

CAPACITY DEVELOPMENT PROGRAMME

PROGRAMME DEVELOPMENT ACTIVITY: DEVELOPING THE PRACTICAL ACTIONS - 21ST OCTOBER 2020

Introduction

The Capacity Development Programme aims to transform the impact of the global Lasallian network through enhanced collaboration. The objective of the Programme Development Activity session held on 21st October 2020 was:

- To advance the strategy through developing the practical actions.

In advance of the session participants were sent a summary report from the 7th October Learning Forum which contained progress statements in relation to each of the 9 actions that the group work was focused around.

Process

51 people logged into and participated in the zoom session, of which 40 were Lasallian network participants, 3 were acting as translators and the remaining 8 were from Caplor Horizons.

Br Amilcare welcomed people and provided an encouraging and reassuring update about the process and peoples opportunity to contribute in a wholehearted way with whatever ideas they feel are relevant and important to making progress.

Ian Williams then set the scene, recapping on recent progress to strengthen the emerging strategy, including the objective for the day and what will happen afterwards. He explained the reason why the 'Golden Circles - why, how, what' model is relevant and why it should provide a clear framework in helping each break-out group to define one practical action.

An example was given, from Ian's group, to demonstrate this 'why, how, what' framework and to showcase what success could look like.

Overview of Group Work

The group work involved nine groups, each with a facilitator, working on the following outcome:

Agree one practical action...

- **Why does this practical action matter so much?** – provide a clear, compelling, succinct rationale
- **How could the practical action be defined even better?**
- **What needs to happen to achieve it?** – list and prioritize the approach, tasks, processes, or initiatives that would need to happen to achieve success.

The high-level progress in relation to these questions has been summarized for each 'practical action' group on pages 3-4. On page 2 the headline actions for each group are also summarized.

Feedback

Based on the analysis of feedback received after the event, the facilitation of the Programme Development Activity was given an average score of **8.2**. The working groups seem to be making good progress and fruitful conversations are taking place. According to the feedback, it appears that the groups feel that they are clarifying their practical action, scoring it an average of **7.9**, and they also feel that the groups are making good progress towards their practical action, scoring it an average of **8.0**.

Headline practical actions from the 9 working groups

Goal 1: Create a more collaborative culture

1.1 To increase the supply of qualified teachers in one country

1.2 To promote one network wide campaign that could be about raising awareness for a universal human rights issue

1.3 To carry out and disseminate a survey within the global Lasallian network – to give a complete picture of the needs and priorities of each District and/or Region

Goal 2: Create superlative organisational strengths

2.1 To develop a unified identity statement that clarifies who we are as Lasallians

2.2 To enable a process of how people can get to know each other and what they do – develop an organization map of who is doing what and encourage regular meetings between organizations

2.3 To have a clear statement and picture of the global Lasallian network at grassroots level - captured on a database tool that belongs to us, keeping information up to date and highlighting the impact of the work being carried out

Goal 3: Create a more connected network

3.1 To transform the group involved with the collaborative programme into a more formal structure that leads to the further strengthening of the network

3.2 To create a leadership development programme

3.3 To facilitate the creation and generation of a global scholarship fund



Goal 1: Create a more collaborative culture

- **Create an overarching global initiative** – We felt that target 4C of the SDGs, “Increase the supply of qualified teachers in developing countries”, should be the vision of the overarching global initiative. To make this a reality we specifically refined the action as follows: **“to increase the supply of qualified teachers in one country”**. To determine which country this should be it is recommended that specific, knowledgeable Lasallian network colleagues should be consulted, and an assessment of needs is made. People were identified during the session and follow-up is planned to take place. The plan should be replicable so that the action can then be rolled out to further countries in the future. We intend to continue meeting regularly to keep momentum going on the action and want to achieve implementation as soon as practically possible.
- **Plan, promote and engage three network wide campaigns per year** – There are already two network wide campaigns per year, one for fundraising money which is non-negotiable and one which is the sharing of the slogan every two years. This leaves room for the following action: **“to promote one network wide campaign that could be about raising awareness for a universal human rights issue”**. To run a successful campaign we will need to: (i) define the issue and set a realistic goal; (ii) gather evidence and research the matter thoroughly; (iii) gather support and identify effective partners; (iv) utilize a range of media; and (v) capture relevant case studies and stories with respect to the work being carried out at the ‘grass roots’ level.
- **Share Learning, good practice and ideas across the network** – **“To carry out and disseminate a survey within the global Lasallian network”**. We consider that the carrying out of a survey and its consequent result are fundamental in order to give a concrete focus to the needs and priorities of each District and/or Region and to be able to evaluate how to respond to them. Furthermore, it allows us to know the reality and the contexts, the people involved every day in Lasallian works and the beneficiaries of all the services and projects carried out, and the development of these. The intention is to generate knowledge that we must gather, systematize, and share. The Survey should be constructed in such a way that the categories, sectors, experiences, and strengths of each district and/or region can be evident. The results of the survey must be analysed and evaluated to create a diagnosis that will help us to have a global view of the interest, context, needs and wishes of each district/region so that the activities will continue.

