YMCA Lebanon Staff Capacity Building Project Plan (2025–2026)

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1. Project Overview

Objective:

To strengthen the competencies of YMCA Lebanon staff through a structured 4 to 6 months capacity building program that addresses skills gaps, fosters continuous learning culture, and aligns with the organization's strategic vision for sustainability and growth.

Scope:
All departments and staff roles, with a focus on digital literacy, project management, sector-specific knowledge, and interpersonal skills relevant to 21st-century NGO work in Lebanon.

2. Key Activities and Timeline

Activity	Description	Responsible	Timeline
1. Build on Mapped competencies per role/function	In collaboration with Mireille and Tony, define key competencies required for each role	Project coordinator, Mireille and Tony	Done
2. Sensitization presentation	Prepare and deliver an orientation session for all staff to introduce learning pathways	Project coordinator, and Mireille and Tony	Month 2
3. Prepare and follow up on application form and documentation database	Create application forms for capacity-building program and maintain a database for tracking submissions and documents	Project coordinator, Project Lead	Ongoing
4. Draft Individual Learning Strategies	Develop a personalized learning strategy (IDP) for each participant including goals, training needs, and timelines	Project coordinator, Department Heads	Months 2–3
5. Enrollment and certification follow-up	Support staff in registering for courses and tracking certification progress	Project coordinator, Learning Coordinator	Ongoing from Month 3

Activity	Description	Responsible	Timeline
1. Build on Mapped competencies per role/function	In collaboration with Mireille and Tony, define key competencies required for each role	Project coordinator, Mireille and Tony	Done
2. Sensitization presentation	Prepare and deliver an orientation session for all staff to introduce learning pathways	Project coordinator, and Mireille and Tony	Month 2
6. Schedule individual and group study time	Allocate time for learning within work hours and create peer learning groups (1to 5% of the time)	Line Managers	Ongoing
7. Weekly check-in meetings	Monitor progress, resolve challenges, and foster peer support	Project Lead	Weekly
8. Reporting	Track progress via dashboards and compile quarterly reports	MEAL and Project coordinator,	Quarterly
9. Document the process	Maintain detailed documentation and conduct a “lessons learned” session at end of the cycle	Project Lead	Annually

3. Capacity-Building Tracks

Track 1: Digital Literacy and Data Skills

- **Core Courses**: Microsoft Office, Google Workspace, Data Analysis (Excel, Power BI), Kobo Toolbox, Airtable,
- **Certifications**: Digital Skills Certificate, Cybersecurity Awareness Badge
- **Target Group**: All staff

Track 2: Project Management

- **Core Courses**: PMD Pro, PMP basics, Agile/Scrum essentials
- **Certifications**: PMD Pro Level 1 or PMP (depending on role)
- **Target Group**: Project Officers, Coordinators, Department Heads

Track 3: Sector-Specific Technical Skills

- **Core Areas**: Fundraising, Grant Writing, MEAL, Youth Programming, Social Cohesion, Peacebuilding, Humanitarian Response

- **Certifications**: Thematic short courses, donor compliance workshops
- **Target Group**: Development, Programs, and Field Staff

Track 4: Management and Leadership

- **Core Courses**: Leadership, Conflict Resolution, Negotiation, Communication, Time Management
- **Certifications**: Soft Skills Certification, Leadership Academy
- **Target Group**: Senior and Mid-level Managers

4. Monitoring and Evaluation of learning

- **Tools**: Learning logbooks, certification tracker
- **Methods**:
    - Peer/supervisor feedback
    - Certification completion
    - Monthly learning reflections
- **Lessons Learned**: Annual reflection sessions with staff and project team.

5. Risk Mitigation related to learning process

Bias in Self-Assessment: Combine with Objective Evaluation

- Staff may overestimate or underestimate their skills when evaluating themselves. This bias can lead to inaccurate identification of learning needs, making development plans ineffective or misaligned.

Suggestions:

- Co-create learning goals: Engage staff in setting their own learning targets linked to personal and team growth, ensuring relevance.
- Build learning plan on the certificate map results to merge gap between performance and position requirement
- Track learning outcomes over time: Use data (e.g. quiz scores for online learning , project results) to monitor improvement.

Low Engagement: Use Mentorship, Gamified Learning, and Recognition

- Low motivation can stem from generic content, lack of relevance, or poor delivery. Without active engagement, learning does not translate into behavior change or impact.

Suggestions:

- Mentorship: Pair learners with mentors to provide support, motivation, and real-life context for applying new knowledge.
- Gamified learning: Select learning platforms with badges, challenges, and progress levels to make learning fun and interactive.
- Recognition and incentives: Celebrate small wins, like course completion or skill improvement, through verbal praise, congratulation emails, posting certificates, or showcasing in team meetings.

