Affairs. In some countries these CSOs beyond PfR have not yet been identified. In these countries, the Country Teams need to strategically identify these CSOs based on an Advocacy Strategy and power mapping.

**Q3 Which capacities is PfR strengthening?**

All capacities that we strengthen should be linked to the implementation of one or more of the advocacy trajectories and should support advocacy strategy development, advocacy action planning or advocacy implementation. For all capacity strengthening we should have an idea of how these capacities can be strengthened in a way that they will help the organization to attain sustainable results (even beyond 2020). This is to make sure we are strengthening capacities that are relevant to the outcomes of the PfR programme and that the capacities will be in active use.

**Q4 What is the Dialogue Capacity Framework (DCF)?**

The Dialogue Capacity Framework is a tool that shows which capacities an organization should strengthen to become more effective at advocacy dialogues.

The DCF allows an organization to make a self-assessment for 12 or more elements by determining whether the organization has already a well-developed capacity on that element (indicated by green) or whether that element needs serious attention (indicated by red). By asking organizations to self-assess their capacities and discussing the colors amongst organizations, for example what is needed to move from yellow to green, it will become clear which capacities need to be prioritized.

Because the DCF shows the color for each element for each organization, the DCF helps the PfR Country Team to prioritize on which elements capacity strengthening needs to take place, and to keep track of capacities by allowing for color changes.

Please note! Colors can also move 'down' (e.g. from green to orange) if something changes in the organization or if a person with a lot of expertise within that organization is no longer available for PfR. The DCF colors in themselves do not show you 'how well' you are doing on capacity strengthening. This can only be determined based on the capacity strengthening activities and their outcomes.

**Q5 How can the Dialogue Capacity Framework help you?**

The DCF can help you to strategically determine the capacities to focus on for capacity strengthening and to keep track of the capacities organizations have when it comes to capacity strengthening.

- It tells you which capacities are strongest developed between the organizations
  - It tells you which capacities you have that could help others within the Alliance or beyond.
  - It tells you which capacities you may want to work on
  - It tells you which other organizations in the Alliance can help you to develop your capacities
- For this to work it is CRUCIAL that we know the definition of each capacity in the DCF. This will be elaborated in session 2.

## Reflection: What have we done in 2017 already to strengthen capacities? (slide 10)

Please fill out the format below using the following reflective questions:

- What kind of growth in capacity did you observe in your own organisation and/or other PfR partners and/or CSOs PfR collaborates with?
- What exactly did your organisation and/or other PfR partners and/or CSOs PfR collaborates with improved on ?
- How did this increase in capacity happen? (e.g. training, learning by doing, coaching/support from another organisation, etc.)
- How did you notice your organisation and/or other PfR partners, and/or CSOs PfR collaborates with, have increased capacities, improved their skills?

Which capacity was strengthened in Jan-June 2017?  <i>Please refer to one of the elements of your Dialogue Capacity Framework</i>	How was the capacity strengthened?	Which CSO(s) experienced the increase in capacity	Describe any effects of this capacity strengthening on the implementation of the PfR Country Programme as well as remaining capacity strengthening needs (narrative).
<i>Add rows if necessary</i>			

2. Reflect! Are the elements of your DCF clear? Do you know the definition of each element? (slide 11 – 16)

If so, fill out the elements and the definitions into the DCF in the reporting format and skip to slide 17. If not, you can use the exercise (slide 12 – 16)

## EXCERCISE

1 Explain each category:

- *Enabling capacities.* These are basic capacities that an organization needs in order to be able to: develop an advocacy strategy; ensure that the knowledge on the topic they are advocating for is there; ensure that the organization has access to the information that is needed to advocate; ensure that the organization is learning during the advocacy implementation; ensure that the organization is keeping track of their efforts (logbook). These are all basic internal processes needed for advocacy.
- *Ability to increase support base* (increasing strength of advocacy coalition). These are the skills needed to: collaborate in a coalition with others; build trust amongst each other; create something together; and mobilize others to become supporters.
- *Advocacy capacity to engage with targets.* These are the actual advocacy skills. These are the skills needed to relate to, engage with, facilitate and negotiate your advocacy targets, the decision makers with the authority to affect the advocacy objective.

