CAPACITY DEVELOPMENT PLAN

2018-2020

"SUPPORT TO CIVIL SOCIETY IN BHUTAN"

April, 2018

List of Content

Acronyms & Abbreviations

BTI	Bhutan Transparency Initiative
BMCI	Bhutan Media & Communication Institute
BCMD	Bhutan Centre for Media & Democracy
CBO	Community Based Organisations
CSOA	Civil Society Organisation Authority
CSO CCC	Civil Society Core Coordination Committee
CD	Capacity Development
CDP	Capacity Development Plan
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
EEfCS	Enabling Environment for Civil Society
FYP	Five-Year Plan
HSI	Helvetas Swiss Intercooperation
HRDM	Human Resource Development Model
ICT	Information & Communication Technology
iGNHaS	Institute for Gross National Happiness Studies
IMSL	Institute for Management Studies Limited
MBO	Mutual Benefit Organizations
MOAF	Ministry of Agriculture and Forests
OD	Organisational Development
PBO	Public Benefit Organizations
SMART	Specific, Measurable, Achievable, Realistic and Time-bound (Objectives)

0.   Preamble

"Capacity can be described as the ability of people, organisations and society to manage their affairs successfully. Thus, capacity development is a change process whereby people, organisations and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time. Capacity can entail change of knowledge, skills, work processes, tools, systems, authority patterns, management style, etc. Like learning, Capacity development takes place in people or organisations, and it cannot be forced upon them. People and organisations can have strong or weak incentives to change, develop and learn. It can come from the environment or from internal factors — but eventually the change is an internal process that has to happen in the people or organisations changing."[1]

As it is envisioned in the EU funded project "Support to Civil Society in Bhutan", HELVETAS Bhutan has articulated this Capacity Development Plan based on validation of existing capacity and training needs assessments of Civil Society Organisations in Bhutan[2]. The CDP is furthermore aligned to the concept note for civil society capacity development elaborated by the CSO Core Committee.

Generally speaking, the terminology 'Civil Society Organisations' refers to a wide array of organizations such as: informal community groups, non-governmental organizations, labour unions, indigenous groups, charitable organizations, community based organisations, faith-based organizations, professional associations, and foundations.

In the context of Bhutan, and for the purpose of this CDP, CSOs are clustered in two categories:

Organisations registered with the CSOA	Community Based Organizations
(i) Public Benefit Organizations	(iii) Farmer groups and cooperatives registered under the Cooperatives Act
(ii) Mutual Benefit Organizations	(iv) Organized but non-registered groups and associations

1.0.   Rationale of CSO Capacity Development Plan

Purpose of CSO Capacity Development Plan:
The Capacity Development Plan serves as a strategic reference document for the capacity development of CSOs is Bhutan. The longevity of the CDP is meant to go beyond the timeframe of the current EU CSO Support Project as it contains both short-, medium-, and long term CD modalities. Consequently, the CDP not only aims to offer capacity development activities that address the immediate needs of CSOs. It also aspires to elaborate a sustainable model for CSO human resource development which fosters and nurtures young talents to enter and develop careers within the sector. Efforts shall be made to avoid duplication with other ongoing training interventions and ensure that new capacity development initiatives, including those supported by development partners, fit within the frame of this CDP. The specific purpose of elaborating a Capacity Development Plan to support CSOs in Bhutan is to have in place:
   ✓ a strategic direction for capacity development with SMART objectives;
   ✓ a clear results framework and the possibility to measure and monitor the quality and impact of the capacity development activities;
   ✓ a long-term continuity to institutionalise capacity and human resource development for the CSO sector;
   ✓ a plan for self-reliant and sustainable solutions to capacity and human resource development in the CSO sector;
   ✓ an appropriate mix of capacity development modalities and interventions that address short- medium- and long term training and capacity needs;
   ✓ an inclusive participatory approach to capacity development with strong commitment of and ownership by partners and stakeholders.

