

Executive Summary of the YEP Project  
Population Council Contract No. C196.05A

Strengthening NGOs management and service delivery  
capabilities

**Management Component of YEP project**

Period covered in Final Report 27 November 1995 to 30 September 1996

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## 1. Objectives for the project (27 November 1995 to 30 September 1996)

Objectives for the various phases of the management component of the YEP project - period 27 November '95 to 30th September '96 - were associated with five main elements as follows -

- 1 Kick-off Workshop
- 2 Retreat Workshop Programme
- 3 Management Training Programme
- 4 Technical Assistance Programme
- 5 Dissemination Workshop

### 1.1. Kick-off Workshop Programme objectives

The Kick-off Workshop Programme was designed as a single event to launch the YEP project and objectives included the following

- 1 To inform those members of the NGO community with an active interest in the delivery of reproductive health services to the youth of Botswana about the YEP project
- 2 To enrol those members of the NGO community who had the interest and energy to become partners in the project
- 3 To introduce NGOs to the methodology that would be used to establish a baseline position for participants in the project
- 4 To identify common ground shared by NGOs operating in reproductive health and to capture ideas for action that could make best use of the "common ground" positions

### 1.2 YEP Retreat Workshop Programme objectives

The primary objective of the Retreat Workshop Programme was to establish a baseline position for each specific NGO that had elected to participate in the YEP project. A participative methodology was evolved to enable 10 NGOs to individually review NGO performance and to take stock of the performance factors that had the potential to affect both individual and organisational performance

The **performance model** used as an anchor to help achieve the performance insights was the Burke Litwin model performance model used as an anchor to help achieve the performance insights was the Burke Litwin model (set out alongside)



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An objective of the Retreat Workshops was to inform workshop participants, through self-discovery, about relevant factors that were retarding and or enhancing NGO performance

Opportunities for performance improvement were intended to be discovered in a manner that could enable participating NGOs to “help themselves” on the road to higher levels of performance

### ***1.3 YEP Management Workshop Programme objectives***

The YEP Management workshops were designed to enable participants to acquire a range of knowledge and skills and so

- ◆ act creatively, effectively as individuals and as team members in a variety of change management and capacity building situations
- ◆ identify and analyse a wide range of problems using a variety of useful practical techniques and so make valid contributions to problem resolution
- ◆ initiate and manage productivity and quality improvement projects using creative insights to achieve sustainable breakthrough results
- ◆ sensitively apply core competencies in the results-oriented management of people

#### **1 3 1 Specific objectives of YEP Management Workshop 1**

The purpose of the strategic management workshop was to assist NGO representatives to develop long range plans for their organisations

Participants at the workshop were be made familiar with the strategic planning process and acquire hands-on skills so as to be in a position to develop NGO specific long range plans

#### **1 3 2 Specific objectives of YEP Management Workshop 2**

The purpose of the change management, time management workshop was to assist NGO representatives to become more effective in management of change and the management of time

Participants at the workshop were be made familiar with the change management process and to acquire hands-on skills so as to be in a position to manage both change and time effectively

#### **1 3 3 Specific objectives of YEP Management Workshop 3**

The purpose of the performance management workshop was to assist NGO representatives to become effective in important aspects of performance management

Participants at the workshop were be made familiar with a range of performance management tools and techniques Skills were to be transferred to enable participants to be in a position to manage own performance as well as that of others

#### **1 3 4 Specific objectives of YEP Management Workshops 4a and 4b**

The purpose of the project management workshops was to assist NGO representatives to become effective in key aspects of project management

Participants at the workshops were be made familiar with the cycle of project management Skills were to be transferred to enable participants to be in a position to be effective in delivery of project management performance

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#### ***1.4 YEP Technical Assistance Programme objectives***

The primary objective for the Technical Assistance Programme during the first phase of the project was to gain sufficient insight into individual NGO needs so as to be in a position to deliver appropriate consulting input during the period June to September 1996

Delivery of management-related Technical Assistance was the objective for the second phase of the project

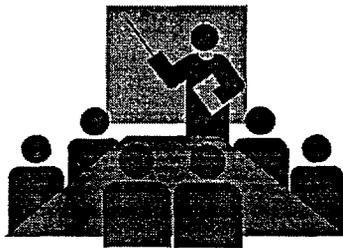
#### ***1.5. Dissemination Workshop objectives***

The Dissemination Workshop objectives included the following

- 1 To present the findings of the pilot projects to invited representatives from the extended health community - representatives from government, private sector, NGOs, institutions, the media, local and international donor agencies
- 2 To inform and make possible connections with other service delivery efforts with a view to making effective reproductive health services more available to the youth (research and management component emphasis)
- 3 To provide YEP NGOs with a platform to communicate individual NGO strategic intentions in order to enlist possible donor interest and support for continued delivery of services

## *1 6 Summary of key Programme objectives*

<b>YEP Programme</b>	<b>Process</b>	<b>Expected outputs</b>	<b>Outcomes</b>
<b>Kick-off Workshop</b>	<i>inform</i>	NGOs that understand what YEP is about	A clear vision of the way forward
	<i>enrol</i>	Several NGOs with energy to embrace the YEP project	Closer collaboration between NGOs
	<i>enable</i>	Selection of appropriate staff to attend workshops	A commitment to improve performance capacity and delivery
<b>Retreat Workshops</b>	<i>inform</i>	Knowledge of NGO performance levers and blocks and the NGO status quo	Shared knowledge of performance levers and blocks right through the NGO
	<i>enrol</i>	Energy to manage performance levers and blocks	Mobilised energy throughout the NGO to deliver high level performance
	<i>enable</i>	A self-help plan of action to manage change that lifts NGO performance	Progressive delivery of high level NGO performance
<b>Management Training Workshops</b>	<i>inform</i>	Knowledge of specific tools and techniques to lift performance	Shared knowledge throughout NGO
	<i>enrol</i>	Energy to apply selected tools and techniques, lift performance	Mobilised energy throughout NGO
	<i>enable</i>	Just do it	Progressive delivery of high level NGO performance
<b>Technical Assistance Programme</b>	<i>inform</i>	Knowledge of leverage opportunities to lift performance	Shared knowledge throughout NGO
	<i>enrol</i>	Channelled energy to deliver performance	Mobilised energy throughout NGO
	<i>enable</i>	Focused "just do it"	Progressive delivery of high level NGO performance
<b>Dissemination Workshop</b>	<i>inform</i>	Knowledge of project experience to the "extended project community"	Shared knowledge throughout the "extended project community" (NGOs, donors, government, interested parties)
	<i>enrol</i>	Channelled energy to support and build on the resource platform delivered by the project	Mobilised, committed energy within the "youth-centred" community to multiply impacts
	<i>enable</i>	Focused "just do it"	Progressive delivery of focused, collaborative effort that makes significant impact in the youth community



