

Constructing Capacity Strategizing Sustainability

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Third Annual Teen Pregnancy Prevention Grantee Conference:
Ready,
Set, Sustain: Continuing Our Success
May 20-22, 2013, National Harbor, MD.



Georgia Department of Human Services

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Vision, Mission and Core Values

Vision

Stronger Families for a Stronger Georgia.

Mission

Strengthen Georgia by providing Individuals and Families access to services that promote self-sufficiency, independence, and protect Georgia's vulnerable children and adults.

Core Values

- Provide access to resources that offer support and empower Georgians and their families.
- Deliver services professionally and treat all clients with dignity and respect. Manage business operations effectively and efficiently by aligning resources across the agency.
- Promote accountability, transparency and quality in all services we deliver and programs we administer.
- Develop our employees at all levels of the agency.

Objectives

1. Share a systematic framework for assessing and building organizational capacity and sustainability
2. Discuss how five key organizational functions are directly associated with effective planning, implementation, and evaluation
3. Provide strategies for documenting organizational capacity to increase sustainability

Capacity V/S Capacity Building

Capacity

Ability or power of an organization to apply its skills, assets, and resources to achieve its goals

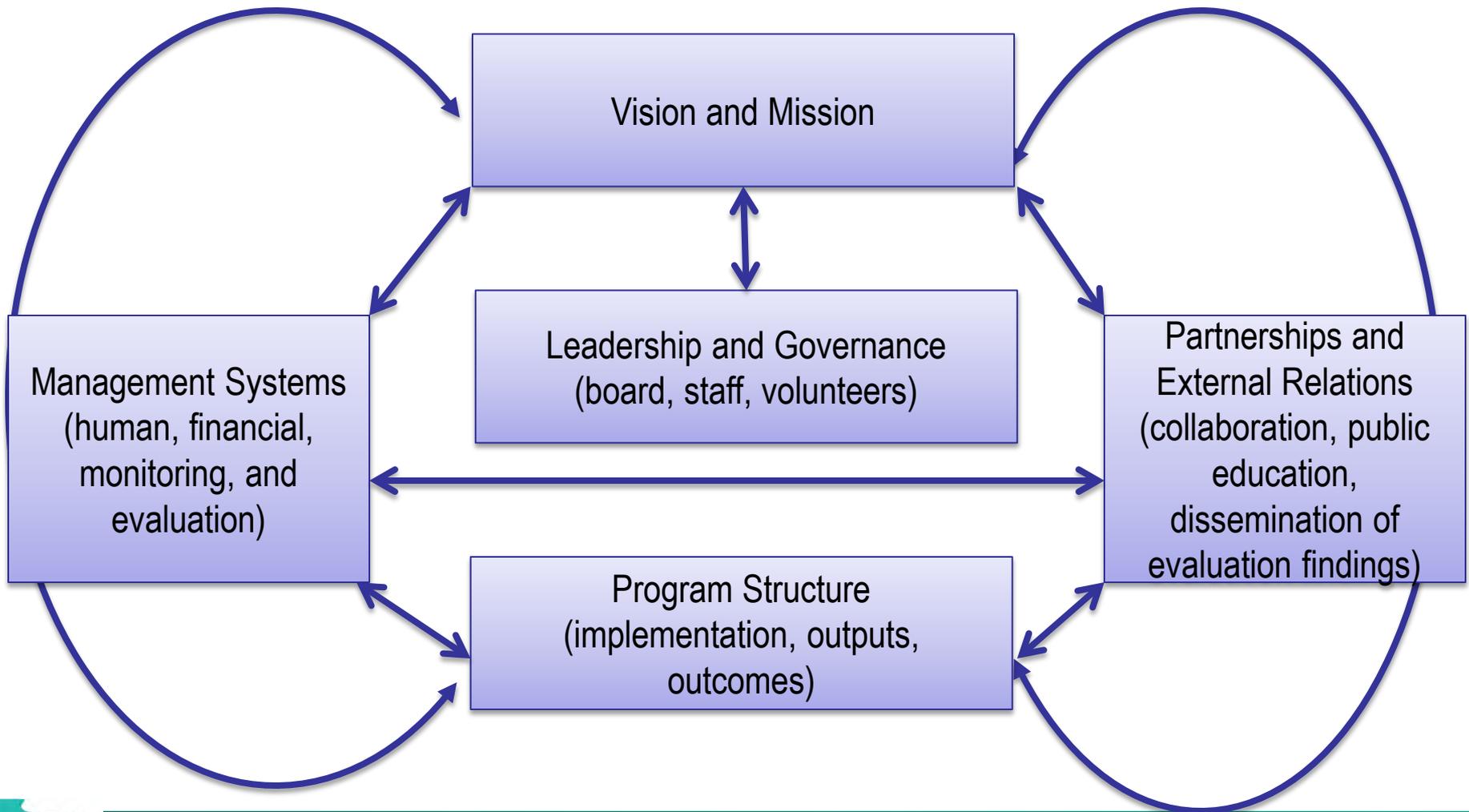


Capacity Building

An on-going evidence driven process to improve the ability of an individual, team, or organization, network, sector, or community to create measurable and SUSTAINABLE results



