



RE-IMAGINING INGO

**CELEBRATE 2022/
ANTICIPATE 2023:
TRANSITIONING TO THE NEXT
PHASE OF THE RINGO PROJECT**

7 DECEMBER 2022

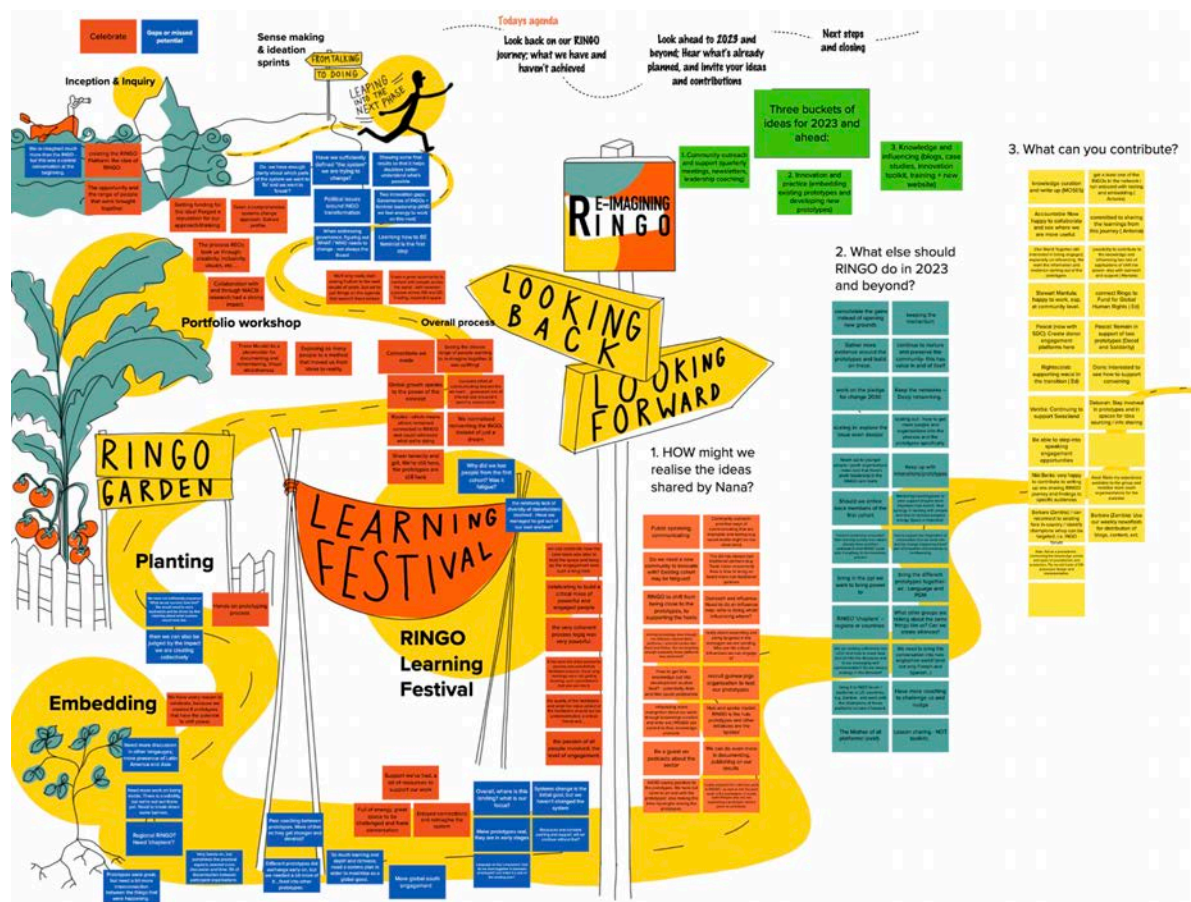


ABOUT THE RINGO PROJECT

The RINGO Project is a systems change initiative that seeks to transform global civil society to better respond to today's challenges. RINGO is the first globally-coordinated cross-sectoral effort to revolutionise the sector by interrogating the purpose, structures, power and positioning of INGOs. The RINGO core team and systems change experts Reos Partners have designed the RINGO Social Lab to create the conditions to reimagine and co-create a desirable and plausible future for INGOs.

