

Toolkit for capacity builders



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1. Introduction

This Toolkit was made by an international consortium, that is implementing together the Civic Incubator project. CIVIC INCUBATOR is a CERV dynamic initiative designed to empower grassroots civil society groups and active citizens to enhance their impact locally and at the EU level. It aims to promote European values, support informal civic initiatives, and foster citizen participation in democratic processes by creating an enabling environment for engagement and policy influence.

The consortium consists of:

- Centrum Inwestycji Społeczno-Ekonomicznych (Poland) – Coordinator
- Uniwersytet Łódzki (Poland)
- Alternatív Közösségek Egyesülete (Hungary)
- Solidaridad Sin Fronteras (Spain)
- Fundatia PACT (Romania)
- IASIS (Greece).

We envision a Europe where grassroots civic initiatives and active citizens thrive, shaping a more inclusive, democratic, and citizen-centered society. Our mission is to promote fundamental EU values—freedom, the right to associate, social inclusion, and European citizenship—while strengthening their application through the European Charter of Fundamental Rights and key EU recommendations.

We are committed to understanding and supporting informal civic groups, recognizing their crucial role in community engagement and social change. By identifying the challenges they face and providing tailored support, we aim to empower citizens, foster meaningful participation, and elevate their voices to the policy level.

Through this initiative, we encourage in-field volunteering, facilitate citizen-driven policy recommendations, and create spaces for public debate on the future of a more participatory and democratic Europe.

We created the Toolkit, because we support the work of other professionals, who are working with informal groups. We see that capacity building has many aspects and we also see that nothing new has to be invented.

The Toolkit cannot be used as a step-by-step methodology, it contains separate tools, that have been used during our project, in the needs assessment process, and during the capacity building process.

2. Capacity building processes

Capacity building is essentially an activity that can be largely determined by the objectives of those carrying out the development or supporting it. At the same time, a capacity building program implemented within a consortium, especially an international consortium, cannot involve such specific needs and objectives, meaning that the determining factor is the lowest common professional denominator.

The planning of capacity-building programs is determined by the starting point, that contains: the target group and the location for which the development is being carried out. For the Civic Incubator consortium, this was informal groups and the five countries in which the program is being implemented.

In our experience, a good capacity building program goes through the following stages, which all build on each other throughout the process:

1. Needs assessment

It helps ensure that the program is relevant, effective, and sustainable. During the needs assessment we can identify the main priorities, and also provide a baseline for our measuring process. If this phase is planned in a very participatory way, the target group will give us more trust, and they will feel more valued and are more likely to take ownership of the capacity building process.

2. Program planning

Based on detected needs and challenges in the program planning phase the professionals can decide easily the main goals of the capacity building program. Our consortium used the Theory of Change model to create the incubation plan. ToC is a detailed framework that explains the causal logic behind a program or intervention, outlining how and why a specific set of activities will lead to desired outcomes and impacts. It serves as a "roadmap" to achieve a long-term goal by working backward from that goal to identify necessary conditions, linking activities, outputs, and outcomes. By clarifying the underlying assumptions and mechanisms, a ToC provides a blueprint for planning, implementation, and evaluation, and helps stakeholders understand and communicate how the change will occur.

We believe that this phase is more effective if we are participative again, and involve stakeholders into the process.

3. Engagement

Without this phase real change cannot happen. On the other hand this is always the hardest part of the process. Engagement is not mentioned here, because the professionals forget to do it, but because we sometimes do it in a wrong way. It happens many time, that we don't use the same language that our target group. That's the moment when we should look back to the needs assessment phase and our promotion of our program should contain answers to those needs. Although mapping would be necessary as well and direct approaches are the best.

4. Development phase

The development phase is one of the most important parts of the program. It is very important that this period be planned with the right professionals and within the appropriate time frame. In order to monitor development, a number of tools must be available during this period, such as shared documents, administrative tools, progress logs, etc. At the same time, it is very important during this period to ensure regular contact between the experts working on the program and those undergoing development, as well as networking and experience sharing, which can increase the effectiveness and quality of the program.

5. Evaluation + Follow-up

Evaluation is almost the final (but also ongoing) stage in a capacity building program with civic organizations, and it's very important because it closes the loop and ensures learning continues. Evaluation is important because it proves the value of the program, ensures accountability, and provides knowledge to make the next cycle even better.

We also put here follow-up because after a complex program, that was participative and also intensive the participants became partners of the professional organization who is implementing the program. Therefore the contact stays and the influence of the program can be seen not at the very moment when the program ends, but maybe from several years later, from another perspective.

