DCA
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Organisational Development Guideline

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The focus of this guideline is on how best to support local partners to work with organizational assessment (OA) and organizational development (OD) in their own organisations - in an informed and structured way.

In the first section of the guideline DanChurchAid presents its overall principles for supporting local civil society organisations' (CSO) organisational development. The second section outlines key operational considerations in working with organisational development processes and is based on both theory and lessons-learned. Section 3 is an action-oriented guideline to help and guide DCA staff in country offices in their work with partners on organisational assessment- and development processes.

Section 1 and 2 which gives an overall picture that can be shared with a wide range of actors e.g. DCA partners and their boards, sister agencies, external consultants, facilitators and various back donors. Section 1 and 2 should be read and understood before initiating any organisational development process with DCA support.

Section 3 specifically targets DCA staff who are to engage directly in providing qualified and substantial support to partner's OA and OD processes. Here you will find what DCA can - and cannot - do in relation to organisational assessment processes and implementation of organisational development plans. This section includes, a check list on roles and responsibilities, reflection on funding issues, and on sharing of lessons learned.

For the DCA partners and staff it is important to be aware how this guideline links to the DCA Partner Assessments Tool (PAT). Hopefully some of the work done with the PAT can also be supporting the partner's OD process. However, it is very important to understand that the PAT is also a part of DCA's due diligence check and mostly done by a very small group, typically a DCA programme officer together with a few partner staff. Therefore, the conclusions in the PAT should not be mistaken for being a genuine organizational assessment as will hopefully become clear when reading this guideline. Neither will decisions based on the PAT assessment to support more technical capacity building of the partner be equivalent to a true organizational development plan and process. Nevertheless, sound conclusions in the PAT and the following dialogue at partnership meetings between the partner and DCA may point towards initiating a larger OD process – and perhaps to a request from the partner for DCA to support this. In such situations, this guideline will hopefully become useful to support both our partners and staff in handling such a process.

After the section 1-3 of this guideline we have included a number of annexes, which contain different models to understand different organisations, how organisations develop, change management issues, tools for organisational assessments, and various tools for monitoring of organisational changes - as well as a reading list.

Use of the guideline is meant to be flexible – read and use what is relevant for your work with partners!

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1 DCA principles for organisational development

1.1 Background and definition

The global civil society and NGO environment is constantly changing e.g. with new developments in policies, new external demands, new donor requirements, new potential target groups, new competitors, and new possibilities for alliances and collaborations. Just like the evolution of living organisms, organisations therefore have to continuously adapt and change themselves to the surrounding environment to stay relevant and sustainable. Inflexibility or static modes of operation will sooner or later lead to the decay of the organisation.

Theories on organisational development suggests that viable organisations have a high capability to adapt to new conditions. Genuine and authentic organisational development is much more likely to happen when it is based on a constant learning process for people within the organisation and when there is an open dialogue between the involved stakeholders before, during, and after a major process of organisational changes. We see organisational development as an organic and people-centred process that must be based on mutual trust, confidence and professional communication (Refer to annex 1 and 2 for various models to understand organisations and how they develop).

Experience from 'real life' organisational changes in DCA, among our partners and sister agencies has however taught us that organisational changes seldom follow theory or the ideal path! Organisations and the context in which they work are very different from case to case. Sometimes learning and the need for changes comes because of external or internal pressure. In other cases, learning and changes are managed in a more structured and pro-active way. Organisational as well as personal changes are far from easy. Change processes must therefore be handled with care, patience, flexibility and leadership. Relevant examples from DCA's own history are the changes towards working more rights-based, gender oriented, and the ongoing decentralisation from DCA H.Q. to country offices abroad.

In DCA we have defined organisational development as "*creating conditions in which people-centred learning and change can take place from within an organisation to improve a rights-based commitment and gender equity at all organisational levels*". Change is a never-ending reality for most organisations and individuals, so for DCA organisational development is about conscious change and builds on self-reflection and active work on and within the organisation concerned. Focus is on humans and relationships – not on physical resources. The work method is process-focused rather than the expert approach – it is a question of a long-term and continuous process of change and gradual improvements, rather than ready-made solutions and quick results.

1.2 DCA's commitments in organisational development

DCA's core commitments should be integrated in our work with organisational development. In concrete terms, this means that our own organisational development as well as support to partners' organisational development should always aim at being people-centred and gender sensitive; it should pay attention to relationships and partnerships, and finally it must aim at supporting a rights-based commitment.

1.2.1 Committed to be people-centred and gender sensitive

DCA and our partner organisations are composed of people (staff) and progressive changes in our organisations are more likely to be sustained when staff are involved and is active in the change process. Experience tells us that change is a complex, dynamic and often rather slow process. Feelings of the involved and the affected staff vary - at times they are exhilarated, at others they are frightened or scared for their future. Some believe and adapt easily to changes; others pay lip service to a change process, but they don't really believe in it and can quietly and unintentionally sabotage a change effort. Others may even choose to leave the organisation[1].

When we approach organisational change, we sometimes forget people's emotions and feelings. We inadvertently treat organisations as lifeless objects – or logical machines as an engineer would do. However, organisations are 'living systems', made up of human beings and they develop their own culture. The organisational culture shapes the identity of an organisation and is defined by the shared values and norms of the people working in the organisation. The culture is not easily seen or measured. However, organisational culture is still of great importance to the organisation's work methods, priorities, behaviour, motivation, and final results – whether it is more or less conscious.

Organisational development is fundamentally a process of human change. Good organisational development therefore need to:

- Acknowledge that people within an organisation differ in responsibility, influence, experience, position in the organisation, and individual capacity. Be careful not to assume that people in an organisation are a homogeneous/united/uniform group. Representation from as many different groups of people as possible is therefore essential in a change process.

- Individual and organisational behaviour is not only influenced by rational thinking and intellect, but also by feelings, emotions, and even faith. Make room for this and include them in the change process, instead of neglecting them. Inclusion will often provide useful insights in reasons for resistance, help identify solutions, and increase ownership.

- Use self-awareness as a critical first step in a change process. We do not change unless we are conscious about 'where we are' and 'who we are'. Self-awareness and reflection is essential in promoting a change process for both individuals and organisations. It may vary from a formal organisational assessment procedure, to more informal 'taking stock' of the situation and facilitated discussions of 'Where are we?'

- Promote and visualize hope and trust. Organisational development has to bring hope and belief that the change will result in a better situation than today, which will inspire people to change. Hope and trust are key elements in overcoming inherent human fear and resistance.

- Include a gender- and power perspective in the change process. The way people behave and change in organisations is influenced by their gender, yet, gender is often not treated as an organisational development topic. An organisational assessment should include gender disaggregated data and should assess the power relations in the organisation from a gender perspective. Analysis often reveals a dissonance in power i.e. the majority of decision-makers and top managers are male. This is an important

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[1] Refer to annex 3: "The Process of Transition" and "50 ways of Avoiding Change"

insight for the organisational change process to consider and deal with in the best way possible.

1.2.2 Committed to a partner driven approach

It is imperative for DCA to cooperate and work with partners with whom we share common values and have mutual trust. In an organisational development perspective this means that DCA strives to support and strengthen partners to fulfil their mandate as vibrant, professional, transparent and accountable civil society actors, often in very complicated and challenging contexts.

In DCA we acknowledge and respect that every partner organisation is unique. This is the basic starting point for DCA in our work with partners and organisational development.

DCA's partners work in very different settings, from stabil to very conflict-affected areas. They cover many types of organisations from small local community based organisations, national human rights and advocacy networks, faith based organisations etc. These organisations also differ in structure, vision, aim, size, capacity, leadership, staff etc. Every organisation is a unit in itself, but the unit also has an external environment and interacts with the surrounding world. In other words: it both affects and is affected by its outer environment. Thus, an organisation's on-going development for growth, relevance and sustainability is largely dependent on the interaction between its "internal" life and the constantly changing "external" environment. Without such interaction, the organisation might soon become dormant and irrelevant.

The uniqueness of the particular organisation - e.g. the organisational maturity and historical background - must be considered if a structured organisational assessment- and development process is to be designed (Please refer to various 'organisational models' in annex 1; one model is useful for some types of organisations, whereas others are useful for other types).

DCA's focus on and approach to partnerships also means that top-down manners must be avoided and that organisational development is not something that DCA will "do to our partner". I.e. in DCA, organisational development is:

▪ Based on a concrete and expressed organisational needs stated by the partner.
▪ Founded on mutuality and trust with an ongoing and continuous exchange of mutual learning.
▪ Owned by the partner organisation itself and not decided by external actors including DCA.
▪ Not a tool to increase their partner's efficiency, but we can take up problems that we see/experience with the partner and vice versa.