EXECUTIVE SUMMARY

The RINGO Project was originally designed as a two-year process, intended to close in December 2022. However, the work is far from finished and RINGO is preparing to transition into a new phase. As this initial iteration of RINGO comes to an end, the **Celebrate 2022 / Anticipate 2023** workshop provided a space for the RINGO Social Lab to reflect on what has been achieved over the course of the project and to share critical input to the planning for the next chapter. During the session, Lab members shared highlights from their participation in RINGO and gave feedback on the process in terms of what went well and what was lacking. The RINGO core team discussed the existing plans for 2023 centred around *Community, Innovation and Practice*, and *Knowledge and Influencing*, and the Lab explored different ways in which they could contribute to and expand on these ideas.



INTRODUCTION

THE RINGO JOURNEY SO FAR

The RINGO Project process involves three main segments: **discover; define; and develop and deliver**. The first two phases involved [extensive research](#), an [inception workshop](#) for the original 55 members of the RINGO Social Lab and an in depth [inquiry process](#). These activities allowed RINGO to explore and understand how the project can contribute to systems change and identify key areas we would like to reimagine:

1. Accountability, Impact and Measurement;
2. Leadership and Governance;
3. Solidarity and Partnership; and
4. Resource Flows.

The develop and deliver phase saw RINGO move from 'discussing' to 'doing'. At our [Planting Workshop](#) in March 2022, the RINGO Social Lab endorsed a portfolio of seven prototypes, with a further one added in April, which together address the above areas of opportunity. Since then, members of the Lab have been working in small prototyping teams; testing and iterating their ideas in practice, with a view for these new models to eventually be scaled and replicated across the sector. We welcomed new members to the Lab to contribute to the prototyping process, bringing the total number of participants to 95. RINGO and Reos coaches have provided continuous support to drive the process and encourage the teams to be risk-taking and practical. The prototypes challenge some of the major structural barriers to change across the sectors and demonstrate new ways of working in order to strengthen our civil society ecosystem. You can read about the [RINGO prototypes here](#).

The RINGO Social Lab agreed on a set of [Guiding Principles](#) to provide coherence to the work of the prototyping teams, ensuring their efforts are ambitious and truly transformational. The concepts identified are at the heart of reimagining INGOs, and serve as a guide to ongoing work, within and outside of RINGO.

Mid-way through the prototyping process, RINGO ran a [Cross-Team Learning Session](#) in June 2022. The highly participatory session involved peer coaching between prototyping teams and individual reflective learning, to harness the collective wisdom of the Lab and provide a greater understanding of the breadth of work taking place across the project.

As the prototyping phase progressed, RINGO started preparing the teams to think about embedding these ideas, and how to use them to influence change in the wider ecosystem. At the [Embedding Workshop](#) in September 2022, the Lab came together to explore the different ways in which their ideas could grow beyond the test-sites where they are being prototyped: whether that means scaling out to reach a wider audience; scaling up to change policies and governance structures; or scaling deep to stabilise and sustain the idea in the long term by shifting relationships and mental models.

From 31st October - 3rd November 2022, RINGO held a free [virtual Learning Festival](#) to celebrate the work of the RINGO Project so far and share learnings with curious minds from across the ecosystem. The Festival welcomed registrations from one thousand allies and peers from fifty-seven countries around the world. The four-day programme included interactive sessions and workshops for attendees to:

- deep-dive into the RINGO prototypes
- hear from thought leaders about the latest innovations in the INGO and #shiftthepower space
- connect with peers
- begin to collectively map the transformation needed across global civil society

In December 2022, RINGO convened the Social Lab and members of the RINGO Advisory Board for the Celebrate 2022 / Anticipate 2023 workshop to reflect on what we have achieved together so far, and explore options for the next phase of the project.