Goal 2: Create superlative organisational strengths

- **Strengthen brand and communications, including ‘telling the story’ even better and improving the language in the emerging strategy** – our focus is **“to develop a unified identity statement that clarifies who we are as Lasallians”**. This will deliver global strength and visibility, clarity, unity and will assist funders to know what we stand for and to believe in what we do. Our role as a group is primarily to provide direction and to coordinate the development of a statement, rather to completely write it ourselves. We will look at different models and develop a statement over the weeks ahead. Some of the key elements to consider will include non-negotiables, diverse input and getting further support.
- **Develop in each of our languages, appropriately for all our cultures, a selection of simpler and better processes, policies, criteria, frameworks and systems for collaboration** – five potential actions were identified and after further discussion the following action was chosen – **“To develop a process of how people can get to know each other and what they do”**. This action is important as once people know each other it makes it easier to learn from and help each other. It supports collaboration, it fits closely with Lasallian values and tradition, and informs everyone as to what there is to ‘tap’ into and get behind. Next steps involve the following: (i) develop an organization map of who is doing what; (ii) identify all the processes for meeting that already exist; (iii) identify champions in each Region/District/Sector who know who is doing what and can make the links; (iv) invite people in similar roles across the Institute to meet; (v) encourage regular meetings between organizations; (vi) look into the idea of ‘twinning’.

- **Develop shared global metrics which document our engagement with people and that captures the difference we make** – the focus of the action is **“To have a clear statement and picture of the global Lasallian network at grassroots level”** - captured on a database tool that belongs to us, keeping information up to date and highlighting the impact of the work being carried out. This action should involve a phased approach as follows: (i) Map the current reality of the La Salle network; (ii) Agree the criteria to measure and identify; (iii) Ensure we differentiate our approach by promoting the value of the person; and (iv) Capture the essential information on a database tool. It is important to do this in the most agile way possible, that is visually appealing, and recognizable and to establish a starting point, of where we are, and to formulate the appropriate mechanisms for its implementation. We must also develop clear impact indicators and common spaces where data can be stored and analyzed over time.

Goal 3: Create a more connected network

- **Develop new internal and external collaborative relationships to increase funding, including work with two partners on a Lasallian project, practically building our ability to forge strategic relationships** – The main initiative focused on the idea of **“To transform the group involved with the collaborative programme into a more formal structure that leads to the further strengthening of the network”**. Creating a more formal structure of Lasallian NGOs would: (i) help promote and sustain the mission into the future; (ii) enhance ties amongst different partners; (iii) increase influence; (iv) strengthen the “La Salle” brand; and (v) provide new opportunities for fundraising. The new structure might have different levels of participation; draft a ‘Memorandum of Understanding’; launch a process of consultation; establish a plan that prioritizes fundraising and communications; and examines and defines the nature of the potential new structure.
- **Develop capacity building opportunities for current and future leaders** – Of the various actions proposed, it was felt that the one we would like to pursue is **“To create a leadership development programme”**. The programme should have a strong focus towards practical, hands-on experiential style training rather than classroom style training. It should take place over a 12-24 month period and be aimed at those in the early stage of their development. Doing this leadership development programme is important because: (i) it will expand the leadership capacity out from the brothers to the partners; (ii) it will create more dynamic leadership; (iii) it will allow communities to see lay partners leaders; (iv) future leaders will develop a strong network with each other which will create a sense of connection, energy and synergy; (v) the existing knowledge and experience needs to be shared before people step down; and (vi) it will encourage those joining the Lasallian family that there are opportunities to grow and develop themselves. To achieve the action the following needs to happen: (i) determine who should be involved in the next stage; (ii) survey the Lasallian network organizations to find out what leadership development best practice exists currently; (iii) potentially establish a council for leadership; (iv) investigate funding; (v) identify current and future demand; and (vi) based on the actions listed – create a more detailed proposal for the programme.
- **Through developing innovative partnerships, generate a Global Scholarship Fund that enables diverse voices and understandings to benefit, be heard and welcomed from within and beyond the network** – The action agreed was as follows: **“To facilitate the creation and generation of a global scholarship fund”**. The aim of the fund is to target vulnerable people within the global Lasallian network and to reduce silo thinking and working. A key priority for success of this action will be transparency for all stakeholders. This practical action matters because: (i) it will support access to quality education for less privileged people; (ii) it will achieve greater global impact; and (iii) it will strengthen connections between Lasallian networks. To achieve this action the following needs to be prioritized: (i) a needs analysis; (ii) communication (utilizing visual stories, stories of impact, consistent messaging, information on ministries’ or district’s websites, a marketing and promotion campaign, etc.); and (iii) a mechanism for donations for generating and receiving funds, as well as distributing the scholarship fund.