Be aware that formal and informal power relationships also affect organisational development processes. In cases where a partner organisation receives financial support for its organisational development from DCA, this may consciously, or un-consciously, give DCA a position of 'power' in relation to the partner. If such power relations are not handled correctly, they may obstruct an open and creative process. Therefore, DCA will not be directly involved in core organisational assessment- and development processes of a partner. It is difficult to play both these roles at the same time without inadvertently also directing the process.

In addition, during the initial process of identifying key questions for organisational assessment, too much involvement by DCA can also create problems. There is a risk that

DCA's own interest in the process (for example to get better reporting) will become the focus of the assessment process. It is important that DCA (as Northern based funding agency) is aware of this problem and learn to work with it. Otherwise, there is a risk that organisational development instead of strengthening the partner will undermine it and distort the power dynamics.

Finally, DCA also strongly requests partners to give input to DCA's own organisational development, to keep DCA relevant, professional, up to date, transparent and accountable. Partners can influence DCA through the Partner Group, which acts as an advisory group to DCA's Board and Council; but also at the programme platform meetings and through annual partnership meetings with staff from DCA's country offices. When the partnership is trustworthy, both parties also have a proactive role in voicing problems and together find a doable solution to the challenges that sometime will appear.

1.2.3 Human rights commitment

The third important value in DCA's approach to organisational development is our human rights commitment. Rights-based management relates to applying the values and principles of human rights in an organisation – from council, board, top management and middle management. In practice, this means that we constantly try to internalise human rights values such as accountability, dignity, respect, responsibility, participation, equity, fairness and transparency in DCA's organisational policies, systems and processes. It is also about promoting human rights throughout the organisation in communication, staff policies, assessments and monitoring, financial planning and investments.(See the "RBA tree" in annex 1 for a visual understanding).

A rights-based organisation influences people in power (and their constituencies) so they meet their obligations to respect, protect and fulfil human rights. It focuses on the problems and violations faced by the most marginalised and discriminated people groups. Therefore we also have a strong wish to support an organisational development process which increasingly involve rights holders in the civil society partner's governance structures because we believe this can strengthen both the legitimacy and sustainability of the organisations.

Examples of areas that organisational development could look at with a commitment to rights could be:

- Implementation of non-discrimination and social equity at all levels in the organisation.
- Work towards increased diversity and equal opportunities in organisational policies, systems, procedures and practices.
- Ensuring that relevant accountability mechanisms exist for addressing the grievances of all staff members and partners.
- Ensuring transparent criteria through which staff can access various positions and entitlements.
- Ensuring equitable access for all staff members to opportunities for development and advancement.
- Enable and support adequate and relevant participation of staff and rights holders in major decisions that can affect their environment.
- Guidelines for board-, management- and staff members to be respectful of the rights of other staff members and staff working for our partners.
- The use of a rights-based framework in analysis and strategies – both in projects and programmes and in organisational development (A detailed questions list can be found in annex 1).

2 Operational elements in organisational development

Once the above mentioned general principles have been discussed internally and with the partner, and provided there is a mutual understanding of these, it is time to move on to consider the operational elements of an organisational assessment and development process. Below are seven issues, which should be carefully discussed before the process is initiated.

2.1 Ensure organisational commitment and buy-in from the leadership to change

An OD process typically begins with the identification of a problem or challenge for the organisational (be it internally or in relation to the external environment). However, a positive organisational development process requires that especially the management/leadership takes responsibility in dealing with the problem or challenge, i.e. to find a constructive solution. Organisational development has to emerge from a recognized need for change from the parties concerned. If the parties involved do not see there is something to gain from organisational development, or if they feel they have much to lose, then they will not be committed to it, and a positive change is then unlikely to materialise.

Authentic ownership and commitment can only be attained if the affected parties are involved in the process from the start. Authentic ownership is needed because change requires commitment. Organisational development interferes in established relationships and power structures, which disturbs the comfortable status quo. An organisation's leadership and board are therefore critical players in such a change process. They have to engage in the process to give it legitimacy, energy and to be successful. On the other hand, there is also a risk in managing the process solely from above without the members, staff, or grass roots, being involved. Ownership and commitment is important at all levels within the organisation. And please remember that consent to a process is not the same as ownership and active involvement. See annex 3 as inspiration to individual behaviour in change processes.

2.2 Contextualise the approach

Organisational development does not take place in a vacuum, but in a specific historic context. All organisations exist in a surrounding context that establishes the norms and conditions under which they function. Needs for organisational development as well as possible solutions are always strongly influenced by both the culture, history and other context. For example, experience from countries emerging from a long period of autocratic rule has shown that these countries are likely to have particular organisational development needs in terms of 'collective/participatory decision-making' and leadership development.

When engaging in organisational development processes, be aware that people/staff comes from different backgrounds (ethnically, religious, political, gender, culturally) and that there may be large social differences, and that these do not appear clearly in the beginning. When selecting facilitators for organisational development processes, it is recommended to look for persons that are particularly aware of this so that they can respond appropriately. It is important to start by respecting local forms of organisational knowledge, culture, and behaviour; exploring what organisational development means in each social group; and identify what safe and comfortable forms of inclusive reflection,

learning and change that already exist. Be aware that organisational concepts used in one context, may have a different meaning or interpretation in others.

2.3 Manage the change processes

It is essential to understand how change processes can be managed. A change process basically has four phases: motivating for change; organising the transition; implementing the change; and consolidating the change. One important area to be aware of the possible reasons to why people may resist a change. Dealing with resistance is the most difficult component of a change process. Annex 3 provides details of change management processes, analysis of change as well as dealing with resistance to change.

Taking a strategic approach to organisational development means that the partner must have a rather clear understanding of identified problems and challenges, and of what they want to achieve through a change process. Try to visualize the goal and discuss benefits compared to the present situation. It is important to start by identifying which problems, challenges and questions are of immediate interest and explore some of the deeper issues behind them. A knowledgeable, external consultant or facilitator with experience in leading such a process of change can be of great assistance during this process.

Another important aspect is time. Changes take time and an organisational development process cannot be forced to happen but has to be allowed the time it needs. The time aspect depends on the scope and resources for the organisational development process. Whereas specific technical capacity development efforts can be scheduled and carried out in a short time, we need to plan carefully and ensure enough time for a successful organisational change process – to ensure learning and development of the involved stakeholders – before, during, and after the process has completed. When the process is completed it is a good idea to celebrate the results as well as inform and communicate to internal and external stakeholders that we have reach the goal.

2.4 Organisational development and individual capacity building activities

Be aware of the difference between organisational capacity development and individual capacity building – and how they connect. Organisational capacity development is a conscious intervention to improve an organisation's effectiveness and sustainability in relation to its mission and context, whereas individual capacity building normally focuses on individuals to improve their competence and thus their performance in the organisation.

The ideal approach is that the two types of capacity development are interlinked and that neither of the two capacity development approaches should be "stand alone activities". They should be planned together and ideally be implemented within an overall organisational development plan.

DCA wish to engage in a dialogue with partners, e.g. at the annual partnership meetings, so that future capacity building activities are part of a more strategic thinking about capacity development and e.g. included in the organisation's strategies, in a long-term organisational development plan, or something similar.

However, DCA may continue to initiate and fund various targeted capacity building activities for partners even though they do not have such an organisational development plan. Examples are weak or small partners who have a request for urgent need to upgrade staff skills in various fields, or because DCA has a strategic long-term interest in this partner

and wants to help the partner with capacities like anti-corruption, complaint mechanisms, CHS or the like. Such partners have not yet developed (or had the required time) to look at their own organisational capacities (or the lack of them) such as the structures and cultures of the organisation, the management style and skills, its basic values, vision and purposes, and even its constituency relationships and ownership issues. In these cases, DCA should still aim to support the partner in doing an organisational assessment and a long-term organisational development plan, depending of course on the perspective of the particular partner cooperation.

2.5 Use and develop good local organisational development facilitators

Good practice organisational development often benefits from having external facilitators and often it is even better if these are local. Local facilitators speak the local language and tend to understand the context and culture much better. In addition, local facilitators are on-hand to provide necessary follow-through and contribute to sustainable local provision of organisational services and they are important assets. In many places, however, there is a lack of good quality local organisational development facilitators. This is why it is so important to use those that do exist and develop others.

The art of facilitation means knowing when to intervene in organisational and group processes, and when not. It means knowing how to be assertive without being directive; how to be nurturing without being flaccid; how to draw some people out and reduce the imposition of others; how to get an organisation or group to observe itself and find its own solution; how to help without imposing. It means being able to observe the whole and focus on specifics at the same time. In essence, it means finding the correct balance between non-directive group counselling and directive intervention where necessary. It also means the ability to really listen carefully, non-judgementally, empathically and actively.

Finally, it is important that external facilitators receive their assignment directly from the partner and not from a donor to ensure it is clear who they are working for and referring to in their work.

