

Integrating Gender and Nutrition within Agricultural Extension Services

Technical Report
Nepal
October 2017

Organizational Capacity Building for Effective & Efficient Delivery of Gender-Responsive and Nutrition-Sensitive Services

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© INGENAES, taken by M. Kumaran in December 2016. Participants in an organizational capacity-building workshop in Pokhara, Nepal

I. Introduction

In developing nations such as Nepal, organizations that provide gender-responsive and nutrition-sensitive services to underserved populations often do not have sufficient organizational capacities for effective and efficient service delivery. Although they are passionate about the cause, have a deep understanding of local needs, and grassroots connections with communities, their lack of

organizational management skills often prevents them from being fully responsive to clients' needs. Further, there is often a lack of trust and collaboration between NGOs and government entities in providing such vital services. This is especially a major issue between NGOs and Nepal's Directorate of Agricultural Extension who have common programs to address issues within the broad areas of gender and nutrition.

Dr. Muthusami Kumaran is an Associate Professor of Nonprofit Management and Community Organizations in the Department of Family, Youth & Community Sciences at the University of Florida. He has more than 20 years of experience working with and assisting nonprofits and NGOs in seven countries. Dr. Kumaran was contacted by the University of Florida INGENAES team to assist with the organizational capacity building of INGENAES partner NGOs in Nepal. After initial discussions with the team and completing a scoping study in Nepal in December 2015, Dr. Kumaran developed a work plan to conduct training workshops to enhance organizational capacities of INGENAES partner NGOs. Extensive meetings with a wide variety of international NGOs and

local NGOs that focus on gender and nutrition services in Nepal provided insights on the capacity needs of potential partner NGOs of INGENAES. After developing training materials for hands-on intensive training workshops specifically designed to assist Nepal's NGOs, Dr. Kumaran conducted workshops in Kathmandu, Pokhara, and Nepalgunj. Based on the follow-up survey and focus group discussions of workshop participants, Dr. Kumaran also offered an Advanced Organizational Capacity Building Training and one-on-one consultations to selected NGOs that have successfully implemented features of the workshops. See Table I for a timeline and number of participants in each of these events.

Table I: Timeline of Organizational Capacity Building Activities in Nepal

Date	Location	Description	Number of participants
July 12-15, 2016	Kathmandu	Organizational Capacity Building Workshop	27
July 18-21, 2016	Kathmandu	Organizational Capacity Building Workshop	24
Mid-October, 2016	(N/A)	Follow-up survey with July workshop participants	16
December 15, 2016	Kathmandu	Focus group with July workshop participants	9
December 19, 2016	Kathmandu	Focus group with agricultural extension officials	5
December 23-27, 2016	Pokhara	Organizational Capacity Building Workshop	27
April 30, May 1-2, 2017	Nepalgunj	Organizational Capacity Building Workshop	24
May 4-5 & 8, 2017	Kathmandu	Advanced Organizational Capacity Building Workshop	15
May 10-11, 2017	Kathmandu	One-on-One consultations with partner organizations (who participated in advanced workshop)	12
May 12, 2017	Kathmandu	Lecture at MICD program (Master's in International Cooperation and Development) on the roles, operations & impacts of INGENAES partners	25

II. Background

In December 2015, a scoping trip for Nepal INGENAES was carried out. The UF team met with several potential INGENAES implementation partners, including officials from Suaahara and KISAN (two flagship USAID projects), Heifer International, BBP-Pariwar, and the Master's in International Cooperation and Development graduate program (MICD). These are among key organizations that promote women's empowerment, nutrition enhancement for households, and agricultural production through various projects in both rural and urban areas of Nepal. These organizations operate in collaboration with numerous local NGOs for implementation of their projects. During discussion sessions on capacity needs, all these entities expressed the need to strengthen the organizational capacities of their partner NGOs for effective and efficient program delivery in the areas of nutrition, gender, and agriculture. They also expressed the need for local NGOs to connect with the Nepal Ministry of Agriculture's Extension Services. Therefore, meetings were also held with a few officials from the Directorate of Agricultural Extension to ascertain ways to bring NGOs and extension officials together for joint-training workshops on capacity enhancement for gender-sensitive agricultural and nutrition services.

Suaahara officials requested capacity building training in the areas of program planning and evaluation including data collection and analysis to identify project outcomes, good governance, and resource mobilization for their 41 district level partner NGOs and women farmer cooperatives that provide gender and nutrition related services.

KISAN officials enquired about the possibilities of capacity building training for their women-headed NGO partners (including community collection centers) in enhancing their cooperative models and developing strategic

partnership with the country's agricultural extension system.

The Heifer team expressed interests in capacity building training for their "Original Group" of eleven NGO partners in strategic planning and strategic partnership with Nepal's Agricultural Extension system. In their train-the-trainers model, Original Groups attend annual training at Heifer offices and in turn, they train Heifer's 100 "Pass-on-Groups". In essence, any capacity building training provided to the Original Group will eventually benefit Heifer's current and future Pass-on-Group of NGO partners that implement gender and nutrition promotion projects.

