

Guidelines for Capacity Development in the Education Sector:

Introductory Workshop Package

Purpose of the workshop package

- Establish a common understanding of capacity and capacity development amongst stakeholders
- Familiarize stakeholders with the FTI CD Guidelines' basic concepts and processes
- Introduce the next steps to participants OR launch a discussion whether the guidelines would be useful in the country and what the next steps could be

The workshop package is designed to be used by an experienced facilitator familiar with participative methodologies. It attempts to provide a more detailed discussion on capacity and capacity development concepts than can be found in the guidelines themselves. If the facilitator is not familiar with the concept of systemic capacity development, a capacity development specialist should also be present as a resource person.

Target group

The target group consists of decision makers within the Ministry of Education, cooperating partners supporting the Ministry of Education, key stakeholders from civil society and the private sector

Overview of the workshop package

The workshop package supports a two-day participative workshop. Ideally, the group should be between 15 and 35 persons. Obviously, a larger group will need more time for discussions. Nonetheless, two days should be sufficient time for even a group of 35 to have thorough discussions and work through the practical exercises.

On the first day, a brief overview of the workshop as well as a short introduction into the FTI CD Guidelines is given. This is followed by some conceptual input on capacity and capacity development. These inputs are intended to establish a common understanding of capacity and capacity development and to aid participants in appreciating the complexity of the task they are undertaking, while underlining the importance of a systemic approach such as presented in the FTI CD Guidelines. In the afternoon, discussion of the guidelines will begin by looking at the 5 Step process in general and a detailed analysis of Step 1 and Step 2.

The second day is devoted to progressing through the 5 Steps, one step at a time. Ample opportunity is given for small group discussions as well as several activities designed to clarify some points of the process and give participants a full appreciation of the process. A summative exercise is proposed, which gives the participants the opportunity to apply most of the concepts presented during the two days.

This workshop is not intended to be a part of the capacity assessment process itself, but rather a part of the dialogue that precedes the assessment(s).

FTI CD Guidelines Introductory Workshop Outline

A. Anticipatory set:

- Introduction of participants
- Presentation of objectives of the seminar
- Presentation of program/time schedule

B. FTI CD Guidelines overview

- What are they
- What are they for
- Who are they for

C. Capacity: some conceptual notes

- Definitions
- Levels (Individual, Organizational, Institutional)
- Areas (7 from the FTI CD Guidelines)
- Complexity

D. Capacity development: some conceptual notes

- Definition
- Graphic models (linear and spiral)

E. Using the FTI CD Guidelines

- The five steps
 - 1) Setting the stage
 - 2) The context
 - 3) Assessing capacity
 - 4) Designing a CD strategy
 - 5) M&E

F. Conclusion & evaluation of seminar

- Discussion of the applicability of the guidelines in this country
- Evaluation

Materials needed

To conduct the workshops, a minimal amount of material should be available, as follows:

- Copies of the FTI CD Guidelines (1 per participant, 1 for the facilitator)
- Copies of the national education sector strategy or plan
- Flip-chart paper
- Moderations boards, cards and markers

- Copies of activity sheets:
 - Activity I: Levels of Capacity
 - Activity II: Areas of Capacity
 - Activity III: Capacity Depleting Phenomena
 - Activity IV: CD Strategy
 - Activity V: Indicators
- Copies of the workshop evaluation form

Notes on moderation

Since the workshop aims to make participants more familiar with the FTI CD Guidelines, numerous opportunities for discussing aspects of the guidelines are built into the workshop package. Suggestions for discussions are provided in the document “Discussion Guide”. Sharing of thoughts is a good way of anchoring learning, so the workshop is based on a small group seating arrangement with 5-6 participants sitting around tables. Most of the discussion will take place amongst the members sitting at each table, with results of the small group discussion often shared with the larger group. Not only does this encourage everyone to participate, it also improves time management.

The presentation

The presentation is designed to accompany the entire workshop, serving as a visual reference and support for the facilitator. It is not designed to be read to the participants – they wouldn’t be participants then, but an audience! Some slides are full of text taken from the guidelines. Rather than read them, encourage participants to simply open the guidelines and read themselves. Copies of the guidelines should be made available beginning in the afternoon of the first day.

The slides are provided in the document “Presentation – FTI CD Guidelines Introductory Workshop” The slide layout is nearly identical to the page layout in the guidelines, with orienting information in the upper right hand corner and the main body divided into two sections. In the presentation, the orange box is where the main text is presented, with the white space on the right used for additional information, such as key statements or sample questions from the guidelines. Blue text boxes appear with particularly pertinent advice or observations. The presentation has minimal animation. Text appears by paragraphs and some graphics ‘wipe’ to give the impression of moving in a particular direction. It is highly recommended that facilitators run through the presentation several times to become familiar with the animation.