2.6 Funding the implementation of change and follow-up

Organisational development focuses on the implementation of change, not just the planning of it. We (i.e. DCA, other sister agencies, other donors and the partner in questions) need to fund the management of change and follow-up, not just the organisational assessment. Too often, DCA and other donors have funded organisational development planning events, such as strategic planning sessions, but then the funding suddenly stops. Often nothing is planned or provided for the change process itself.

DCA's ambition is to increasingly support the partners' OA and OD processes both with funds an organisational assessment and the long-term organisational development plan afterwards. DCA will facilitate that such a plan is coordinated and co-funded with sister organisations and other donors to the partner.

Practically, the funding is typically done by including such support in the cooperation agreement with the partner. It is also worth noting that OA/OD initiatives have successfully been included in applications to back-donors which often acknowledge the importance of such support to local organisations.

2.7 Monitor, evaluate and learn

Monitoring and evaluation of an organisational development process is important to find out what difference the organisational development is making; to assess progress compared to plan and hereunder revise or adjust as we proceed; to consider further inputs/resources; to report to donors as well as to have organisational learning and documentation for our institutional memory and to be accountable.

Monitoring and evaluation are necessary to reflect on and to consciously and continuously learn from our experiences in order to change and improve our organisational development work in the future. To become a "learning organisation" is central in any organisational development process[2] Measuring changes in organisational capacity is certainly not an easy task. Frequently, extremely time-consuming and expensive monitoring and evaluation processes are designed, but never implemented. It is better to undertake a more limited and qualified evaluation, rather than none at all (refer to the Ripple Model3 in annex 4).

Even a basic or simple organisational assessment can add real value to the organisational development process, because the involved stakeholders jointly see where we are today. It is often a good idea to use the results from an organisational assessment as baseline for further development - but treat it with care and ensure that all stakeholders in the organisation have seen and accept this as the baseline. Make sure to cross check results before setting baseline standards. Make sure to mutually agree on milestones and set a timeline – the "ladder of change" (annex 4) could be one example.

When we want to assess an organisation, several criteria can be applied. MDF from the Netherlands suggest six criteria: suitability, legitimacy, effectiveness, efficiency, continuity and flexibility. In principle, the organisation can be judged on every individual parameter such as its strategies, structures, systems, staff, management style and culture. In practice, a judgement will be made on a combination of parameters. See annex 5.

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[2] See Bruce Britton/INTRAC: "Organisational Learning in NGOs: Creating the Motive, Means and Opportunity", Praxis Paper No. 3, 2005.

[3] Rick James: "People and Change", 2002

3. Specific working guideline for DCA staff

This section is mainly targeting staff of DCA working closely with DCA partners and is be to used before entering into an organisational development process. It can also be useful for external consultants and facilitators to understand how DCA see its own role in partner's OA/OD processes.

Since the International Strategy 2019-2022 DCA has had a very strong emphasis on partnership development.

DCA's ambitions are to work more thoroughly and qualitative with our partnerships. This also means working with less organisations to allow time to establish a stronger relationship with partners. This is also the purpose of the strategic partnership meetings, which are to be held at least on an annual basis. A systematic documentation of the dialogue and joint decisions in partnership agreements is a priority linked to this.

One key issue to include in the partnership meetings and partnership agreements is to discuss the partner's plan for organisational development, and perhaps an organisational assessment.

DCA developed a new partner assessment tool (PAT) in 2017 which focus' on assessing where the partner is in their organisational development and on identifying areas, and needs, for developing the partner's capacity. As earlier mentioned, the PAT should however not be mistaken for a genuine organisational assessment; partly because very few persons will be included in contributing to filling in the PAT, partly because it is DCA's perspective on a partner organisation. Nevertheless, working with the PAT may raise questions, or conclusions, that would be necessary or useful to bring to the partnership meeting, and perhaps become a first step in entering an OA/OD process.

Before and where OA and OD become part of a partnership agreement, it is important to clarify the role of DCA staff in the process.

3.1 What DCA should do and not do

DCA distinguish between our involvements in a more long-term organisational development process, versus our involvement in organisational assessment and capacity building initiatives.

<u>DCA can finance and take a participating role in organisational assessments</u>
An organisational assessment is like a health check and involves raising awareness of possible problems, challenges, and opportunities in the organisation; and to find ways to deal with these in the future. An organisational assessment will therefore look into and agree on where the organisation is today in relation to the "desired future picture or situation", which is normally written down in an Organisational Development plan, in a Strategic Plan, or something similar. Establishing the gap between the ideal and the current situation is the essence of organisational assessment.

<u>DCA can finance and, to some extent, participate in an organisational assessment</u> process.
DCA can e.g. finance (partly or fully) having the organisational assessment done. DCA can also support in developing a Terms of Reference for the process and help identify consultants. Furthermore, DCA staff can be actively involved as observer/learner in e.g. a

steering committee – provided that the partner wish this. DCA staff should, however, not be a full member of such a committee or an assessment team.

The "need for an assessment" can be raised by the partner itself, by DCA, or another agency/donor – or in combination of all parties. The nature of the partnership (e.g. history together, level of trust in communication- and negotiations) will determine how the possible need for an OA can be raised. If DCA (diplomatically) raises a need for an organisational assessment with a partner, it is still important to ensure that the ownership is in place within the partner before the actual assessment process is commencing. DCA should also support creating ownership and buy in from other sister agencies and donors. The question: "who actually sees a need for an organisational assessment?" will always pop up! There is no fixed answer or a rule of thumb to this question.

Various organisational assessments tools and examples are presented in annex 6. DCA staff's role in the various steps of such an organisational assessment is outlined below in a check list.

<u>DCA can finance but should not manage implementation of partner's organisational development plans.</u> The results of an organisational assessment will pinpoint the needed type of interventions, a time schedule and the required processes for implementing these interventions – typically summarised in a long-term organisational development plan or OD elements of a strategic plan.

DCA can finance the implementation of an organisational development plan but should not participate in any steering committees, because we believe the partners need to have their own 'room for manoeuvring' when implementing the various steps of such a development plan. In other words, DCA should avoid staying inside the "machine room" of our partners. General learning from the field of NGO organisational developments also concludes that a lot organisational development processes have been too "donor driven". Therefore DCA has an ambition of staying clear of such processes in the future. On the other hand, when a partner has identified a need for strengthening organisational capacity within a certain area, and DCA has technical knowledge within such area, then DCA can support directly with the technical capacity building which has been identified as needed.

When it comes to DCA's financial commitment to an organisational development plan, the next question will be "for how long and with how much can DCA finance an organisational development plan?" This should be coordinated with other sister agencies as well as DCA's management.

<u>DCA can (still) initiate and fund capacity building initiatives for partner's staff</u>
When a partner has a long-term Organisational Development or Strategic Plan, and the partner has expressed a need for it, DCA can in various ways contribute with technical competence development and capacity building. Such technical capacities can be implemented in the Partner Platforms or as direct DCA to Partner initiatives. The latter will require good planning and dialogue between DCA's Country office and the partner, as well as between the Country office and the relevant unit in DCA H.Q.

Examples of such training courses could be Anti-Corruption, Complaint Mechanism, Code of Conduct and Expected Staff Behaviour, Financial Management, Procurement Management, OA & OD workshops, Cash transfer programming, Participation & Targeting methods etc.

3.2 Roles and responsibilities when supporting a partner's organisational assessment

The following table outlines the possible roles and responsibilities of DCA programme staff (officer and/or coordinator/Head of Programme), DCA Country Directors (CD) and DCA H.Q. in supporting an organisational assessment (OA) of a partner organisation. It divides the organisational assessment process into three main stages: <u>before</u>, <u>during</u> and <u>after</u> the OA. The process assumes that the partner has ownership and is in control of the organisational assessment, which may be facilitated by an external consultant. The process described also assumes that DCA is at least partly funding the partner's OA. The roles and responsibilities (i.e. 'who is doing what?') are not "carved in stone" - each DCA office can decide their own division of work.

1) Before the OA: the preparation phase

What needs to be done	What the DCA country director can do	What the DCA programme staff can do	What DCA H.Q. can do
Consider conducting an organisational assessment.	Raise the issue with the DCA partner.	Follow up afterwards and be responsible for the day-to-day work with the assessment.	Support and advice to CD, HoP, and PO.
Develop a common understanding of 'organisational assessment' and 'capacity building' between the organisation and partner.	In the discussion refer to principles and operational elements in the DCA guideline.	Ensure that there is a common understanding during the process.	Provide alternative reading material on Organisational Assessment and Capacity Building.
Decide whether to conduct an organisational assessment at this time.	Explain what DCA sees as the potential benefits and costs.	Ensure and support for internal ownership.	
Choose relevant OA method.		Share different methods and tools on OA with the partner.	Help and support PO and HOP in case other OA methods and tools are needed.
Develop a shared understanding of the purpose of the OA.	Surface assumptions and concerns. Be fully transparent about DCA's agenda.	Support with details.	
Conduct a risk analysis.		Contribute to or be observer in a risk analysis.	