BBP-Pariwar highlighted the need for its partner NGOs in organizational capacity areas of program planning, data collection, evaluation, outcome reports, and strategic partnership with extension. MICD expressed interests in partnering with INGENAES on various capacity building training workshops, so that their key employees and Masters' students will be able to replicate the workshop training (TOT, or "training of trainers") beyond the INGENAES project period to their partner NGOs within the nutrition and agriculture sectors.

III. Organizational Capacity Building Workshops

Four organizational capacity building workshops were conducted, with a total of 94 participants (see agenda in Appendix A). The Advanced Organizational Capacity Building workshop, which had 15 participants, served to reinforce and expand upon the previous workshops themes. This advanced workshop is described in Section V of this report.

All workshops were practical and hands-on in nature, and tailored to the Nepalese context. They were based on the Training of Trainers (TOT) model and focused on enhancing

participating NGOs' capacities in providing gender-responsive and nutrition-promoting services. While the primary goal of the workshops was to improve NGOs' operational effectiveness and efficiency, a secondary goal was to promote understanding and interactions between NGOs and governmental agricultural extension officials by identifying areas of potential collaboration for mutual and public benefits.

Each workshop had fourteen sessions covering important topics within the overall organizational capacity-building framework for participating NGOs. Participants actively engaged with the trainer and with each other through an interactive learning platform. The INGENAES Nepal in-country coordinator was present during all workshop sessions to provide interpretation and other services as needed.



Figure 1: Group presentation on the application of strategic planning tools for NGOs. © INGENAES, taken by M. Kumaran in July 2016.

IV. Methods

To assess immediate outcomes, all participants completed a quantitative self-assessment consisting of pre- and post-workshop questionnaires in which they rated their level of knowledge in each of the eight key workshop thematic areas (see Appendix B for survey instruments). Separate follow-up questionnaires gathered qualitative feedback through the use of open-ended questions. Additionally, each workshop included a session at the end in which participants identified key take-home messages and immediate action items.

To assess medium-term outcomes, all participants completed another follow-up questionnaire, which focused on changes in organizational behavior and decision-making via the implementation of key organizational management skills that were covered during the workshops. A focus group was also conducted with selected workshop participants to assess outcomes and explore outstanding needs in the area of capacity development. Nine individuals participated in the focus group discussion (see Appendix D for the discussion guide).

V. Findings: Immediate Outcomes

Quantitative Self-Assessment Results

On average, participants demonstrated an increase in knowledge in all of the thematic areas, with the greatest increases relating to “foundations of an NGO” and “collaborating with government agricultural extension services” (see Table 2, next page). The surveys used a four-point scale in which a 3 indicated the highest level of knowledge and a 0 indicated the lowest level.

Table 2: Participants' self-assessed level of knowledge before and after participation in the Organizational Capacity Building workshops (scale of 0-3)

Workshop thematic area	Pre-workshop mean	Post-workshop mean	Change in mean
Foundations of an NGO	1.39	2.69	1.29
Collaborating with government agricultural extension services	1.10	2.34	1.23
Good governance practice and implementation	1.35	2.50	1.15
Grant writing	0.99	2.13	1.14
Fundamentals of strategic planning	1.16	2.30	1.14
Systematic program evaluation	1.35	2.48	1.13
Systematic program planning	1.56	2.59	1.04
Fundraising	1.11	2.15	1.04

Qualitative Follow-up Survey Results

The best parts of this workshop:

- Networking: Participants discovered the importance of making connections in NGOs while simultaneously networking with each other. There was an introduction of each leader and interactions between them
- Participation: Through engaging individual and group activities, participants learned basic principles of NGOs, such as establishing mission, vision, and core values, fund raising, grant writing, strategic planning, SWOT analysis and forming a board. There was a balance between lectures and activities.
- Presentation and facilitation was engaging and easy to understand.
- Active participation and practical knowledge.
- Clarification on the definitions of the terms vision, mission, objectives, and goals.

The major benefit to my organization:

- *"I need to reform our board to suit the needs of clients. Technique of grant-writing is the most benefitted part for me and my NGO."*
- *"I became enriched with all the knowledge and skills to contribute in my organization's management, its program planning part and fundraising."*
- *"Now, I feel I can start up a good NGO, which had always been my dream. I think, I am well known about what should I do and not do while coming up with an NGO. This workshop kick starts my engine to achieve my dream and I thank you sincerely for that."*
- *"I clearly understood about the role, responsibility and characteristics of executive body and CEO so that it may help us to further discuss regarding on this in our organization."*
- *"[The workshop] provided me lot of knowledge on program planning, evaluation and setting goals and objectives. Now I can know how to make our NGO strong, efficient and effective."*

“This is knowledge for lifetime. It can be useful in many ways. I’ll not only use it, but also pass it on to others so that the NGOs can work in an efficient way.”

