

Practical Approaches to PVO/NGO Capacity Building

Lessons from the Field

1. Approaches for Capacity Building Programs

2. *Activity Design and Development*
3. *Activity Monitoring for Sustainable Results*
4. *Financial Management*
5. *Institutional Development*

Senegal PVO/NGO Support Project
USAID Project #685-0284



Monographs by:



A Description of the Monograph Series

"Practical Approaches to PVO/NGO Capacity Building" is a five-monograph series, which is intended to help the program manager in identifying and supporting sustainable development activities while also building the capacity of implementing organizations - both at the community level as well as with the intermediary nongovernmental organization (NGO). It is based on the experiences of the New TransCentury Foundation Umbrella Support Unit (USU), managers of the USAID/Senegal PVO/NGO Support Project. NTF has been assisted by Yirawah International in providing international short-term technical assistance to the Project. The five monographs include:

1. Approaches for Capacity Building Programs
 2. Activity Design and Development (including rapid and participatory appraisal techniques, and logical framework)
 3. Activity Monitoring for Sustainable Results
 4. Financial Management (including financial analysis, budgeting, and financial systems and procedures)
 5. Institutional Development (including participatory institutional diagnosis, and institutional development plan)
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Acronyms & Terminology

CC	Consultative Committee
CONGAD	“Conseil des ONG d’appui au developpement” Council of NGOs in Support of Development
DIF	Institutional Development/Training Department (of USU)
DIP	Participative Institutional Diagnosis
GOS	Government of Senegal
MARP	“Méthode Accélérée de Recherche Participative” or Participative Rapid Appraisal
MEFP	Ministry of Economics, Finance and Planning
MFEF	Ministry of Women, Children, and Family Ministry
NGO	Non-governmental Organization
NPC	National Project Committee
NTF	New TransCentury Foundation
The Project	The Senegal PVO/NGO Support Project
PVO	Private Voluntary Organization
TOT	Training of Trainers
USAID	United States Agency for International Development
USU	Umbrella Support Unit (managers of the Project)



1. Context of the Capacity Building Programs Monograph

1.1. Purpose of this Monograph Series

Sustainable development is achieved when local institutions are capable of strengthening their beneficiaries' ability and capacity to handle programs using their own "know how". The reengineering activities of the United States Agency for International Development (USAID) emphasizes the Agency's commitment to development that is sustainable, as well as designed and implemented in a participatory fashion. There are a growing number of projects with the objective of increasing the organizational capacity of client groups, both at the community level as well as intermediary non-government organizations (NGOs).

While the number of programs are many, there are few documented tools and methodologies to help the program manager in identifying and supporting sustainable development activities while also building the capacity of an organization. Few publications address in a comprehensive manner what needs to be done to effectively provide the financial and technical assistance, along with the training support, required.

To address these deficiencies, a series of five monographs has been developed which describe the key elements in instituting a comprehensive program of sustainable development including capacity building of the local institutions involved. The methodologies and tools developed and/or modified by the managers of the USAID/Senegal-funded PVO/NGO Support Project, the New TransCentury Foundation Umbrella Support Unit (USU), provide the basis for these monographs.

Information contained in this series of monographs is primarily intended to familiarize project managers with the framework and tools that can lead to successful projects while also identifying potential trouble spots. Donors can learn some of the approaches and systems that

work in developing support programs and in what areas NGOs need the greatest assistance.

Governments from the local to national level often interact with NGOs, and many fund development projects of their own. Learning from the experiences of the PVO/NGO Support Project could help them to develop methods for strengthening their own projects and to support development efforts of other organizations under the oversight of government. Although conditions between countries may vary greatly, the systems described in these documents provide important ideas on how similar capacity building programs can be implemented in other settings.

Definition

Capacity building programs are intended to strengthen an organization's ability to provide quality and effective services, while being viable as an institution. This means supporting an organization to be *programmatically* sustainable (providing needed and effective services), as well as *organizationally* (with strong leadership and having the necessary systems and procedures to manage by); while assuring that it has sufficient *resources* (human, financial and material) which are utilized well. Finally, this support must help the organization understand the external environment (political, economic, and social) it operates in, and to develop a relationship with it that is sufficiently stable and predictable.