What needs to be done	What the DCA country director can do	What the DCA programme staff can do	What DCA H.Q. can do
Learn from previous organisational assessments.		Together with partner look into previous organisational assessments for lessons learned.	
Gain donor support for the organisational assessment.	Encourage other sister agencies and possible external donors to support the organisational assessment besides with DCA.	Open up for dialogue with other POs in the sister agencies.	
Agree on who will fund the OA and support the agreed capacity building interventions.	Explore donor commitment to fund the OA and agreed capacity-building recommendations.		
Establish "buy-in" and ownership from the partner organisation's leadership (senior managers and Board)	Be in constant dialogue with the partner's senior management and board concerning ownership.	Encourage and support middle management in relation to buy-in.	
Clarify expectations between partner and DCA.	Can be raised during the annual partnership meetings.	Ensure that expectations of organisational support for the OA are realistic and aligned with DCA's priorities.	
Agree ToR and budget for the OA. Clarify roles and responsibilities.	Overall approval of DCA's financial as well as staff contribution.	Negotiation of ToR and budget for the OA with the partners. Agree on division of work.	Help with formats and guidelines. Comments on TOR in some cases.

What needs to be done	What the DCA country director can do	What the DCA programme staff can do	What DCA H.Q. can do
Decide on the model for understanding organisations and the OA process to be used. Decide whether a ready-made tool should be used and if so which one. Decide which capacities will be examined in the organisational assessment.		Suggest possible models from this hand book, OA processes and tools that could be used. Agree on which capacities or/and basic issues to be examined in the organisational assessment.	Can provide other models and tools if needed.
Agree who will lead the process.	CD and management of the partner agree on this.		
Decide who to facilitate the process. Decide whether an external consultant should be involved.		Clarify who will facilitate the process. Identify possible external consultants with partner. Agree on consultant.	Contacts to external consultants.
Decide which stakeholders will be involved.		Suggest stakeholders who should be involved. Discuss with the partner.	
Establish an OA team. Ensure that the team is balanced and that adequate time is freed up for the team's OA responsibilities.		Encourage the establishment of an OA team with broad representation from the partner's various levels and staff with adequate time to be part of the team.	
Decide on time schedule and logistics.		Agree on a schedule and arrange logistics. Ensure that there is a realistic timeframe for the OA.	
Conduct contextual analysis.	Follow and read it.	Contribute to the contextual analysis as one of the stakeholders.	

What needs to be done	What the DCA country director can do	What the DCA programme staff can do	What DCA H.Q. can do
Decide who will have access to the organisational assessment report.		Agree with partner on who should have access to the organisational assessment report.	

2) During the OA: data gathering, analysis & validation

What needs to be done	What the DCA country director can do	What the programme staff can do	What DCA H.Q. can do
Launch the OA in order to ensure mutual understanding of the purpose and process of the OA.	Attend and explain that DCA is supporting the OA process.	Attend the launch together with CD, explain details on why DCA is supporting the partner OA.	
Gather views from agreed internal and external stakeholders.	Ensure sister agencies are also asked.	Ensure that all agreed stakeholders are involved in the process. Contribute with views to organisational assessment as a stakeholder. Facilitate access to colleagues in DCA (if necessary).	
Conduct document study.		Make relevant DCA documents available for document study.	
Analyse findings and documents and make them available for feedback.	Ensure that organisational assessment has complied with the agreed ToR and DCA data. Follow-up on findings and give DCA's feed back.	Comment on findings in relation to PO's responsibility.	PAL may support CO (if requested by CO) with analysis of findings.
Feed back on findings and recommendations to staff			
Validate findings and recommendations.	Give detailed comments on findings and recommendations.		
Agree priority issues for capacity building.	CD and partners management.		

What needs to be done	What the DCA country director can do	What the programme staff can do	What DCA H.Q. can do
Review and learn from the organisational assessment process.	Contribute to the reflection process.	Contribute to the reflection process. Document learning concerning how best to support OA of a partner and share with colleagues in DCA.	Collect lessons learned and share with other DCA offices and internally in DCA H.Q.

3) After the OA: planning and implementation of an organisational development plan

What needs to be done	What the DCA country director can do	What the programme staff can do	What DCA H.Q. can do
Devise an action plan for capacity building (including resource and support requirements, responsibilities and timeline).	Represent DCA in this process in terms of final decisions on resources from DCA. Ensure partner's management's ownership and commitment and sister agency representation and support.	Contribute to the action planning.	DCA in Copenhagen may provide short-term courses or trainings if invited to do so by the partner
Establish an implementation team for the capacity building action plan.		Provide guidance for the composition of the team.	
Implement capacity building action plan.		Ensure that agreed resources for capacity building are made available by DCA. Offer coaching, mentoring, accompaniment if appropriate/needed by partner.	
Agree on milestones and indicators for monitoring of implementation.	Suggest milestones and indicators in cooperation with partner management.		
Monitor the implementation of the capacity building	Make sure that donors follow-up on their	Suggest how monitoring could be	

action plan. Identify changes in prioritised capacity areas. Identify unintended changes.	commitments and keep them informed of progress.	undertaken e.g. regular 'After Action Reviews'. Ensure that monitoring of the capacity building action plan is carried out.	
Review progress of capacity building after agreed period. Revise capacity building action plan if necessary.	Provide resources for the review if required.	Ensure that review takes place.	
Report back to donors on progress made in implemention of the capacity building action plan.	Read the final report. Discuss it with other donors or sister agencies.	Comment on details in the report.	

3.3 DCA funding consideration in relation to OA and OD

Clarification of opportunities for funding the organisational assessment and the long-term development plans is crucial before starting negotiations with a partner.

If a Country Office has little experience with OA/OD process it is recommended to first begin working with a limited number of partners in order to fully understand the possible resource and capacity implications for the DCA country office. DCA shall aim at involving other donors/sister agencies in co-financing of both the assessment and implementation of the plan.

Budgets for organisational assessment can be included in the partner project budget in the same way as budgets for capacity building and evaluations.

3.4 How do we ensure sharing and documentation of lessons learned?

DCA country offices shall upload documents on the Intranet as done with normal projects and programme docs.

You can contact the Programme Policy, Advocacy and Learning (PAL) Unit with any pertinent ideas, needs, experiences or points of view you feel might enrich DCA's practice in attempting to support partners' work on OA and OD.

The annexes found below are a few good "examples" presented to illustrate what we mean with e.g. models to understand organisations and how they mature. There are of course a lot more different models, but they are not presented here. Please contact PAL if you more!

Annex 1 Models to visualize, analyse and diagnose organisations

When working with organisations, their change and development, different models can be used to describe or visualize, analyse and diagnose organisations. Models will, however, always be a simplification of the real and complex world, where multiple internal and external factors constantly influence each other. Usefulness of models depends on the specific context and situation, as well as the basic organisational questions we want to answer and not least the user's know-how and ability to use the models.

Below three useful models are presented to understand organisations: the Four Circles Model, the Onion Skin Model and the Integrated Organisation Model. The models can help to answer the relevant questions that are posed when looking at organisations. Further, the usefulness of the models depends to a large extent on the specific situation, the questions posed and the user's know-how and ability.

The Four Circles Model[4]
From a sociological perspective, organisations consist of a group of people united around a shared vision and joint aims and objectives. One way of highlighting the essential features of an organisation is using the image of three different, but interlocking circles within a wider circle. The three overlapping circles illustrate the interrelatedness between different parts of the organisation where a change within one circle will affect the others. The model also shows clearly that any organisation exists within a wider context and is usually profoundly influenced by that surrounding context:
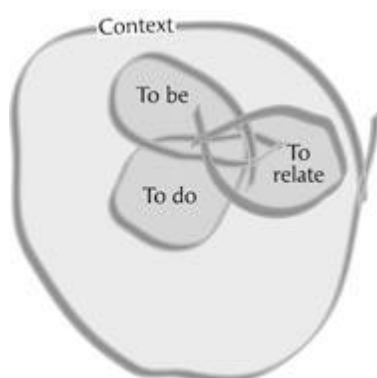
The 'To be' circle focuses on the organisation's inner state and conditions – the organisation's vision, basic values, identity, aims, objectives, structures, resources and systems. The 'To do' circle focuses on the organisation's performance or achievements – what the organisation does, which for many of DCA's partners is the project- and programme activities. The 'To relate' circle focuses on the organisation's external contacts, its relations with other actors in the surrounding environment.

The Context Circle shows how an organisation exists within a specific environment or context. This context continuously affects the organisations life and circumstances. In order to understand an organisation there is a need to see and read the organisation as an inter-related whole, within its context. Taking such a sociological perspective, some distinctive features of organisations are highlighted:

▪ Organisations are formed by human beings for a joint aim or purpose.