— Organizational Capacity Building workshop participant

New learnings gained:

- Leadership: Discovering the importance of a diverse and qualified board and hardworking management team.
- Strategic Planning: How to improve the ability to plan strategically; using SWOT analysis, logical framework model, and collaboration with other leaders; differentiating between input, output and outcomes.
- Fundraising/Grant-writing: How to solicit funds from events, individuals, foundations and other donors; techniques to secure money to improve growth and achieve objectives of NGO; using strategies like website donations and marketing. *“The grant writing, I was learning a lot. I had a very low knowledge about it but now I have enough confidence to write grant letter.”*

How to make this workshop better:

- Increase length of training to include more topics and add more depth (the workshop felt rushed to some participants)
- More participation, energizers and interaction and less lecturing
- More activities (such as group work and discussions) and practical sessions
- Use more diversified NGOs, such as including youth
- More than one speaker
- Field visit to NGOs
- Translation into Nepali
- Future trainings to build on what was learned

Take-Home Messages and Immediate Action Items

Day 1 Take-Home Messages: The focus of the first day was on the foundations of NGOs and how to govern them. The three most important components for NGOs are mission, vision and core values. They also must have direction. The needs of the community must be determined to run an NGO, and the NGO is the provider of these needs, using knowledge, skills and effective strategies. Leadership for an NGO as well as the diverse, qualified, specialized board members hired based on the three principles are crucial. It is important to improve the internal structure of the board. The leaders and board members determine the success of the NGO. The official documentation of bylaws should be reviewed and revised to be effective. The actions included improving the mission, vision and core values, improving and developing bylaws (specifically for members) documentations to be transparent, monthly board meeting sharing, and strengthening and diversifying the board of directors.

Day 2 Take-Home Messages: Day 2 focused on planning and evaluating NGOs. Logical frameworks were used to understand the inputs, outputs and outcomes of NGOs and are primarily used during evaluation even though they are established in the planning phase. SWOT analysis is one of the tools that can be used for strategic planning and to evaluate an NGO. Strategic planning is crucial in building the strengths of an NGO and effectively using resources, and should be interlinked with program planning. Outcome, process and impact evaluation should all be considered and a portion of the budget should be allocated for evaluation. It should be unbiased and done by experts.

The recommended actions included suggesting the board members review and revise the existing strategic planning, carrying out a SWOT analysis of the organization, sharing the importance of program planning, strategic planning and

evaluation (as well as allocating funds) in the coming board meetings, purposefully designing log frames, and guiding the program team to do program planning that aligns with the mission of the organization.

For many NGOs there should be collaboration with the public sector, so towards the end of the day the topic turned to how to link NGOs with government services.

Day 3 Take-Home Messages: The third day focused on leadership, human resources, fund-raising and grant writing. Collaboration between the nonprofit and public sectors will benefit both organizations. There should be trust between the sectors by looking at each other's strengths and weaknesses and recognizing "where we are". Leadership can make or break an NGO, and there are characteristics of a good leader. Excellent human resources management on volunteerism and employment in an NGO are very important. Volunteers' expertise should be optimally utilized, and volunteers should be incentivized. Investment in Human Resources should be prioritized. The groups learned about the importance of strategically hiring staff and good staff relationships and retention. Good relationships with donors are key to fundraising as well as understanding the cycles and marketing of the program. Opportunities for funding should be pursued. The groups learned how to seek grants and information needed to write applications, including the use of websites and social media as grant appeal sources.

Selected action items identified by the participants included:

- Collect information through different sources on relevant organizations
- Create a marketing plan and promoting online marketing
- Review/revise job descriptions of all staff
- Reach out to the Agricultural Extension Offices and to youth

- Collect funds from membership renewal
- Apply the learnings of grant writing to increase the possibility of receiving grants
- Become involved in NGOs' activities and farmers
- Use evaluations and the logic model.



Figure 2: Workshop participants filling out activity sheets that help them to tailor workshop themes to their organizations' needs. © INGENAES, taken by M. Kumaran in July 2016.

VI. Findings: Medium-Term Outcomes

Follow-Up Questionnaire Results

Have you shared with your colleagues in your NGO various information covered during the workshop?

All participants who responded to the survey stated that they had shared information covered in the workshop with others.

"Yes, I used PowerPoint presentation to share my new knowledge on organizational development basically: a) in re-writing of new mission statement, vision and core values, b) to develop SMART

objectives and use of Logical Model, program planning and evaluation, strategic planning, and c) SWOT method for HR development.”

“Since I was highly impressed by the terms immediate, intermediate and long-term outcomes, and the importance of each, I shared about all these so that my colleagues would apply it in coming days.”

“I felt that that was not simply a workshop, it become a motivational class as well. What I come to know is that if we have passion, dedication and concentration for the work, we can get our goal despite the challenges and hurdles we face in our journey. Once again, thank you so much for providing energy to the bud of philanthropy and charity captured in our soul. We will, of course, deliver the spirit we have now in future in the form of service to the people of Nepal and hopefully beyond.”

