



## **Grand Bargain Workshop Report**

### **A Somali NGOs perspective in the Grand Bargain implementation**

**Monday 9 July, Mogadishu, Somalia**

**Sharing understanding and perspectives on the implementation of the Grand Bargain and fostering space for NGOs operating in Somali to bring a field perspective into the discussions**

#### **Highlights from the workshop:**

- NGOs operating in Somalia welcomed the opportunity to learn and deepen their knowledge on the Grand Bargain and its implementation. Through open and constructive discussions participants shared their operational perspective and exchanged relevant experiences linked to the Grand Bargain and the humanitarian financing architecture in Somalia.
- The workshop enabled participants to explore the relevance of the Grand Bargain in relation to their daily work. And through group break-out exercises, NGOs representatives identified priority workstreams and commitments with which to engage further.
- Among the prioritized workstreams, NGOs operating in Somalia identified: the localization workstream, the participation revolution, as well as workstream linked to donors' conditionality ultimately influencing their access to funding and revisiting the partnership modalities (multiyear planning and funding, reducing management costs).
- Local NGO representatives equally insisted on the importance of mainstreaming the issue of trust in all the work streams and implementation plans, as well as the Principles of Partnership. From an operational point of view they also shared that gender and protection are key issues to keep high on the GB agenda.

## Introduction

Organized by the 3 NGO networks: ICVA, VOICE and the Somalia NGO Consortium, the objectives of the workshop were to:

- a) Update NGOs in Somalia on current Grand Bargain progress and specific activities within the workstreams that are underway and relevant to field practitioners;
- b) Gather input directly from frontline responders on which workstreams are of greatest relevance to their work, and identify perceived gaps in tools, capacity, or support to implement relevant Grand Bargain commitments;
- c) Identify preferred means of connecting frontline responders with ongoing discussions on workstream commitments at the global level, with the aim to ensure the benefits of the Grand Bargain transfer better to the local level.

31 participants from NGOs representing all regions of Somalia attended the workshop. Over two third of the participants worked for local NGOs while the other third were representatives of INGOs and networks.

The workshop was facilitated by representatives from the 3 NGO networks:

Nasra Ismail, Somalia NGO Consortia (SNC)

Magali Murlon, VOICE

Jeremy Rempel, ICVA.

Logistics support to organize the workshop and facilitate participation of NGOs based in Puntland and Somaliland was provided by ICVA Nairobi and INTERSOS.

## The Grand Bargain – current progress

VOICE and ICVA representatives presented the Grand Bargain; how it was established and its current structure. Based on the findings and recommendations of the 2017 independent annual report produced by ODI, they shared how the Grand Bargain has been progressing since its official launch two years ago at the World Humanitarian Summit. They also presented how NGOs have engaged in the process and the VOICE and ICVA membership perspectives on the implementation of the GB.

The presentation is accessible in attachment 1.

### Experience sharing

Following the presentation, participants were invited to share their experiences so far with the Grand Bargain. The ADESO Executive Director, provided the audience with her perspective of the Grand Bargain, highlighting and its recent annual meeting held in New York on the eve of the ECOSOC. She insisted on the importance of having more local NGOs engaging the process and signing up to the GB. She also conveyed the messages the NEAR network is advocating for in the GB forum i.e.: multi year funding and investment in organizational capacities of local NGOs, systematic engagement on LNGOs in coordination meetings, overheads costs of min 7% for LNGOs per project.

Participants exchanged in plenary session different experiences and issues in relation with the Grand Bargain. While many participants recognized having been little engaged (or aware) of the Grand Bargain, several also shared experiences in relation to several work streams: localization, participation revolution, cash transfer programming, and multi-year planning and funding. Those NGOs who were more active in the Grand Bargain also shared their challenges in engaging beyond local and regional processes given their limited resources and access to global processes (both in term of capacity and financial resources).