## **2. Activities performed during Project Period**

Key activities during the project period were focused in five main areas -

- 1 Kick-off Workshop
- 2 Retreat Workshop Programme
- 3 Management Training Programme
- 4 Technical Assistance Programme
- 5 Dissemination Workshop

### ***2.1. Kick-off Workshop***

In summary, activities associated with the Kick-off Workshop included the formulation of specific workshop objectives, design of the hand-out materials and workshop instruments, delivery of the workshop, reporting on the workshop outputs, analysis of the workshop proceedings and outputs, interpretations of insights to assist in the delivery of the project and the taking of decisions within the context of the project vision. The latter included final selection of NGOs to become actively involved in the project.

### ***2.2. NGO-specific Retreat Workshops***

In summary, activities during this phase of the project included finalisation of Retreat Workshop objectives, design of workshop format, design of appropriate materials and instruments to support the objectives, delivery of the workshops (9 in total, 2 days per workshop), analysis of findings and documentation of findings. The retreat insights acted as building blocks to assist in the design of specific technical assistance programmes for each NGO.

### ***2.3. Management Training Workshops***

The Management Training Workshops were designed to address training needs identified as being directly connected to the delivery of NGO performance.

The Strategic Management Workshop was a prescribed element of the project contract and three other workshops were to address areas that had the potential to significantly enhance individual and or organisation performance.

Each Management Workshop had a particular focus area and each was designed to have linkage to subsequent workshops in the programme.

In summary, activities associated with the Management Training Workshops included the selection and finalisation of workshop objectives, design of workshop format, design of appropriate materials and instruments to support the objectives, delivery of the workshops (five in total, 3 days per workshop except for the last which was a two day event), analysis of findings and documentation of findings in the format of Management Workshop Reports.

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## ***2.4. Planning for Technical Assistance to NGOs***

A fourth major area of activity during the initial project period was to accumulate relevant information about NGOs involved in the YEP project so as to be in a position to deliver technical assistance in a manner most likely to contribute to enhanced NGO performance. In summary, activities associated with Technical Assistance during the initial project period centred on progressively building an NGO-specific picture of opportunities for delivery of professional consulting services by the BNPC team in order to enhance NGO performance.

## ***2.5. Delivery of Technical Assistance to NGOs (Management component)***

Key activities associated with the delivery of Technical Assistance to individual NGOs included the following -

- 1 Formulation of objectives for Technical Assistance to be delivered to specific NGOs
- 2 Activities associated with Technical Assistance delivery
  - ◆ facilitation to achieve Needs Assessment consensus
  - ◆ delivery of consulting skills to achieve Technical Assistance output
- 3 Communication of outstanding work to be undertaken by individual NGOs
- 4 Determination of problems encountered in TA delivery
- 5 Reporting

## ***2.6 Dissemination Workshop***

Project team leaders and facilitators participated in the planning and delivery of the Dissemination workshop.

Key roles involved support to NGO team members who made presentations with regard to pilot projects.

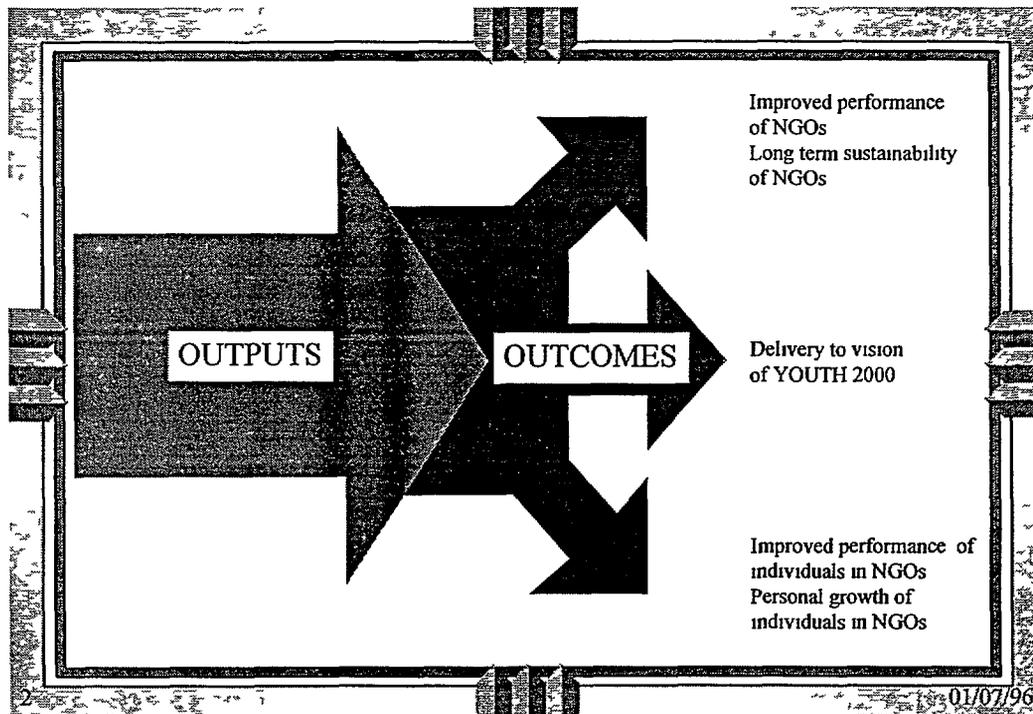


### 3. Success in Meeting the Objectives

Success in meeting objectives for the project period may be considered using several criteria. The criteria may be applied to the scheduled programmes which include the Kick-off Workshop, the Retreat Workshops, and the Management Training Workshops. The following criteria for success are tabled:

- Attendance at Workshops
- Outputs
- Outcomes
- BNPC and NGO qualitative observations at Workshop events
- NGO quantitative perceptions regarding quality of Workshop delivery

“Success” in respect of Technical Assistance is addressed by way of an outline analysis of TA interventions.