2 Project the DCF of the country team and have a look at the elements in it in 3 small groups:

- Enabling capacities.
- Ability to increase support base.
- Advocacy capacity to engage with targets.

3 Give each group the relevant info below and ask them to go through the definitions and adapt them as they see fit. If any elements are missing, add them and include definitions.

4 Prepare in the meantime:

Stick together the flip overs and make a table like this:

Elements	Definition	ORG A*	ORG B*	ORG C*	ORG D*	ORG E*	ORG F*	ORG G*
a								
b								
c								
d								
e								
f								
g								

\* use actual name

5 Ask each group to present their elements + the definitions. Write these definitions down in the flip-over table. Also make a digital version.

For group 1:

*Enabling capacities.* These are basic capacities that an organization needs in order to be able to: develop an advocacy strategy; ensure that the knowledge on the topic they are advocating for is there; ensure that the organization has access to the information that is needed to advocate; ensure that the organization is learning during the advocacy implementation; ensure that the organization is keeping track of their efforts (logbook). These are all basic internal processes needed for advocacy.

The DCF elements that are important for this category are:

Resources to implement	<p>CSOs have the ability to develop and continually update a comprehensive advocacy strategy &amp; implement the advocacy trajectory (incl. logbook).</p> <p>Other components to think of:</p> <ul style="list-style-type: none"> <li>Human resources (with knowledge, skills etc.)</li> <li>Legal mandate</li> <li>Assets, administrative, financial and communication systems</li> <li>Conducive environment to implement.</li> <li>Resource mobilization: Are you able to mobilize resources additional to PfR funding to implement IRM projects and to increase the sustainability of PfR results beyond 2020</li> </ul>
Knowledge & Information	<p>CSOs have the (access to) knowledge on IRM/policy/budgeting/gender/other relevant topics necessary to implement the Advocacy Strategy and Advocacy Action Plan (activities linked to trajectories).</p> <p>CSOs assess, understand the information, use/utilize the knowledge and apply it in their own work.</p> <p>This includes the 3 element of Knowledge management and learning:</p> <ol style="list-style-type: none"> <li>Developing an effective knowledge base on Integrated Risk Management (IRM)</li> <li>Reaching beyond PfR's direct spheres of influence</li> <li>Getting knowledge and evidence into use by PFR partners and stakeholders</li> </ol>
Learning & Adaptive Capacity	<p>CSOs have the capacity to perform needs assessments and identify ways to build their own capacity and develop and adapt an advocacy capacity strengthening plan.</p> <p>This category also includes:</p> <ul style="list-style-type: none"> <li>Linking&amp;learning policy</li> <li>Monitoring system</li> <li>Connections to research institutions</li> <li>Capacity to make (needs) assessments of other CSOs</li> </ul>
Leadership & decision making	<p>CSOs have the coordination skills needed to ensure smooth implementation of the Advocacy Action Plan.</p> <p>Elements to think of:</p> <ul style="list-style-type: none"> <li>Organizational structure and clear assignment of authority and responsibilities.</li> <li>Checks and balances for accountability</li> <li>Staff reflects the ethnic, religious, gender, etc. composition of the area.</li> </ul>

For group 2:

*Ability to increase support base* (increasing strength of advocacy coalition). These are the skills needed to: collaborate in a coalition with others; build trust amongst each other; create something together; and mobilize others to become supporters.

The DCF elements that are important for this category are:

Collaboration	<p>CSO has the capacity to grow a coalition of support and build institutional relationships.</p> <p>Elements to think of:</p> <ul style="list-style-type: none"> <li>E.g. Being part of a network that advocates for IRM and developing a policy brief together with this network.</li> </ul>
Capacity to Mobilize	<p>CSO has the ability to motivate others to take action for the advocacy objective.</p> <ul style="list-style-type: none"> <li>E.g. Setting up initiatives for others to take action or be part of an advocacy event.</li> </ul>

For group 3:

*Advocacy capacity to engage with targets.* These are the actual advocacy skills. These are the skills needed to relate to, engage with, facilitate and negotiate your advocacy targets, the decision makers with the authority to affect the advocacy objective.