1.2. Objectives of the Capacity Building Programs Monograph

This monograph has four main objectives:

1. To present a strategic approach to capacity building based on experiences in Senegal;
2. To examine the roles, interactions and functions of both participants and client

groups who are involved in capacity building programs;

3. To present the lessons learned from implementing the capacity building approach strategy in Senegal; and
4. To explore the changes in the types of interventions to match the evolving level of development of an organization.

2. Methodology/Approach To Capacity Building Programs

2.1. Philosophy/Strategy Behind Capacity Building Approach

The USU's approach to capacity building examines not only project interventions to grantees, but it also addresses the types of programs that can strengthen other local support institutions in order to achieve sustainable results. Figure 1 is a diagram illustrating the Project's capacity building strategy. At the base, capacity support programs are developed that are channeled through the three support pillars: direct intervention to grantees, creating an enabling environment, and developing a resource base within the NGO community. These pillars are interdependent and their combined efforts ultimately lead to sustainable results at the community level.

Project Support: The first level and foundation of the capacity building strategy is project support. This involves the design and development of the technical, managerial and financial support assistance and training programs for NGOs and beneficiaries. The USU staff is responsible for implementing these support efforts. The capacity building tools developed and used by the staff strengthen the

institutions who provide support for local community development activities.

Capacity Building Support Methods: Level 2 in the framework shows the capacity building support methods that are used to achieve sustainable results at the community level. The three types of methods used are direct intervention, creating an enabling environment and developing a resource base.

Direct Interventions: The most visible and targeted method of capacity building support is through direct intervention to NGOs who have grants with the Project. There are currently 35 NGOs who receive this type of support which includes training programs as well as technical, managerial and financial support. [Details of this segment of support are detailed in another monograph in the series entitled Institutional Development.]

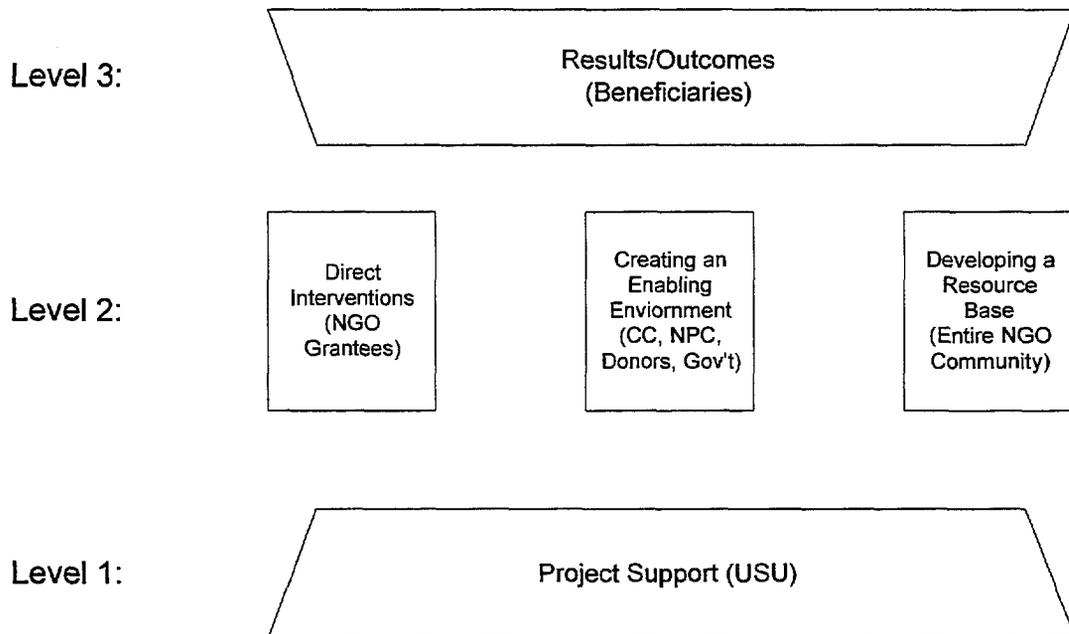
Creating an Enabling Environment: The second pillar represents the methods used by the Project to facilitate communication among other institutions who impact the NGO sector. The staff works with a Consultative Committee (CC) which provides institutional support guidance and a National Project Committee (NPC) which gives general policy direction for Project activities and is responsible for grant approvals. This committee includes representation from the

donor community, national and local government representatives who are active in development activities, as well as NGO representatives.