NGOs identified challenges in the following area:

- Lack of political buy-in and transparency;
- Limited awareness, resources, and opportunity for local NGOs to participate in Grand Bargain discussions;
- The lack of indicators to track progress, particularly at country or regional level;
- The absence of recipient / hosting government from the process (as well as the absence of the private sector);
- The apparent slow pace of implementation – contributing to the shared perception of the Grand Bargain as an abstract initiative with limited impact on the field.

In contrast, the following **positive elements and good practices** were also highlighted:

- The importance of NGO networks and the role played by NGOs via the SNC in developing their NGO briefing paper
- The ongoing discussion on localization in Somalia;
- The initiative led by SNC and Save the Children to design bottom-up partnership that promote inclusivity, local ownership and innovation;
- The reporting pilot for testing the harmonized narrative 8+3 template;
- The SHF and increasing funding to local and national NGOs;
- The cash transfer programme set up in Somalia through an innovative and multi-stakeholder approach
- the importance of Persistence in advocacy.

Nasra Ismail presented then the Somalia NGO Consortium perspective and engagement on the Grand Bargain. The SNC strategy has been recently revised in order to reflect the changes in the consortia and align with members' expectations and needs.

The new strategy has a strong focus on the 'localization agenda' and through diverse activities the SNC is aiming at strengthening its advocacy and influence on the issue. Initial work at SNC has commenced with research at field level to highlight case studies from humanitarian and development actors' models and creative social media campaigns to spread the key messages of localization. Recent update on the SHF (Somalia Humanitarian Fund) proved there has been progress on the implementation of the GB in Somalia (with an increasing funding of the Somalia fund financing LNGOs projects). The SNC is also working together with Save the Children on partnership between INGOs and LNGOs to develop equitable relationships.

Following the workshop, SNC will launch a capacity development initiative with a INGO to support twinning arrangement between LNGOS and INGOs intended to address the financial and leadership barriers existing in the system. As part of an influencing agenda, the SNC and its members will also look to involve women and marginalized groups into future research and localization initiatives.

Nasra's presentation is also shared in attachment 2.



## Looking forward

For the afternoon session participants divided in three working groups to discuss three questions:

- From an operating humanitarian agency perspective what are the key issues you're confronted with?
- How do these issues relate to the Grand Bargain?
- Which work streams or commitments would you prioritize do address those issues?

Highlights from the conversations are captured below.

### Key issues for NGOs in Somalia:

#### Operational issues:

- Increasing needs combined with a lack of funding due to donor fatigue;
- Access to affected populations;
- Regional (sub-national) differences in politics and legal requirements, registration issues;
- Security issues and the costs of security management;
- Aid diversion;
- Donors' strategies and programming priorities are not always well matched to local needs (top down approach), and a lack of involvement of NGOs and Somali government or local authorities in decision making processes;
- Coordination issues at the national and regional levels;
- Challenges for procurement.

#### Donors' conditionality issues:

- Stringent requirements to access funding, including heavy and cumbersome due diligence processes;
- Multiplicity of rules (between donors and INGOs)

#### Partnership challenges

- The length of partnerships with donors is frequently short;
- NGOs experience limited long-term investment in strengthening organisational policies and strategies;
- No recognition of the burdens created by transferring risk to NGOs.

#### Inside NGOs:

- High staff turnover rates;
- Unpredictable funding streams make long-term planning difficult.

Cross cutting issues: Throughout the group discussions, participants returned to the underlying issue of trust as a cross-cutting theme. The level of trust between donors, INGOs, and NNGOs in Somalia was seen as a core factor influencing the quality of relationship between partners.

## The 10 Grand Bargain workstreams



## Relation between key priorities for NGOs operating in Somalia and the Grand Bargain:

Following the mapping of key issues relevant to NGOs, participants discussed how to link these mapped issues to Grand Bargain workstreams and associated commitments as appropriate.

The following work streams and commitments have been identified and prioritized given the leverage their implementation in Somalia would have on the issues identified above.

### WS 2: More Support and funding tools to local and national frontline responders



All commitments under this work stream were identified as relevant in the Somali context to address key issues identified above – particularly in relation to capacity strengthening, involvement of Local and National NGOs and adaptation of the funding architecture to the Somali humanitarian response (i.e. national NGOs playing an important role in responding to needs – particularly where access is limited).