— Organizational Capacity Building workshop participant

What are the specific management measures that you have taken in your NGO as the result of your participation in the workshop?

The responses to this question centered on the following themes:

- Communication, including the development of new communication materials
- Fundraising
- Improved program planning and evaluation
- Implementing the SWOT and SMART tools
- Developing or revising the mission and vision statements
- Improving the governance and organizational leadership

“[The] SWOT method is very effective for our board as well as for the staff, which was never applied in our organization. This helped us to prepare SMART

objectives for program development with the participation of all board members and staff.”

What (topics) went well for you during the workshop?

- Fundraising and grant-writing
- Strategic planning and program evaluation
- SMART goals
- NGO governance and organizational leadership
- Many participants reported that the entire content of the workshop was relevant and important for them.

“The whole two and a half day session was fruitful. Out of all, governance structure, organizational leadership and human resources management were the topics, which I went well with.”

Do you plan to continue to use what you learned during the workshop? Why or why not?

All participants who responded to the survey said that they planned to continue using the information that they received in the workshop.

“Absolutely because all of the things we learned could be easily applied in our field. I realized that it aids in increasing the working efficiency of government organization too.”

“Yes, I have found the workshop materials highly useful to us who are engaged in the development sectors. So, I would assure you that workshop materials can be beneficial to me at my professional life forever as I have plan to spend my professional time only in the development sectors.”

Focus Group Results

General trends in Nepalese NGOs

Overall, the NGO sector of Nepal and the number of NGOs in the gender and nutrition subsectors are growing. Even youth are involved in NGOs through volunteering.

Working with government is difficult because there is lots of paperwork, and NGOs do not feel comfortable in completing the difficult paperwork. Government officials need to be aware of this and simplify procedures.

Working modalities of women's empowerment NGOs have changed with better organizational development. There is considerable increase in membership for women in agriculture-based NGOs such as FWEAN.

After the earthquake of April 2015, NGOs working for poverty alleviation and orphans have gained more awareness and resources.

Human resource management often is a major issue as there are not sufficient revenues to pay for staff. Those working in NGOs are primarily there due to their motivation for the cause rather than the pay.

How are you and your NGO using organizational management skills covered in the workshop?

The workshops were very helpful for developing stronger foundations for our NGOs. The workshops helped participants to develop strong mission statements, vision statements and core value statements for their organizations, which were very helpful in articulating their work to the public. Some also adopted volunteer management concepts and practices covered in the workshops. Others are in the process of using the human resources recruitment and orientation processes discussed during the workshops.

"Through the network we developed with the Extension Officials who attended the workshop, we are communicating with them to get access to seed banks. Especially, Mr. Suresh Sharma [Senior Agricultural Extension Officer] was very helpful in connecting us with the right individuals at Ministry of Agriculture and Directorate of Extension Service."

"Learning from the workshop, we have begun to develop our programs systematically with proper goals and objectives. Although we had goals and objectives earlier, now we have a much better understanding on the importance on good goals and objectives for our projects."

"We used basic elements of strategic planning and executive leadership that we learned from the workshop. We are including some topics and activities from the workshop in our three upcoming training for our staff. We have 45 staff in our NGO and they all will attend these three training program within the next seven months. After the workshop, our manager started to meet with officials in the Ministry of Agricultural Development. Our organization has conducted extensive research in Cheppang community and we know each and every problem this community is facing. We hope to continue our networking with government officials to assist in the implementation of government schemes in rural Cheppang communities."

"Our major benefit from the workshop was how we manage our time and resources efficiently. This is primarily due to our better understanding on program planning, monitoring, and evaluation, and human resources management covered during the workshop."

"My NGO is currently organizing a cholera campaign and we used all information we received from the workshop to organize volunteers for the campaign. The workshop gave us the technical understanding on recruiting and training volunteers. With our limited funds, volunteers can be of great help in the success of our cholera campaign."

“Every aspect of the workshop was very interesting and useful to me, as I was relatively new to the NGO sector. After attending the workshop, now I am actively involved in various management functions with better knowledge and understanding on their roles in the overall organization. My supervisor appreciates my assistance in this regard.”

“The workshop was very helpful in improving my leadership abilities. We at FWEAN [Federation of Woman Entrepreneurs’ Associations of Nepal] have already used several board and executive leadership qualities that Dr. K taught in order to change the way we think and design our organizational leadership. We are a membership organization with national reach. We provide training workshops for our member chapters in every region. For this year we planned 11 such workshops and so far completed seven workshops. We used about 40-50% of the presentation and resource materials Dr. K provided from the workshop for TOT. We also used translated versions of all activity sheets used and provided during the workshops.

Due to our participation in the workshop, our governance process and leadership are already improved. The resources provided during the workshop on strategic planning were distributed to our board members and now they are more knowledgeable about strategic planning. In the past, we were never successful in mobilizing volunteers. We are currently using our training from the workshop to develop a volunteer management process. We received support from our board for this, which we did not have earlier.”