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[4] Source: INTRAC, UK and Swedish Mission Council

- Organisations can be changed (their direction, role, structure etc.).
- Organisations are clearly delimited social constructions, but at the same time are strongly influenced by their context.
- Organisations are time-bound – they have a beginning and an end.

The Onion Skin Model[5]

The Onion Skin model represents a cross-section through the 'To Be' circle of the Four-Circle model.
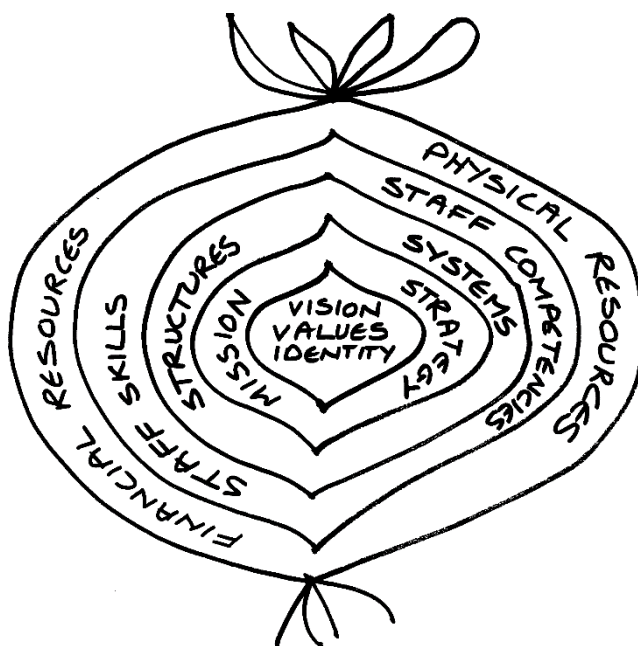
The outside and most visible layer of the onion represents the physical and financial resources that an organisation needs – the money, the buildings, the vehicles and equipment. Inside that layer are the human skills and knowledge required to carry out the organisation's work – the individual staff competencies and abilities. Within that are the structures and systems (such as monitoring and evaluation, HR, IT, fundraising and financial management systems) needed to make the organisation work. Getting closer to the centre are the mission and strategy of the organisation – what it wants to achieve and how it plans to do so. Finally – right at the centre – we find the heart of the organisation: its identity, values, and its vision of the future world it is trying to shape. This model is based on the ideas that there is a need for coherence and consistency between the different layers and that any changes in one layer are likely to have implications for the other layers. The onion-skin model also emphasises the importance of ensuring that the heart of the organisation is sound before embarking on a capacity-building process aimed at the other layers. Remember: "The onion grows (and roots) from the heart"!

The Integrated Organisation Model[6]

Compared to the above two models, the Integrated Organisation Model (IOM) is relatively more complicated. This model can be applied to describe, analyse and diagnose organisations. The IOM is an integrated (or integral) model to emphasise the interrelationships of the different elements of an organisation. Although the elements can

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[5] INTRAC, United Kingdom
[6] MDF, the Netherlands

to a certain extent be treated separately, they are all connected to each other and - ideally - in balance. When there is no or no clear balance (fit) between the different elements within an organisation or organisational unit, the organisation will not function optimally and the need for organisational change will be or become apparent.

The IOM offers an overall tool to put the various elements of an organisation in their place, being it a government department, a non-government organisation, a local government, a NGO or a private enterprise wherever in the world. If you look at organisations using this model you wouldn't overlook the most important elements.
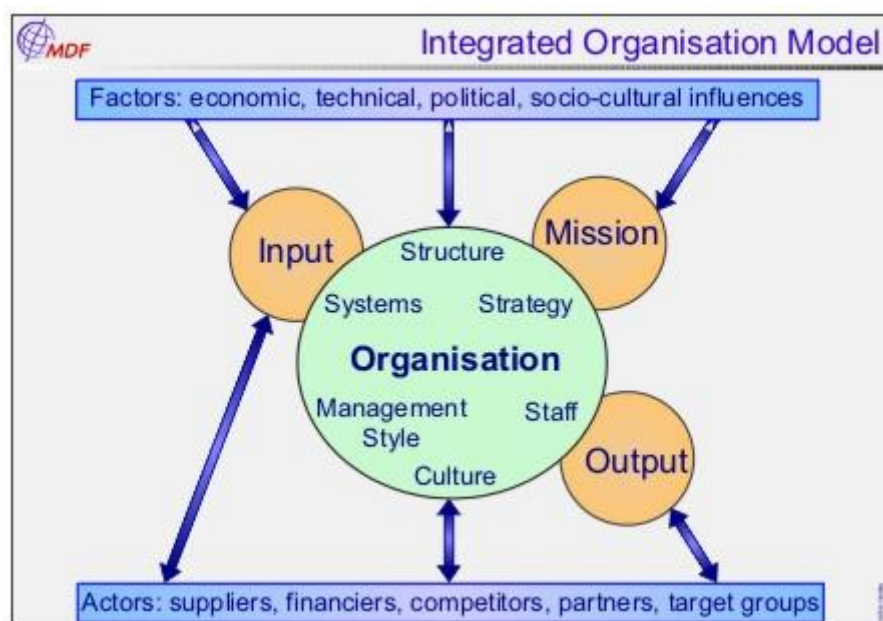
The Integrated Organisation Model consists of 5 external components: mission, output, input, general environment and specific environment and 6 internal components. The external components, mission, outputs, inputs factors and actors describe the environment of the organisation or have strong relations with this environment. The internal components describe the internal organisational choices.

External organisation elements

Mission	The mission of an organisation is its 'raison d'être', or in other words, the overall objective(s) and main approach that explains why the organisation exists and what it wants to achieve with which means.
Output	The output of an organisation comprises all material and immaterial products and services delivered by the organisation to its various target groups (clients, partners, right-holders, customers).
Input	The inputs of the organisation include all the resources available for generating the products and services of the organisation. This is: staff; buildings and installations; equipment, tools and materials; services of third parties; information and knowledge; finances and natural environmental resources.

Institutional elements

Factors	With general environment is meant the complex set of political, economic, technical, social and cultural factors that influences this (type of) organisation.
Actors	The specific environment comprises of the relations with those actors that the organisation is directly dealing with, such as formal/vertical linkages; target groups; competitors; suppliers of inputs; policy makers and regulators.

Internal organisation elements

Strategy	Strategy refers to the way the mission is translated into concrete objectives and approaches.
Structure	The structure of an organisation can be defined as the formal and informal division and coordination of activities and responsibilities.
Systems	The aspect of systems comprises the internal processes that regulate the functioning of the organisation.
Staff	The component 'staff' refers to all activities, rules and regulations related to staff motivation and utilisation and development of staff capacity.
Management style	The style of management can be described as the characteristic pattern of behaviour of the management.
Culture	The culture of an organisation is defined as the shared values and norms of people in the organisation.

Model to understand organisations that applies Rights Based Approach

An organisation that applies Rights based Approaches

Leaves: Results

- Clear division of responsibilities
- Fostering independance with less control
- Give room
- Appreciative approach to staff for innovation, ideas & initives from staff
- Accountability: feedback procedures from org. to members & partners
- Input from partners to strategi work
- Listening approach
  - workers
  - member org.
  - partner org.

- Job description
- Clear HR goals for partners & donors
- Equal opp. men/women
- Contract
- Pension
- Career planning
- Training - Retraining
- Clear procedure for grievance
- Participation in PP
- Qualifications
- Planned holiday + working hours

Management styles

- Transparency & flexibility
- Frequent communication
- Equal partnership level
  - decision making
  - taking initiative
- room for holding activities accountable
- Equal responsibility when implementing

Relationships (partners + donors)

Branches = Operations

Programmes

Human resources

- Fundraising code of conduct
- Corporate donor policy
- Communication policy
- child protection policy
- non discrimination and inclusion policy
- Participation in organisational decision making policy

Policies + systems

- Funding policy
- Gender policy
- Environmental policy
- Financial management system
- Democratic governance system
- Participatory strategic planning system
- Participatory M&E system
- Financial audits
- HR audits
- Organisational audits (decision making, participation, inclusion, democracy)

Trunk: Organization Culture

Vision Mission Values

Take 1 branch and consider what this "operation" would look like if it applied RBAs

- Single sentences on each post

Roots - HR principles

Participation Accountability

Inclusion

Below is a flavour of areas that may be looked into or reviewed when aiming at more rights-based culture and systems within an organisation:

First question:
Do all Board members and staff have a basic understanding of the principles and standards of human rights?
Are they committed to these standards?

Then ask into the following areas:

Accountability
- Are we accountable to the people we are working for, or just to our donors, the board of directors, our supporters and the government? Accountable to whom – internally and externally?
- What are the organisational accountability mechanisms towards partners and communities? How does the organisation report to partners and communities?
- Is the organisation addressing the situation to understand the needs of the right-holders?
- Are we carrying out stakeholder analysis and are we addressing the impact of our work?
- What are mechanisms for organisational accountability?