6. Dissemination + Advocacy

Those professional organizations who are working on capacity building programs very often can see repeating patterns during their processes, that are mainly connected to systematic problems.

We believe that these organizations have a responsibility to indicate to the institutions concerned what changes are needed to eliminate recurring problems in the future. It is therefore important to communicate about successful programs as a way of sharing best practices, but it is also important for these organizations to share their experiences with each other, to join forces as a professional community, and to advocate for the target group's issues with decision-makers.

3. How to use the Toolkit?

This toolkit is primarily intended to assist professionals involved in the complex development of informal groups and civil society organizations. However, we do not rule out the possibility that the stakeholders themselves may initiate the use of certain tools, provided that they enlist the help of external facilitators for implementation.

The Toolkit does not prescribe a single approach of course, but rather provides a collection of adaptable methods, tools, and guidance that can be tailored to diverse contexts.

First we recommend to familiarize yourself with the structure of the toolkit. Each section helps you to implement a well-developed and useful program. Review the introductory notes at the beginning of each tools to understand the objectives and recommended application of the tools provided.

It is also important to consider what resources you have for the capacity building process you are managing, and you should choose tools based on that. Under resources we mean: financial, human and knowledge.

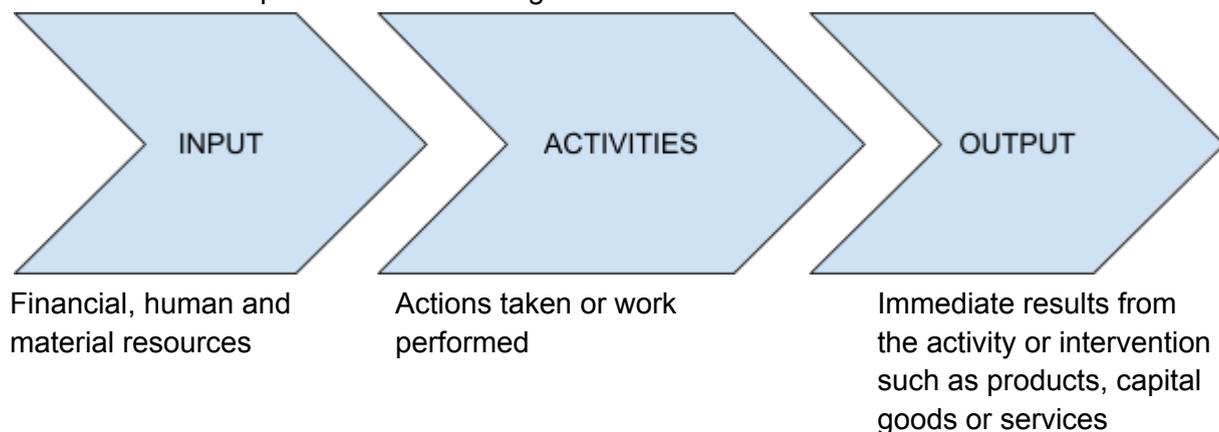
Our tools were implemented with the involvement of the target group. Therefore we recommend you also to introduce tools in a participatory manner, ensuring that informal groups are actively engaged in the process rather than passive recipients.

Adapt the tools to reflect the group's cultural, social, and organizational context. Flexibility in facilitation is essential.

The toolkit is intended as a living resource. Users are encouraged to add new methods, examples, and adaptations that emerge from their practice.

Sharing such experiences within professional networks can contribute to broader learning and innovation in capacity development.

All the tools will be presented in following structure:



4. Tools of needs assessment

In capacity building with civic organizations, a needs assessment can use different tools (methods) to gather information about strengths, gaps, and priorities. In the Civic Incubator program we had a big phase of needs assessment, when we used the following tools.

4.1. Tool 1: Consultation

Name of the tool: Consultation

When to use it?

After collecting some basic information about informal groups, and having a general view about their every day operation, it is a great opportunity to use this tool with them.

Description

The aim of the consultation was to learn the perspective of representatives of informal groups on the functioning of such groups. The participants shared their observations on the role of leaders in informal groups and presented expectations towards local governments, state authorities and non-governmental organizations.

Target Group: Informal group members

Duration:2,5- 3 hours

Level of complexity: 

Input:

- Max. 20 persons at once as participants who are representatives of informal groups. 5 people/ table.should be organized.
- 5 facilitators: one facilitator of one table- 4 in case of 20 participants and one main facilitator
- Big room where 25 people have enough space
- Prepare large sheets of paper and markers for each table
- Prepare small sticky notes
- Snacks

Activities:

The beginning of the consultation begins with a presentation of its principles.