— Organizational Capacity Building workshop participant

How can INGENAES continue to assist in improving your NGO’s organizational capacity?

“The workshops provided me very good fundamental knowledge on various best management practices. It would be very valuable to me and my NGO if INGENAES can support Dr. K in providing us advanced training in the topics covered during workshops. Such training will help me in personalizing and applying some key management functions to improve our capacity both immediately and in the long term.”

“We would like to continue the implementation of various organizational management practices covered during the workshop. A follow-up intensive training will help us to develop more specific measures on these management areas. One-on-One consultations and technical advice for our NGOs to improve organizational management capacity will be very helpful for personalizing management practices covered in the workshop.”

“With the growth of NGO sector, competition is also growing for our funding sources. We would like to have an exclusive training for grant seeking and writing. The workshop covered some basics on these topics, but a full workshop on grant writing will help us and other NGOs.”

VII. Advanced Organizational Capacity Building Workshops and One-on-One Consultations

A recurring theme in the follow-up questionnaire responses and focus group discussions was a demand for additional activities to reinforce and expand upon the workshop themes. Particular topics of interest were program planning, monitoring and evaluation, resource mobilization, and strengthening relationships between NGOs and government agricultural extension services.

In consultation with the INGENAES team, an Advanced Organizational Capacity Building training was planned. This took the form of a three-day workshop (see Appendix E for an overview of the workshop sessions) plus two-hour consultation sessions with the workshop participants (grouped by organization). Participation in these activities was limited to individuals who had completed the original capacity building workshop series and who had demonstrated evidence of having implemented the learnings from that training in their professional activities.

The advanced training event was held in early May, 2017, in Kathmandu. Through technical presentations, hands-on activities, and interactive discussions, participants learned to implement several appropriate management tools to make their gender- and nutrition-related programs more efficient and effective.

Participants also had group discussions that focused on improving networking and collaboration between them in gender- and nutrition-related service delivery. The training also incorporated a strong training-of-trainers component that prepared participants to provide capacity building workshops to other NGOs.

Objectives of the Advanced Organizational Capacity Building Training:

- 1) Improve participants' technical capacities in organizational management for efficient and effective service delivery
- 2) Prepare participants to train other NGOs through capacity building workshops
- 3) Provide individualized guidance on implementing good management practices (through one-on-one consultations)
- 4) Strengthen the network of NGOs working to integrate gender and nutrition in agricultural extension services
- 5) Strengthen collaborative partnerships between NGOs and government extension service providers

Finally, this advanced training established a network of NGOs for potential collaboration to improve gender-sensitive agricultural and nutritional services in Nepal.

Quantitative Self-Assessment Results

As with the original capacity building workshops, all participants in the advanced training completed a self-assessment before and after the workshop to indicate their level of knowledge in each of the workshop's thematic areas. The area where participants noted the most improvement (on average) was executive leadership, followed by fundraising, organizational governance, and strategic planning (see Table 3).

Table 3: Participants' self-assessed level of knowledge before and after participation in the Advanced Organizational Capacity Building workshops (scale of 0-3)

Workshop thematic area	Pre-workshop mean	Post-workshop mean	Change in mean
Executive Leadership	1.33	2.60	1.27
Fundraising	1.60	2.33	.73
Organizational Governance	1.87	2.53	.67
Strategic Planning	1.47	2.13	.67
Systematic Program Evaluation	1.67	2.27	.60
Grant-writing	1.67	2.07	.40
Systematic Program Planning	1.87	2.20	.33

Qualitative Evaluation Results

Again, following the pattern of the original workshops, participants were asked to write qualitative feedback to evaluate the workshop. A summary of their responses is below.

The best parts of this workshop:

- Networking and information about how to collaborate with other NGOs and government agencies
- Sharing of experiences and in-depth discussions that built on previous knowledge
- Information about the Training of Trainers and logic model
- Capacity building of board members and knowledge about strategic planning
- Information about fundraising and grant-writing
- *“More detailed and practiced well. In-depth discussion and working on each activity opened up the horizon of importance, self strength and areas of improvement. This advanced training has strengthened my strengths and motivated me to work out on my areas of improvement.”*

The major benefit to my organization because of participating in this workshop:

- Sharing information with their teams
- Skill development such as TOT, logic models, and program evaluation
- NGO collaboration
- *“I will share the knowledge and experience of what I gain in my work with my organization staff and other organizations.”*
- *“I get to learn more about NGOs and its capacity for the developing the people's life and how to progress in my NGO by good policy collaborating with government.”*

New learnings gained:

- Logic model – learning and practice
- Importance of collaboration with the government and how to collaborate
- Program evaluation techniques

How to make this workshop better:

- Lengthen the amount of time
- Further discussion on surveys, monitoring and evaluation
- Focus on grant- and proposal-writing
- Provision of handouts
- More feedback and discussion and a follow-up session
- More examples and interaction

“It helped me to develop a logical model, that was challenging for us but now I can help my colleagues to do it easily.”