### WS 6: The Participation Revolution

6.1: *“Improve leadership and governance mechanisms at the level of the humanitarian country team and cluster/sector mechanisms to ensure engagement with and accountability to people and communities affected by crises”*



From Somalia NGOs perspective, this first commitment is particularly relevant. Given the proximity of Somali NGOs with communities affected by the successive disasters and the ongoing conflict, participants consider this commitment important to be implemented both by donors and INGOs.

### WS 8: Increase collaborative humanitarian multi-year planning and funding



The commitment to provide longer term funding was identified as particularly important by NGOs. Improved multi-year funding was linked to improved capability to retain staff, plan strategically over longer periods of time, and develop the capacities of local organizations. The HRP in Somalia is agreed for 2 years, and funding commitments of the same duration throughout the funding chain (including for local and national NGOs) were a high priority.

### WS 4: Reduce management and duplication costs

4.2: *“Harmonise partnership agreements and share partner assessment information as well as data about affected people, after data protection safeguards have been met by the end of 2017, in order to save time and avoid duplication in operations”*

4.5 *“Make joint regular functional monitoring and performance reviews and reduce individual donor assessments, evaluations, verifications, risk management and oversight processes.”*



These commitments were seen as an opportunity to improve simplification and harmonization of core tools across the project cycle. Participants identified Improvements in these areas as potentially valuable in minimizing the burden of project management of field staff, resulting in more resources dedicated to aid delivery. Participants chose to highlight workstream 4 over workstream 9 on reporting, as 4 was seen as more encompassing of issues across the project cycle.

## Cross Cutting issues

All participants agreed that the issue of Trust should be incorporated as a theme to guide the implementation of all workstreams, and that reviving the Principles of Partnership is equally important. There was also a general agreement about the need to ensure gender and protection are systematically taken into account in the GB process and further.

## Additional elements mentioned:

- The importance of implementing the humanitarian-development nexus was mentioned several times. Engaging with the government and local authorities in the nexus is key to local and national NGOs in order to address root causes of vulnerabilities and work towards longer term solutions in line with the Somali Resilience Plan.
- The Harmonized and simplified reporting workstream was not highlighted as a priority since NGOs see that thanks to the pilot initiative led by ICVA and Germany this is already happening. However broader harmonization and simplification of donor requirements as a general recommendation was suggested on several occasions throughout the day.
- The transparency and joint needs assessment workstreams were also referred to during that conversation as potentially relevant to NGOs, possibly linked to the workstreams prioritized above.

## Next steps: how to move forward?

Due to time constraints, facilitators of the workshop agreed to send an evaluation form to all participants by email in the following days; through that follow-up, NGOs will also provide specific feedback on how they would like to remain engaged in the coming months.

- The present report will also be contributing to the networks reflections and development of actions in their engagement to the Grand Bargain process. The SNC has already identified the WS 2 for localization of aid as a priority and therefore will provide further opportunities for its members to engage.
- The VOICE project on the Grand Bargain and its website [GrandBargain4Ngos](http://GrandBargain4Ngos) also provide further information and map relevant initiatives, surveys or pilots linked to the GB to which NGOs can contribute
- The three networks will further explore the possibility to organize a follow-up workshop in the coming months in order to exchange with donors, UN representatives and other stakeholders the outcome of this workshop and progress collectively on priorities identified for Somalia. The SNC will keep its members updated.
- The facilitators thanked the participants for their engagement in the discussion. Learnings and reflections from NGOs operating in Somalia will further inform networks advocacy and engagement at regional and global levels.