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[1]Toolkit for Capacity Development, EuropeAid, 2010
[2]Sethi & Sethi, 2015 and Bhutan Management Development Consultancy, 2012

Context Analysis & Assessment of CSO Capacities:
A notable feature of Bhutan's democratization process is the increasing number of civil society groups. There are 50 legally registered civil society organizations, over 90 religious organizations, and more than a 1000 farmer groups and cooperatives recognized under different acts and regulations. There are different legal frames for different categorizations of civil society organizations. The CSO Act of Bhutan 2007 is the legislative framework for not-for-profit organizations, associations, charitable trusts and foundations. Organisations, who register under this Act, are regulated by the CSO Authority comprising representatives from the state and registered CSOs. Religious civil society groups are guided by the Religious Organisations' Act, and are regulated by the Commission for Religious Organizations. Cooperatives and interested farmer groups are registered under the Cooperatives Act of Bhutan, which is overseen by the Ministry of Agriculture and Forests. There are also a wide range of community based organizations many of whom are specific sector based, such as community forest management groups coordinated by the MoAF, and water users' groups coordinated by the National Environment Commission. Furthermore, informal voluntary groups such as youth groups and Tshogpas exist that do not operate under any legal framework but are important civil society platforms for their members nonetheless.

Previously conducted Capacity Needs Assessments show that most CSOs face capacity challenges related to organisational development and -sustainability. This includes OD topics such as financial and resource management, strategic planning and -leadership. Furthermore, emerging and smaller CSOs, including CBOs, non-registered groups and associations, typically lack basic governance systems and structures as well as skills to write project proposals and to coherently design, implement and monitor projects. The diversity in developmental topics that CSOs work on also means different thematic capacity needs related to community empowerment and facilitation skills, gender & social equity, and media & communication skills. CSOs also need to enhance their capacities on policy research and advocacy, networking and knowledge management. Financial resources constraints continue to be a challenge for the existence of a well-functioning and sustainable civil society in Bhutan. Current legislation is not entirely clear on the potential for CSOs to generate income even when it is ploughed back into their organizations, also known as social enterprise. Additionally, in-country sources of funding are limited. A general lack of experience in fundraising and resource mobilization, especially by smaller CSOs, as well as CSR approaches and membership development remain key challenges.

Capacity Development and Enabling Environment for Civil Society:
Capacity Development of Civil Society in Bhutan is furthermore a critical factor in the endeavour to protect, promote and expand the political, economic and social space for CSOs to operate. This is typically coined 'the Enabling Environment for Civil Society'. In many parts of the world, this space has in recent years increasingly come under serious pressure. Recognising this global trend, the Open Forum for CSO Development Effectiveness elaborated five Minimum Standards for an Enabling Environment for Civil Society Organisations in the run up to the 4th High Level Forum on Aid Effectiveness in Busan, South Korea. In a nutshell, capacity development of CSOs is intrinsically linked to improving the enabling environment for civil society in Bhutan.

EEfCS Area	Minimum Standards
Fulfilment of human rights obligations	• Legal recognition facilitating the work of CSOs; • The right to freedom of expression; • The legal space to seek and secure necessary resources in support of legitimate roles in development.
CSOs as development actors in their own right	• Full participation of CSOs as independent development actors in their own right affirmed and ensured by governments and donors through legislation, policy and programming

Democratic political and policy dialogue	• Systematic inclusion of diverse views, particularly those from grassroots-based social organizations, women's organizations and indigenous peoples' representatives; • Timeliness of consultations in order to impact decisions; • Appropriate resources to enable full participation of stakeholders
Accountability and transparency for development	• Full transparency and accountability for development priorities, strategies, plans and actions by governments; • Place and role for CSOs clearly defined in donor strategic frameworks and plans
Enabling financing	• Responsiveness to CSO initiatives • Access for a diversity of CSOs, including support for different-sized CSOs, and support for coalitions and networks; • The view to promoting the mobilization of local resources; • Support for the full range of CSO programming and innovation, including policy development and advocacy

2.0.   Objectives & Main Activities

Capacity Development Results Framework:
In line with the prevailing context and capacity needs of CSOs in Bhutan, the objectives and main activities of the capacity development plan are as follows:

Impact (overall objective)	Enhanced impact and recognition of civil society contributions to the sustainable development and good governance objectives of Bhutan's 12th FYP
Outcome (specific objective)	Operational and strategic capacities of MBOs, PBOs & CBOs enhanced
Capacity output(s) (results) & main activities	1. Demand based civil society training package and peer support mechanisms designed, delivered and assessed • Certified training package designed • Catalogue for civil society trainings produced and disseminated • Demand based short-term courses delivered • Tracer study conducted • Medium-term peer-learning mechanism established and rolled out • Hold CSO conference to showcase the lessons learned from the capacity development interventions
	2. Sustainable human resource development model elaborated for civil society in Bhutan • Concept for civil society human resource development model articulated • Series of consultations and negotiations held between CSO Core Coordination Committee, CSOA, Academic Institutions and relevant Government agencies • Multilateral MoUs and funding modality established to launch sustainable civil society human resource development model

