



The Center for Sustainable Development

Addressing Rural Development Challenges with Sustainable Solutions

workshop syllabus

Workshop: Bridging the Gap: Designing and Implementing Outcome-Driven Development Projects.
A hands-on field course designed specially for headquarters' staff of donor and NGO organizations.

Bridging the Gap

Donor and NGO staff are invited to participate in a workshop in Guatemala where they will combine theory with practice by working in the field designing and implementing a development project. You will develop a range of skills, including how to facilitate participatory needs assessments, implement impact evaluations, and how to design and execute outcome-driven projects. Working side-by-side with villagers in the true context of a rural development project, you will experience firsthand real-life needs of community members and the varied challenges faced by implementing NGOs.

Course Syllabus

Friday

Arrival in Guatemala City and transfer to Guatemala City hotel on hotel's airport shuttle. Hotel is 10 minutes from airport.

Saturday

7:00 Breakfast

8:00 Greeting and introductions

8:30 Pack, check out, and meet in front of the hotel by 9:00

9:15 Trip to field site – the farm: [Los Tarrales](#)

12:00 Arrival; freshen up

12:30 Lunch

2:00 **What we're going to do this week: An overview of this week's syllabus**

Overview of community centered, impact oriented rural development

Conducting a Participatory Needs Assessment

Project design Phase II: Designing a list of workshops and activities for the project: where to get ideas

Presenting the community-centered project concept to the community

Project design Phase II: Designing a list of workshops and activities for the project: where to get ideas

Writing the lesson plan for the first workshop in the series and developing the workshop materials

Presenting the first workshop to the community

Snapshots of:

- grant proposals, project design and project execution
- impact evaluations and randomized control trials

What we will accomplish over the next week would normally take one, two or three months. Why?

3:30 Break

4:00 **Overview of community centered, impact oriented rural development**

Brief, brief history of rural development

Top down or bottom up?

Gaps in development projects

Becoming part of a strategic team: getting in alignment with what's needed

Open discussion

5:00 **Village Life**

The world in a microcosm

The village we will be working in: what should we be looking for?

What are *your* hopes, dreams, goals and expectations?

What are theirs?

6:30 Dinner

7:30 Quick synopsis of tomorrow's activities. General questions & discussion.

Please note: all workshops are in an open discussion, hands-on format

Sunday: Meet the villagers – our partners for the next week

7:00 to 8:00 buffet breakfast

8:30 Trip to Vesuvio

Formalities: meeting the village leaders and village elders

Tour homes, meet families, make friends, share photos, learn about their livelihoods

Ask questions, observe, try and see how the village functions

Who's in charge? Is the community well/fairly governed?

Where do they get their food and water?

Where do they get their incomes?

Where do their children receive their education?

What health and hygiene programs do they have?

Step back for a moment, don't compare the village to your home, just see it as a normal day in *their* lives

What's working? What's missing?

11:30 Back to Los Tarrales and freshen up

12:30 Lunch

2:00 What did we see? How did we feel. Why? How did they feel? Why?

2:30 **Participatory needs assessments**

Why do a participatory needs assessment?

Developing trust

Sustainability; ownership

How can we make sure that we are getting input from more than just the community leaders?

Lesson Plan

The ten-seed method & the tools of the trade

3:30 Break

4:00 How-to facilitate the needs assessment meeting

Letting the community lead

How to find out things that we might need to know

The vote

Discussing the results with the community

6:30 Dinner

7:30 Overview of tomorrow's activities. General questions & discussion

Monday: Conducting a Participatory Needs Assessment

7:00 to 8:00 breakfast

8:30 Trip to Vesuvio

9:00 Gathering a focus group together

Facilitating the meeting

Assessing need

Casting the vote

Discussing the results with the community

11:30 Back to Los Tarrales and freshen up

12:30 Lunch

2:00 What did we see? How did we feel. Why? How did they feel? Why?

2:30 What are the community's short-term, medium-term and long-term needs?

How do they fit into internationally recognized needs?

Did anyone in the meeting influence the community vote in a direction that would be for personal gain?

3:30 Break

4:00 What sort of project should we return to the community with?

Does the project meet the needs that they voiced – or is it just top-down – a good idea we came up with?

Will they sustain the project's results after the project is over?