### 3.1. "Success" and the Kick-off Workshop

#### 3.1.1. Attendance at Workshop

Representatives from a number of NGOs with varying degrees of interest in the delivery of reproductive health services to the youth were able to send delegates to the workshop. Forty delegates who represented 16 different NGOs attended the Workshop.

#### 3.1.2. Outputs

A key output of the Workshop was the choice by 10 NGOs to become involved in the YEP project - starting with the Retreat Workshop Programme. Eleven NGOs were subsequently to become involved in the Management Training Programme.

#### 3.1.3. Outcomes

An important outcome of the Kick-off Workshop was the identification of a possible project related to the project vision and its subsequent progress into a viable project that was completed.

### 3.2. "Success" and the Retreat Workshops

#### 3.2.1. Attendance at Workshops

The following table records attendance details for the nine Retreat Workshops.

NGO IDENTITY	Sequence of Retreats and Attendance									Total Attendance
	1	2	3	4	5	6	7	8	9	
MAMBO ARTS (23-24/02/96)	20									20
ACT 24/02/96 & 28/02/96		4								4
BSA 01-02/03/96			9							9
BOCONGO 08-09/03/96				1						
YWCA 08-09/03/96				7						8
PSI 15-15/03/96					19					19
BYC 22-23/03/96						11				11
BOFWA 22-23/03/96							3			3
BRCS 12-13/04/96								15		15
BOGGA 20-21/04/96									15	15
<b>TOTALS</b>	<b>20</b>	<b>4</b>	<b>9</b>	<b>8</b>	<b>19</b>	<b>11</b>	<b>3</b>	<b>15</b>	<b>15</b>	<b>104</b>

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### ***3 2 2. Outputs***

A key output was a baseline picture for each of the 10 NGOs of the NGO performance profile - i.e. shared insight in the important factors that were contributing (positively and negatively) to NGO performance

Staff who are generally much more informed about performance opportunities (problem areas) and performance levers and the specific standing of the NGO in relation to performance were clear outputs of the Retreat Workshops

### ***3 2.3. Outcomes***

Outcomes such as a managed shift in NGO performance to sustainable higher levels of performance were not visible at the termination of the project - short project duration

### ***3 2 4 BNPC and NGO qualitative observations at Workshop events***

A sample of qualitative observations made by participants at the Retreat Workshops includes the following made in response to the question "how could the retreat workshop be improved?" -

- By organising more such workshops and including more NGOs
- Do this workshop more often
- It can be improved by extending number of days
- More action Make it shorter, 1 day
- Wish it could be held every month to see if we've improved
- It's good, is great and the workshop was effectively done so all is well NOTHING should be changed
- The workshop cannot be better, no room for improvement
- Only to consider some language there and there, for the most parts it was very much good
- By bringing more (NGO) members
- By having more participants
- By including the relevant leaders to participate in such workshops
- Liaise with the NGO to ensure the right target group is sent, provide sweets!!
- Sometimes it is a problem to have managers and subordinates in one place as it is difficult to voice out complaints if the manager is present, especially if there are problems in the organisation
- By training the top management
- To assist in solving problem areas in order to strengthen the organisation further

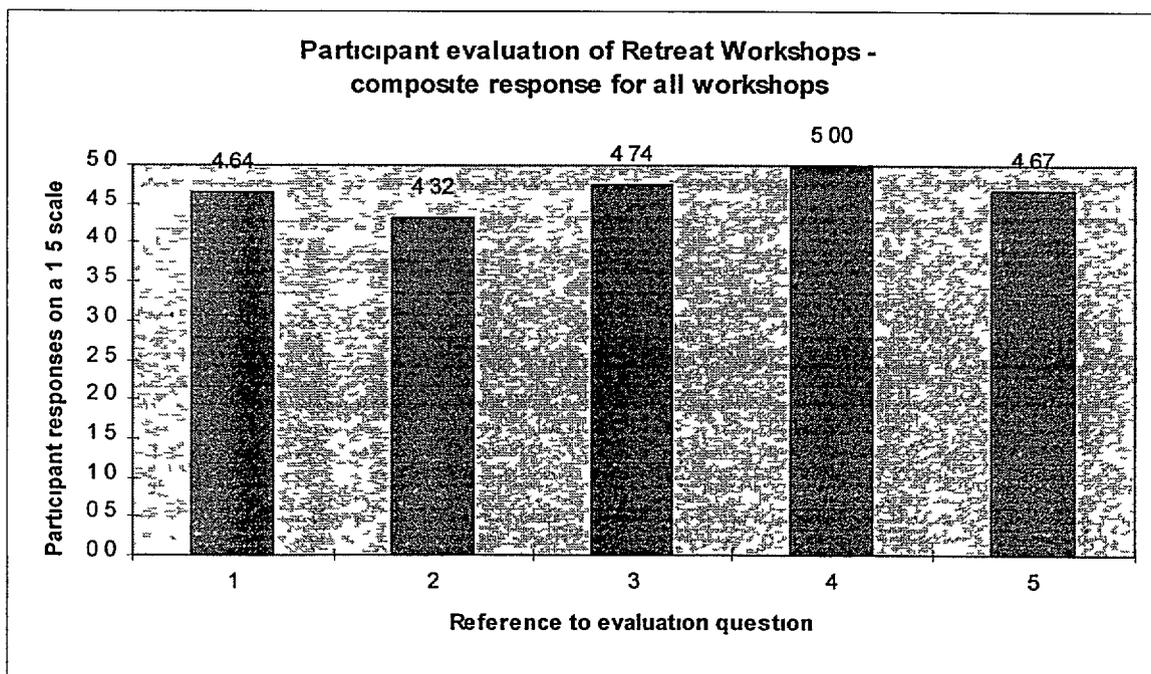
### 3.2.5 NGO quantitative perceptions regarding Quality of Workshop delivery