## Useful Resources:

- <http://somalianoconsortium.org/>
  - o <https://drive.google.com/file/d/1ASeTrnFhHCuM0kk67To-6RVhkCbYPdSd/view>
- <https://www.icvanetwork.org/>
  - o <https://www.icvanetwork.org/demystifying-humanitarian-financing>
- <https://ngovoice.org/>
- <https://www.grandbargain4ngos.org/>



List of Attachments:

1. *Presentation on the Grand Bargain – ICVA & VOICE presentation*
2. *Somali led Approaches - Somalia NGO consortium presentation*
3. *Agenda of the workshop*



# Welcome to the GB workshop: An NGO Perspective on Grand Bargain Implementation

Mogadishu, 9 July 2018



## Objectives

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- ✓ **Exchange with NGOs** on current Grand Bargain progress and activities within the work streams that are relevant to field practitioners;
- ✓ **Gather input** directly from frontline responders on which work streams are of greatest relevance to them, and perceived gaps in tools, capacity, or support to implement relevant Grand Bargain commitments;
- ✓ **Identify preferred means of connecting** frontline responders with ongoing discussions on work stream commitments at the global level, **with the aim to ensure the benefits of the Grand Bargain transfer better to the local level.**



## Agenda

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**Morning session** : the Grand Bargain : Where are we?

Introduction & Experience sharing

**Afternoon Session** – Moving forward

Working Group: Key issues and work streams of relevance in the Somali context

Next steps & Evaluation



## Tour de table

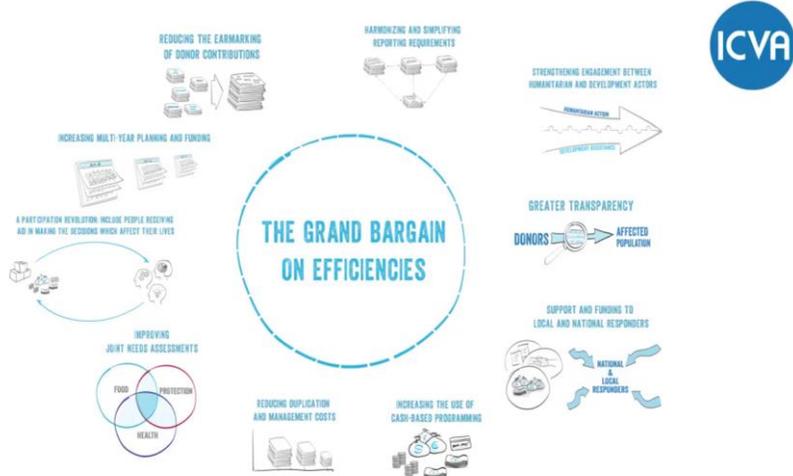
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**Introductions and sharing expectations**

What do you hope to get out of this workshop?