3.0.   Capacity Development Components and Modalities

When thinking of capacity development, often individuals and organisations have trainings in mind. Undoubtedly, training provision is an effective way of developing capacities, but the offer of approaches for learning is much bigger. When designing capacity development interventions, it is useful to carefully consider how to blend the learning approaches. In HELVETAS' concept for capacity development, a 70-20-10 mix applies:

- 10% of what we learn happens by attending formal trainings
- 20% of learning happens in interaction with and through others, so called peer-to-peer learning, e.g. coaching, mentoring, knowledge sharing in networks, exchange visits, internships, secondments, fellowships, etc.
- 70% of all learnings happens through learning-by-doing

The timing, sequencing and sustainability of capacity development is another critical factor which is why the CSO Capacity Development Plan takes into account short-, medium, and long term perspectives. Accordingly, the **Capacity Development Model contains three components**:

I.   A **short-term CSO training package** that addresses the immediate needs of CBOs and M/PBOs. The courses have been identified based on previously conducted training and capacity needs assessment of CSOs and have been clustered into 4 main blocks: (i) CSO Development; (ii) Strategic Leadership; (iii) Visibility & Voice; and (iv) Networking & Outreach. Whereas some of the short-term courses are offered to all categories of CSO, others are designed and delivered to address the needs of M/PBOs only. The characteristics of the short-term courses are as follows:
- ➢ 3-5 day duration
- ➢ Can be provided in multiple languages
- ➢ Can be provided centrally in Thimphu or at Dzongkhag level
- ➢ 15-25 participants
- ➢ Blended course learning approach incl. use of audio-visuals, action-learning, case studies, group exercises and simulations
- ➢ Online modules (if demanded, e.g. by busy CEOs)

II.   A **medium-term CSO peer-learning mechanism** will be designed and initiated in order to foster a more dynamic and continuous capacity development approach which enables CSOs to engage in mutual coaching, mentoring, and knowledge exchange. Such a mechanism will both strengthen the mutual 'vertical' learning between M/PBOs and CBOs and 'horizontal' learning between CBOs. A database and simple application forms will be set up in order to facilitate the registration and matchmaking of individuals and/or organisations which opt to engage in the peer learning mechanism. Individuals or organisations shall apply as 'visiting' and/or 'hosting' party and indicate what they wish to learn or what learning they would like to share. The different peer learning modalities shall thereby have clear learning objectives. The learning objectives can both focus on soft organisational skills or more technical skills. After the peer exchange, a capitalisation is expected to be produced (e.g. short report, story, article or pictures). The duration of the peer learning will typically be between 1-5 days depending on the learning objectives and availability of the 'hosting party'. The 'visiting' party will receive a per-diem and have transport cost covered. The 'hosting' party is expected to arrange free, or very modestly priced, accommodation within the community. The possible modalities for peer learning include:

A.   **CBO to CBO exchange visits:** Representatives from Community Based Organisations, typically in groups of 3-5 have the opportunity to apply for an exchange visit to another CBO from which they wish to learn and exchange ideas.

B.   **CSO secondments:** CSO staff and volunteers from C/P/MBOs shall be offered the opportunity to sign up to a secondment modality. Motivated and talented CBO representatives, especially young women and men, can through the secondment modality be matched with P/MBOs that are typically based in Thimphu or in Dzongkhag capitals. Vice versa can P/MBO staff be placed at community level.