Capacity Building Framework

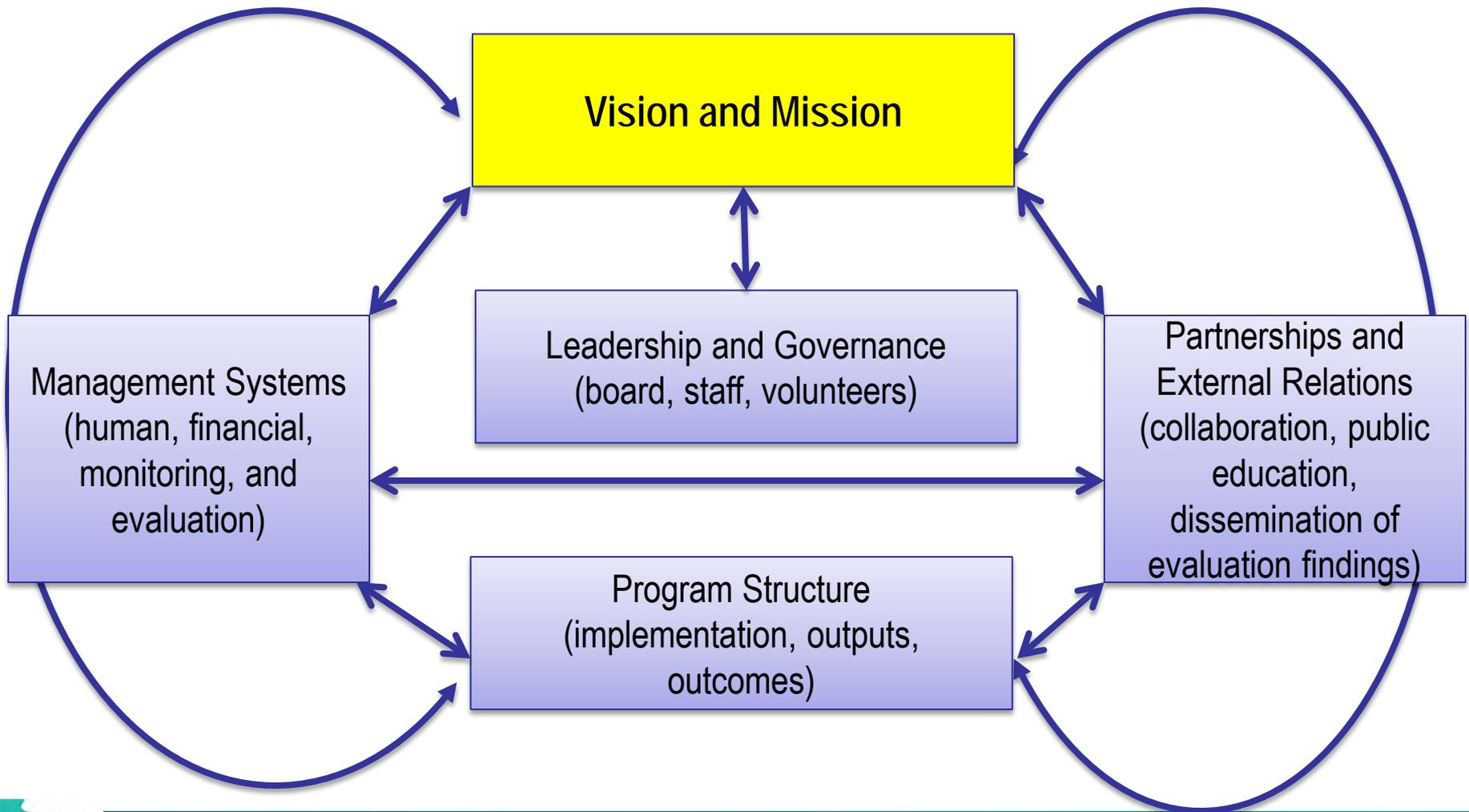


Adapted From: US AID Support and Technical Assistance Resources

Mission and Vision

- Why does this organization exist?
- Answers the question: “Build capacity for what?”
- Reflect type of programs and services offered
- Affect other components
- Detailed enough to measure work effectiveness
- Consider reviewing and revising every few years