Presentation of the subject matter and principles of deliberation:

- Welcoming the deliberation participants, introducing the groups taking part in the
- deliberation. Introducing the person overseeing the entire procedure and the
- facilitators supervising the group's work.
- Presenting the goals and stages of your process.

- Thanking the participants for giving their time.
- Presentation of the principles and rules on which the deliberation will be based, and functions of the facilitator.

The consultations were divided into 5 rounds.

During round 1, respondents tried to answer the question: **What is the average representative of an informal group like?** The participants use the CANVAS model, information about the average informal group member, the so-called “Persona,” should be completed. It can help to imagine the members of informal groups to which they belong, what their characteristics and values are. After this round they present in front of the others their persona in plenary.

The second round was to specify the reasons for participating in informal groups, the benefits of belonging to them and the difficulties in the activities faced by its participants.

Each table diagnoses the needs of the informal group to which the Persona was described in the first round. The guiding questions are:

- 1. What are its needs? What do they stem from?**
- 2. What are the advantages and disadvantages of acting in an informal group?**
- 3. What difficulties does she/he face?**

Then each table present the outcomes of this task.

Round 3 consultations were thematically related and focused on indicating what expectations the members of informal groups have towards the local government/non-governmental organizations/central authorities. They answer the following questions:

- 4. How could we help Persona so that she can effectively operate in an informal group?**
- 5. What are her expectations from the local government/NGOs/central authorities?**
- 6. How to encourage others to act informally?**

In Round 4 each team establishes the list of MAIN GUIDELINES. They write them down on 3 sheets of paper:

- The first sheet is the MAIN GUIDELINES for expectations from the local government (e.g. financial support for informal groups): max 5 the most important
- The second sheet is the main guidelines for expectations from NGOs (e.g., soft training): max 5 the most important
- The third sheet is a list of main guidelines of expectations from the central government (e.g., changing regulations): max 5 the most important

The second task: consultation what concludes with the reading of a list of discussed and agreed postulates shared by all participants.

After having these guidelines each group share their results in plenary.

Output:

- characterization of the informal group member,
- definition of a common European framework for supporting informal groups.

The public consultation was embedded in the Design Thinking method. They gathered the opinions of members of informal groups about their needs and expected support. This

deliberative method was conducted in an informal atmosphere and aims to make participants aware of the needs they face in their activities in an engaging way and propose options to meet them.

Highlights, recommendations:

If you organize the larger consultation (for 10-20 persons at once) you have to add the supplementary time set for the concluded discussion and possibly voting.

In this case, you may do a sort of “voting”: i.e., each participant will vote (the method of voting is up to you) choosing 3 postulates from every sheet. These postulates which receive the most votes - win.

More info: [REPORT-of-research Civic In WP1-D1.1-D2 March-2025](#)

Annexes: ANNEX1_ CANVAS model

4.2. Tool 2: Ideathon

Name of the tool: Ideathon

When to use it?

Ideathon is the best to use if you are having an exact picture of dilemmas, challenges of the target group, based on a needs assessment process. The Ideathons serve as inclusive, creative spaces where participants developed actionable proposals to support informal civic engagement.

Description

Ideathon—a portmanteau of “idea” and “marathon”—is a short, intensive, collaborative event designed to generate and refine innovative ideas to overcome specific challenges. While rooted in design-thinking practice, it differs from hackathons by focusing on ideation and social strategy rather than rapid technical prototyping.

Target Group: Informal group members and also different stakeholders, who work with them

Duration: 6-8 hours

Level of complexity: 

Input:

- Max. 30 persons at once as participants who are representatives of informal groups, experts, stakeholders- 5 people/ table should be organized.
- 3-6 facilitators: one facilitator of one or two table- 4 in case of 20 participants and one main facilitator- fees for facilitators
- Minimum 3 people as jury members - Gifts for the jury members
- Big room where 40 people have enough space
- Award for the winner groups
- Prepare large sheets of paper and markers for each table

- Prepare small sticky notes
- Technical tools for presenting
- Photo and videomaking on the event
- Catering

Activities:

1. Problem framing

Each Ideathon opened with a contextual seed to anchor discussion in lived realities, mirroring global best practices in problem scoping. A good problem statement embodies the wider objective of the ideathon, inspiring participants to create an innovative solution. The problem statement have to be formulated by the coordinator of the event according to the previously assessed needs.