The DCF elements that are important for this category are:

External Communication	CSO is able to strategically select and use channels of communication including media, engage with relevant targeted stakeholders via social media to reach target audiences. And are able to determine which/how many of the targeted stakeholders/audience were reached/engaged.
Ability to relate	CSO has access to their targeted stakeholder, do you know how to draw attention of the targeted stakeholder, finding strategic entry points, adapt messaging per target, conversation starters, appropriate follow up on meetings, relationship building etc.
Capacity to Facilitate	CSO has the ability to organize and facilitate events that are used to influence the targeted stakeholders.
Capacity to negotiate	CSO is able to strategically explore and align interests with targeted stakeholders.

NB. Define the DCF elements your particular Country Team is using and/or others that are in the country specific SCF, some country teams have done this already.

### 3. Reflect! On what organizational capacities to strengthen, using the Dialogue Capacity Framework (slide 17)

Here you can choose 2 options.

Option 1: Reflect on capacities per organization in small groups, 1 group per organization, fill out the DCF. Go to slide 20 and fill out the DCF.

Option 2: Reflect on eachothers capacities with a large group by appreciating the capacities that each organization contributes most to the PfR Alliance, fill out the DCF together through the “Appreciate existing capacities” exercise. (slide 18-20)

Use your table again:

Elements	Definition	Org A*	Org B*	Org C*	Org D*	Org E*	Org F*	Org G*
a (here you have inserted the elements of the previous exercise)	Here you have inserted the definition of the previous exercise)							
b (idem)	(idem)							
c (idem)	(idem)							
d (idem)	(idem)							
e (idem)	(idem)							
f (idem)	(idem)							
g (idem)	(idem)							

\* use actual name

Exercise guidance:

- Provide each participant with 20 green stickers.

- These stickers they can put for 1 or more for categories to express that they feel this organization is good at this
- No stickers for your own organization!
- By putting stickers you are showing appreciation for this particular capacity in that organization. (see slides)
- Reflection questions:  
The categories where many stickers were placed:
  - "Do you feel you are indeed very good at the elements for which you got the most points?"
  - "Do you think you are so good at this that you can contribute to the capacities of others?"
 The categories that were fewer stickers were placed:
  - "Do you think you need to improve this capacity to be able to better work on the advocacy trajectories?"
  - "What kind of activity do you think could help you to improve this capacity?"
  - "How can others help you to improve this capacity? (inside the alliance and outside)"
 Very important to take good notes of this part! And use flipovers to gather this information.
- Based on these reflections and stickers, Fill in the colors of the DCF together on the projected screen and if you can, color them in on the sheet. (see also the section in the reporting format).

Overall DCF (of date.. in country..)							
			organisation				
Category	Elements*	Description of element	A	B	C	D	etc
Enabling capacities (internal)	Resources to implement						
	Knowledge & Information						
	Learning & Adaptive Capacity						
	Leadership & decision making						
Ability to grow support base (increasing strength of advocacy coalition)	Collaboration						
	Capacity to Mobilize						
Advocacy capacity to engage with targets ( the decision makers with the authority to affect the advocacy objective) (external)	External Communication						
	Ability to relate						
	Capacity to facilitate						
	Capacity to negotiate						

\* Should be adapted / complemented with country-level elements

Needs serious attention
  Needs attention
  Some work to do
  good
  Well developed

## Block 2

### Block 2

#### 1. Creative thinking: Possible Activities to Strengthen Capacities (Slide 21-31)

Ways to strengthen capacities

What are examples of Advocacy Capacity Strengthening Methods/Activities?

Do a brainstorm first, then show the list and explain each activity using your own examples or examples below.

There are many ways in which to strengthen capacity, including:

- Training;  
E.g. You could run a course with local women's networks to build their confidence and leadership skills, with the end goal of making the women better able to participate in local development planning meetings.