Influence of Mission and Vision



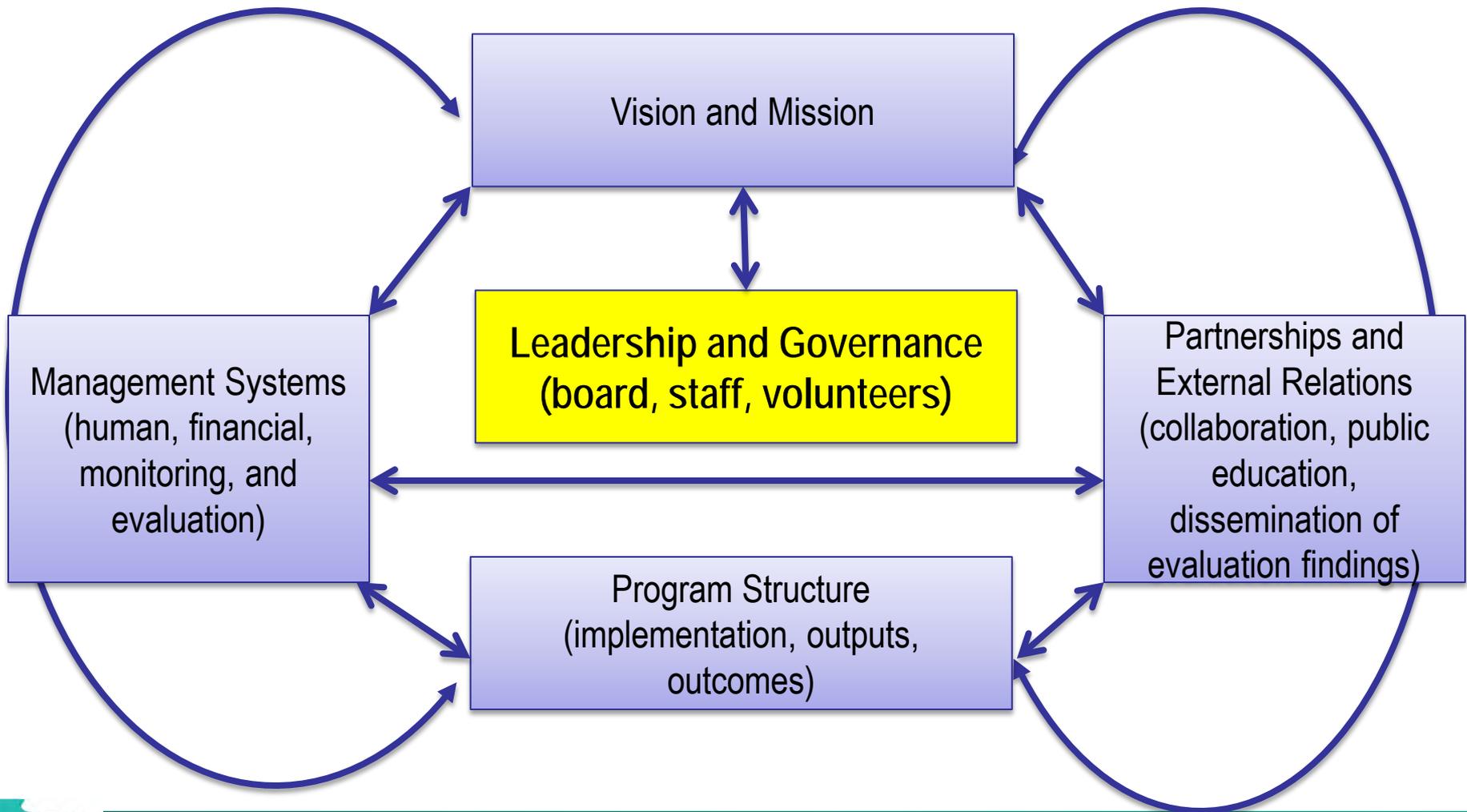
Leadership and Governance

- Coordinating element of the system
- Possess vision and commit to fulfilling mission
- Articulate and establish systems to achieve the goals
- Commit to process of building organizational capacity
- Garner resources to make mission and vision a reality – technical and management support