# What is the Grand Bargain?

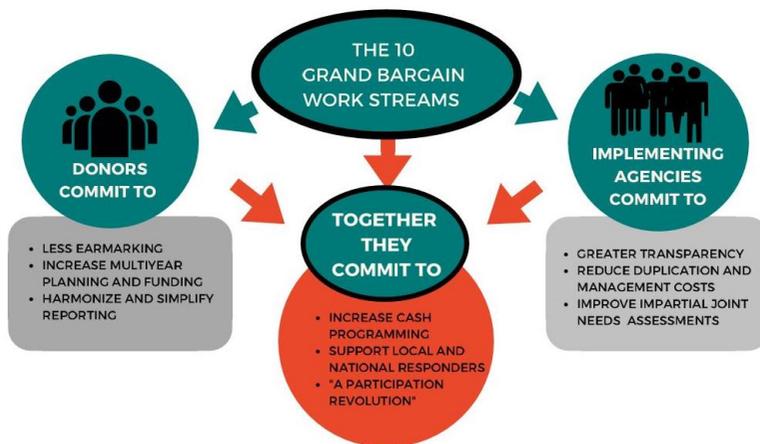


<https://www.grandbargain4ngos.org/about-the-grand-bargain-for-ngos/>



## THE GRAND BARGAIN

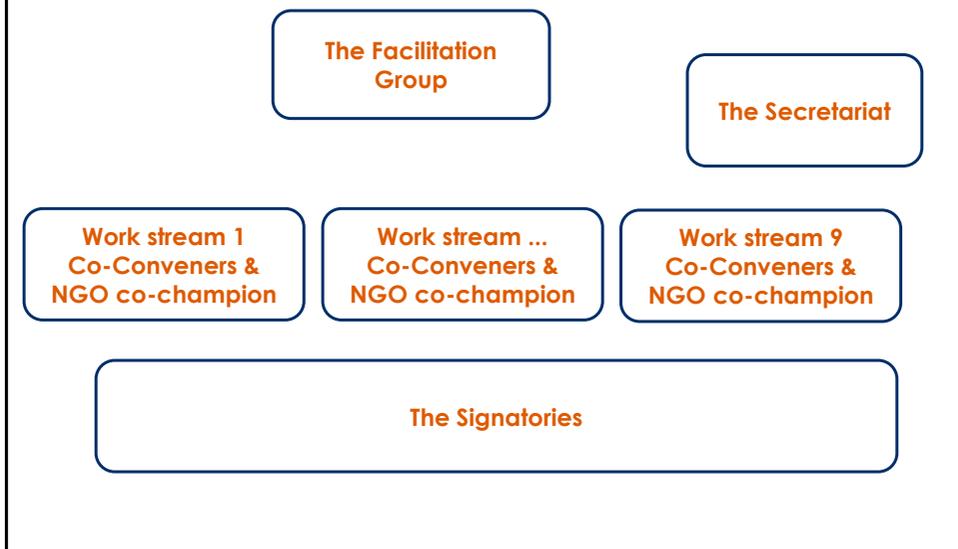
*In a nutshell*



51 commitments clustered in 10 Work streams

## The structure of the GB

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## NGO engagement

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- Joint NGO networks letter to K Georgieva: asking for NGOs participation to the negotiations
- 3 NGO networks joined the Sherpas' group and collected NGOs input to negotiate the Bargain
- 2 networks are co-convenors:
  - ICVA on Harmonized and Simplified Reporting work stream
  - SCHR on the Participation Revolution
- In the US, InterAction engaged NGOs and currently sit in the Facilitation Group
- In the EU, VOICE facilitates NGOs GB Task Force and advocates for GB implementation by EU
- In the last 2 years: increasing numbers of NGOs signatories, including the NEAR network
- InterAction launched the NGO co-champions initiative

## NGO engagement

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✓ **At work stream level**

- NGOs part of work stream group: influence plans of actions, objectives setting and contribute to studies, surveys, pilots

✓ **At regional level**

- Engage in discussion with respective donors – stakeholders to bring forward NGOs perspective on key issues

✓ **At global level**

- Regular exchange of information between networks / through the IA initiative
- Joint advocacy messages

**Latest messages:**

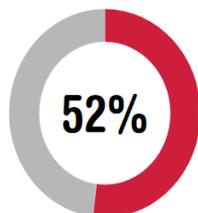
- VOICE / ICVA input to the independent annual report (ODI)
- Joint statement at the annual meeting

## 2 years later: where are we at?

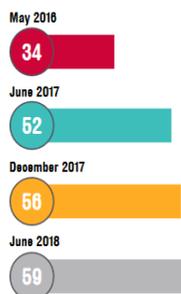
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### The Grand Bargain in 2017

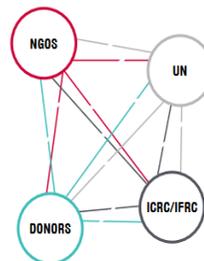
Signatories reported on average against 52% of their commitments...



Membership has increased...



...but there are concerns that the quid pro quo is not functioning



## 2 years later: where are we at?

...and three workstreams are performing relatively well...

**Workstream 3:**  
Increase the use and coordination of cash



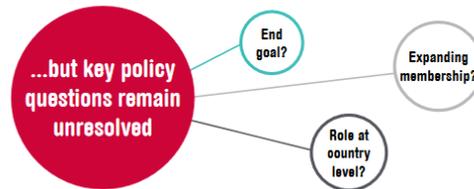
**Workstream 6:**  
A participation revolution



**Workstream 7:**  
Increase collaborative humanitarian multi-year planning and funding



Consensus that the Grand Bargain is a catalyst for systemic change...