Developing a Resource Base: The final pillar in the framework includes methods used by the USU to develop a resource base of support for the NGO sector. This resource base is focused on the 300 NGOs in Senegal who are not receiving grants from the Project. Many of these NGOs participate in the USU technical, financial and managerial training programs on how to better service local community

development efforts. An additional objective of these programs has been to enlarge the resource base of individuals and institutions with the capacity to offer these and other needed support efforts in the NGO community. A training of trainers approach is incorporated as part of this overall effort, with the result that a number of the training course participants have become trainers in new subject areas, teaching other NGOs and community groups on various topics such as financial management and rapid assessment techniques.

Figure 1: USU Capacity Building Strategic Framework



Results/Outcomes: Because of the support provided by the Project to these segments of stakeholders of the NGO sector, results at the community level are strengthened both near term, with the completion of grant activities, as well as longer term, through more effective government support at the local level and a more efficient NGO sector. Once reaching level 3, the Project has achieved its ultimate objective of achieving sustainable results that will have a positive impact on the community.

The three-level strategy of capacity building has two types of participants: those who provide capacity building support assistance and those who receive the services. Table 1 shows the participants in Senegal who are involved in capacity building support activities. Some participants are both receivers and providers of services. The Council of NGOs in Support of Development (CONGAD), for example, will receive support to reinforce their coordination capacity, monitoring and supervision of NGO activities and network members.

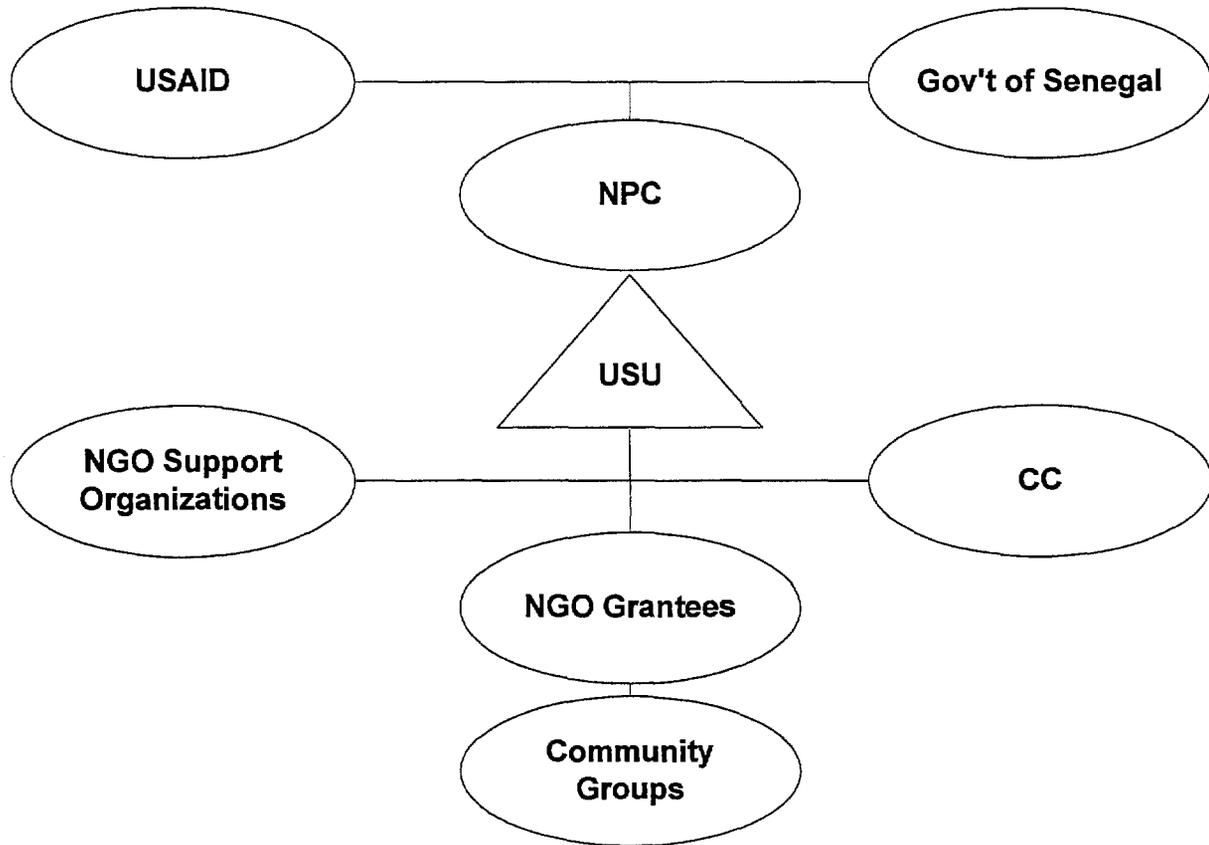
2.2. Providers of Capacity Building Support Services and Their Roles