Overall Impact of Leadership on Capacity

- Leadership and trust required at each level =
↑ collaboration and empowerment
- Facilitates acquisition of resources and enhances outreach activities
- Instrumental in establishing partnerships that advance goals of the organization
- Set standards for organizational performance

Influence of Leadership & Governance



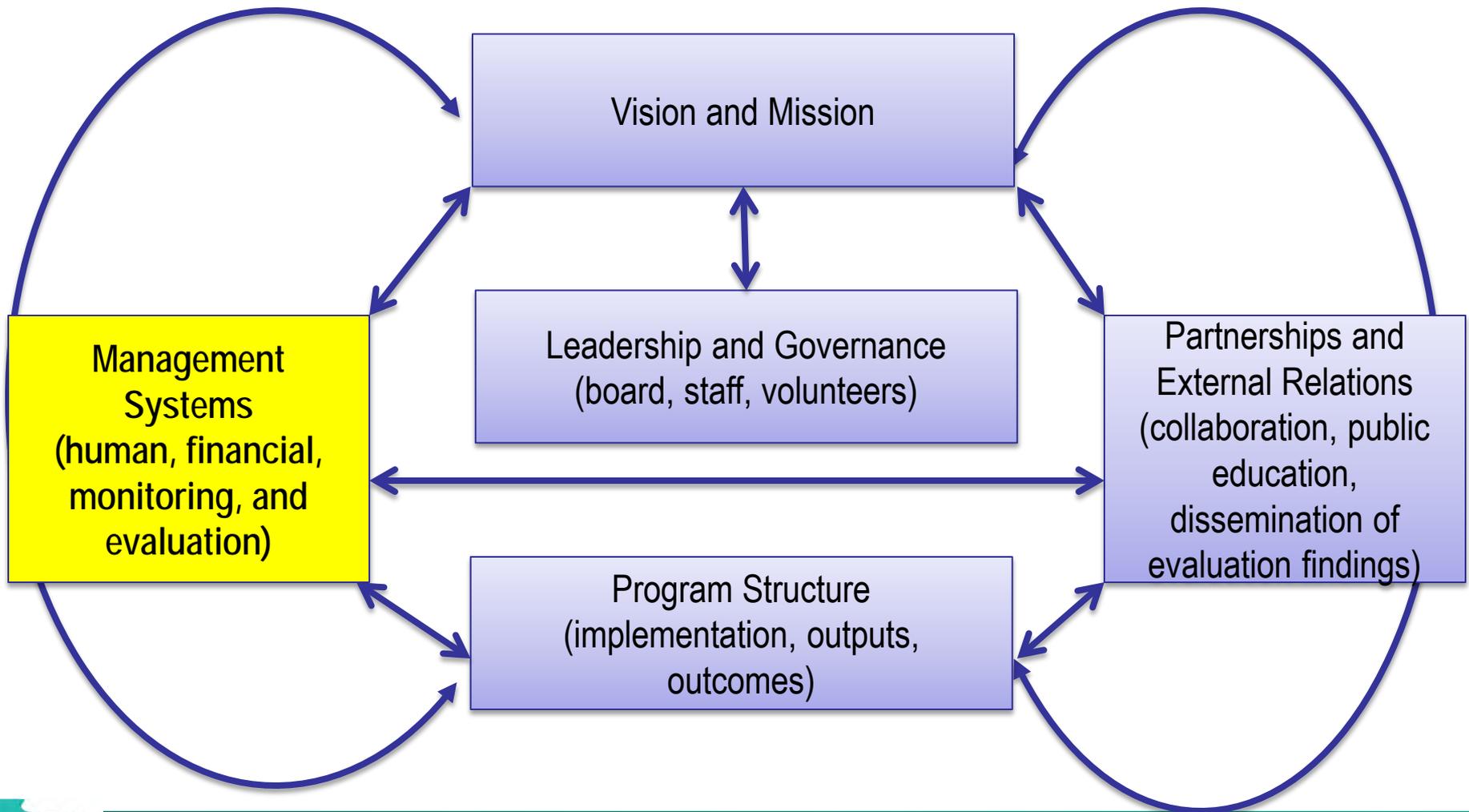
Resource Management Systems

- Affect organization's ability to carry out its mission, attract effective leadership, and reach its mission = organizational capacity
- Financial and management obligations impact staffing and program structure
- Ensure project goals and deliverables are met
- Management of resources through monitoring and evaluating programs