Participation and empowerment
- How participatory is the organisation? How are right-holders and partners involved in organisational decision-making? Who makes the important decisions? How easy does information travel up and down in the organisational hierarchy? Are organisational procedures helping or blocking participatory approaches to the work?
- Is the organisation listening to and consulting with right-holders and partners in assessments and monitoring?
- Is the organisation providing information/being transparent about its work to right-holders?
- Are stakeholders involved in organisational decisions that affect them?
- Do all programmes promote people's right to information, expression, decision making and association?

Equity, inclusion and non-discrimination
- Does the workforce in the organisation (and that of its partners) reflect the diversity of society according to gender, age, disability, ethnicity, social hierarchy (such as caste) and religion?
- Is diversity seen in different levels/hierarchy of the organisation?

Organisational structure, culture, policies and systems
- Do the organisational values reflect rights-based thinking?
- Is the language that the organisation use in policies, guidelines, reports, meetings and other communications proper rights focussed?

Do the following reflect our rights focus and priorities
- Proposal formats
- Grant periods?
- Planning cycles?
- Monitoring and evaluation systems?
- Participatory and rights-based programme development and design?
- Identifying constituencies and duty bearers?
- Rights-based monitoring?

Management styles and decision-making processes

- Is the management style participatory, transparent and inclusive?
- How is delegation handled?
- How are problems and conflicts within the organisation and with partners resolved?
- What does leadership mean in the context of the organisation? Is staff informed, encouraged, motivated and guided; or is the management style more traditional?
- Are policies for complaint mechanisms and protection/sexual harassment in place and enforced?
- Gender Equity Policies and –Audits?

Human resource management

- How does the organisation measure up the following:
- Performance managements systems (are the setting of work objectives more directly linked to rights-based programming)?
- Learning and staff development plans?
- Career path planning (within the organisation) to retain those with rights-based skills?
- Recruitment (rights-based fit and values) of staff and consultants?
- Introduction to new staff (rights-based orientation and training)?
- Job descriptions?
- Supervision?
- Staff safety and security?
- Compensation?
- Grievance procedures?
- Job satisfaction and stress levels?

Financial management

Are human rights principles reflected in:

- Fundraising strategies, styles and methodology?
- Our investments and donors?
- Budgeting and financial management?

Annex 2 Model to visualize how organisations change or mature

Below are models to visualize how organisations change or mature – either as a natural process over time or as a result of deliberate intervention. Focused capacity building or organisational development is sometimes needed to help the organisation when they get stuck or to take them into a next and better phase.

In summary the organisational change/development models can be used to help target your organisational development efforts, use as a self assessment tool and self reflection, communication about where the organisations is now and where you would like it to be in the future. They visualize the development and where we do not want to go.

The **Life Cycle**[7] is one simple way of describing organisational change where time and effectiveness are the parameters. Below characteristics, problems and possible solutions for each stage is described.

THE LIFE CYCLE
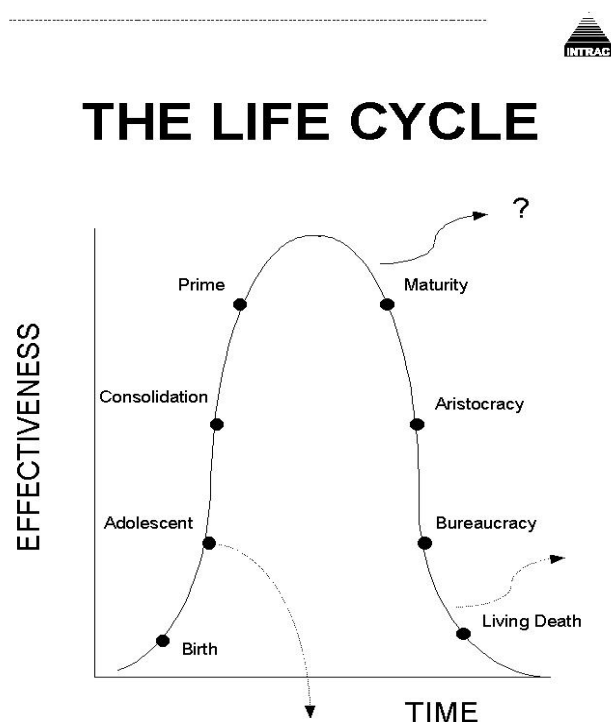
Embryo stage
At this stage it is just an idea and the organisation is not yet born. The founder is in the process of building commitments and relations. The idea behind the NGO is a perceived need rather than an identified constituency need. The problem at this stage is it may be completely impossible to implement the idea so the potential organisation may come to nothing. The solution is to make reality testing of the idea and nurturance of the embryonic organisation by existing NGOs and back donors.

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[7] INTRAC, presented by Maureen O'Flynn at the DCA workshop, April 2009

Infancy stage

The organisation has formally been born! Only very basic policies/systems are developed at this stage. The organisation lacks experience (no track record or documentation). It is opportunity driven and is very vulnerable to changes in the external environment. The major problem at this stage is "infant mortality" i.e. it dies before it has proven to be relevant. The solution is funding, and this is normally attractive as the organisation receives inexpensive support from other organisations in the environment.

Go-Go stage

The organisation finds many more opportunities for diversification but has little experience of prioritising. All staff knows what everybody else is doing – there is good communication and coordination. Each person shares responsibilities with the others and it is very participatory. Typical problems at this stage are the "Founder's Trap" (smothering the newly emerging organisation with 'love' and preventing it from developing its own independent life); a danger of diversifying too soon and becoming overstretched; as well as it may start unrealistic ventures, which the organisation is not able to implement. Some solutions are sharing of responsibility with other members and it has to learn to prioritise.

Adolescence stage

This is a stage of change – but can also be an emotional re-birth without the founder. Change of leadership may take place bringing about a change of organisation culture. There is emphasis on developing administrative systems requiring different skills and the recruitment of new staff. Founder may 'buy' members' commitment and create a split in the membership. There may be conflict between 'old timers' and 'newcomers'. The problems at this stage can be rebellion against the founders, premature aging, internal conflicts and doubt expressed about the way the organisation is working. To counteract such problems, members can be re-energised, procedures can be institutionalised and it is wise to promote open communication lines for issues to be discussed immediately.

Prime stage

At this stage there is a strong 'results orientation', and a balance of self-control, flexibility and responsibility has been reached. The organisation has an institutionalised vision and creativity in all its work and the strategic approach is strong: knows what it is doing, where it is going and how to get there. Problems may be that an inward focus may develop; there may be internal conflict(s); reduced commitment and interest declines. Some doubt may arise about whether the organisation's priorities are right. Possible solutions to this are decentralisation of decision-making power, diversification of activities - if necessary and a strong focus on human development.

Maturity stage

The organisation is still strong, but also losing flexibility and creativity. It takes fewer risks and becomes unwilling to change. Provides fewer incentives to visionary thinking and new ideas are received without enthusiasm. There is lower expectation for growth and the organisation starts focusing on past achievements instead of future visions. This stage is seen as the "end of growth"-period and as the start of decline (watch for signs to take corrective measures). The problem is clearly lack of vision and the solution should be a renewal of the vision.

Aristocracy stage

Greater proportion of the budget is spent on administrative control systems. The culture is emphasis on how things are done rather than what and why things are done. Low internal innovation and visible decline of performance! In other words: formality at the expense of functionality. The organisation is stagnated and needs an external shake-up.

Early bureaucracy stage

Much conflict: focus on internal battles. Emphasis on who caused the problem rather than what to do with problem. Members do not feel responsible for what is happening. Performance declines and concerns are not directed for growth of organisation, but survival or self-interest of individuals in the organisation. The major problems at this stage are lack of credibility with its constituency; and search for 'scapegoats' (people on whom to blame the organisation's problems whether or not they are responsible). A solution is to invite an external consultant to take a major look at almost all aspects of organisation. Shedding Senior Staff may be necessary at this stage.

Bureaucracy stage

Nothing of any importance gets done. The organisation dissociates itself from its environment and focuses mostly on itself; consequently, it is difficult for outsiders (especially constituents) to gain access. Only remaining systems are administrative rules and regulations. Members know the rules but do not remember why they exist - they only answer "it is a policy". Unless revived death is imminent at this stage. The problem is lack of activity and "Red Tape", and by this time death may be the best solution.

Death stage

Organisation expires (either quietly in its sleep or painfully if the members are not prepared to move on) and it may not accept that death is near. Very often, the earlier lessons from the organisation may be lost. Someone should provide a fitting funeral and mourn the organisation's demise.