A quantitative evaluation was made of each Retreat Workshop delivered during the project period. An evaluation form was used at the end of each workshop to capture the perceptions of workshop participants regarding key workshop issues. Analysis of 5 elements of the evaluation form are considered to provide reasonable indicators of individual workshop “success” - from an immediate “output” perspective. The five areas of interest were as follows -

- 1 do you understand why you are attending this workshop? 5= very much so, 1=not at all
- 2 this workshop met my objectives? 5= very much so, 1=not at all
- 3 competence of the instructor - overall? 5=very good, 1=unsatisfactory
- 4 how useful do you think action planning was? 5=very good, 1=unsatisfactory
- 5 one of BNPC's training services is follow-up - do you think this is useful?  
5= very much so, 1=not at all

Each of the Retreat Workshops was analysed using the above “question” criteria in order to provide a picture of perceived Workshop “success” (5 point scale used)

Question	BSA	MAC	ACT	YWCA	BOCONGO	PSI	BOFWA	BYC	BRCS	BOGGA	Composite
1	4.60	4.86	4.50	4.80	5.00	4.60	4.33	4.70	4.29	4.71	4.64
2	4.27	3.37	4.00	4.80	5.00	4.33	4.00	4.67	4.13	4.47	4.32
3	4.45	4.86	4.50	5.00	5.00	4.47	4.67	4.83	4.85	4.80	4.74
4	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
5	4.70	4.71	4.50	4.50	5.00	4.60	4.43	4.58	4.68	4.53	4.67



### 3.3. "Success" and the Management Training Workshops

#### 3.3.1 Attendance at Workshops

Attendance at the five management training workshops is set out in the following table. Total attendance at the workshops was regarded as satisfactory. A few NGOs were unable to make delegates available and this was a disappointment.

NGO IDENTITY	Training Workshop Attendance					Total Attendance person-days
	1 22-24 April	2 20-22 May	3 24-26 June	4a 22-24 July	4b 20-21 August	
ACT	0	1	1	2	2	16
AMMB	0	2	3	3	3	30
BOGGA	5	3	4	5	5	61
BOCONGO	0	0	0	0	0	0
BOFWA	1	2	1	1	1	17
BRCS	2	2	2	3	3	33
BSA	2	2	7	13	13	98
BYC	2	2	2	3	3	33
MAMBO	2	2	2	1	1	23
PSI	2	3	2	3	3	36
YWCA	3	7	7	4	4	71
Totals	19	26	31	38	38	418

#### 3.3.2. Outputs

All participants who attended one or more of the management workshops have become more knowledgeable about the subject matter since attending the workshop(s).

Many of the delegates have indicated that they have enrolled, to varying degrees, to performance improvement both at individual and at organisation level. A lesser number of workshop participants have indicated that they are enabled to take new skills and knowledge and deploy them in the work place.

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### **3 3.3. Outcomes**

Some outcomes such as new work behaviour and habits that are aligned to improved performance have been made visible by some participants reporting back at training workshops

It is too early to make incisive comments with regard to outcomes

### **3 3 4 BNPC and NGO qualitative observations at Workshop events**

A sample of qualitative observations made by participants at the Retreat Workshops includes the following made in response to the question “how could the retreat workshop be improved?” -

- The workshop is quite educative but needs our top managers and middle managers
- The workshop can be improved by us coming on time
- Extend the time, all the components were important but there was not enough time
- By speaking both languages English and Setswana - to enable the participants to get more information
- The course could be improved by making sure that the same people always attend the courses, in that way making everything effective

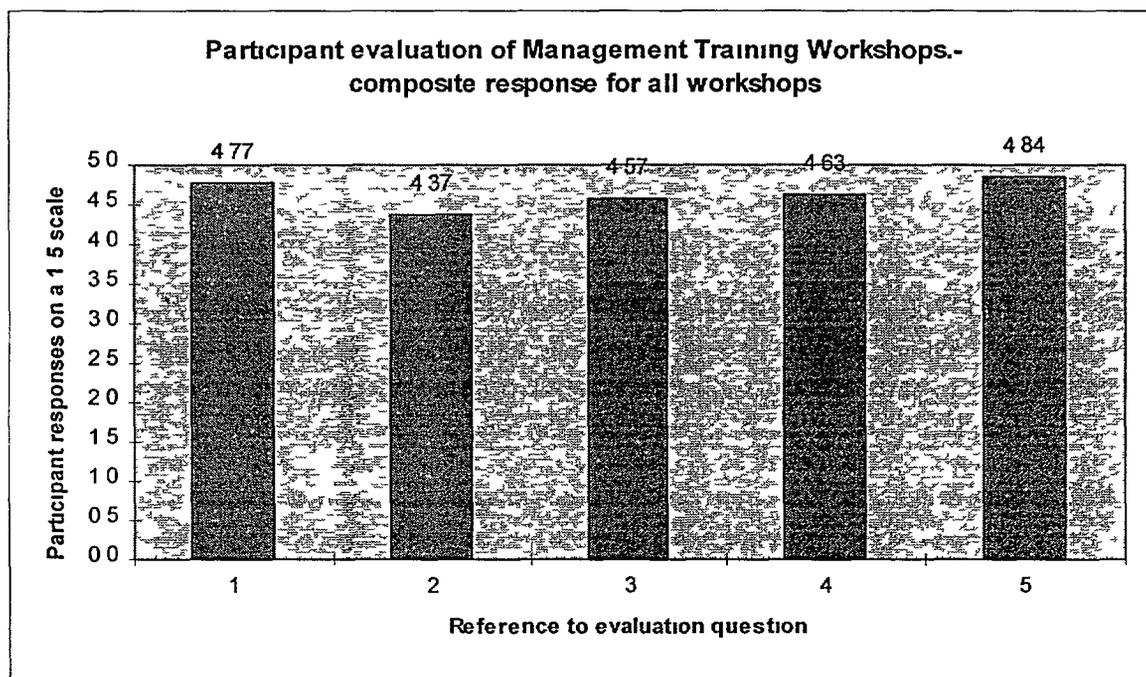
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A quantitative evaluation was made of each Management Training Workshop delivered during the project period. An evaluation form was used at the end of each workshop to capture the perceptions of workshop participants regarding key workshop issues. Analysis of 5 elements of the evaluation form are considered to provide reasonable indicators of individual workshop "success" - from an immediate "output" perspective. The five areas of interest were as follows -