C. **CBO to CBO fellowships:** CBO 'champions', e.g. resourceful CBO representatives who are motivated to share their knowledge and experiences can be seconded to other CBOs who are interested in the skill set of the CBO champion.
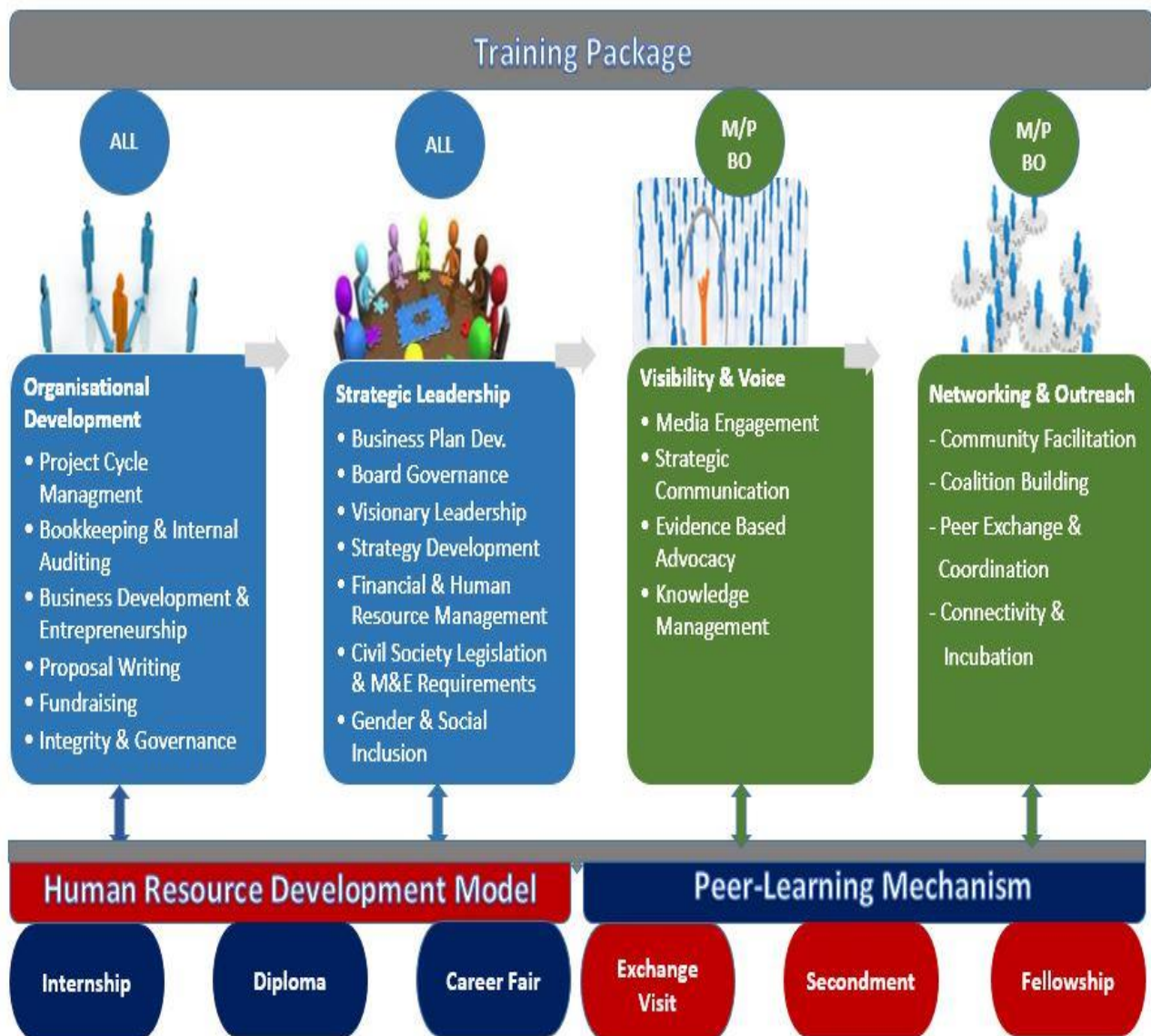
III. The potential for a **long-term CSO human resource development model** will be assessed and elaborated based on discussions and co-funding negotiations between the CSO Core Coordination Committee, CSOA, relevant Government agencies and Academic Institutions. A long-term HRD model would aim to establish a **sustainable peer-learning mechanism** based on the pilot experiences of component II above. In the long-term a peer-learning mechanisms may even enable secondments in-between CSOs and Government officials. The HRD model should also clarify how to continuously provide and co-fund **induction courses for new CSO staff**, e.g. in relation to the training courses of component I. Finally, and importantly, the HRD model would seek to generate interest and develop **capacities and career opportunities for university and college students** to join the civil society sector. The possible modalities for young academics include:

➢ **CSO diploma courses:** The CSO CCC shall, together with Universities and Colleges assess the potential to establish diploma courses that are related to the functions of CSOs and relevant to the development objectives of Bhutan's FYPs. The efforts of the CSO CCC shall latch on to and collect experiences from existing initiatives such as: College of Natural Resources, Bachelor in Sustainable Development; Sherubtse College: Certificate Course on Social Policy; and iGNHaS under the Royal University of Bhutan.