## 2 years later: where are we?

### Recommendations

1. Rationalise, prioritise and target efforts to commitments
2. Lighten the bureaucratic burden on signatories
3. Find pragmatic and creative ways to achieve the same outcomes
4. Define a practical and consistent methodology for assessing progress
5. Get the 'bargain' back on track
6. Strengthen political leadership

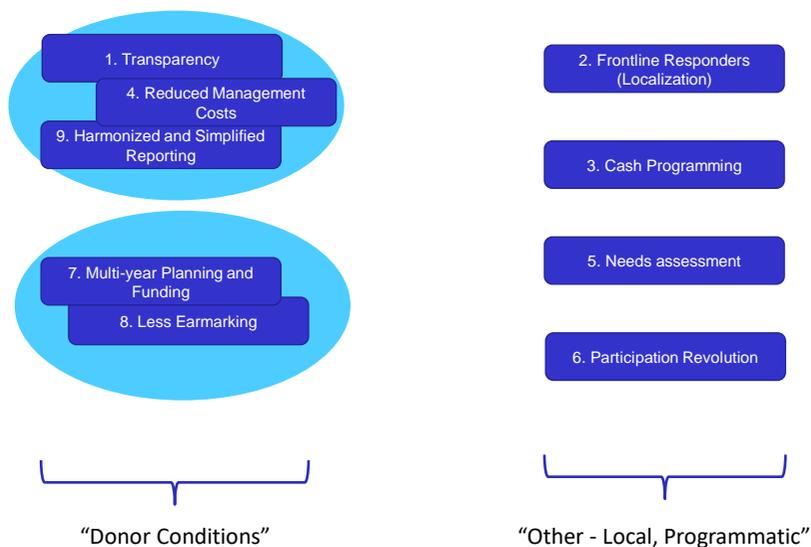
## Workstream collaboration

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## Workstream collaboration

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## NGO perspective

### The Grand Bargain, despite its shortcomings, is helping to advance collective progress

- Positive debate, dialogue, and progress
- Particularly in relation to localisation, reporting, cash, reduction of management costs, participation & transparency

### Along with progress, some barriers and challenges to overcome:

- Technical and cultural change
- Resourcing action across work streams
- Revisiting the High-Level Panel Report
- Improving trust
- Application in the field
- Mixed signals on “mainstreaming”



## NGO recommendations

### On the structure and the process:

- Secretariat to enhance its role as a support structure across work streams, enhance communication
- The role of Kristalina Georgieva as Eminent Person to be further clarified with the aim to provide the necessary leadership required to support the change management processes

### To foster implementation:

- Address the underlying issue of trust between donors and NGOs
- Embed the issue of risk management/ risk sharing in relevant work streams
- Provide a realistic timeframe for implementation

### Conclusion: A Year for Action!

A focus on practical implementation:

Work streams to initiate pilots and continue the development of meaningful tools for field staff

# Thank you!



[@ngovoiceeu](https://twitter.com/ngovoiceeu)  
[@NGOconsortium](https://twitter.com/NGOconsortium)  
[@ICVA](https://twitter.com/ICVA)

[www.grandbargain4ngos.org](http://www.grandbargain4ngos.org)

The screenshot shows the homepage of 'THE GRAND BARGAIN' website. The header features the title 'THE GRAND BARGAIN' and the tagline 'Fostering NGO's and frontline responders' engagement'. To the right is the 'NGO VOICE' logo and a 'Submit your INITIATIVE' button. A navigation menu includes 'What?', '10 Workstreams', 'VOICE', 'Upcoming events', 'Resources', and 'Contact'. The main content area displays a world map with red location pins. On the left, there are social media icons for Facebook, Twitter, and LinkedIn. The footer contains filters for workstreams, countries, and organizations, along with a search bar and a 'Privacy & Cookies Policy' link.