Building Capacity through Resources

- Critical: how resources are used
- Stretch limited resources
- Internal management to maximize resources using tracking and reporting systems
- Consider rethinking current protocols and organizational structure

Influence of Management Systems



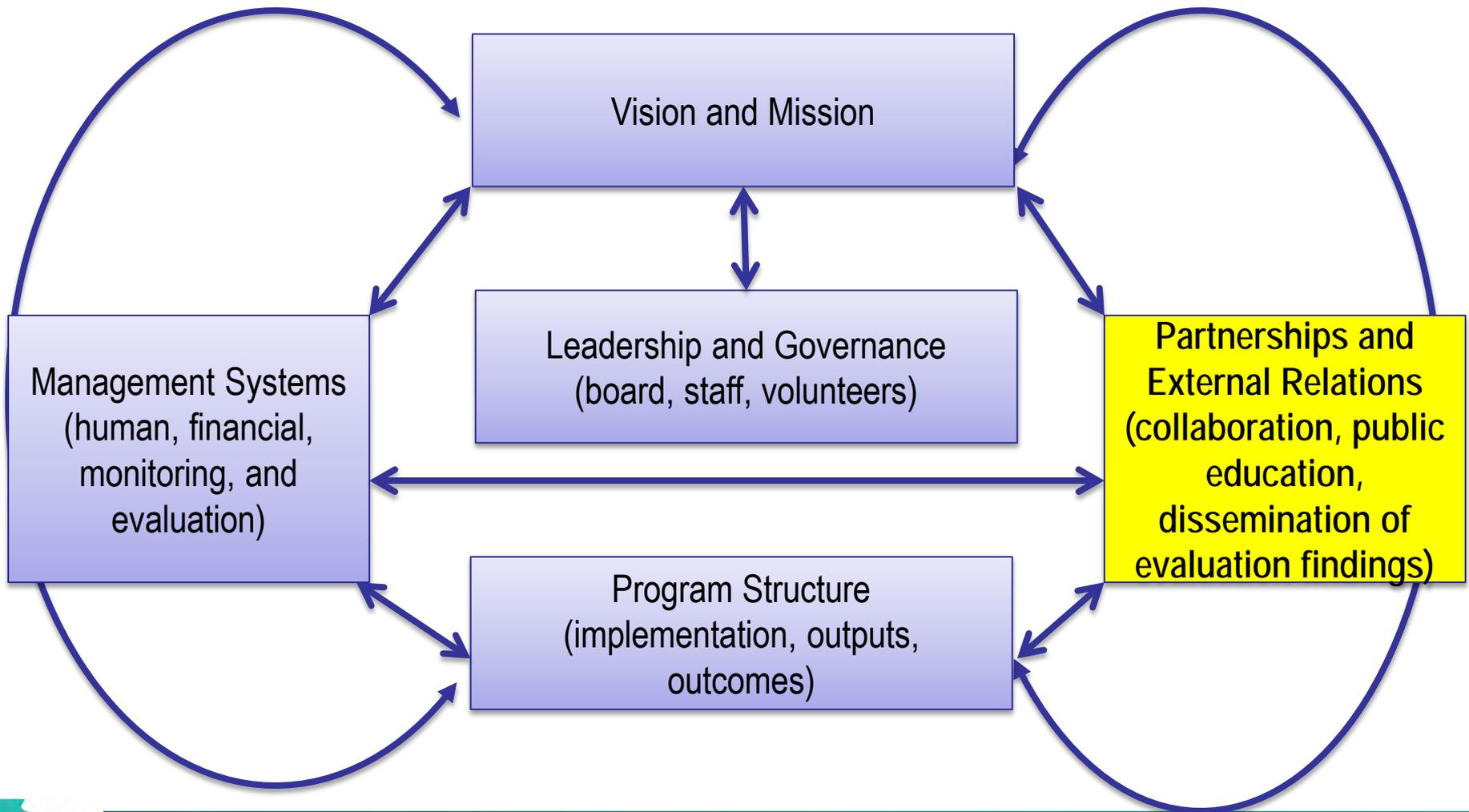
Partnerships and External Relations

- Strengthens and extends organization's work
- Includes marketing & PR, education & advocacy, networking & alliances
- Create a web of connections of all partners involved
- Builds a case for support and increases access to more people
- Impacts numbers for programs and resources, including funding