2. Team formation & ideation sprints

The participants can be organized in group randomly and also on a preplanned way by the organizers. All the groups get a facilitator, who will guide them during the day. The first part of the Ideathon after having the formed groups, will be about organizing brainstorming sessions and using Theory of Change techniques, so the participants can collect as many ideas answered to the table's challenge as possible.

3. Rapid feedback cycles

Jurors and mentors are circulating among teams, and are offering real-time input. It helps the participants to prioritize their ideas and choose the best one. The main aim of this phase is to find the focus and start to plan an exact idea in detail.

4. Final pitches

Teams synthesize their ideas into concise action plans, present it to a varied jury panel blending civic practitioners, academics, and local leaders. The jury members can take questions after each presentation. Before the jury announce the winners, it is also possible to have an audience vote among the participants.

5. Reflection & celebration

Each event concludes with an evaluative ritual—a guided reflection, feedback round, and public affirmation—reinforcing learning, ownership, and local solidarity. That's the moment when the winner groups are announced and the groups get their prizes.

Output:

- 6 ideas that are potential solutions for the previously detected problems
- 30 committed participants who will be engaged to our program

Highlights, recommendations:

It is important to organize carefully the tables, and to know your participants profile earlier than the Ideathon itself, because power imbalances within teams can lead to domination by a few voices, reducing inclusivity and creativity.

Be transparent about the future of the ideas. Winning or promising ideas often lack funding, mentorship, or institutional support to move beyond the ideathon stage and it is better for the participants to know their frames during the event.

More info: [WP2_final report .docx](#)

Annexes:ANNEX2_Ideathon Judge Evaluation Form

5. Tools of capacity building

Capacity building tools are **translating abstract concepts of development into practical, usable methods** that help informal groups strengthen their functioning and sustainability. In the Incubation process of the Civic Incubator project we focused on 4 main priority areas along that we gave professional support to informal groups. These priorities were the followings:

- Group & Team
- Visibility & Vision
- Mobilization & Participation
- Resources

5.1. Tool 1: Building synergies workshop

Name of the tool: Building synergies workshop

When to use it?

In case informal groups have a feeling that there is no recognition by institutions and citizens and no access to decisionmaking, the group should map the stakeholders and potential partners around themselves.

Description

The workshop is about learning how to build participants' capacity to understand the role of stakeholders in community projects. During the workshop the participants identify and analyze the stakeholders using practical tools, practice stakeholder mapping and matrix exercises with concrete examples, explore forms of collaboration and partnership with their benefits and challenges, and reflect on their own initiatives to plan first steps for stakeholder engagement.

Target Group: Informal group members

Duration: 4 hours

Level of complexity: 

Input:

- Minimum 1 facilitator, in case of more than 6 participants, 2 facilitators are recommended
- Room enough for the number of participants
- Snacks
- Flipchart papers, papers for notes, markers, etc.
- 4-15 participants of an informal group
- Knowledge about partnership building and stakeholder mapping

Activities:

The workshop curricula is containing the following elements:

1. Icebreaker
2. Talking about the terms: What is a stakeholder?
3. Identification and analysis of stakeholders - learning through an example and adapting it to our issue
4. Stakeholder mapping- showing the tool, filling the map with the real actors
5. Stakeholder matrix- answering to the questions related to every stakeholder:
 - What do they want?
 - Is the change positive or negative for them?
 - What can they contribute?
 - Way forward (how to engage them)
6. Building Collaborations and Partnerships- the participants think through with the facilitator the benefits and challenges. Working together usually brings clear benefits: more resources, stronger visibility, and greater legitimacy. But there are also challenges. Partners don't always contribute equally, decisions can take longer, and reputational risks can spread if one partner faces problems.
7. Evaluation of the workshop

Output:

- A 4 hour workshop with the members of the group
- The group build up a plan for a conscious partnership building and stakeholder mapping. They able to build allies and participate in the decisionmaking

Highlights, recommendations:

During stakeholder mapping activities the participants usually stuck on the level of obvious actors, like: school, municipality, etc. The facilitators should encourage participants to think beyond them to include marginalized groups and less visible actors as well. It is better, if the facilitator itself has experience on the field where the informal group is working.

Annexes:ANNEX3_Stakeholder map

5.2. Tool 2: Working in a team workshop

Name of the tool: Working in a team workshop

When to use it?

If you as an expert have an impression that the informal group the group is not a real community, they just do automatically the activities but not connected to each other, it is time for them to hold this workshop together and talk about the different roles, tasks and responsibilities within the group.