➢ **CSO internships:** The potential to build up a coordinated CSO internship program shall also be assessed. Whereas current internships are typically arranged bilaterally between university and college students with CSOs (mostly P/MOs), a well-coordinated and integrated internship program would formalise the matchmaking process and ensure that clear learning objectives are identified which enriches the capacity development of young academics who consider making a career in the civil society sector. The internship program could either be an integral and accredited part of the aforementioned CSO diploma courses or be established in connection to other relevant academic diplomas.

➢ **CSO career development fairs:** At present the annual CSO fair is held in order for CBOs, PBOs and MBOs to make themselves known by exhibiting their trade and knowledge products to Government representatives, development partners, the general public and other CSOs. The annual CSO fair has however the potential to more explicitly attract young academics and -professionals from other sectors through targeted efforts e.g.: developing material that exemplifies how young people can build a career in the civil society sector; holding Q&A sessions or panel debates on CSO roles, responsibilities and career opportunities, and; make special efforts to invite young CSO professionals to showcase how their nascent careers are successfully developing.

The Capacity Development Components and Modalities outlined above are illustrated in the figure below:

Figure 1: Capacity Development Model for CSO Support:

Gender & Social Equity
Developing the capacities and fostering the leadership of women, youth and other vulnerable members of CBOs, MBOs and PBOs shall receive special attention. The announcements for registration and participation in both the trainings and peer learning modalities shall therefore explicitly encourage these members to apply. For women with infant children, special conditions will apply. They will be offered the opportunity to have all cost covered for children caretaker services during trainings, exchange visits, secondments and fellowships.
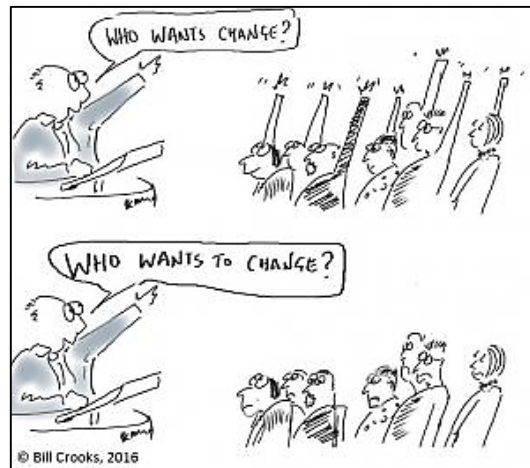
4.0.   M&E System

One of the typical challenges of capacity development processes is to measure outcomes and impact. Instead, capacity development interventions are often only assessed at output or activity level. The CDP will however be assessed at both impact, outcome and output level measured by use of quantitative and qualitative indicators.

At the impact level a perception study will be conducted to assess the increase in positive perceptions of civil society's contribution to local and national development.

At the outcome level ex-post evaluation forms will be sent to participants 6 months after completion of either training courses or peer arrangements which will feed into the tracer study which will be conducted in order to assess to what extent the operational and strategic capacities of MBOs, PBOs & CBOs have enhanced as a result of the implemented capacity development model for CSO. The tracer study will mainly consist of qualitative indicators that can measure individual or organisational change such as:

- % course participants who have applied new knowledge and skills in daily operations resulting from training package or peer learning mechanism
- % course participants who have observed individual behaviour- and organisational change resulting from training package peer learning mechanism

At the output level both qualitative and quantitative indicators will be used and reported on a bi-annual basis through ex-post evaluations to monitor the delivery of the training package and peer support mechanism immediately after their completion. The key indicators that will be used include:

- # short term training courses and medium-term peer arrangements delivered
- # short term training course participants
- % satisfaction rate with quality of training courses and peer arrangements

5.0.   Capacity Development Partners, Roles and Responsibilities

Strategic partnership with IMSL
In order to co-design, deliver and provide effective M&E of the capacity development model's training package and peer learning mechanism (capacity output 1), a strategic partnership will be entered between HELVETAS Bhutan and the Institute for Management Studies Limited.

IMSL has, through a competitive bidding process, been selected as the main provider of certified capacity development services to the EU CSO project. IMSL has over the years built a good track record with governmental agencies, private sector and civil society organisations in Bhutan and abroad. IMSL offers services within the broad areas of:

- ✓ Business and Finance;
- ✓ Human Resource Development and -Management
- ✓ ICT Applications and Systems;
- ✓ Environment and Climate Change
- ✓ Socio-economic Development;
- ✓ Education & Health;
- ✓ Cross-cutting Public Policy and Socio-economic aspects

IMSL is located in Thimphu, with a fully-fledged campus at Serbithang. IMSL works through a core team of consultants, while making use of an external network of capacity development professionals from other consultancy firms.