Benefits to Building External Partnerships

- Opportunities to share information, learn from each other, and partner on common goals
- Facilitates mobilization of community members
- Multiplies interest and participation, impacting programming and recruitment
- Opportunities for leaders to demonstrate presence among colleagues/peers

Influence of Partnerships



Program Structure

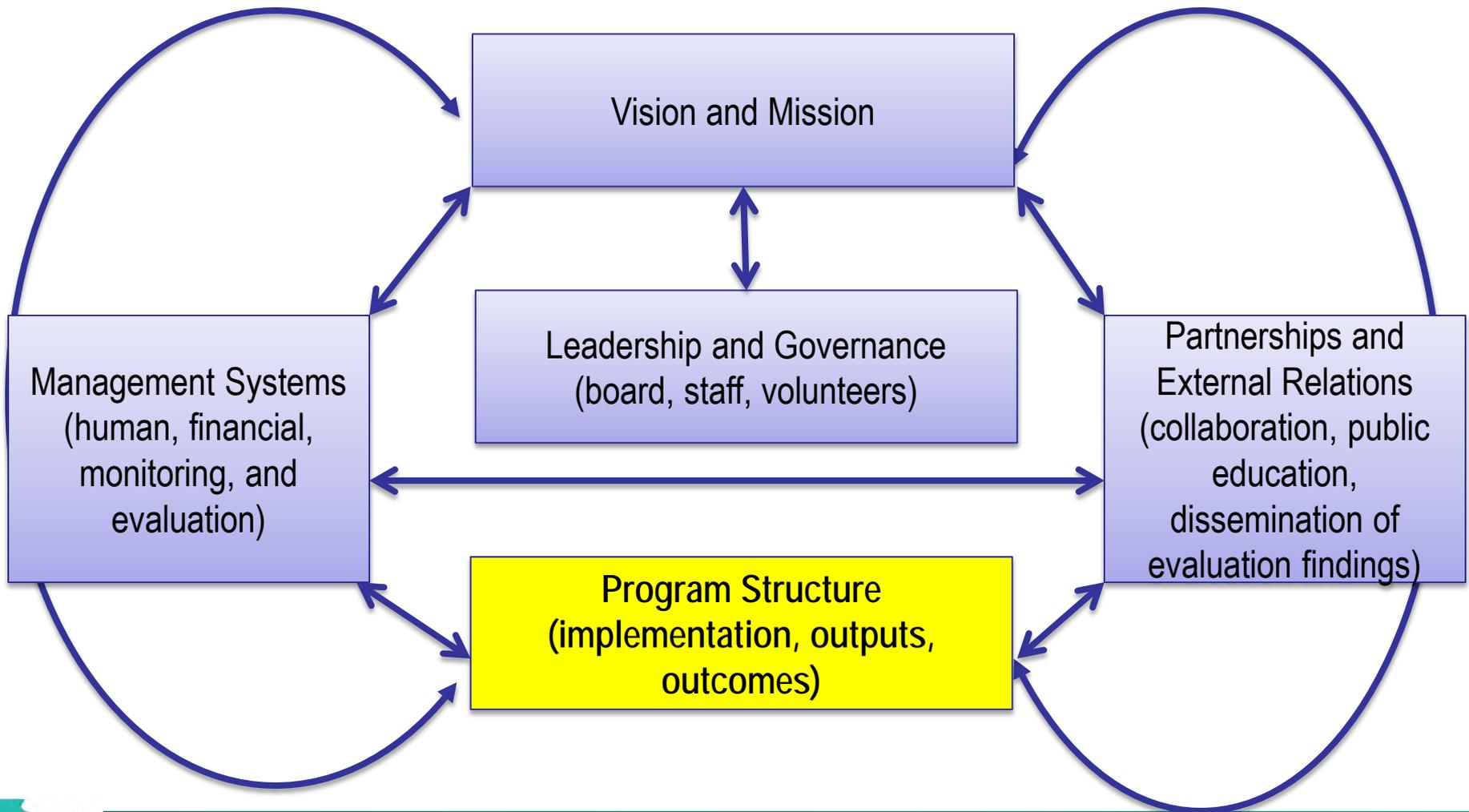
- Identify human and financial resources required for programming
- Work plan and programs align with organization's vision set forth by leadership
- Implementation of program using work plan guide to monitor and evaluate results (process and outcome data)

