

Global Capacity Development Strategy



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Duration: 2018 - 2022

Introduction

The vision of Forum Syd is a just and sustainable world where all people have the power to effect change. We strive to achieve this by strengthening marginalised people around the world who organise to claim their rights, and by advocating for changes that contribute to a just and sustainable world.

The Global Capacity Development Strategy 2018-2022 aims at realising Forum Syd's vision and purpose by setting the approach for its capacity development work. **Forum Syd seeks to be a knowledge platform for its members, partners, donors and other stakeholders to strengthen civil society through mutual learning**; it performs its capacity development work within the Istanbul Principles on CSO Development Effectiveness¹.

The strategy contributes to two of Forum Syd's strategic goals set for 2018 – 2022:

- **Strong through our Diversity:** By 2022 Forum Syd is recognised by members and other stakeholders as an important platform for civil society. We do this by making visible the work of the many diverse organisations with which we work, without thematic or geographical limitations. We are an influential voice in development cooperation championing the role of civil society in promoting democracy and fulfilling human rights.
- **Continuous Improvement:** By 2022 our processes are clearly defined, efficient and fully implemented. Leadership is clear and all decisions are guided by our purpose. We have improved results and increased the potential for synergies by innovating and coordinating between organisational units, with our members, and through strategic partnerships.

Goals

The main goal of the strategy for the period 2018 – 2022 is to provide an integrated and coherent approach for Forum Syd to perform external and internal capacity development that contributes to the vision of a just and sustainable world where all the people have the power to effect change.

Four outcomes have been set to achieve the main goal:

- There is a common understanding of capacity development and its methods within Forum Syd.
- The Learning Management Cycle is used as a standard for Forum Syd's capacity development initiatives.
- Common methodologies and tools for capacity development are available on a global level.

¹ The Istanbul principles on CSO development Effectiveness: 1. Respect and promote human rights and social justice 2. Embody gender equality and equity while promoting women and girls' rights 3. Focus on people's empowerment, democratic ownership and participation 4. Promote Environmental Sustainability 5. Practice transparency and accountability 6. Pursue equitable partnerships and solidarity 7. Create and share knowledge and commit to mutual learning 8. Commit to realising positive sustainable change.

- Forum Syd has learned and increased its own institutional capacity through the monitoring and evaluation of its capacity development initiatives.

What is Capacity Development?

One of Forum Syd's four roles is to be a capacity developer. **Forum Syd understands capacity development as the process through which individuals, organisations, institutions and other stakeholders obtain, increase and maintain the capabilities to engage in social, political, economic and ecological change.**

The capacity development process in Forum Syd is anchored in the organisation's Theory of Change. Supporting efforts of individuals to organise and work together to claim their rights is at the core of Forum Syd's work, and requires efforts at individual, organisational and contextual level to produce lasting change.

- Individual level: Capacities developed at the individual level may lead to changes in skills, behaviours and attitudes. This level is interlinked with the other levels as it is important to develop and see individuals' capacity to achieve change on organisational and contextual levels.
- Organisational level²: Strengthening organisational capacities consists of measures to improve the overall functioning and performance of an organisation. It is often focused on changes in organisational mandates, systems, processes and/or priorities. It also includes organisations' thematic knowledge, negotiation, advocacy, decision making, policy making and conflict management. An organisation improves over time as it gains experience and develops systems to recognise existing competencies and improves organisational learning.
- Contextual level: All societies are subject to a set of conditions that affect the extent to which civil society organisations lead initiatives, e.g.: legislation, norms, policies and economic resources. Capacity development on this level focuses on creating enabling environments for civil society to organise and advocate for their rights.

Capacity development must be based on the needs and existing capacities of recipients – who are the bearers of change. It is crucial to remember that capacity development processes are often neither linear nor predictable. Capacity needs are influenced by various contextual conditions that change continuously. Forum Syd views capacity development as a holistic process in which the strengthening of individual and organisational capacities influences one another and the contexts through which actors navigate.

Methods for Capacity Development

Capacity development and methods are two deeply connected concepts. A method is the systematic way or procedure one uses to accomplish a certain objective. For the purposes

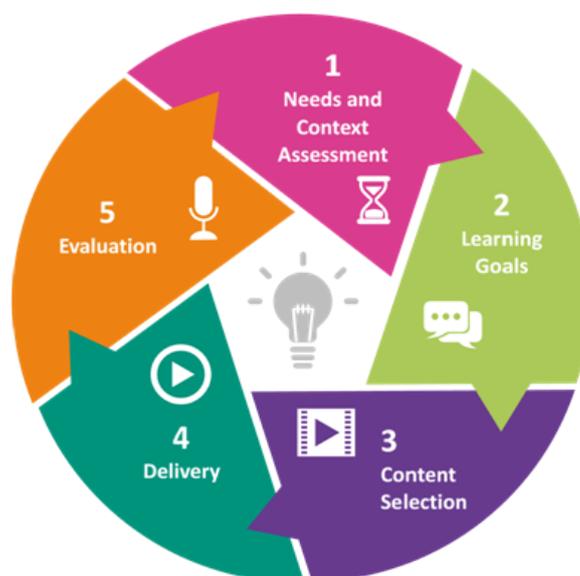
² The organisational level refers to the capacity development that engages civil society organisations, private companies and institutions (including potentially duty bearers).

of this strategy, method development refers to the steps, procedures, techniques and tools Forum Syd uses to implement relevant and effective capacity development initiatives.