## Somali Led/Ownership Approaches; Rhetoric or Reality?

Nasra Ismail

### Somali Led - Good, bad & the Ugly



- ▶ **Acknowledge:** Various actors in the room who define, operationalize and implement Somalia Led approaches as part of their work in Durable Solutions and Resilience
- ▶ **Understand:** Different partners ( across Humanitarian, Development and Security) experience a wide range of cost, benefit and constraints in their application of Somali Led processes
- ▶ **Take Stock:** Learnings and lessons to date from localization efforts, ongoing studies of the effectiveness and context specific policy guidance, strategies that either enable or inhibit locally led and/or Somali led activities
- ▶ **Shift > Tactical Leadership > High level Strategic Leadership**
- ▶ **Needed:** Global and local analysis of the potential gap between Policies and practices in this area? Evidence and context specific case studies to answer: Does somali led and/or country ownership lead to better outcomes and sustained impact in the long run? Some evidence it does.

## Somali Led - Good, bad & the Ugly



**Important pillars:** Somali led approaches req balancing and tradeoffs among other principles.

- ▶ 1 - Somali Led in the lenses of which priorities are supported, identified and designed around?
- ▶ 2 - The ‘**how**’ and ‘**who**’ behind the priorities identified?
- ▶ 3 - Ownership of activities chosen - who are the activities important to?
- ▶ 4 - Response and implementation - Who and how is this driven to achieve the intended results? Who is accountable in the Somali Led processes during implementation? **Org Structure + Institutionalized Values**
- ▶ 5 - Ownership of resources - does Somali Led approaches provide and make space for local actors’ ( governments, civil society and private sector ) voices and decision making when it comes to directing resources?

## Somali Led - Good, bad & the Ugly



Outcome	Achievable	Timelines
<p><b>Dialogue for action on aid localization in Somalia.</b></p> <p><i>Meeting aimed bridging the gaps that exist between the local and international actors, and to create innovative solutions as to how these groups could better cooperate and form long term partnerships.</i></p>	<p><b>Several Points agreed on</b></p> <ul style="list-style-type: none"> <li>✓ Capacity assessment and development</li> <li>✓ equal representation of all parties in decision-making bodies, particularly at a national level</li> <li>✓ Develop a stronger local NGO consortium for Somali-led organizations.</li> <li>✓ Create national Somali-led coordination forums</li> <li>✓ Demonstrate a Somali-led vision by having Somali leadership in all regional clusters.</li> <li>✓ Allow for affordable subscription fees for local organizations</li> </ul>	<p>22 and 23 May, May 2017 Convened in Nairobi by the Somalia NGO Consortium with Donors and Local NGOs</p>
<p><b>Improving Aid delivery through aid localization in Somalia.</b></p> <p><i>All actors are committed to work better together to ensure the quality of the delivery of aid in Somalia. There was a general agreement that Somalis should take the lead in the process with the help of international actors, in compliance with the policy commitments of the Grand Bargain.</i></p>	<p><b>Specific commitments agreed upon</b></p> <ul style="list-style-type: none"> <li>✓ Local/Somali NGOs to complete and launch the policy brief.</li> <li>✓ FGS to work with existing movements and create a pool of volunteers to work with.</li> <li>✓ FGS to establish a disaster management fund.</li> <li>✓ UNOCHA-To convene interested stakeholders to commence the discussion on the issue of overhead/ administration costs and related capacity investment.</li> <li>✓ OCHA to Share with partners the lessons learned from its support for the localization agenda through SHF-funded</li> </ul>	<p><b>6<sup>th</sup> September 2017-</b> Convened by the Ministry of Humanitarian Affairs and Disaster Management of the Federal Government of Somalia in collaboration with the UK Department for International Development (DFID), the Office of the Deputy Representative of the UN Secretary General, Resident and Humanitarian Coordinator for Somalia and the Somalia NGO Consortium</p>