Description

During this workshop we will build the participants' capacity to understand what a team is and how teamwork enhances effectiveness, learning, and motivation; to experience how collective decision-making can outperform individual judgment; and to learn practical

foundations of good team management and effective delegation, including clarity, trust, support, and learning.

Target Group: Informal group members

Duration: 4 hours

Level of complexity: ❤️❤️❤️👉👉

Input:

- Minimum 1 facilitator, in case of more than 6 participants, 2 facilitators are recommended
- Room enough for the number of participants
- Snacks
- Flipchart papers, papers for notes, markers, etc.
- 4-15 participants of an informal group
- Knowledge about partnership building and stakeholder mapping

Activities:

1. Icebreaker
2. Talking about the terms: What is a team? & Why do we work in a team?
3. Exercise: The lost at sea survival exercise- this exercise helps the participants to understand the power of a team in decision making
4. Theory + reflection: Stages of team development- the group members after getting the theoretical knowledge draw on paper their real-life team on the flipchart timeline
5. Delegating Effectively & Good Team Management - Good management in a team means more than assigning tasks. It means creating the right environment for people to work together effectively.
6. Activity: “Mini-project delegation”- in groups of 5–6: one participant plays the project leader and delegates tasks (planning, logistics, communication, partnerships, finances). The rest are team members; they can ask clarifying questions but cannot choose tasks on their own.
7. Evaluation of the workshop

Output:

- A 4 hour workshop with the members of the group
- The participants have a clear view about the different roles and responsibilities within the group. They start to delegate the tasks among themselves.

Highlights, recommendations:

In case of having group dynamic issues as well within the group, this workshop is also a great opportunity to put some trustbuilding exercises and role games into the beginning of the 4 hour session. That means the participants can start with an honest tone and the tasks and roles can be discussed more easily, since the motivation’s of the participants within the group will be transparent after that.

Annexes: ANNEX4_ The lost at sea

6. Tools of impact

Tools of impact in a professional capacity-building or community development context, are usually mean the approaches, methods, and instruments used to assess, demonstrate, and enhance the results of an initiative or a program

6.1. Tool 1: Thinking through formalization

Name of the tool: Thinking through formalization

When to use it?

An experienced professional see when an informal group should consider the formalization of their group. In many cases it makes a conflict within the group whether it is necessary to be formalized or not, and what legal form they should choose. This tool is helpful in this case, and without professional support, it is also adaptable.

Description

It is a self-assessment tool, that encourages honest and open discussion within the group. After using this tool the informal group will understand the strengths and weaknesses of their group, and will identify the external opportunities and potential threats in their operating environment. The main aim of this tool to help the group considering if they should stay informal or became formalized in the near future.

Target Group: Members of an exact informal group

Duration: 1 hour

Level of complexity: ❤️❤️🤍🤍🤍

Input:

- A neutral facilitator can be useful
- A dedicated time and space for using the tool would be necessary

Activities:

The base of this activity is the structure of the SWOT analysis.

Next to all aspects there are related guiding questions that helps the participants to think through each segments of the SWOT.

1. Strengths (internal)
 - What do we already do well as a group?
 - What skills, knowledge, or experience do we have?
 - Are we already active in the field or cause?
 - Do we have trust and engagement from our members or community?
2. Weaknesses (internal)
 - Are there gaps in leadership, planning, or coordination?
 - Do we lack legal, financial, or organizational knowledge?
 - Are we inconsistent in our operations?

- Do we face challenges in maintaining member participation?
- 3. Opportunities (external)
 - Are there funding or partnership opportunities available if we become a formal ngo?
 - Are there national or regional policies that support ngo activity?
 - Is there increasing public or institutional support for our cause?
 - Could formalization give us access to more resources or visibility?
- 4. Threats (external)
 - Are there legal or bureaucratic barriers to formalization?
 - Are there political or economic risks that could affect us?
 - Is there strong competition from other ngos in our field?
 - Could formalization create distance from grassroots support?

After answering these questions the participants can discuss whether they are ready to be formalized, or they can also use a scoring system and evaluation.

Output:

- A clear evidence-based overview of the group’s readiness, opportunities, and risks, which helps inform a decision rather than forcing one.
- A decision about staying informal, or becoming formal
- In case of making a decision to be formalized- an action plan that needs to be done to reach this goal

Highlights, recommendations:

It is recommended to use the tool alongside facilitated discussion, follow up with targeted capacity-building, and periodically revisit the assessment as the group evolves.

Annexes:ANNEX5_Scoring and evaluation

6.2. Tool 2: Peer talk

Name of the tool: Peer talk

When to use it?