In the PVO/NGO Support Project, there are several different organizations who provide capacity support services to the community. Figure 2 illustrates the relationship of these key players. USAID and the Government of Senegal (GOS) provide financing and administrative support for project activities. The NPC gives general policy direction to the Project and is responsible for grant approvals. The USU is at the center of the structure and plays the pivotal role of Project administrator and liaison between the various Project stakeholders. The Consultative Committee (CC) provides institutional development guidance. Other support organizations provide technical and administrative support. The NGO grantees and community groups receive technical, financial and administrative support from these stakeholders in order to improve the management of their development activities.

Table 1: Capacity Building Program Participants

Support Service Providers	Support Service Recipients
1. USU	NGO Grantees
2. National Project Committee (NPC)	Support organizations (CONGAD, NGOs)
3. Consultative Committee (CC)	Community groups
4. Other Support organizations (CONGAD)	
5. NGO Grantees	
6. Community groups	
7. Donors	

Figure 2: USAID/Senegal PVO/NGO Project Support Framework



The Support Role of USAID and the GOS: USAID, as the Project's donor, plays a key role of funding and financial oversight. It also is involved in monitoring the Project. The GOS is responsible for exonerations, in-kind support and for providing legal authorization. Additionally, the GOS is responsible for extension service support and plays the role of facilitator between NGOs and technical services for their effective implication in the execution of development activities.

The Support Role of the NPC: The NPC is composed of representatives from the USU; USAID; Council of NGOs in Support of Development (CONGAD); the Ministry of Economics, Finance and Planning (MEFP); and the Ministry of Women, Children, and Family Ministry (MFEF). It plays a strategic and policy

maker role for the Project and has five principal functions:

1. General policy guidance to the Project;
2. Strategy planning, review proposed annual budgets and action plan of USU;
3. Approval of grants;
4. Oversight of monitoring and evaluation of activities; and
5. Oversight of monitoring of Project itself.

The NPC also contributes to the identification and resolution of constraints and disagreements between Project participants utilizing its membership including representatives from government and NGOs to act as a formal and informal liaison between sectors. It also

provides recommendations on how to better operate project initiatives.

The Support Role of the USU: The USU is the Project Manager and is responsible for the technical, organizational and financial execution of Project activities. It is composed of a director's office and three departments: finance and administration, institutional development/training, and grants management. These three departments collaborate to provide support to NGOs in technical and financial assistance for targeted organizations and training programs for a broad base of the NGO community. The types of training offered by the USU include:

1. Activity design
2. MARP (Participatory Rapid Appraisals)
3. Logical framework development
4. Monitoring and evaluation
5. Activity management
6. Training of trainers
7. Grants management
8. Strategic planning/management
9. Financial management

These training programs are designed to enhance NGO's management techniques for development activities and the transferring of these techniques to local community groups. The USU has placed particular emphasis on strengthening activity design and financial management skills as a foundation for NGO activity management. The length and content of activity management training has also been expanded. Participants now receive three eight-day courses on how to manage activity and grant finances. The staff also makes quarterly visits to activity sites to provide hands-on technical and financial assistance to NGOs.