- 6:30 Dinner
7:30 Overview of community centered, impact driven project design. General questions & discussion

Tuesday: Designing a community-centered, impact driven project. Phase 1

- 7:00 to 8:00 breakfast
8:30 What are outcomes?
How can we incorporate an impact evaluation plan into the project design?
How can we use the plan for the impact evaluation to help us fine tune the description of the outcome?
How can we design the project by reverse engineering from the desired outcomes?
What is an evidence-based best practice?
Using results from impact evaluations and RCTs of similar projects can you identify activities which would work for us?
Can you use these building block activities to design our project?
What specific tools will we have to work with in designing the project?
9:45 Break
10:00 What is the project would we like to present to the village?
What are our commitments going to be?
What will their commitments be?
Will the project be sustainable after we leave?
11:45 Break
12:30 Lunch
2:00 How will we present our project concept to the community? Lesson plan & presentation materials
Divide responsibilities and break into groups of 4 and prepare presentations
Open discussion about our presentations
3:30 Break
4:00 Work on Presentation
5:00 What might we encounter tomorrow?
How do we think the community is going to respond?
Will we be able to incorporate community suggestions into our presentations?
Time frames in the real world
6:30 Dinner
7:30 Open discussion while we polish our presentations

Wednesday: Presenting the community-centered project concept to the community

- 7:00 to 8:00 breakfast
8:00 Gather our wits!
8:30 Trip to Vesuvio
9:00 Rekindle relationships over coffee and pastries
Open the meeting
Presenting the project so the community is comfortable joining in and offering comments
Reviewing the comments and gaining accord with participants
Scheduling the next meeting to present the first informational workshop!
11:30 Return to Los Tarrales
12:30 Lunch
2:00 What happened this morning? How did we feel? Why? How did they feel? Why?
How can we incorporate their suggestions?
Did anyone influence the community suggestions for personal gain?
How are we going to initiate project execution?
2:30 Project design Phase 2: Lesson plans and workshop materials
Designing the list of workshops and activities: Where to get ideas
Designing the first workshop: Writing the Lesson Plan
Brainstorming presentation tools
3:30 Break
4:00 Continue with lesson plan
5:00 **Practical Realities**
Snapshot of project design/execution for grant proposals. NB: This is a brief overview of a different training workshop
Who writes the grant proposal?

Matching mission with donors
Logframes: Goals, Objectives, expected results, outputs
Outcomes and indicators
Activity list; Budgeting
Calendar of activities
How to deal with funding delays?
Who will be the execute the project in the community?

6:30 Dinner

7:30 Evening off – or discuss your plans

Thursday: Developing the workshop materials for the first workshop in the series

7:00 to 8:00 breakfast

8:30 Break into groups of 4 and begin preparing the materials for your first workshops

9:45 Break

10:00 Continue with workshop materials

11:00 Open discussion about our workshop materials
Workshop time frames in the real world

12:00 Break

12:30 Lunch

2:00 Training the trainer: Country Office/Field Staff/Community relationships
The dry run: Work with field staff to present your presentations to us!
Discussion

3:30 Break

4:00 Work on presentations

6:30 Dinner

7:30 Evening off or fine tune presentations

Friday: Presenting the first community workshop of the project's series of workshops

7:00 to 8:00 breakfast

8:30 Trip to Vesuvio
Rekindle relationships over coffee and pastries

Open the workshop

Presenting the workshop so the community is comfortable joining in and commenting

Reviewing the comments and gaining accord with participants

Scheduling the next workshop!

11:30 Return to Los Tarrales

12:30 Lunch

2:00 What happened this morning? How did we feel? Why? How did they feel? Why?

2:30 **Practical Reality**

Snapshot of incorporating an RCT into the project design. NB: This is a brief overview of a different training workshop

Why RCTs?

Developing a base line

Developing a treatment and a control group

Establishing outcome indicators

Who is in charge?

Frequency of monitoring

Interpreting results

3:30 Break

4:00 What did we accomplish this week?

Assessing the impact and sustainability of the project

Review of gap cycle; how have our perceptions changed?

Wrap-up: What is the relevance of what you've experienced this week?

6:00 Freshen up

6:30 Dinner

7:30 Well-deserved evening off

Saturday:

7:00 to 8:00 breakfast

8:00 Pack and get bags to bus

9:00 Trip to Antigua

11:00 Tour of Antigua with Liz Bell

1:00 Lunch on your own
Shopping/exploring

5:00 Trip to Guatemala City & Hotel

6:00 Check into hotel

7:30 Farewell Dinner

Sunday:

Trip to airport on the hotel's airport shuttle

Further Information

The [course announcement](#) is here. The website for the [Center for Sustainable Development](#) is available here.

For more information please [contact the Center](#).

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