APPROACH - THE CELEBRATE 2022 / ANTICIPATE 2023 SESSION AT A GLANCE

The workshop was organised virtually and ran for a period of one and a half hours. Members of the RINGO Social Lab and Advisory Board were taken through four main stages:

1. Highlights from RINGO

- In advance of the session, RINGO Lab members were invited to record a highlight from participating in the project

2. Reflections on the process

- In break-out groups, the Lab discussed what RINGO can celebrate having done well, and where the project has not achieved its full potential

3. Looking ahead

- The RINGO team shared the existing plans for the next phase of RINGO and conducted a survey to gauge the energy for different activities from the Lab

4. Inquiry

- The Lab suggested how these plans could be realised and how individual members could continue to contribute to the next phase

HIGHLIGHTS FROM RINGO

The RINGO Social Lab is the heart of the project with 95 individuals participating in the process. Some Lab members have been involved since the very start of the discovery phase, while others joined to support the prototyping stage, however every Lab member has played a valuable role and offered insightful contributions as we have worked together to transform global civil society. A selection of Lab members recorded their highlights from participating in RINGO. The purpose of this exercise was to gather feedback both for our own learning and celebration of the Lab, and also to share externally as testimonials for the process. The compilation of highlights is available to [watch on the RINGO website](#).

"The biggest highlights have been the practicality of the focus on prototypes, the creativity of the methods that we've used and followed, and the opportunity for us all to learn from thought leadership in the Global South." Ignacio Saiz

"It was awesome to really connect with everyone who really wants to see the INGO sector shift from our ways of working. It was inspiring to have the space to debate, to assess where we are, and to really give credit to all those who have contributed to this work." Osai Ojigho

"I feel a sense of relief, momentum and hope whenever we're together - that the world might be able to function the way it should because radical power shifts and justice-centred efforts are possible." Anna Myers

REFLECTIONS ON THE PROCESS

Participants from the RINGO Lab were split into small groups, accompanied by a member of the RINGO core team and a facilitator from Reos, to take part in a listening exercise to reflect on their journey through the various phases of the project.

DISCOVER PHASE: INCEPTION AND INQUIRY

1. What can we celebrate having done well?

- Creating the platform and idea of RINGO
- Bringing together a diverse group of people
- Creative process and great facilitation
- Securing funding which forged a reputation for our approach/thinking
- Collaboration with and through WACSI - the research had a strong impact

2. Where has RINGO not yet achieved its potential?

- We were too ambitious with our goals, and reimagined transformation across the system beyond the role of the INGO

DEFINE PHASE: SENSE-MAKING AND IDEATION SPRINTS

1. What can we celebrate having done well?

- Comprehensive systems change approach
- Great opportunity to connect with people across the world who share a common purpose
- Trusting, respectful space
- We'll only really start seeing fruition in the next couple of years, but we've put things on the agenda that weren't there before

2. Where has RINGO not yet achieved its potential?

- Have we sufficiently defined "the system" we are trying to change?
- Political issues around INGO transformation
- Two innovation gaps: Governance of INGOs and feminist leadership

DEVELOP AND DELIVER PHASE: PROTOTYPING AND LEARNING FESTIVAL

1. What can we celebrate having done well?

- Reimagining by Doing: Exposing so many people to a method that moves us from ideas to reality
- Following a hands on, iterative process
- Coaching and support throughout the process
- Developed eight prototypes that have the potential to shift power
- Full of energy, great space to be challenged and frank conversation
- Visual and creative documentation of the process (murals etc)

2. Where has RINGO not yet achieved its potential?

- Need more discussion in other languages
- Possible 'Regional RINGO' for different chapters
- More opportunities for interconnection/peer coaching between the prototypes
- More engagement from National and Local CSOs

OVERALL

1. What can we celebrate having done well?

- Connections made and community established - a critical mass of powerful and engaged people
- Seeing the diverse range of people wanting to re-imagine together. It was uplifting!
- We normalised reinventing the INGO, instead of just a dream
- Global growth speaks to the power of the concept - overall, the social Lab grew from 55 to 95 members
- RINGO core team was able to hold the space and keep up the engagement over such a long time
- Wonderful facilitation and fantastic quality of the facilitators
- Creative, comprehensive and coherent process
- Passion of all involved and level of engagement
- Communication beyond the Lab generated lots of interest and ensured it wasn't a closed circle
- Ripple effect - others could reference what we were doing