The Support Role of the Consultative Committee (CC): The CC is comprised of NGO representatives, training organizations, donors, resource people and USU representatives. This committee reviews and provides inputs on programs, procedures, and appropriate methodologies for capacity building of development institutions and organizations.

Unlike the NPC, the CC does not act as a decision-maker; its role is more consultative in nature to the Project and NGO grantees.

The Support Role of Other Organizations (CONGAD): CONGAD, the main consortium of NGOs in Senegal, is accessed by the Project to provide various types of technical assistance to the NGO community. Some individual services consultants are accessed to advise NGOs on their activities, while others provide training in new methodologies such as rapid appraisals.

CONGAD is responsible for distributing technical information to the NGO community. This might include information on new technologies such as improved irrigation pumps or new types of health programs and services. Another function of CONGAD is to inform NGOs on upcoming seminars and other types of development opportunities. Its role of transmitting information benefits the Project, because CONGAD has been successful in encouraging NGOs to participate with the Project. Members explain to the NGO community the types of programs offered and how particular NGOs can benefit from participating in training courses. This has been particularly useful among some NGOs who were initially reluctant to working with the Project. A final role for CONGAD is to act as a resource base to the NGO sector, providing technical assistance and training to the NGO community.

The Support Role of NGO Grantees: NGO Grantees are traditionally viewed as the recipients of Project interventions, but they can also act as capacity building support providers. After receiving training and technical assistance from the Project, many grantees are becoming leaders in the NGO community and are imparting the skills they have learned on activity design and financial management to others. Some the NGO personnel have gone on to become trainers themselves to other NGOs. Through Project interventions, they have also received the resources needed, such as vehicles and computers, to support community groups in their activity sites.

The Support Role of Community Groups:

As with the NGO grantees, community groups can be both recipients and providers of capacity building support services. Through direct interaction with members in their community, these groups can transfer what they have learned to others. Many have begun to replicate what they have learned to strengthen their existing and planned development activities. Their knowledge and trust of the Project has encouraged other community groups to become interested in training programs and technical assistance and also to begin their own development activities.

2.3. Recipients of Capacity Building Support Services

The USU has developed support programs to benefit different segments of Project participants. These interventions include: training programs, technical assistance and financial assistance. Training programs have emphasized training of trainer (TOT) programs, as well as technical, organizational, and program management. Technical assistance through consultants and by the Project staff during site visits targets improving managerial and organizational systems and procedures. The types of financial assistance received by Project participants includes support for salaries, materials and equipment not associated with the grantee development activities.

Benefits Received by the NGO Grantees:

There are many benefits that the NGO grantees derive from the direct interventions of the Project. First of all, through technical support and training, the organizations are able to improve their internal managerial and financial operations. This, in turn, improves the effectiveness for managing development activities as well as increases their chances of receiving grants from other donors in the future. Project interventions have also helped the grantees to build the competency of their human resource base. The financial and technical skills

acquired during training courses enables NGO staff to perform better in their positions. The NGO will also have a better negotiating position and improved credibility if the final evaluation of its activity is successful in showing the transfer of skills to beneficiaries. In addition, through direct intervention, the Project has utilized specialized training institutions and has encouraged them to understand problems facing NGOs and to accept to reduce their costs or to provide some complementary services to NGOs.

Another benefit is that, through the Project, many NGOs have reinforced their information linkages with other organizations, including donors, government, and the NGO community who are involved in development. These improved communication linkages will enhance the possibilities of stronger ties between development organizations in the future. Finally, Project interventions have given NGO grantees the tools necessary to transfer their competencies over to beneficiaries at the community level. This final benefit is still in progress as NGOs, with the assistance from the USU, develop ways to turn over activity management to local community groups.

Benefits Received by Support Organizations (CONGAD and NGO Community): In addition to direct interventions with grantees, the Project has also strengthened other institutions involved in development activities. Project training programs have serviced CONGAD and other non-grantee NGOs. These organizations have participated in training seminars such as participative rapid appraisals (MARPA) and training of trainers programs. A specific aspect of this support has been to include training interns as co-trainers of training programs to expand the base of resource available to NGOs and community groups in key subject areas such as MARPA. CONGAD is receiving special support from the Project to strengthen its overall capacity since it will be a key player in the future for the sustainability of a vibrant NGO sector.