## Somali Led - Good, bad & the Ugly



Outcome	Achievable	Timelines
<b>Increasing of Funding access by LNGOS in Somalia</b>	Amount of funding and lobbying has been effected with a result increase of 0.86%.	Work in progress
<b>Baseline and tracking Progress of Localization</b>	<b>Intended Plan:</b> •Establish a baseline on the number of L/NGO.	Work in progress to be effected in 2018
<b>LNGOS/INGOS Twinning Programme</b>	<b>Intended Plan:</b> Establish a 'Twinning Programme' between INGOs and NGOs, whom have made localization commitment, developed from the lesson learnt from the mid-term review of the ACBAR programmed	Donors and UN agencies recognize the 'Twinning Programme' and assessments conducted by the SNC by <b>2019</b>
<b>Platforms for Engagement.</b> Create platforms, opportunities and support the development of key messages for L/NGO engagement with Donors, UN Agencies, in line with commitments reached at the World Humanitarian Summit, through the 'Grand Bargain' and Charter 4 Change (C4C)	<ul style="list-style-type: none"> <li>✓ Somalia policy brief on an allocation of unrestricted financing to local/national NGOs as a necessary commitment to local/national organizations capacity strengthening Developed.</li> <li>✓ SHF Advisory Board has Local NGO.</li> <li>✓ HCT with 2 Local NGOs</li> <li>✓ SNC SC with a LNGO as co- chair</li> </ul>	<p>July 2017- September 2017 Policy paper developed</p> <p>Active Implementation</p> <p>Active Implementation</p> <p>Active Implementation</p>

## Somali Led - Good, bad & the Ugly



► End - Thank you!!!

## Grand Bargain Workshop

### A Somali NGOs perspective in the Grand Bargain implementation

*Monday 9 July, Mogadishu, Somalia*

#### Sharing understanding and perspectives on the implementation of the Grand Bargain and fostering space for NGOs operating in Somali to bring a field perspective into the discussions

The Grand Bargain agreement that grew out of the 2016 WHS discussions has now been signed by almost 60 donors, UN agencies, and NGO partners. These signatories have collectively agreed to implement 51 commitments divided into 10 different workstreams. Now as we enter the 3<sup>rd</sup> year of implementation, it is universally recognized that we need to make a critical leap toward practical field implementation of the Grand Bargain commitments. To support this shift, ICVA and VOICE propose to engage more directly with the field staff responsible for implementing humanitarian operations.



Organised in partnership with the Somalia NGO Consortium, the objective of the workshop are:

- a) Exchange on current Grand Bargain progress and specific activities within the workstreams that are underway and relevant to field practitioners;
- b) Gather input directly from frontline responders on which workstreams are of greatest relevance to them, and perceived gaps in tools, capacity, or support to implement relevant Grand Bargain commitments;
- c) Identify preferred means of connecting frontline responders with ongoing discussions on workstream commitments at the global level, with the aim to ensure the benefits of the Grand Bargain transfer better to the local level.

#### **DATE**

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The workshop will take place on **Monday 9<sup>th</sup> of July** – from 10:00 to 17:00

#### **LOCATION**

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The workshop will take place in Mogadishu – exact location tbc

# Grand Bargain Workshop Agenda

## Morning session: the Grand Bargain – where are we at?

### Plenary session: Welcome and experience sharing

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Share expectations among participants

Introduction: what's the Grand Bargain?

Q&A

### *Coffee Break – 15min*

### Experiences sharing

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Introduction from the Somalia NGO Consortium: perspective and experience with the Grand Bargain

Tour de table and input: collecting experiences among participants

### *13:00 – 14:00 Lunch*

## Afternoon Session – Moving forward

### Working Group: key issues and work streams of relevance in the Somali context

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#### Facilitated discussions in groups:

- Key issues to address from an operating agency perspective
- How do they relate to the Grand Bargain?
- Identification of work streams or commitments to prioritize

### *Coffee Break – 15min*

### Restitution and next steps

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- **Feedback in plenary from the working group session & Q&A**
  - **Next steps: how to move forward?**
    - How to engage further? Networks presentation of engagement opportunities
    - Participants to suggest activities to undertake
    - Evaluation of the workshop
-