2. Where has RINGO not yet achieved its potential?

- Relative lack of diversity of stakeholders
- Language as a key component
- Work needs to continue on the prototypes
- Will the work continue without the resources and support from RINGO?
- Why did we lose Lab members from the original cohort? Fatigue?
- Overall, where is this work landing? What is our focus?
- So much learning and depth and richness; need an ongoing comms plan in order to maximise our efforts for a global good

LOOKING AHEAD

From January 2023, WACSI will take on a leading role in RINGO. They will become the institutional hosts of the project, taking over from Rights Colab. The existing RINGO core team has a strategy meeting scheduled in late January 2023, and those outside of WACSI will stay involved for at least six months to support the transition period.

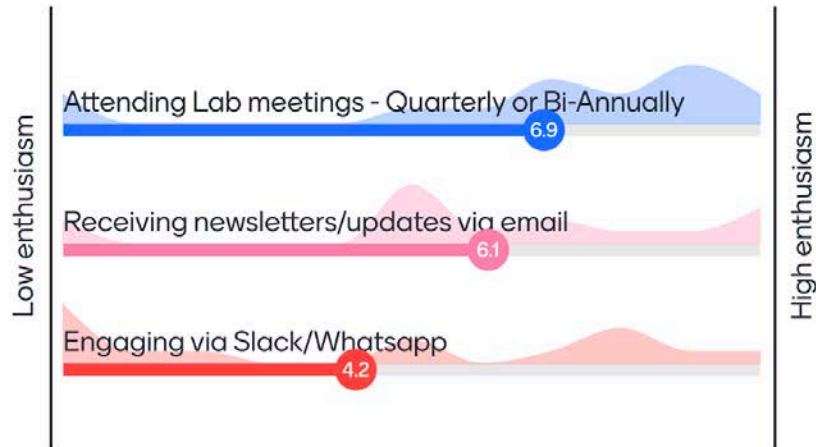
The RINGO team have been looking at themes, areas of work and possible activities for the next phase. These were presented to the Lab for feedback.

RINGO Plan - 2023

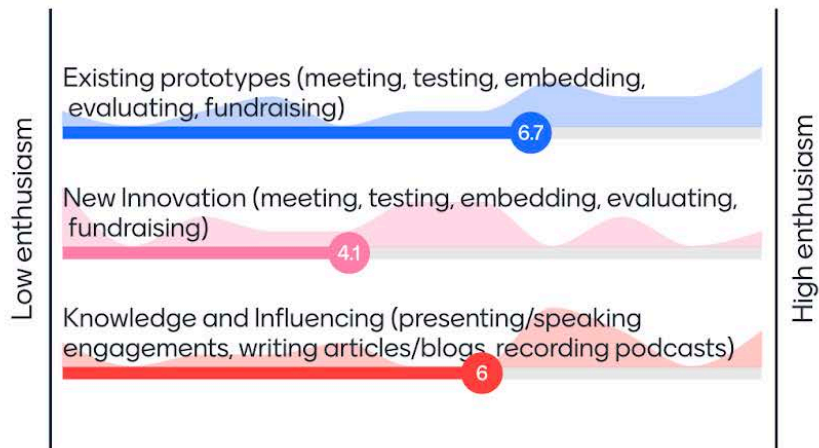
Theme	Area of Work	Possible Activities
Community	Lab Support	Quarterly meetings One-off coaching Newsletters Notion, Slack, Whatsapp Advice/Check-ins Connections Connecting host organisations
	Community Outreach	Newsletters Open House events Connections Website, Notion
Innovation and Practice	Prototyping (existing portfolio)	Regular coaching and meetings Ad hoc coaching and meetings Embedding support Evaluation Fundraising Documentation Connecting host organisations
	New Innovation	Idea development support Coaching Embedding support Documenting Mapping New teams: meeting; testing; embedding; evaluating; documenting; fundraising
Knowledge and Influencing	Influencing	Speaking engagements RINGO workshops RINGO events (Open House etc) Articles/blogs Podcasts
	Knowledge	Reports Systems change toolkits Case studies Training New website