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Benefits Received by Community Groups:
Community groups have benefited greatly from the Project's interventions primarily through grantees. The types of support services received from the USU and NGOs to community groups include organizational support, technical skills

building, financial management to operate revolving funds and management skills to help strengthen local management committees. These management committees will operate these and other development activities in the long term, after grant funding is completed.

3. Lessons Learned from Implementing the Strategy

There are several important lessons learned from the PVO/NGO Support Project experience in regards to capacity building. Since the Project's inception, the roles of certain institutions have changed as has the interactions among institutions affiliated with the Project. Additionally, the mechanisms for transferring knowledge and skills to NGOs and beneficiaries have become more clearly defined.

3.1. What Leads from "Know-how" and "Can-do" to "Transfer"

The ultimate objective of the institutional strengthening program is to ensure sustainability of activities at the end of the funding period. In leading to this, on-going assistance can have several types of results. Initially, "know how", an organization's ability to understand the skills necessary to accomplish certain tasks, is strengthened. "Can do", which refers to the organization's ability to utilize these skills, can then be seen. Finally, "transfer", the process by which an organization transfers entirely or partially its knowledge to beneficiaries, may occur.

The Project started under the assumption that most NGOs were technically competent and that the main goal of the USU would therefore be to provide managerial support. The staff has discovered that the needs of NGOs are more diverse; some require assistance to develop technical skills while others needed assistance

with transferring skills to community groups. Nearly all the NGO grantees require some type of managerial support. The program has been modified to reflect these needs.

The USU focuses its technical assistance and training on NGO grantees to ensure that they understand, share and utilize the knowledge within their organization; adapt the content for village groups (especially on financial and management issues) train villagers; and perform monitoring on the accounting books and the functioning of the village management committees.

At the beginning of the Project, after the NPC had given its approval, the staff engaged in a redimensioning process with NGO grantees where assistance was provided to help NGOs finalize their proposals and to respond to specific recommendations. This was an opportunity for the NGO to understand requirements in terms of grants administration and to improve its activity design. Thus, the NGO was gaining the "know how" of activity management.

Today the strategy has changed during the redimensioning process mentioned above. Technical assistance is provided to the NGO, depending on the findings or weaknesses identified during field assessments. Local consultants are hired to give technical assistance to the NGOs in the field and to help finalize their proposals based on the recommendations of the NPC. Their costs are covered by the Project. The NGOs are encouraged to both gain and utilize ("know-how" and "can-do") key skills of activity management by being more actively in

the redimensioning process. Training, technical assistance and financial assistance provided during activity implementation focus on the “know how” and “can do” aspects of improving program results.

The USU has found that most NGO grantees require assistance to move into the final aspect of sustainable development, that is the transfer of skills to the community level. Consequently, the Project has added the targeted TOT efforts to provide NGOs with the tools needed to transfer what they have learned to beneficiaires so that, once the grant is completed, local communities can more effectively manage development activities on their own.

3.2. Characteristics of Effective NGOs

The knowledge gained from the NGO “know how”, “can do” and “transfer” evolution has helped the USU to more clearly identify the characteristics of effective NGOs in the context of sustainable development. Successful NGOs have tended to follow one of two models depending on whether they have developed in-house expertise or access it externally. Both of these models seem to work successfully. NGOs following the second model seem to make better use of available government extension services, which may have a longer term sustainability value to the community. Competence or specialization in training makes a difference and justifies the success for the majority of NGOs.

3.3. Barriers to NGO Participation

Initially, some NGOs experienced difficulty in relating to the methodologies and programs promoted by the Project. This was especially evident in the procedures of institutional diagnosis and financial certification of grantees. The NPC has been supportive in providing Project explanations to the NGO community. This contributed to increasing initial NGO participation in the Project. Visits were made by the NPC and the staff to every region in Senegal to communicate the Project’s objectives and to develop a rapport with NGOs and local communities. The USU used the NPC-NGO representatives as their communication channel to CONGAD and the NGO community at large.