When a group reflect to you that they feel they have no access to platforms (digital and non-digital), they feel marginalized, and have a feeling that they are the only one on the field, and you as an expert cannot understand them, because you have all the money, and resources, it is a great opportunity to organize peer talks among them.

Description

Peer Talks are structured or semi-structured conversations where participants share experiences, insights, challenges, and solutions with one another. They provide a platform for mutual learning, reflection, and exchange of practical knowledge, allowing peers to learn from real-life examples rather than purely theoretical instruction. By encouraging open dialogue in a supportive environment, peer talks foster trust, collaboration, and collective problem-solving, while also enabling participants to identify common challenges, innovative approaches, and opportunities for improvement in their own initiatives.

Target Group: leaders or members with similar roles from different informal groups

Duration: 1-1,5 hours

Level of complexity: 

Input:

- In case it is online - an online conference tool and technical skills to use it
- In case it is offline
- Facilitator of the peer talk
- Minimum of 4-5 participants from different groups

Activities:

1. The facilitator of the peer talk starts the session and they make a “how are you” round
2. The facilitator brings information to the participants related to the program the peers are connected to
3. The facilitator asks the peers if anyone has a story or experience they want to share happened to them related to the topic, program
4. The sharing circle starts and everyone shares something. If someone cannot share anything they became they tell the others the reasons and giving infos about their plans
5. After each sharing, the participants are reflecting on each others stories
6. The facilitator also give reflections about the stories, if he/she/they find something common about the stories, they can also give some feedbacks and reflections on that: e.g.: if many of the participants are mentioning an activity with children, the facilitator can recommend the participants to look after the child protection policy, or GDPR statements by parents, etc.
7. The facilitator in the end repeats the most important program infos and then set the next date and time of the next peer talk
8. The facilitator start a closing circle that contains feedbacks and then saying goodbye to the participants

Output:

- New contacts of the participants
- Platform to share challenges

Highlights, recommendations:

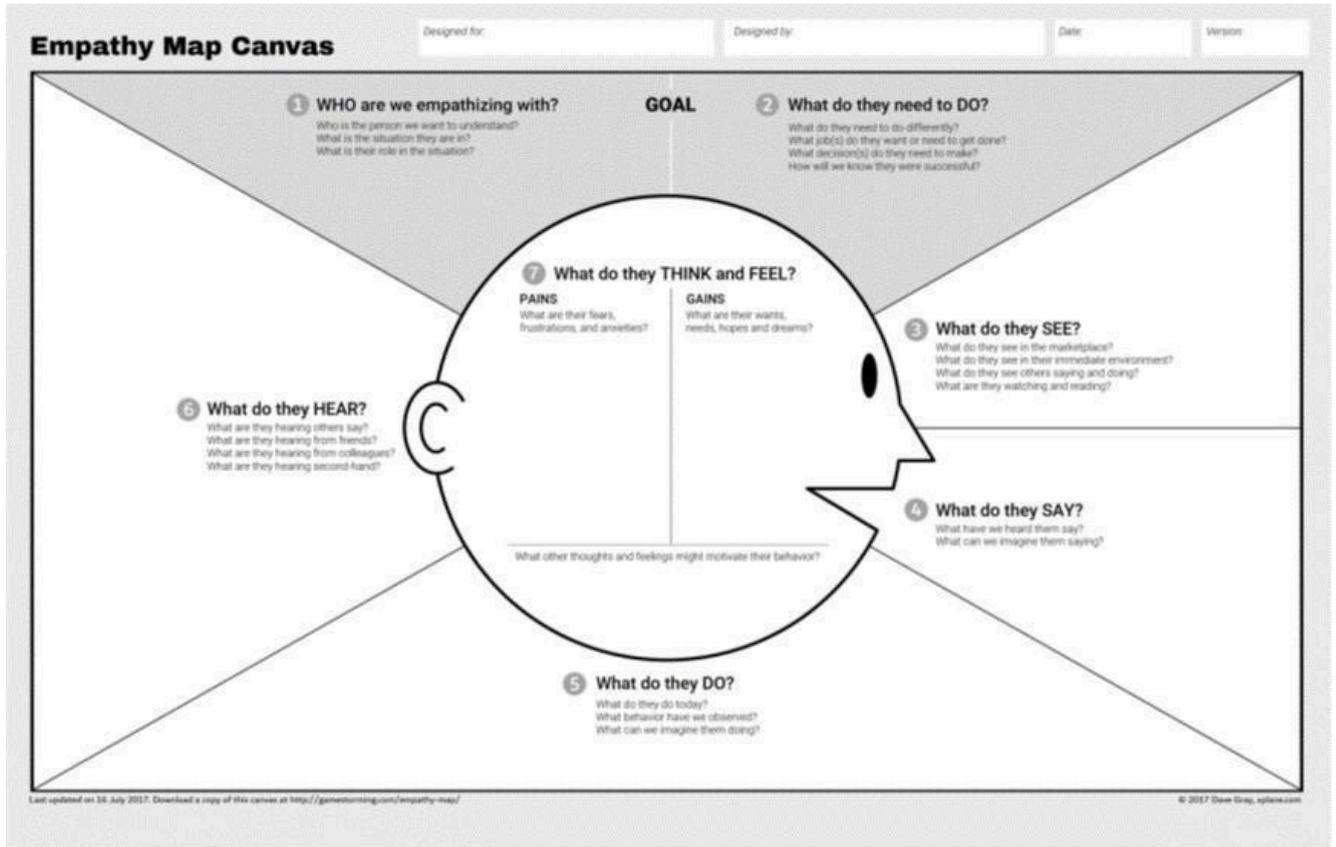
Set the dates with the participants, peer talks are efficient if they are happening regularly