The **Linear Development Model**[8] is another model to understand how organisations change and is seen in the figure below. It describes three different phases i.e. the pioneer, delegation and integration phases.
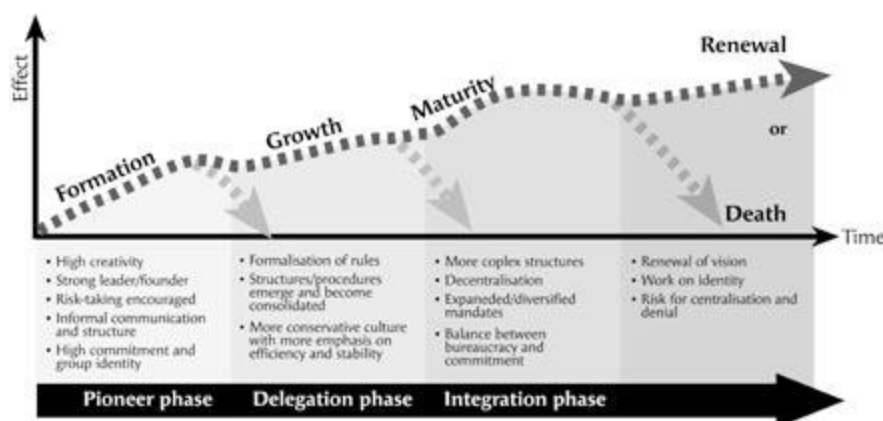
Pioneer Phase: An organisation begins in a pioneer phase, often with a strong, charismatic leader and a strong commitment to "the cause". It is informal and energetic. It feels like 'family'. It lacks structures and systems for things like reporting and evaluation. In this first stage, the organisation often experiences strong success, decision-making is easy to do, the organisation grows and there is a strong sense of commitment. After a while, however, there is a need for greater formality. The leader cannot be involved in everything. Structures and systems are necessary to ensure continuity. This leads the organisation towards some form of crisis.

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[8] Inspired by Bearbuk, G (1972); Kruse, S-E (1999); Intrac; CDRA.

Delegation phase: The organisation begins to develop its own systems and structures for decision-making, priorities and work methods. There is greater division of labour and specialisation. Initially this works well, the actors involved see the organisation developing a clearer form and structure, there is continuity in decision-making and reporting and a clear division of tasks and responsibilities occur. After a while though, bureaucracy takes over and suffocates the once strong commitment. The organisation now experiences a new crisis.

Integration phase: The organisation struggles to find a balance between commitment and empathy for the organisation's aims, objectives and values and the necessary bureaucratic systems and structures. This balancing act is something that the organisation will have to keep working with for the rest of its life, with recurrent identity crises and periods to work through these. The mature organisation must continuously fight against declining commitment and dedication. If commitment and vision weaken, the organisation will have to find ways to renew itself – the organisation needs to recreate and renew the original commitment and the power of its vision. If it fails in this, there is a great risk that the organisation will lose efficiency and in the worst case, it will slowly begin to "die". In these situations, organisational development can be a tool to help the organisation to work on its situation, to choose how it wants to develop and handle the changes ahead.
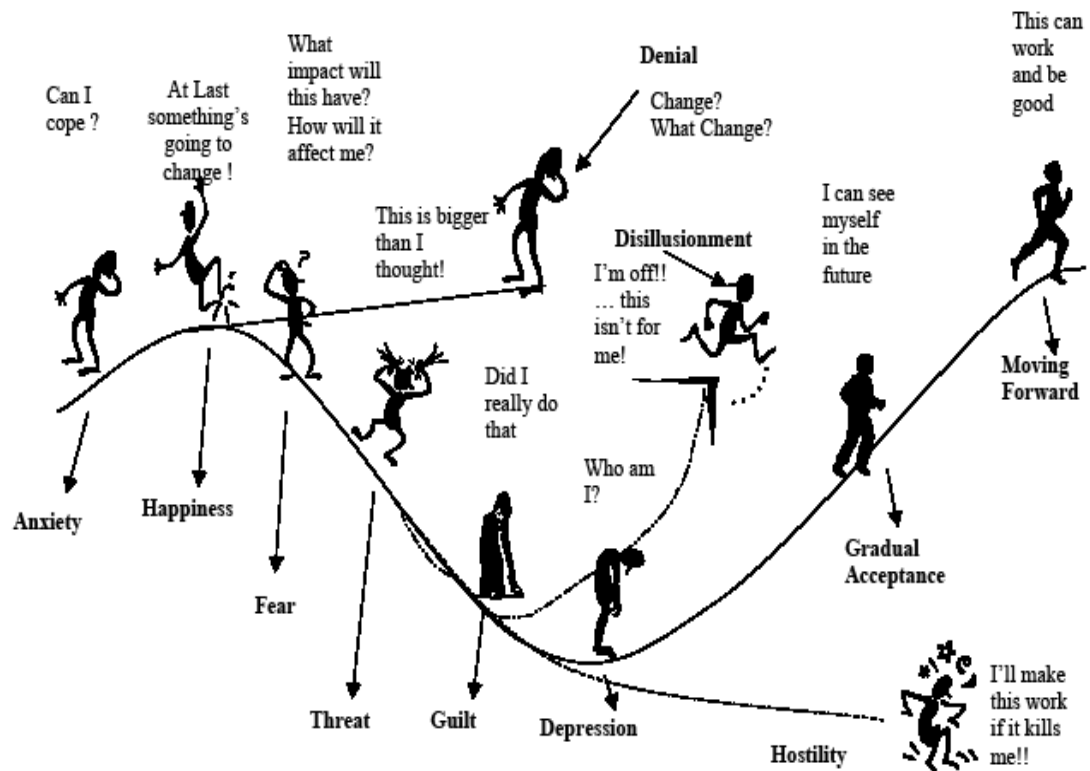
Annex 3 Change and Transition

50 ways of Avoiding Change:

1. We have already tried it.
2. We heard that x organisation has already tried it.
3. We have never tried anything like that before.
4. I have never heard of anyone trying that before.
5. We haven't the money.
6. We haven't the time.
7. We haven't suitable staff.
8. We would like to do it but the users / beneficiaries would be too upset by it.
9. I would like to but the Chief Executive (Finance manager, programme officers, desk officers, field staff, drivers, cleaners) would never stand for it.
10. That is no doubt suitable in the corporate world but NGOs are not like that.
11. That's an American idea isn't it?
12. I can see it would be better in the long run but I have got too much to do right now to contemplate any change.
13. We have got a better idea.
14. But our organisation does not work like that.
15. I would never get it through the committee / board / senior management team.
16. Not if it means another committee.
17. We have turned down similar ideas before.
18. It's not consistent with our values.
19. It's not consistent with our image.
20. It's all right in theory, but ...
21. It's not intellectually respectable.
22. Who are you to suggest ideas?
23. I'm wanted on the other line.
24. Yes we should talk about this. I have my diary here, how about next July?
25. The donors would not accept it?
26. Yes, when we move to our new building.
27. Well, the post of x is vacant at the moment. Perhaps when we get that post filled we can look at it again.
28. You don't understand the history behind this.
29. I haven't had a chance to read your suggestions in depth, but it seems over-ambitious.
30. ... but its the first year of our five year strategic plan.
31. ... but its the last year of our five year strategic plan.
32. We don't have a policy as such, but if we did this would not be allowed.
33. Well now, let's see. I don't know which committee this should go through.
34. You obviously have not read the report on ....
35. Ho! Ho! I must say you are optimistic.
36. I'm sure you are right but I am retiring next year.
37. Look, the whole thing is going to be different next year anyway.
38. Who gave you permission to suggest this?
39. We hope to make an appointment of someone who could look into this sort of thing in (vague date over five years away).
40. If it's not broken, why try to fix it?
41. You seem to have completely overlooked ...
42. I can think of many other ways the money could be spent to more advantage.
43. I am afraid your proposal did not raise sufficient support within the organisation.
44. Can you summarise it in a couple of sentences for me.

45. There is no evidence to suggest that this will work.
46. This is outside your terms of reference.
47. We are waiting for the report of the x Committee.
48. Who have you been talking to?
49. Prepare me another report with more detail on ...
50. Leave it with me!

The Process of Transition

This can work and be good

Can I cope ?

At Last something's going to change !

What impact will this have? How will it affect me?

Denial

Change? What Change?

I can see myself in the future

This is bigger than I thought!

Disillusionment

I'm off!! ... this isn't for me!

Did I really do that

Who am I?

Anxiety

Happiness

Moving Forward

Fear

Gradual Acceptance

Threat   Guilt   Depression

Hostility

I'll make this work if it kills me!!

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Phases of a change process[9]

If we look at a change process, we can define four major phases. The four basic phases and the related key elements are the following:

Phases	Key elements
1. Motivating change	Creating awareness and willingness to change - change drivers - purpose / vision - supportive power and faith in the realisation - communication and information - building coalitions
2. Organising the transition	Creating commitment to change - transition plan / a clear process - expectations management - assessing readiness - analysing resistance to change - work through teams, create ownership
3. Implementing change	Developing the ability to change - offer supportive means - develop momentum - create short term wins - identify and address hindrances
4. Consolidating change	Institutionalise new approaches - prevent that 'old' behaviour reoccurs - develop procedures and co-ordinating mechanisms

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[9] Source: MDF, the Netherlands.