Time Constraints: Integrate Study Time into Work Schedules

- In NGOs, employees often juggle multiple responsibilities. Learning is seen as extra work, not integrated into daily routines. This reduces participation and completion rates.

Standard:

- According to global benchmarks such as the ATD (Association for Talent Development), the average employee receives 1–5% of their weekly working hours for learning. For a standard 40-hour week, that equates to 24 to 120 minutes per week.

Suggestions:

- Allocate at least 5% of weekly time: That means about 120 minutes per week, which is achievable even during busy periods.
- Scheduled learning slots: Add learning blocks to weekly calendars (e.g. Friday mornings), recognized as part of the workflow, not an add-on.
- Create a dedicated learning areas to reduce distraction.

6. Sustainability

- Budget funds in all projects for internal capacity building (e.g. 1–2 hours/month per staff member) to keep employees updated in novelties in their field
- Build a culture of learning : Create a physical space with key materials: guides, templates, recorded trainings, and best practices. Staff can access this anytime. This encourages knowledge sharing with minimal setup.

Annexes

Annex 1: **Learning Journey Implementation Plan: From Presentation to Completion**

Step 1: Launch the Initiative with a Clear and Inspiring Presentation

Goal: Create awareness, alignment, and motivation.

1.1 Develop a Staff Presentation (in collaboration with Mireille and Tony)

Title: "YMCA Learning Pathway – Building Our Future Together"

Sections to include:

- **Why Now?** The strategic importance of capacity building
- **What is the Learning Pathway?** Overview of goals, duration, and benefits
- **How It Works**:
    - Competency mapping (results)
    - Individual Learning Plans (IDPs)
    - Training opportunities (online and offline)
    - Certification goals
    - Support systems: study groups, mentorship, check-ins
- **What You Gain**: Personal development, recognition, and growth
- **Call to Action**: How to apply and next steps

Step 2: Co-Creation of Individual Development Plans (IDPs)

Goal: Personalize learning for every participant

3.1 One-on-One IDP Session

- Staff meets with Project coordinator, and line manager to:
    - Build on Mapped competencies per role/function
    - Set short term learning goals
    - Choose relevant training (digital, project management, thematic, etc.)
    - Define preferred learning method

3.2 Finalize and Sign Off on IDPs

- Include training timelines, study time allocation, and support systems

Step 4: Enrollment, Scheduling, and Group Learning

Goal: Activate learning in a structured and supported way

4.1 Course Enrollment

- Support staff in signing up for relevant platforms (e.g. Coursera, PMD Pro, Power BI)
- Track enrollments in the documentation system

4.2 Schedule Study Time

- Allocate 2–4 hours per week as protected learning time
- Ensure managers support this in weekly schedules

4.3 Organize Study Groups

- Create cross-functional or thematic study groups (e.g. Digital, PM, Fundraising)
- Rotate facilitation to encourage leadership and engagement

Step 5: Ongoing Support and Mentoring

Goal: Keep the momentum through regular check-ins and feedback

5.1 Regular Check-In Meetings with mentors (weekly or by-weekly)

- Share learning, challenges, and questions
- Use a simple mentor log
- Adjust IDPs as needed

5.2 Mentor Matching (Optional but Powerful)

- Pair experienced staff with learners for skill coaching
- Offer basic mentoring training if needed

5.2 Monthly Reflection with this initiative coordinator

- Reflect on learning in groups to allow peer exchange and showcase best practices

Step 6: Certification and Recognition

Goal: Motivate completion and document impact

6.1 Track Certifications

- Use dashboard to monitor who has completed what
- Celebrate milestones in internal newsletters, certificate wall, emails and during reflection meetings.

Step 7: Reporting and Build a culture of learning

Goal: Learn from the journey and build a culture of learning

- Project coordinator will prepare a brief report including course completions, peers' and self-reflection on learning and the process.
- Collect testimonials and success stories
- Gather lessons learned through YMCA lessons learning protocol
- Share report with employees, leadership and donors to showcase impact

7.1 Embed Learning into the YMCA culture and projets

- Integrate learning pathways into onboarding, promotions, and performance reviews
- Make learning part of the organizational DNA
- Budget funds in all projects for internal capacity building (e.g. 1–2 hours/month per staff member) to keep employees updated in novelties in their field

Tools to Prepare Now

Tool	Description
✅ Staff Launch Presentation	Slide deck introducing the learning journey
✅ Competency Map	Available
✅ IDP Form on Airtable	Template with personal goals, courses, timeline
✅ Study Group Roster	Table for organizing study groups
✅ Mentoring log Frame	Gather learning, recommendations and additional resources shared by mentors
✅ Certification Tracker	Excel or Airable for monitoring completions
✅ Lessons Learned Template	Available

Annex 2 : Update the results here for the mapping