— Organizational Capacity Building workshop participant

VI. Conclusion

Overall, Dr. Kumaran’s work for INGENAES in Nepal for building organizational capacities of partner NGOs has produced multiple positive outcomes. Participants have enabled their organizations to improve their organizational effectiveness and operational efficiency in providing vital gender and nutritional services to their client populations. The technical resources provided to INGENAES partner organizations through Organizational Capacity Building workshops, Advanced Organizational Capacity Building training, and one-on-one technical consultations were specifically geared towards assisting them in practical applications of good management practices for service delivery. These trainings and resources were also flexible to their needs.

The immediate outcomes of the workshops in increased knowledge and skills of all participants are evident by the high mean change scores of the pre- and post- workshop surveys for all organizational management topics covered. The follow-up survey and the focus group discussions clearly highlighted positive medium-term outcomes of management techniques implemented by participants in their organizations. The survey results from the Advanced Organizational Capacity Building Training also indicated multiple benefits for the participants.

The activities’ emphasis on collaboration between NGOs and government agricultural extension services provided opportunities for both NGO leaders and extension officials to network with each other. Another key benefit from the activities was the Training of Trainer (TOT) model built into them. All of the technical presentations, resource materials, and hands-on activity sheets were transferred to all participants, so that they can train their partner and other relevant NGOs in enhancing their organizational capacities. Thus, the partner NGOs organizational capacity building component of INGENAES Nepal has a long-lasting impact that will continue to assist organizations that provide gender and nutrition services to needy populations in Nepal, even after the INGENAES project has ended.

VII. Lessons Learned and Recommendations

Having only one facilitator for these intensive workshops and trainings was challenging, considering the extent of topics covered and the hands-on activities conducted during the sessions. Having a local partner (who has attended the workshop) as a “facilitator-in-training” would be very helpful for future workshops. This can benefit in two ways: 1) having a local partner as part of the training team can enhance trust regarding the purpose and scope of the workshop for future participants, and 2) the local partner can serve as a resource person for other organizations even after the end of the INGENAES grant period.

The workshop venue, meeting room, and all services provided by the hotel staff were excellent. The meeting room was spacious to facilitate active interactions during presentations, participation during small group activities, and networking opportunities during breaks and

break-out sessions. We received all necessary support services from the facilities staff.

Workshop and training participants expressed desire for including more hands-on activities during various sessions. Needless to say, including additional activities will result in extended workshops (beyond the three-and-a-half day schedule) and require additional budget. However, they can definitely make the workshops more effective.

At the beginning of each day, participants were given hard copies of all PowerPoint presentations and activity sheets for that day. Workshop participants were very appreciative of this. Several of them requested electronic versions of the PowerPoint slides. It would be more helpful to distribute electronic copies of all workshop/training material to participants well in advance.

Participants thrived on hands-on activities. It was very interesting to observe that NGO leaders with experience took on mentor roles to those who are new to their NGOs. Such camaraderie, while cultural in nature, worked very well in participants networking with each other for future collaboration. The workshops provided platforms for several experienced, new, and emerging NGO leaders to have long-lasting partnerships in promoting common missions of gender and nutrition in Nepal.

VIII. Follow-Up Activities Planned for November 2017

In collaboration with the rest of the UF INGENAES team, two grant-writing workshops will be offered to NGO partners in Kathmandu and Pokhara during the first weeks of November 2017. These were developed in response to the requests from participants in the capacity building workshops. Topics to be covered include seeking and identifying appropriate funding opportunities, key elements of writing a grant proposal, the grant-writing process and products, and the major components of a grant proposal. The workshop will be interactive and participants will be encouraged to share their experiences in grant-writing. There will also be practical writing activities and discussions that promote application/practice of grant writing methods for participating NGOs.

A few participants of the participants of the Advanced Capacity Building Training and will also participate in the INGENAES Nepal symposium in November to highlight the success of the various training events.

Fostering relationships between NGOs and government extension services

One of the most successful features of the workshops was the participation of officials from the Directorate of Agricultural Extension, which is within Nepal's Department of Agriculture within the Ministry of Agricultural Development. While recruiting them to participate in the workshop was intentional, their active participation far exceeded expectations. They were forthright during discussions, addressed the mistrust between NGOs and government units with candor, provided participants with details on various grants available, and encouraged them to meet with them and their colleagues to discuss areas of collaboration.

It was also heartening to note that the workshops provided the opportunity for extension officials and NGO leaders to meet and discuss common interests for the *first time*. Future USAID projects should have a focus on providing such platforms for local NGOs and government officials, without assuming such opportunities already exist in Nepal.



Figure 3: Dr. Muthusami Kumaran (center) conducting a one-on-one consultation with officials from BBP-Pariwar: a non-profit organization whose mission is to raise the economic status of women in rural areas of Nepal.