- 1 do you understand why you are attending this workshop? 5= very much so, 1=not at all
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- 4 how useful do you think action planning was? 5=very good, 1=unsatisfactory
- 5 one of BNPC's training services is follow-up - do you think this is useful? 5= very much so, 1=not at all

Each of the Management Training Workshops was analysed using the above "question" criteria in order to provide a picture of perceived Workshop "success" (5 point scale used)

Question	Workshop 1	Workshop 2	Workshop 3	Workshop 4a	Workshop 4b	Composite
1	4.79	4.68	4.74	4.79	4.86	4.77
2	4.33	4.32	4.31	4.65	4.24	4.37
3	4.74	4.43	4.61	4.57	4.52	4.57
4	4.44	4.57	4.69	4.81	4.66	4.67
5	4.76	4.83	4.89	4.86	4.85	4.84



### **3.4. "Success" and Technical Assistance delivered to NGOs**

The objective of the Technical Assistance for each YEP project NGO is summarised and an assessment of "success" is tabled by way of a (subjective, hindsight) judgement view on the possible value of the technical assistance to the NGOs concerned

#### **3 4 1 ACT - AIDS ACTION TRUST**

**Objective of TA to interact with ACT board, management and staff and friends of ACT in order to revisit the ACT strategic plan - especially to take account of insights gained from the retreat workshop and to accommodate significant changes in the external environment**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance

**a score of 7 on a 10 point scale**

(0 = no impact, 5 = average impact, 10 = exceptional impact)

#### **3 4 2 AMMB - ASSOCIATION of MEDICAL MISSIONS for BOTSWANA**

**Objective of TA to familiarise one member of AMMB with the instruments used at the retreat workshops so as to enable the person to conduct discovery retreat workshops as a facilitator**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance

**a score of 5 on a 10 point scale**

(0 = no impact, 5 = average impact, 10 = exceptional impact)

#### **3 4 3 BOCONGO - BOTSWANA COUNCIL of NGOs**

**Objective of TA Not possible to deliver any TA**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance

**a score of 0 on a 10 point scale**

(0 = no impact, 5 = average impact, 10 = exceptional impact)

#### **3 4 4 BOGGA - BOTSWANA GIRL GUIDES ASSOCIATION**

**Objective of TA to expose BOGGA top management to strategic planning and to assist them in development of a BOGGA strategic plan**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance

**a score of 7 on a 10 point scale**

(0 = no impact, 5 = average impact, 10 = exceptional impact)

**3 4 5 BOWFA - BOTSWANA FAMILY WELFARE ASSOCIATION**

**Objective of TA to interact with BOWFA management, staff and other stakeholders in order to deliver professional advice in the following areas of concern for BOWFA**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance  
**a score of 7 on a 10 point scale**  
(0 = no impact, 5 = average impact, 10 = exceptional impact)

**3 4 6 BRCS - BOTSWANA RED CROSS SOCIETY**

**Objective of TA not possible to deliver effective TA to the NGO**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance  
**a score of 2 on a 10 point scale**  
(0 = no impact, 5 = average impact, 10 = exceptional impact)

**3 4 7 BSA - BOTSWANA SCOUTS ASSOCIATION**

**Objective of TA to assist Botswana Scouts Association with the development of a curriculum for the reproductive health component of their syllabus**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance  
**a score of 7 on a 10 point scale**  
(0 = no impact, 5 = average impact, 10 = exceptional impact)

**3 4 8 BYC - BOTSWANA YOUTH CENTRE**

**⇒ Objective of TA to interact with the UNICEF sponsored consultant appointed to work intensively with BYC to help transform the organisation into a focused, effective NGO**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance  
**a score of 7 on a 10 point scale (in combination with Unicef consultant input)**  
(0 = no impact, 5 = average impact, 10 = exceptional impact)

**3 4 9 MAC - MAMBO ARTS COMMUNE**

**Objective of TA to assist Mac management in addressing some key concerns that emerged from the Retreat Workshop**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact on the capacity of the NGO to deliver superior organisational performance  
**a score of 5 on a 10 point scale**  
(0 = no impact, 5 = average impact, 10 = exceptional impact)

**3 4 10 PSI - POPULATION SERVICES INTERNATIONAL**

**Objective of TA**

**to strengthen the computer literacy skills base of core staff at PSI  
to construct a work behaviour template to reflect the work behaviour characteristics of a  
successful media manager who was about to leave he organisation**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact  
on the capacity of the NGO to deliver superior organisational performance  
**a score of 5 on a 10 point scale**  
(0 = no impact, 5 = average impact, 10 = exceptional impact)

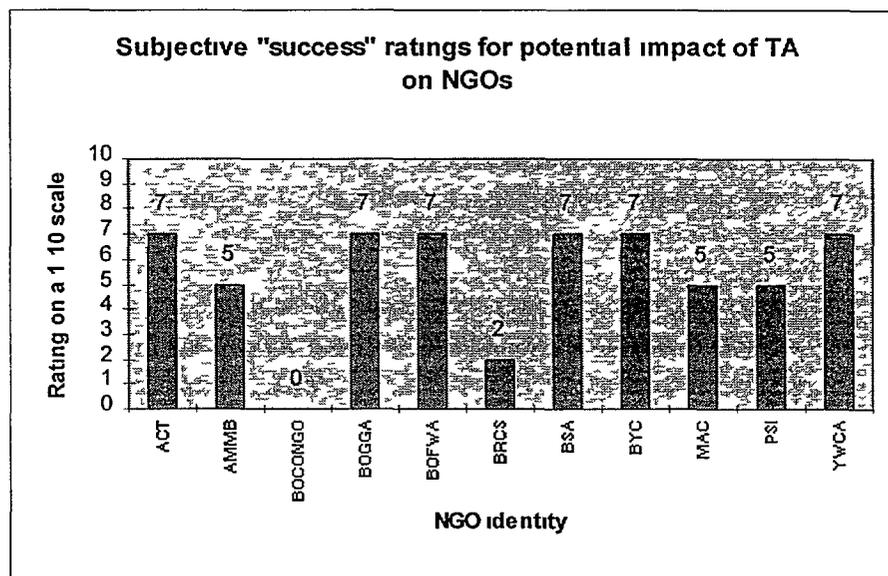
**3 4 11 YWCA - YOUNG WOMEN'S CHRISTIAN ASSOCIATION**