Over time, however, the USU found that depending on NPC representatives as their sole communication channel to the NGO community was not sufficient. The USU now meets directly with CONGAD staff and their members to answer questions and concerns of NGOs. This has reduced misunderstandings about and opposition to the Project. This proactive communication approach enables the USU to encourage NGOs to discuss the methodologies; understand their use, potential benefits, and time savings. It has resulted in the development of an NGO participative rapid appraisal (MARP) network of trainers; NGOs requesting Participative Institutional Diagnoses (DIPs); and NGOs using DIP-like approaches with community groups.

Table 2: Models of Successful NGOs

Model 1
<ul style="list-style-type: none"> • Technical competence • Training competence to transfer skills • Good project management
Model 2
<ul style="list-style-type: none"> • Competence in accessing and managing resources, both technical and process • Good project management

3.4. Changing Role of the Consultative Committee

The Consultative Committee (CC) plays an important function as advisor for institutional support activities. Since the Project began, the role of the CC has changed. Initially its role was to assist the staff with its institutional development strategy and to give feedback on specific studies and reports. All the presentations were made by DIF. Over time, the Consultative Committee has become more involved in different issues related to NGO sector performance such as activity identification, training and shared financing. Committee members write reports which are presented and discussed by the Committee and then distributed by CONGAD to other Project stakeholders for comments and follow up.

3.5. Building Trust/ Transparency among Stakeholders

Another important outcome of the Project has been building trust and transparency among

the USU, NGOs and other stakeholders. For example, CONGAD and GOS representatives have strengthened their commitment to the Project strategy. This has been demonstrated by the GOS through exonerations and government technical service representative support, and by increased communication between NGOs and government representatives on a broad range of development issues.

In addition, institutions outside the Project now do not hesitate to hire USU-trained consultants to conduct training courses. The staff also now receives letters requesting technical assistance from NGOs who have not requested funding. This shows the recognition of Project leadership in the institutional support and technical assistance.

The NGO community is now also more familiar with and accepts the Project grant selection procedure, and the USU has clarified its explanation on grant proposals acceptance and rejection.

4. Necessary Evolution of Support as Institutional Development Occurs

4.1. Levels of NGOs Development

The USU has defined an evolutionary process of NGO development involving three phases: start-up, developing and mature. Recognizing these phases enables the staff to develop capacity support programs that target each NGO's specific needs. The staff has developed criteria to identify NGOs in each of these phases and has

outlined types of development assistance for each phase.

Start-up Phase: NGOs in this phase are usually in the learning phase, acquiring the necessary skills to operate their development activities. During this phase, the Project must look specifically at the quality and experience of individual human resources because there is usually little track record of organizational experience available. At the organizational level, an assessment must be made to determine

whether the NGO has developed a minimum of administrative systems and procedures, and has a minimum of practical experience as an organization in the management of development activities.

NGOs in this phase of development are provided with close technical assistance and monitoring from the Project. The USU staff schedule site visits at least four times a year for NGOs to assess implementation status of planned activities and to assist with managerial and technical issues. The staff also provides training courses to strengthen grantees technical, managerial and financial skills and financial assistance.

Developing Phase: In this phase of development, NGOs have acquired the necessary basic skills to operate their development activities and begin to concentrate on improving and expanding their services to local communities. The USU looks for NGOs who have experience at the organizational and technical levels as well as a solid human resource base. Developing NGOs have proven financial and administrative systems and procedures.

They typically are looking to expand their capacity to manage multiple activities and finances from multiple funding sources. NGOs that fit this description are candidates for the "training of trainers" program as they

enhance their ability to transfer knowledge and skills to members in the community where they work. During this phase, the USU also offers additional technical assistance, training and financial assistance programs.

Mature Phase: NGOs in this phase are well-established and have the ability to adapt to new situations and procedures as well as to transfer skills to other NGOs and community groups. The USU observes their quality and experience at the organizational and technical levels as well as the quality of their human resources. These NGOs have proven systems for strategic and operational planning; administrative, financial management and accounting; and activity monitoring and evaluation; and show that they have diversified sources of funding. NGOs who are in their mature phase can usually develop their training and transfer programs without direct involvement of the Project. Therefore, the USU's interventions to NGOs in this phase of development are minimal.