Appendix A: Organizational Capacity Building Workshop Agenda

Trainer: Muthusami Kumaran, Ph.D.,

Assistant Professor of Nonprofit Management & Community Organizations, Department of
Family, Youth & Community Sciences, University of Florida

DAY 1

9:00 am	Welcome, Pre Workshop Survey, and Workshop Overview
9:15 am	Session #1: The NGO sector in Nepal An overview of the NGO sector in Nepal, and types & roles of NGOs; Participants briefly share their NGO history, mission, programs and impacts.
10:45 am	Coffee Break
11:00 am	Session #2: Foundations of an NGO Presentation on the founding blocks of an NGO; Interactive discussion and practice on framing NGO mission, vision, and core values.
12:00 pm	Lunch
1:00 pm	Session #3: Good governance for NGOs I Presentation on the importance of governing boards, roles & responsibilities of board members, and practices of good governance for collective decision making.
2:15 pm	Coffee Break
2:30 pm	Session #4: Good governance for NGOs II Hands-on activities for participants to develop the ‘ideal’ board for their NGOs with specific roles and responsibilities for members; Group discussion & debrief
4:00 pm	Reflections on Day 1
4:45pm	Adjourn

DAY 2

9:00 am	Gathering
9:15 am	<p>Session #5: Program Planning</p> <p>Presentation on needs assessment, developing program goals, objectives, and logic models; Participants discuss their current practices in program planning and how they can be improved through a systematic planning process.</p>
10:45 am	Coffee Break
11:00 am	<p>Session #6: Program Evaluation</p> <p>Presentation on fundamentals of program evaluation, key evaluation considerations, and the evaluation plan; Hands-on activities for participants to develop immediate, intermediate and long term program outcomes.</p>
12:00 pm	Lunch
1:00 pm	<p>Session #7: Strategic Planning</p> <p>Presentation on the basics of strategic planning, SWOT analysis, and major steps in strategic planning; Participants discuss application of strategic planning to their NGOs</p>
2:30 pm	Coffee Break
2:45 pm	<p>Session #8: Strategic Partnership with Agricultural Extension System</p> <p>Discussions on barriers and opportunities for NGOs to collaborate with Agricultural Extension and other government units for mutual benefits.</p>
4:00 pm	Reflections on Day 2
4:45 pm	Adjourn

DAY 3

9:00 am	Gathering
9:15 am	<p>Session #9: Organizational Leadership</p> <p>Presentation on principles and characteristics of good NGO leadership and major issues in NGO executive leadership; Participants discuss how to enhance leadership within their NGOs.</p>
10:15 am	Coffee Break
10:30 am	<p>Session #10: Human Resources Management</p> <p>Presentation on the importance of human resources for NGOs – both paid staff and volunteers, and key management considerations during recruitment and employment; Participants discuss specific and practical measures to improve human resources.</p>
12:00 pm	Lunch
1:00 pm	<p>Session #11: Fund Raising for NGOs</p> <p>An introductory lecture on philanthropy and the NGO sector, developing a case statement for support, and the fund raising cycle; Interactive session for participants to identify diversified funding sources for their NGO operation & developing a case statement for support; Small group discussion and debrief.</p>
2:30 pm	Coffee Break
2:45 pm	<p>Session 12: Elements of Grant Writing</p> <p>Presentation on key elements of grant seeking and grant writing; Small group of participants practice developing important components of a ‘mock’ grant proposal & debrief.</p>
4:00 pm	Reflections on Day 3
4:45 pm	Adjourn

DAY 4

- 9:00 am Gathering
- 9:15 am Session #13: Applying What We've Learned
- Several hands-on activities to bring closure to the workshop and to create concrete steps for taking the learning to the field. Discussion on steps in developing collaborative partnership with Agricultural Extension Services
- 10:30 am Coffee Break
- 10:45 am Session #14: Workshop Evaluation and Conclusion Activities
- Post-Workshop Evaluations
- Awarding of Certificates
- 12:00 noon Adjourn. The workshop concludes!

Workshop venue: Shangri-La Hotel, Lazimpat. Kathmandu

Phone: 977-1-4412999 & 4419743

<http://hotelshangrila.com/>

Appendix B: Pre- and Post-Workshop Questionnaires

Pre-Workshop Assessment

Rate the level of **your current knowledge/understanding** on the following aspects of NGO management using the scale of 3 to 0 (**3**= Strong ; **2**=Somewhat; **1**=Very Little; **0**=Not At All)

- | | |
|-------|--|
| _____ | Foundations of an NGO |
| _____ | Good governance practices and implementation |
| _____ | Systematic program planning |
| _____ | Systematic program evaluation |
| _____ | Fundamentals of strategic planning and application of strategic planning process |
| _____ | Fund raising |
| _____ | Grant writing |
| _____ | Developing collaboration with the Agricultural Extension Services and/or other appropriate government entities. |