**Objective of TA to interact with YWCA leadership, management and other YWCA  
stakeholders in order to lay the foundations for an initial strategic plan - a plan to take  
balanced account of insights gained from the retreat workshop and to accommodate  
significant changes in the external environment**

BNPC Team Leader's subjective assessment of the potential for the TA as delivered to impact  
on the capacity of the NGO to deliver superior organisational performance  
**a score of 7 on a 10 point scale**  
(0 = no impact, 5 = average impact, 10 = exceptional impact)

**3 4.12. Summary of "success" ratings for potential impact of TA on NGOs**

ACT	AMMB	BOCONGO	BOGGA	BOFWA	BRCS	BSA	BYC	MAC	PSI	YWCA
7	5	0	7	7	2	7	7	5	5	7



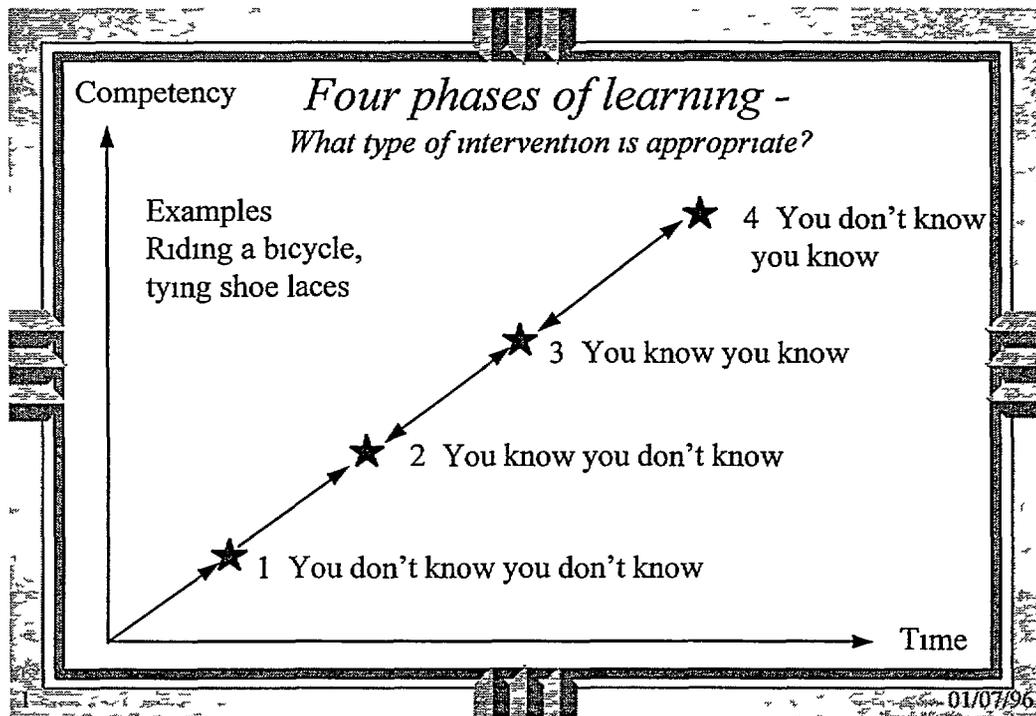


## 4. Problems that Occurred During the Project Period

### 4.1. Problems not associated with specific YEP programmes

One of the key problems associated with the entire project is the baseline picture that emerged from the first phase of the project. Although there were exceptions, the majority of NGOs involved in the project faced a situation where a fair amount of learning and reflection had to take place before effective action was likely to take follow

Depth of knowledge in these NGOs was such that key learning, required to improve performance delivery, had to progress from position 1 in the diagram below, “You don’t know you don’t know”, through the next level “You know you don’t know” before sustainable operational effectiveness could really start taking place at level 3 (“You know you know”)



Key problems were consequently associated with pace and nature of delivery of training programmes to bridge the learning implications. Materials and delivery methods were introduced and delivered to accommodate the situation as far as possible.

The variation in “mix” of the NGOs that became part of the YEP project were such that some of the initial project planning assumptions were no longer valid. More high level facilitation and consulting time was consumed by the project during the various project phases than anticipated.

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There were expectations that the position should become less of a problem during the latter phases of the project and this proved to be the case

As a result of the above, there were line item implications as far as the project budget was concerned. Higher expenditure was necessary for the "co-ordinator" and "lead facilitator" line items. The project was nevertheless expected to be delivered very close to the original budget.

A concern, which developed into a problem, was the extent to which knowledge gained at the various workshops was shared within the NGOs by workshop participants once workshops ended. There were indications that some sharing of knowledge was taking place but the extent of this multiplier effect taking root appeared to be limited. Perhaps the project design should have catered more for a "train the trainer" emphasis.

Practice was to table and discuss the ground rules at the start of each workshop and to ensure ownership of the ground rules was embraced by all participants at all workshops. Ground rule 3, "Manage All Agreements, Time Agreements and Breakdowns" helped deal with time management at workshops.

Timeliness was nevertheless a problem on occasions - **probably much less of an issue had there not been time agreements in place**

Attendance at workshops has been a problem for some NGOs. Targeted staff, especially leaders, were not in a position to attend some key workshops.