Send the place or in case it is online the link before the meeting

Send the agenda for the participants

7. Annexes

ANNEX1_CANVAS model



ANNEX2_ Ideathon Judge Evaluation Form

IDEATHON JUDGE EVALUATION FORM *Empowering informal Groups & Civic Engagement*

Instructions for judges

Welcome, and thank you for serving as a judge for this Ideathon! Your role is essential in identifying and uplifting innovative, feasible, and impactful solutions created by emerging civic leaders. This form guides you through the evaluation process and ensures a consistent and fair assessment.

How to Use This Form:

1. **Review each team's project** during the final pitch presentations.
2. **Score each criterion** from 1 (poor) to 10 (excellent).
3. **Sum all scores** for the final score out of 60.
4. **Provide constructive feedback** in the comment sections to help teams learn and grow.

Evaluation criteria

#	Criteria	Description	Score (1–10)	Weighted Score
1	Innovation & Creativity	Is the idea original, bold, and inventive? Does it address the challenge in a novel way?		
2	Feasibility & Viability	Can the idea realistically be implemented given time, cost, and local context?		
3	Impact & Relevance	Will it make a meaningful difference for informal groups or civic engagement?		
4	Scalability & Sustainability	Can this solution grow or be replicated? Is it sustainable in the long term?		
5	Presentation & Communication	Was the presentation clear, convincing, and well-structured?		
6	Team Collaboration	Did the team demonstrate strong collaboration and use diverse perspectives effectively?		
		TOTAL		

Judge's Feedback

- o **Strengths of the Idea:**

o What impressed you most about this project?

o What could be improved or better developed?

o Any other feedback, observations, or suggestions?