The **main reason** I am attending this workshop is: _____

Post-Workshop Assessment

Rate the level of **increase in your knowledge/understanding** on the following aspects of NGO management **as the result of participating in the Workshop**, using the scale of 3 to 0 (**3**= Strong **2**=Somewhat **1**=Very Little
0=Not At All)

- _____ **Foundations of an NGO**
- _____ **Good governance practices and implementation**
- _____ **Systematic program planning**
- _____ **Systematic program evaluation**
- _____ **Fundamentals of strategic planning and application of strategic planning process**
- _____ **Fund raising**
- _____ **Grant writing**
- _____ **Developing collaboration with the Agricultural Extension Services and/or other appropriate government entities**

The **best parts** of this workshop were:

The **major benefit to me and/or my organization** because of participating in this workshop is:

A **key insight** or **new learning** I gained from participating in this workshop is:

Two or three things to **make this workshop better** in the future would be:

THANK YOU!

Appendix C: Three-Month Follow-Up Questionnaire

Which **organizational capacity building strategies/activities** have you implemented to increase the efficiency and effectiveness of your NGO (circle all items that applies to you and your NGO):

1. ____ Developing strong mission, vision & core value statements
2. ____ Improved governance structure and process
3. ____ Program planning with strong goals & SMART objectives
4. ____ Program evaluation focusing on identifying immediate, intermediate and long term outcomes
5. ____ Strategic planning
6. ____ Strategic partnership with Agricultural Extension
7. ____ Organizational leadership
8. ____ Human resources management
9. ____ Diversified fund raising
10. ____ Grant writing

Have you shared with your colleagues in your NGO various topics covered during the workshop? _____

What are specific management measures that you have taken in your NGO as the result of your participation in the workshop? (Describe the activities and their outcomes in detail) _____

Reflection: What went well...what could be improved? _____

Do you plan to **continue to use** what your learned during the workshop? Why or why not?

Do you recommend any **other activities** that can be incorporated into future workshops? Please explain.

Appendix D: Follow-Up Focus Group Discussion Guide

Follow-up Focus Group to the July Workshops

December 15, 2016 Shangri La Hotel, Kathmandu

Dear workshop participants,

Once again, thanks for participating in our July workshops. The post-workshop survey that all of you completed in July clearly showed increased knowledge and skills in various organizational management topics covered during the workshops, and in the desire to improve network/partnership with Agricultural Extension.

As mentioned at the end of the workshops, I am like to know the medium-term impact of the July workshop that you participated. I am going to ask about 12 questions...and we have only 1 hrs and 30 mins. So, please provide information relevant to the questions, so we can understand how useful the workshops were for you and your organization.

1. First a general question, what is the overall trend in the growth of NGO sector in Nepal? and what is the role of the government in the overall growth of Nepal's NGO sector?
2. What is the overall trend in the growth of YOUR NGO...and what are the key issues it is facing?
3. During the July workshop, we covered key organizational management aspects of Developing strong mission, vision & core value statements, Improved governance structure and process, Program planning with strong goals & SMART objectives, Program evaluation focusing on identifying immediate, intermediate and long term outcomes, Strategic planning, Strategic partnership with Agricultural Extension, Organizational leadership, Human resources management, Diversified fund raising & Grant writing. How useful the workshop was for you and for your organization?
4. Which organizational capacity building strategies/activities covered during our July workshop were most useful for you and your organization?
5. Have you implemented any of the strategies to increase the efficiency of your NGO? If so, how?
6. Have you implemented any of the strategies to increase the effectiveness of your NGO? If so, how?
7. Was the workshop useful in planning to network or actually networking with Agricultural Extension or any other government entities for collaboration? Please explain.

8. Was the workshop useful in planning to network or actually networking with other NGOs for collaboration? Please explain.
9. Have you shared with your colleagues in your NGO various information covered during the workshop? If so, were they useful for them?
10. Overall what were the effects of the workshop on your knowledge or understanding of the management functions covered?
11. Overall, what was the effect of the workshop on your NGO?
12. Do you plan to continue to use what you learned during the workshop? Why or why not?
13. What are some measures that INGENAES can continue assist your NGO in further enhancing your operational efficiency and organizational effectiveness?

Appendix E: Advanced Organizational Capacity Building Workshop Sessions

Session #1: Introductions & Training Overview

Session #2: Organizational governance & leadership

Session #3: Effective program planning for gender, nutrition and agricultural development service delivery for NGOs I

Session #4: Effective program planning for gender, nutrition and agricultural development service delivery for NGOs II

Session #5: Developing strong program monitoring and evaluation in gender, nutrition and agricultural service delivery for NGOs I

Session #6: Developing strong program monitoring and evaluation in gender, nutrition and agricultural service delivery for NGOs II

Session #7: Resource mobilization for delivering gender, nutrition and agricultural development services I

Session #8: Resource mobilization for delivering gender, nutrition and agricultural development services II

Session #9: Utilizing INGENAES TOT model for NGO capacity building

Session #10: Strategies in integrating NGO programs with Extension Service



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