## **4.2. Problems associated with specific YEP programmes**

Problems associated with the following four YEP programmes are tabled -

- Kick-off Workshop
- Retreat Workshop Programme
- Management Workshop Programme
- Technical Assistance Programme

### ***4.2.1 Problems associated with the Kick-off Workshop Programme***

The vision of the YEP project was to focus project resources on 5-6 NGOs that had the potential to be developed via the project into organisations that would make high impact in the delivery of reproductive health services to the youth of Botswana.

Interest shown at the Kick-off Workshop was such that 10 organisations became involved in the Retreat Workshop Programme and 11 NGOs were involved in the Management Training Workshops.

Problems associated with this fact of life were a need for more input resources to be consumed. There were budget implications on several line items in the budget, especially personnel costs - the direct result of more demand on facilitator time to service the additional NGOs.

Current assessment of the budget is that the project was delivered very close to the original budget although there was a shift in line item expenses to reach this goal.

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#### ***4.2.2. Problems associated with the Retreat Workshop Programme***

Some Retreat Workshops were conducted with the entire staff of the NGO present at the workshop. A major problem was to retain the interest of all individuals at all times given a scenario where the education and intellectual gap within such staff complement was wide. Innovative practices were introduced to manage the situation and the effect of the problem was minimised. The situation nevertheless impacted on time needed to deliver the affected retreat workshops.

Many of the YEP NGOs rely on volunteer staff to carry out much of the work. As a result it was not feasible to conduct the Retreat Workshops during the normal working week. Most retreats were delivered over weekends. This required a sacrifice of time by workshop participants and perhaps some inconvenience to resource staff. The problem was managed.

The two day duration of the Retreat Workshops was regarded as something of a problem area by several NGO participants. They would have preferred the event to be staged over a longer period of time - up to five days.

Better representation of the leadership group at several of the retreats might have contributed to the creation of a shared common platform within those NGOs as a point of departure for a changed future.

Wider representation of members in the case of several NGOs may have contributed to the mobilisation of a critical mass for performance improvement at the Retreat itself. Those NGOs with wide representation appeared to be ready to move forward at an early stage.

#### ***4.2.3 Problems associated with the Training Workshop Programme***

Not all YEP NGOs sent participants to all Training Workshops during the project period.

The training workshops were modular in design but were nevertheless interconnected. The tendency was for NGOs to send different participants to the various workshops. In cases where sharing of prior knowledge gained at workshops was not carried out by NGOs, there were problems of continuity and linkage. A certain amount of duplication was necessary to accommodate the situation.

Energy to comprehensively pick up the challenge to deal with the "action planning" component of training workshops was generally a problem area - there were some exceptions. Action planning was intended to serve as a bridge between the workshop "classroom" and the real life situation.

English was planned as the language of facilitation and instruction at the training workshops. From time to time it became necessary to make a plan to use Setswana to put across key points and to ensure widespread, full discussion on important topics.

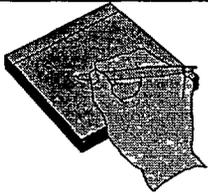
The three day duration of the Management Training Workshops was regarded as something of a problem area by several NGO participants. These participants would have preferred the event to be staged over a longer period of time - up to five days.

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#### ***4 2.4. Problems associated with the Technical Assistance Programme***

Access to NGO staff was a general problem experienced during the period of time available for delivery of Technical Assistance. The combination of the load from both the Research component and the Management component within a compressed project time period tended to drain energy of NGO staff.

Interaction, during TA delivery, with NGO members during who had not attended YEP management workshops created problems in that ground covered at the management workshops had to be repeated in order for progress to be made. This was especially the case in TA that focused on strategic planning.



## 5. Materials Developed During the Review Period

### 5.1 Methodology used to conduct workshop events

The following workshop methodologies were utilised to conduct the various programmes associated with the YEP project. Appropriate emphasis was placed on the various elements for the specific delivery of the individual programme components.

Workshop process	Main purpose
Plenary presentation	Transfer of knowledge via direct lecture
Facilitation via plenary discussion	Communicate, Share ideas Exchange experiences, Inform
Video Presentations <ul style="list-style-type: none"> <li>• core subject matter</li> <li>• case studies</li> </ul>	Inform about principles, methods and experiences
Field Work	Used in Management Training Workshop 1 to research needs of youth in an inter-active manner
Panel discussion	Used in Management Training Workshop 1 to inform through the use of expertise
Individual Work	Learning by doing
Group Work <ul style="list-style-type: none"> <li>• case studies</li> <li>• brainstorming</li> <li>• problem solving</li> </ul>	To work as a team in processing information and ideas into a product Communicate, Share ideas Exchange experiences, Inform Problem solve
Group work Presentation to plenary	Practice presentation skills Communicate, Share ideas Exchange experiences, Inform
Role Playing <ul style="list-style-type: none"> <li>• acting</li> </ul>	Act out knowledge, skills
Handouts <ul style="list-style-type: none"> <li>• case studies</li> <li>• core material notes</li> <li>• work books</li> <li>• reference material</li> </ul>	Inform Educate
Instruments <ul style="list-style-type: none"> <li>• questionnaires</li> </ul> special purpose instruments	Establish baseline positions

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## **5.2 Materials developed to support Programme Workshops**

Diverse materials were assembled, synthesised and developed as necessary to meet the requirements of the various programme requirements

Most “development” work was associated with the particular requirements of the Retreat Workshops to baseline the performance profile of the various NGOs participating in the YEP project

Specific details of the materials used at the various workshops delivered during the project period are detailed in Section 7 of this Summary Report