These definitions of NGO development phases were initially developed to provide guidance in designing assistance packages for participating NGOs. In USAID's redesign of the Project in 1994, the definitions are directly linked to the size of grant an organization is eligible to receive. The three sizes of grants awarded are divided into three categories. (Table 3)

Table 3: Description of Grant Awards

Grant Size (in F CFA)	NGO Type	Description of Services
micro = 35.000.000	start-up	technical assistance; receives systematic institutional support
medium = 135.000.000	developing	receives institutional support, technical assistance
macro = 135.000.000 and over	mature	limited need for institutional support, needs are less

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4.2. Training of Trainers

It has been found that as NGOs develop, acquiring technical and managerial skills needed to successfully operate their development activities, they may not, at the same time, develop the expertise to transfer their knowledge to local community groups. This transfer is the critical link to sustainable development. This is why the Project has developed a training of trainers (TOT) program. The TOT's objectives are to teach NGOs how to develop training programs, how to deliver these programs to the local community in a fashion that is easily understood and accepted, and receive feedback on the programs.

Table 4 highlights the types of modules that have been developed to train NGOs in three key subject areas of skills transfer to local communities. A general training methodology module is combined with specific technical modules to teach NGO participants how to

transfer skills they have learned to local community groups and others. The general module consists of how to identify needs for training, how to develop training programs and improve communication skills. During these sessions, which are held twice a year for two days, participants learn the basics of how to train. This general session is combined with specific technical modules that address such topics as composting, credit management, literacy programs and activity design. These modules last eight days.

In addition to general and technical modules, the staff has developed, and, in recent years, expanded their TOT for finance. This module is held for eight days and each session is held three times a year. The topics covered in these sessions include the financial management of mills, petty cash funds, inventory and revolving fund schemes. By the end of the sessions, participants are qualified to train other NGO staff and community members on these topics.

Table 4: Training of Trainers Program

Type of TOT	Theme	No. of Sessions	Days per Session	Total Days Training
General and training methodologies	Identify need for training	2	2	4
	Techniques for preparing training sessions			
	Communication techniques			
	Application of techniques discussed			
	Self and participant evaluations			
Technical	Composting	2	8	16
	Credit management			
	Literacy programs			
	Activity design			
Financial	Financial management of mills	3	8	24
	Petty cash management			
	Inventory management			
	Revolving fund management			

5. Conclusions

This monograph provides an overview of capacity building strategies of the Project. The other four monographs in the series examine specific issues related to activity design and development, monitoring for sustainable results, financial management and institutional development.

Capacity building programs are more successful with the participation of all Project stakeholders. In addition to strengthening the capacity of NGO grantees through direct interventions such as training programs and technical and financial assistance, project managers must work with government, donors, and other support organizations to build a system that can function after funding is completed. Lessons learned from the Senegal experience have shown that transparency between project staff and NGOs is critical to gain support and trust necessary to build sustainable development activities and systems.

Another observation is that capacity building interventions will be more successful if linked to the NGO's phase of development. Significant resources are needed to train and technically advise NGO's during the start-up phase. As the NGO develops and can demonstrate the ability

to apply the skills that have been acquired, interventions concentrate on encouraging these organizations to participate in training of trainers (TOT) programs to improve their ability to transfer their skills to the local community, and to expand their capacity to manage multiple projects with multiple donors. Mature NGOs usually have the technical and managerial resources needed to apply and transfer their skills already. Therefore, their needs for capacity building support services may be more targeted and may be handled primarily within their own organizational resources.

Training of trainers programs helps NGOs to move from a role of simply activity manager and implementer to one of trainer and facilitator in transferring knowledge and skills to community groups. This step is critical to enable beneficiaries to successfully assume responsibility for their development activities.

Capacity building is an essential ingredient for sustainable development. Achieving long-lasting impact and sustainable results requires the involvement of all stakeholders in a project, from donors and government, to consultative committees, to members in the NGO community and beneficiaries.

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