WACSI can lead on this work, but success lies in a much broader sense of shared ownership, commitment and initiative. A live poll was shared with the Lab to gauge the level of energy for the various activities:

WHAT IS YOUR ENERGY LIKE FOR PARTICIPATING IN RINGO COMMUNITY ACTIVITIES IN 2023?



WHAT IS YOUR ENERGY LIKE FOR PARTICIPATING IN RINGO INNOVATION AND INFLUENCING ACTIVITIES IN 2023?



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INQUIRY

Following the live poll, the Lab members returned to the same small groups to further discuss how we might realise these ideas, explore any other suggestions for RINGO activities in 2023, and determine how individual Lab members can support these efforts.

HOW MIGHT WE REALISE THE IDEAS FOR RINGO 2023?

COMMUNITY

- Community outreach: prioritise ways of communicating that are shareable and lasting (e.g. social media might be too short term)
- Bring on board more 'non-traditional' partners
- Build on the collective spirit of those in the Lab who were not involved in prototyping

INNOVATION AND PRACTICE

- Continue to support the prototypes
- Shift RINGO's role to support the hosts of the prototypes/embedding process
- Introduce a new community to innovate with (the current cohort may be fatigued)
- Recruit more organisations to test out the prototypes
- Explore the synergies between the prototypes

KNOWLEDGE AND INFLUENCING

- Knowledge curation and product creation
- Documenting and publishing our learnings
- Hub and spoke model: RINGO is the hub and the prototypes/other initiatives are the spokes
- Explore how to get this knowledge into the development studies field
- Map RINGO's influencing strategy: Who is doing what/influencing where?
- Targeting our influencing to different audiences - who are the critical influencers
- Sharing knowledge through the different national NGO platforms / umbrella bodies like Bond and Partos
- Public speaking opportunities
- Podcast guest opportunities

WHAT ELSE SHOULD RINGO DO IN 2023 AND BEYOND?

- Keep up the momentum
- Continue to nurture and preserve the community - this has value in itself
- Provide space and opportunities for mentoring/coaching/peer support
- Maintain the network
- Create RINGO chapters in different regions
- Expand our reach in LICs via strategic communications and NGO forums and platforms
- Focus on feminist leadership innovation
- Reach out to youth organisations and ensure there is youth leadership in the RINGO core team
- Consolidate the gains: gather more evidence around the prototypes and build on these
- Bring different prototypes together
- Scale in: explore the issues more deeply
- Scale out: get more people and organisations involved in the process and prototypes

WHAT CAN LAB MEMBERS CONTRIBUTE?

- Knowledge curation and documentation
- Attract new prototype testing grounds
- Identify key influencing opportunities
- Make connections to potential partners
- Accept speaking engagements to share learnings
- Support with knowledge dissemination
- Support with community outreach

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CONCLUSION AND NEXT STEPS

The Celebrate 2022 / Anticipate 2023 workshop marked the end of the first chapter of the RINGO Project and provided the RINGO Social Lab with an opportunity to reflect on the incredible achievements made so far. The RINGO core team shared plans for the transition of leadership to WACSI and presented some ideas for themes, areas of work and possible activities for the next phase. The Lab gave valuable feedback and insights, and showed a general commitment to further engagement with RINGO. The RINGO core team and Reos will have a strategy meeting in late January 2023 where discussions will be informed by what was heard already from the Lab and beyond: that RINGO should continue to build and support our community; and that RINGO will ensure that our prototypes are fully embedded into the system. Our aim is to ensure that the innovations that the RINGO Social Lab inspired can continue to make headway. In our planning, we hope to design a follow-up programme that will take what we've learned to make it accessible and influential in the system over the long-term. We hope that RINGO Social Lab members will stay connected on this journey.