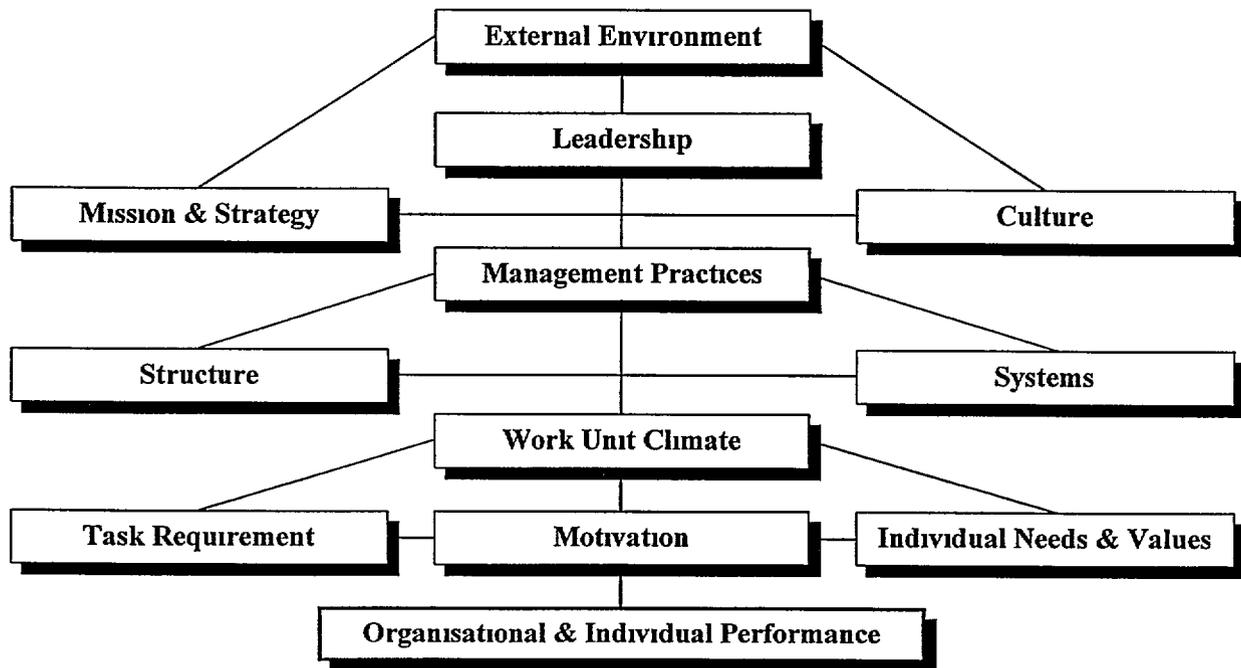


## 6. Relevant Data and Analyses Performed

A strategic level force field analysis was done for each of the 10 NGOs subsequent to the NGO-specific Retreat Workshops. The force field analysis was linked to the Burke Litwin Performance Model, used as a reference model throughout the management component of the project. The Burke Litwin model of key factors and their primary relationships in delivery of performance is shown below.

### 6.1. Strategic level force field analysis

#### Delivery of performance - relationship of key factors



Adapted from Burke & Litwin

A thread which ran through to connect many of the NGOs involved in the project and which emerged from the Strategic Level Force Field Analysis represented performance delivery constraints associated with the following factors (in particular)

- ◆ No strategic plan or non-effective deployment of strategic plan
- ◆ Relatively ineffective performance management systems installed and working
- ◆ Progressive deterioration in working through the PDCA cycle - Reasonable **Plan**, less effective **Do**, even less effective **Check** and “fire-fighting” **Act**
- ◆ Mediocre time management practices
- ◆ Mediocre project management practices



## **7. Inventory of Forms, Records and Materials**

Forms and materials were assembled and/or developed to support the management component of the YEP project. Records were maintained to assist with delivery of the project. An inventory of the key forms, records and materials applicable to the management component of the project is as follows:

### **Kick-off Workshop (27-28 November 1995)**

- Registration form (ex YEP Project Co-ordinator)
- Workshop instruments to prepare NGOs for Retreat Programme
- Training needs analysis instrument
- Workshop evaluation form (ex YEP Project Co-ordinator)

### **Management Retreats (9 separate workshops during February-April 1996)**

- Registration form (ex YEP Project Co-ordinator)
- Retreat Workbook
- Retreat response pad for anonymous response to assessment questions
- Feedback forms ("Weather Report", "SO FAR the workshop is ...")
- Workshop evaluation form
- Workshop report to document findings of the workshop group

### **YEP Strategic Management Workshop 1 (22-24 April 1996)**

- Registration form (ex YEP Project Co-ordinator)
- Strategic Management Workshop Facilitators Guide
- Strategic Management Workshop Notes
- Case Studies used at workshop
- Instruments used at workshop
- Details of videos screened at workshop
- Feedback forms ("Weather Report", "SO FAR the workshop is ...")
- Workshop evaluation form
- Workshop Report to record the proceedings of the workshop

### **YEP Change Management, Time Management Workshop 2 (20-22 May 1996)**

- Registration form (ex YEP Project Co-ordinator)
- Change Management, Time Management Workshop Facilitators Guide
- Change Management, Time Management Workshop Notes
- Case Studies used at workshop
- Instruments used at workshop
- Details of videos screened at workshop
- Feedback forms ("Weather Report", "SO FAR the workshop is ...")
- Workshop evaluation form
- Workshop Report to record the proceedings of the workshop

**YEP Performance Management Workshop 3 (24-26 June 1996)**

Registration form (ex YEP Project Co-ordinator)  
Performance Management Workshop Facilitators Guide  
Performance Management Workshop Notes  
Case Studies used at workshop  
Instruments used at workshop  
Details of videos screened at workshop  
Feedback forms ("Weather Report", "SO FAR the workshop is ")  
Workshop evaluation form  
Workshop Report to record the proceedings of the workshop

**YEP Project Management Workshop 4a (22-24 July 1996)**

Registration form (ex YEP Project Co-ordinator)  
Project Management Workshop Notes  
Case Studies used at workshop  
Instruments used at workshop  
Details of videos screened at workshop  
Feedback forms ("Weather Report", "SO FAR the workshop is ")  
Workshop evaluation form

**YEP Project Management Workshop 4b (20-21 August 1996)**

Registration form (ex YEP Project Co-ordinator)  
Project Management Workshop Notes  
Case Studies used at workshop  
Instruments used at workshop  
Details of videos screened at workshop  
Feedback forms ("Weather Report", "SO FAR the workshop is ")  
Workshop evaluation form

**YEP Dissemination Workshop**

Registration form (ex YEP Project Co-ordinator)  
Summary of workshop presentations  
Audio tape record of Workshop proceedings  
Workshop evaluation form (inviting delegate responses)