Forum Syd's current methods for capacity development are the Learning Management Cycle (LMC) and the Right(s) Way Forward (RWF). These two methods integrate the Rights-Based Approach, Gender Equality and Equity, Environment and Climate change, and Conflict and Do No Harm approaches.

The Learning Management Cycle (LMC)

Forum Syd uses a five-step model, the Learning Management Cycle (LMC), as the framework to design, implement, monitor and evaluate its capacity development work. It highlights core aspects of the process that need to be considered regardless of scope, time frame or budget and aims at achieving sustainable learning..



Needs and Context Assessment | Analysis of needs and conditions of participants and context. Establish the intention of learning experience to be designed and delivered. Why are we offering this learning experience? What needs does it cover or respond to?

Learning Goals | Specific skills and knowledge expected to be acquired/developed through the learning experience, established by goals. Takes into account specific competences of participants and trainers.

Content Selection | Resources and methodologies used to implement the learning experience. Selection of suitable material to fulfil needs identified to achieve learning goals.

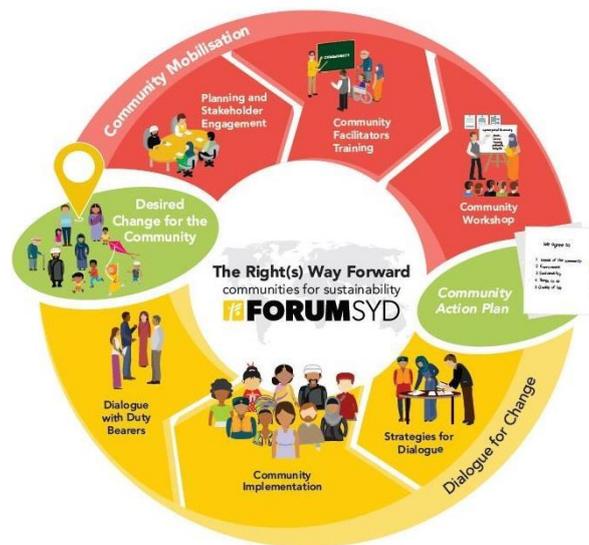
Delivery | Implementation of learning experience based on designed material. Emphasis on the importance of strong interactive component within learning activities.

Evaluation | Measure learning achievements and impacts changes in skills and/or behaviours obtain feedback for improvement of future learning experiences.

The LMC will be integrated into the Planning, Monitoring and Evaluation (PME) standards for Forum Syd's programmes and projects.

The Rights Way(s) Forward (RWF)

The RWF is a community-based methodology that seeks to empower communities to claim their rights, and aims at creating a space for dialogue between rights-holders and duty-bearers to address different community concerns collaboratively. It is Forum Syd's methodology for adopting the rights-based approach and encompasses all aspects which are central to development work, providing a platform for the exchange of viewpoints. The material is developed around issues related to Gender Equality and Equity, Environment and Climate change, and Conflict and Do No Harm.



Operationalisation of the Strategy

To achieve a **common understanding of capacity development and its methods within Forum Syd**, the definition of capacity development will be discussed in different fora involving all of Forum Syd's programmes and the Learning Management Cycle (LMC) will be implemented in all capacity development initiatives. The Global Capacity Development Strategy and the LMC will be available to Forum Syd's staff, members and partners through the web page and the intranet.

To facilitate the use of **the Learning management Cycle as the standard for Forum Syd's capacity development initiatives**, a Capacity Development Toolbox will be developed and made available for Forum Syd's staff, members and partners through the web page and the intranet. The Capacity Development Toolbox will be a collection of methodologies, documentation and andragogic support materials to assess needs, set learning goals, provide content, and deliver and evaluate the capacity development activities.

To make sure **common methodologies and tools for capacity development are available globally** different task groups will be set up. Technology will play a key role in making the methodologies and tools accessible to all of Forum Syd's offices, bottom-up and participatory approaches will be crucial in their development, and web-based solutions and eLearning will be used to ensure sustainability and support the learning diversity across the organisation. Some of the tasks are: the integration of the RWF to Forum Syd's programmes, development of the Changers Hub (external learning platform), the Organisational Learning site (internal learning platform), organisational assessment processes and the set up of a system to identify potentially innovative initiatives.

To achieve the goal of **Forum Syd learned and increased its own institutional capacity through the monitoring and evaluation of its capacity development initiatives**, the LMC will be integrated into the programme development process and the PME standards, an overview of the capacity development initiatives in Forum Syd's programmes will be kept and made available on the intranet, capacity development plans will be developed following the LMC as part of programmes that have capacity development components. Also, on a global level, an internal capacity development plan will be developed based on a needs assessment and capacity mapping of Forum Syd's staff and it will include eLearning, blended and face-to-face trainings, workshops, knowledge sharing and exchange of good practice. This will require coordination between hubs, units and programmes.