- Training of Trainers;  
E.g. You could organize a ToT on IRM for the PfR partners so that each organization is comfortable with all aspects of IRM and can train other CSOs on IRM.
- Workshops;  
E.g. You could organize an advocacy strategy workshop, where you invite CSOs to work together with PfR on a strategy (including all advocacy strategy steps like power mapping, stakeholder analysis, key messages, selecting communication channels etc.) for an advocacy trajectory. Working together like this will not only result in an implementation plan for advocacy but also increased capacity of participants to design an advocacy strategy.
- “Learning by Doing”, including CSOs in the performance of advocacy activities (while these activities fall under Strategic Direction 2 (Lobby and Advocacy/IRM Trajectories) they can be used as evidence for advocacy capacity strengthening);
- Mentoring/coaching: This can be combined with the ‘Learning by Doing’: Prepare meetings together, think of important points to raise, encourage someone to speak up in the meeting, increase participation of CSOs in stakeholder engagement.  
E.g. Take 2 principle, linking someone who already has the capacity and access to decision makers to someone who does not yet have this capacity and access. Organize advocacy event (e.g. a breakfast for parliamentarians) together with the CSOs whose capacity you are strengthening: decide together on the objective of the meeting, the venue, which stakeholders to invite, which speakers, what should be the outcome of the event, etc.
- “Serious gaming” or simulation exercises;  
For example, the Red Cross Climate Centre has a game that allows decision makers and CSOs to interact and build a disaster preparedness plan together at community level. This type of interactive game is very effective to raise awareness on an issue with targeted stakeholders, will enhance the connection between CSOs and targeted stakeholders, and provides a great opportunity for follow up with the targeted stakeholder.
- Pilot IRM projects;  
By creating a project site where all components of IRM are truly integrated, so that study tours for targeted stakeholders can be organized to the project site to inspire stakeholders to take action. The pilot project can also be used for the PfR partners to integrate their work and to experiment with new IRM approaches.
- Technical assistance  
E.g. an expert from one organization (i.e. Wetlands International) joins another organization (i.e. CARE to integrate ecosystems approach over time into the advocacy work CARE is doing on the trajectory they are leading).
- Technology/knowledge transfer  
E.g. computer software to build an evidence base is shared with PfR Country Teams.  
E.g. the educational modules on IRM from Guatemala or shared with Haiti for adaptation in French and to the Haitian context.  
For this kind of capacity strengthening it is important that guidance is given on the use of the technology/knowledge.
- Many others!

## Prioritising capacities to strengthen (slide 25 - 28)

Let’s have a look at the ideas on capacity strengthening from the Advocacy Strategy Review Session

- Which capacities should be strengthened for Partners for Resilience Alliance members to better be able to implement the advocacy trajectories? (collect on a flip over)
- Which capacities should be strengthened for CSOs beyond Partners for Resilience Alliance members to better be able to implement the advocacy trajectories? (collect on a flip over)
- What kind of activities can be implemented to strengthen these capacities? (collect on a flip over)

Now let's have a look at the other CSOs that were identified in the Advocacy Strategy Review session:

- Which CSOs were identified to collaborate with more?
- Do they have the capacities needed to contribute to PfR advocacy?
- What kind of activities would be appropriate to strengthen their capacities?
- How can they be approached to participate in capacity strengthening activities?

After all organizations participating in capacity strengthening have analyzed their organization, priority DCF elements can be determined. You only need to work on the priority DCF elements.

Collect the flip overs:

- Which capacities are most important to strengthen and for which organization?
- Which activity would be appropriate to strengthen this capacity?
- Who would do what differently when this capacity is strengthened?
- When will capacity strengthening be done and who will implement it?

**Use the planning table to make a plan (see below) (see also reporting format) (slide 29)**

DCF element <i>No need to put all elements, just the ones that are most important</i>	Activity	Why is this strategic and important for your PfR Country Programme?	What will the CSO be able to do (better) when this capacity is developed?	Would you like support from HQ to find an expert to facilitate? <i>Yes/No – what are you looking for exactly - this will be followed up by the Capacity Strengthening Coordinator</i>

## Annex A

For group 1:

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