Using M&E to Build Capacity

How can evaluation results (process and outcome) be used to:

- Support organization's vision and mission?
- inform resource management and allocation (management systems)?
- Inform leadership and governance?
- Inform impact partnerships and external relationships?

Capacity Building Framework



Results-Oriented Capacity Building

The Process of Mapping & Measuring Capacity

1. Identify primary area(s) of capacity building
 - What capacity inputs are required to implement program?
2. Define Outcomes for that area(s)
 - What are the expected capacity outcomes that will lead to successful program outcomes?
3. Develop a capacity map

Sample Concept Map

Capacity Inputs	Capacity Processes	Capacity Outputs	Capacity Outcomes	Performance Objective
Leadership & Governance	Operational Planning	Operation/Work Plan	Ability to articulate needs and demands	Organizational and Community Support for evidence-based programs and practices to prevent teen pregnancy.
Management Systems	HR management and development, incentive practices	Functional financial and HR management system	Ability to monitor service quality and correct gaps as needed	
Partnerships & External Relations	Training and TA, Evaluation, Implementation	Monitoring reports, MOU's with partners	Ability to develop and maintain working relationships	
Program Structure	EB TPP program models	Staff trained and supported	Sustained delivery of EB TPP models	

Questions and Answers

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TEENWISE

MINNESOTA

The source on adolescent sexual health

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Teenwise Minnesota Vision

All young people
are sexually healthy



Coming to Consensus

Consensus Workshop Method - from *Technology of Participation*[®] Group Facilitation Methods

- A way to come to consensus and be ready for action in a short period of time.



Step 1: Develop the question

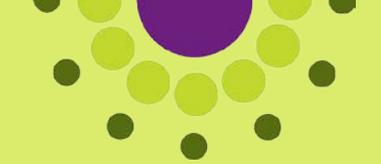
Work with 1-2 others to develop the strategic question about the issue you are facing; it is what you need to know or decide.

- Example: What are the roadblocks to successfully reaching our targeted goals?

Framing the question is the most important part of this process and harder than it looks.

- If framed **incorrectly** you will get answers to a question you didn't mean to ask.

Step 2: Brainstorm



State the question to your team

Ask individuals to do their own thinking and write their ideas in answer to the question on scratch paper.

Encourage them to think creatively and not to edit out ideas they think may be impractical or silly.



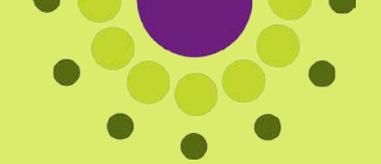
Step 3: Select Ideas.

If you have a group of 6 or more people, ask them to pair up or form groups of 3. If you have 5 or fewer people in your meeting, it's okay to work individually.

If in small groups: have members of the small groups share their ideas with one another.

Instruct each small group to pick its favorite ideas. Aim to have a total of 30 ideas.

Step 3 continued



Ask each small group or individual to write each idea on a post-it note.

- Ask them to write fairly big,
- Ask them to use only 3-7 words
- One idea per post it.

Have an example ready!