<u>Implementation partnership(s) with BMCI</u>
Whereas IMSL will be the man provider of the training courses, HELVETAS Bhutan will establish implementation partnership with Bhutan Media & Communication Institute to co-design and deliver 5 specific short term courses that fall outside the core competencies of the aforementioned.
- ✓ Integrity & Governance
- ✓ Media engagement
- ✓ Strategic Communication
- ✓ Evidence-based advocacy
- ✓ Gender & Social Equity

Bhutan Transparency Initiative and Bhutan Centre for Media and Democracy will be called upon to provide specialist input to respectively the trainings on Integrity & Governance (BTI); Media Engagement & Strategic Communication (BCMD).

The course descriptions and curricula of the trainings provided by Bhutan Media & Communication Institute will be harmonised and standardised according to the overarching training package delivered by IMSL. The advertising, registration of course participants, as well as the training evaluation mechanisms will also be integrated with that of IMSL.

<u>Role of CSO</u> Core Coordination Committee
The CSO Core Coordination Committee is a group of 9 representatives from PBOs and MBOs that has emerged as an informal representative of the civil society sector in Bhutan. The CSO CCC may apply for registration at CSOA in order to formally represent CSOs in Bhutan; undertake coordination responsibilities and to engage with more leverage in policy dialogue- and advocacy processes with Government Institutions. Vis-à-vis the CDP, the main responsibility of the CSO CCC will be to co-lead with HELVETAS Bhutan the process of elaborating a sustainable human resource development model for civil society in Bhutan (capacity output 2).

6.0. Capacity Development Results Framework

Intervention Logic	Indicators	Means of Verification	Assumptions / risks
Impact (Development objective)			
Enhanced impact and recognition of civil society contributions to the sustainable development and good governance objectives of Bhutan's 12th FYP	Increase in positive perception of civil society contribution to local and national development	Civil society perception study	Enabling environment for CSOs in Bhutan remains stable
Outcome (Specific objective)			
1. **Operational and strategic capacities of MBOs, PBOs & CBOs enhanced**	% course participants who have applied new knowledge and skills in daily operations resulting from training package or peer learning mechanism % course participants who have observed individual behavioural and organisational change resulting from training package or peer learning mechanism	Ex-post tracer study As above	Willingness of well identified participants to seriously engage in and gain from the capacity development model and become drivers of individual behaviour- and organisational change
Capacity outputs (Results)			
1.1. **Demand based civil society training package and peer support mechanisms designed, delivered and assessed** **1.2.** **Sustainable human resource development model elaborated for civil society in Bhutan**	# short term training courses and medium-term peer arrangements delivered # short term training course participants % satisfaction rate with quality of training courses and peer arrangements # multilateral MoUs and funding modality for human resource development model signed	Bi-annual training delivery and peer arrangement reports As above Trainee course and peer arrangement evaluations MoUs	The blended learning and demand based approach of the training package will alleviate potential training fatigue of CSO representatives Willingness of CSO representatives to sign up for the peer-learning mechanism Preparedness of CSO Core Committee to drive the process for the elaboration of HRDM

Main activities	Costs	Milestones	Responsibility
1.1.1. Certified training package designed		May - September 2018	IMSL & other providers with support from HSI[3]
1.1.2. Catalogue for civil society trainings produced and disseminated		June 2018	IMSL
1.1.3. Demand based short-term courses delivered and assessed		October 2018 – March 2020	IMSL & other providers
1.1.4. Tracer study conducted		April 2020	IMSL
1.1.5. Civil society medium-term peer-learning mechanism established		December 2018	IMSL with support from HELVETAS Bhutan & HSI
1.1.6. Peer learning mechanisms rolled-out and assessed		January 2019 – March 2020	IMSL
1.1.7 Hold CSO conference to showcase the lessons learned from the capacity development interventions		June 2020	HELVETAS Bhutan
2.1.1. Concept for long-term civil society human resource model articulated		September 2018	CSO Core Committee with support from HELVETAS Bhutan & HSI

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[3] A separate operational plan has been delivered for the design and delivery of the training package and peer learning mechanism

2.1.2. Series of consultations and negotiations held between CSO Core Committee, CSOA, Academic Institutions and relevant Government agencies		September 2018 – June 2019	CSO Core Committee with support from HELVETAS Bhutan & HSI
2.1.3. Multilateral MoUs and funding modality established to launch sustainable civil society human resource model		September 2019	CSO Core Committee with support from HELVETAS Bhutan & HSI