Judge's Name: _____

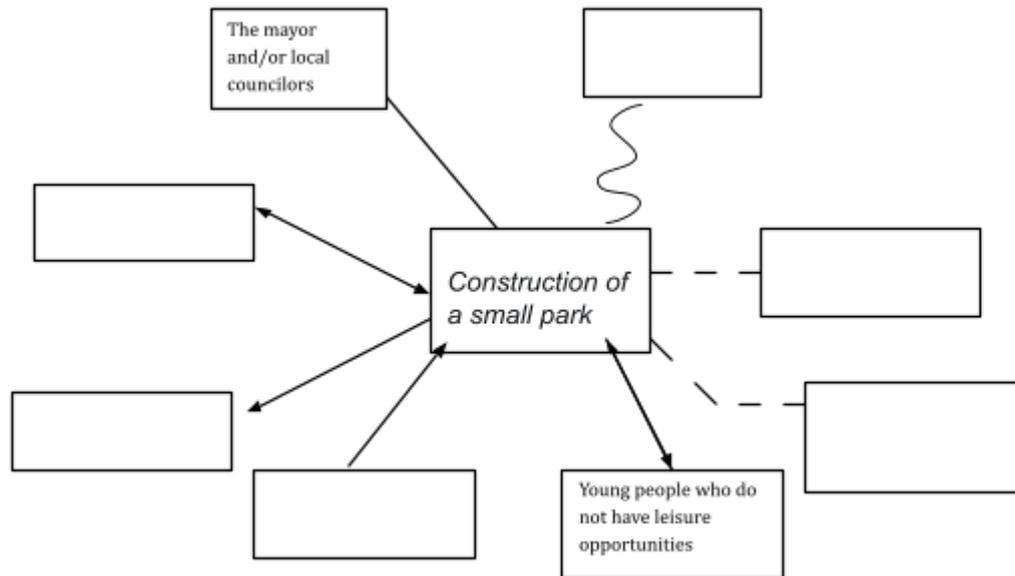
Team Name: _____

Project Title: _____

Signature: _____

Date: _____

ANNEX 3_ Stakeholder map



————— Thick line – strong relationship

----- Dotted line – weak relationship

—————> Arrow – direction of the relationship

~~~~~ Wavy line – conflictual relationship

## ANNEX4\_ The lost at sea

### Instructions for participants:

You are stranded in the middle of the ocean after your boat caught fire and sank. You are in a small lifeboat with your group. You managed to save a list of 15 items. Your task is to rank them in order of importance for your survival until you are rescued.

### The 15 Items

- A sextant
- A shaving mirror
- A quantity of mosquito netting
- A 25-liter container of water
- A case of army rations
- Maps of the Atlantic Ocean
- A floating seat cushion
- A 2-liter can of oil/petrol mixture
- A small transistor radio
- 20 square feet of opaque plastic sheeting
- A can of shark repellent
- One bottle of 160-proof rum
- 15 feet of nylon rope
- 2 boxes of chocolate bars
- A fishing kit

### Expert Ranking (Coast Guard recommended order)

1. Shaving mirror (most important — for signaling planes/ships)
2. 25-liter container of water
3. Case of army rations
4. 20 square feet of opaque plastic sheeting (for shelter/collecting rainwater)
5. 2-liter can of oil/petrol mixture (for signaling — oil floats, can burn on water)
6. Small transistor radio (for receiving messages — unlikely to transmit at sea)
7. Fishing kit
8. Nylon rope (useful for tying, making a shelter, etc.)
9. 2 boxes of chocolate bars (energy supply)
10. Floating seat cushion (buoyancy aid if someone falls overboard)
11. Shark repellent (minimal use — low likelihood of shark attack)
12. Bottle of 160-proof rum (antiseptic, but drinking it causes dehydration)
13. Sextant (useless without maps/skills; rescue is more likely than self-navigation)
14. Maps of the Atlantic Ocean (same as sextant — not useful without navigation tools)
15. Mosquito netting (no mosquitoes in the middle of the ocean)

### **Instructions for workshop**

Individually: Each person ranks the items alone (5 min).

Group work: As a team, agree on one shared ranking (15 min).

Reveal the expert ranking and compare scores (5–10 min).

Scoring:

For each item, calculate the difference between the participant's ranking and the expert's ranking.

Add up the differences for a total "score" (lower is better).

Compare individual vs. group score → in most cases, the group score is better → shows the power of teamwork and collective intelligence.

### **Debriefing questions:**

"How did you make decisions?"

"Did some voices dominate?"

"Was consensus easy or hard?"

"What does this say about how we make decisions in our real initiative group?"

## ANNEX5\_Scoring and evaluation

### SCORING AND EVALUATION

TO DETERMINE IF YOUR GROUP IS READY TO FORMALIZE INTO AN NGO, COMPLETE THE FOLLOWING ASSESSMENT.

*INSTRUCTIONS:*

*ASSIGN A SCORE (0-3) TO EACH SWOT CATEGORY BASED ON THE GROUP'S DISCUSSION.*

| SWOT Category     | Score (0-3)                                    |
|-------------------|------------------------------------------------|
| Strengths (S)     | 0 = None, 3 = Many strong internal assets      |
| Weaknesses (W)    | 0 = None, 3 = Many serious internal challenges |
| Opportunities (O) | 0 = None, 3 = Clear external opportunities     |
| Threats (T)       | 0 = None, 3 = Significant external risks       |



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### CALCULATE THE FOLLOWING:

**POSITIVE TOTAL = STRENGTHS (S) + OPPORTUNITIES (O)**

**NEGATIVE TOTAL = WEAKNESSES (W) + THREATS (T)**

| Result                          | Recommendation                                          |
|---------------------------------|---------------------------------------------------------|
| Positive Total > Negative Total | YES – Your group is likely ready to formalize           |
| Positive Total ≈ Negative Total | MAYBE – Consider addressing key gaps before formalizing |
| Negative Total > Positive Total | NO – Your group is not yet ready to formalize           |

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### Project Webpage

[CIVIC-IN](#)

### Project social media platforms

[Facebook](#)

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