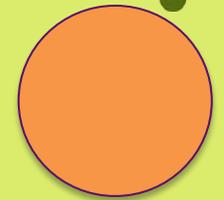
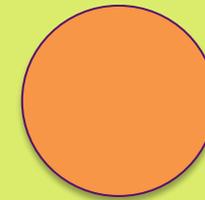
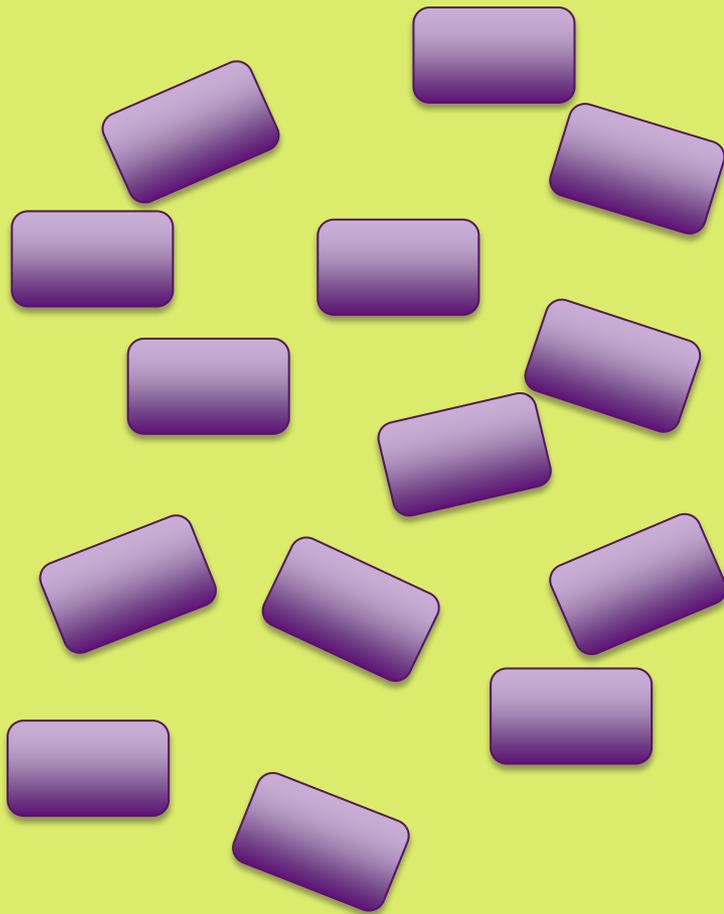
Step 4: Share and Cluster Ideas

Ask each group/person to stick 2 favorite ideas on the table (aim: 8-10 ideas). Read each post-it as it's placed on the table.

Cluster ideas that seem to go together.

Ask each group/person for *another* 2 ideas that are *different from* ideas already on the table. Read out-loud; ask if it fits in an existing cluster. If not, set it aside with other un-clustered ideas.

From Brainstorm to Clusters



Step 5: Naming



When all the ideas are clustered, you are ready to **Name** the clusters.

- This is what enables a group to reach a **consensus** about the answer to the question.

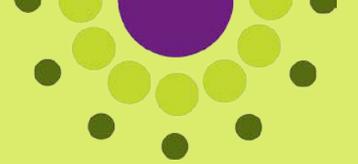
Talk through each cluster, starting with the one that has generated the most ideas. Have someone read all of the ideas in the cluster

Step 5 continued

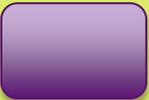
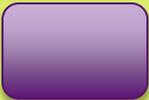
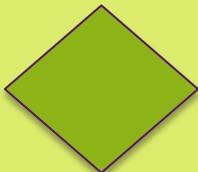
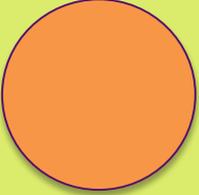
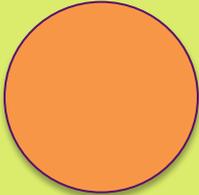


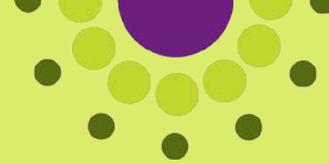
Ask: “We’re looking for our collective wisdom about _____ (read the tag). What title would be inclusive of all the insights represented by these post its?”

In addition to answering the workshop question, the Name should be compelling and should **connote action**.



From Clusters/Tags to Names





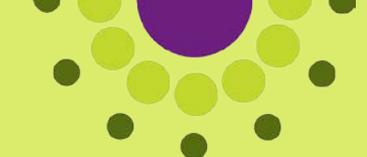
Document and the Implement

Ex. What does AGENCY want to see in place 3 years from now as a result of our actions?

We want to see:

Expanded Programming

- Young girl programming is in place
- Expanded programs to meet unmet community needs that are value added
- Programs aligned with AGENCY advocacy issues



Contact and References

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Source: Technology of Participation;
Institute for Cultural Affairs

www.ica-usa.org/



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