Annex 4 M&E and Capacity Building

The 'ripple' model of capacity building[10]
To develop an effective M&E system requires a clearly established conceptual framework that shows how inputs are eventually linked to outcomes and impacts. One framework INTRAC has developed to assist M&E of capacity-building initiatives is the Ripple Model.

In its most basic form this model illustrates the three main levels at which you can monitor and evaluate a capacity-building intervention. The capacity-building intervention is like a drop of rain which lands in water - the ripples flow outwards to bring about changes at the internal organisational level of the client and then ultimately to the level of the beneficiaries of the client. The size and direction of the ripple is influenced by (and in turn influences) the context in which it moves.

The Context

External **Changes in Programmes** with Beneficiaries

Internal **Organisational Changes** of Client

Capacity-Building Process
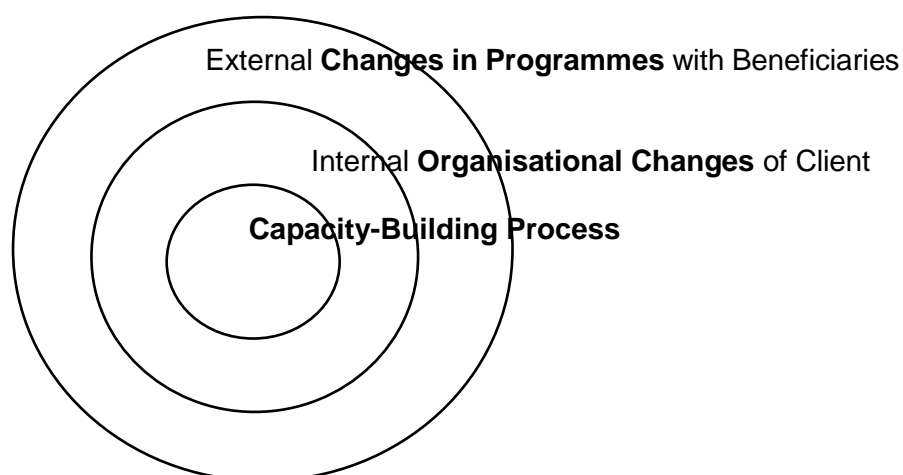
Rick James (2000)

Just as a ripple becomes smaller and more difficult to see the further out it goes, so it becomes more and more difficult to attribute any changes at beneficiary level to the original capacity-building intervention. As Peter Oakley asserts, 'as a project moves from inputs to effect, to impact, the influence of non-project factors becomes increasingly felt thus making it more difficult for the indicators to measure change brought about by the project'. As you move outwards the less control the original capacity-building provider has on what happens. Obstacles, such as an intransigent programme manager, or 'the cyclone of donor funding trends' obviously can have a major impact on the ripple.

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[10] Source: Rick James: "Practical guidelines for monitoring and evaluation of capacity-building". INTRAC Occasional Papers series, (2001)

The ladder of change[11]

One method that has the potential to provide some rigour to the M&E of abstract concepts is a "ladder of change". Ladders of change can be applied in any situation but may be most useful when involving large numbers of organisations (for example in a network) or dealing with wider societal areas such as civil society capacity or civil society space. Developing a ladder involves sitting down with a number of different stakeholders and developing a short description of the current situation. This then becomes the middle rung of the ladder. Successive statements are then developed to show how the situation might get better or worse over time. The exercise can be repeated at regular intervals to show if change has occurred. If so, contributory factors are then investigated. A hypothetical ladder showing the capacity of a network to influence government policy is shown below (current situation in bold).
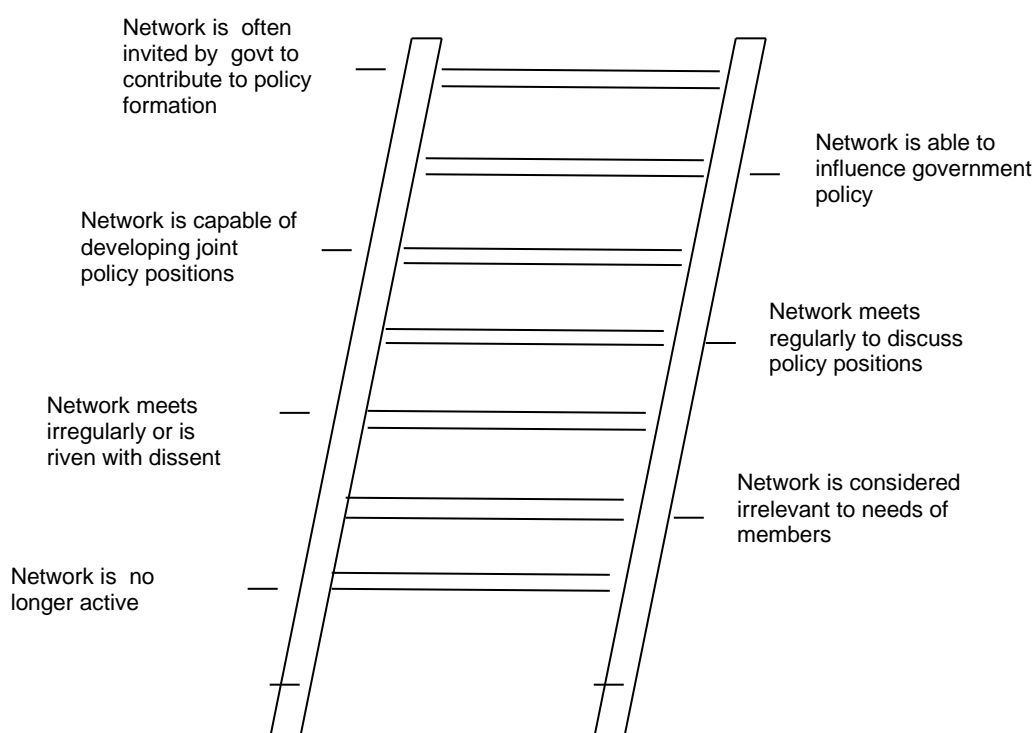
Some have also called for more innovative M&E techniques to be used. For example, Reeler (2007, p19) argues that 'the techniques of artists, the use of intuition, metaphor and image enables not only seeing but inseeing, or the ability to have insight into the invisible nature of relationships, of culture, of identity etc.' Others argue that qualitative elements of change can be captured through participatory exercises such as drawing, characterisation and role play. However, this research did not uncover any examples of organisations widely using these kinds of alternative methods.

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[11] Source: Nigel Simister: "Monitoring and Evaluating Capacity Building: Is it really that difficult? INTRAC Paper, 2010

Annex 5 Assessing organisations: criteria for judgement[12]

Suitability
Suitability assesses whether or not an organisation is fit to carry out required activities to deliver specified products/services.

Not all organisations are equally suitable to assume responsibility for the sustenance of the yields of development efforts. The type of activities in which the organisation has been involved until now, its size (one should be very careful to avoid overloading successful but small organisations with too many resources and responsibilities), and with that the absorption capacity, the nature of the organisation and various other factors play a role.

In applying this criterion, it is important to look at:

Mission	Does the planned activity fit into the general objectives of the organisation? Does the organisation have sufficient basic experience and affinity with the planned activities?
Inputs	Does the organisation have sufficient resources (human, material, etc.) to carry out these activities? Does the organisation have a sufficient basic level of resources to be able to grow?

Legitimacy
Legitimacy deals with the acceptance and imbedding of the organisation in its environment.
An organisation has to fit in its environment and requires adequate relations various other organisations, institutions, public, target groups, etc. It also needs to have the legal right to do what it does.

In judging legitimacy attention has to be paid to:

Mission	Are the overall objectives accepted by society?
Outputs	How does the target group perceive the quantity and quality of the products and services? How long is the organisation already involved in these products and services? Which effects do the outputs have on the environment?
Relations	What is the image of the organisation? Which position does the organisation have among the other actors? Are the relations with financiers, suppliers, partner's government adequate?
Factors	Which social, cultural and political developments influence the image? Which regulations influence the position of the organisation and its activities?

Effectiveness
The effectiveness of an organisation can be defined as the extent to which the organisation manages to deliver products and services according to its intentions.

Is the organisation doing the right things? The central question is whether the organisation is able to meet its targets in terms of production or service (output) delivery as laid down in

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[12] Source: MDF, The Integrated Organisation Model

strategies and plans, which are deemed necessary to fulfil its mission. Effectiveness can also be extended to include the outcome (use of the outputs by the beneficiaries) or impact (the effect of the use of the outputs. For example, an extension training can be effective in its activities (well-trained extension officer, well-prepared manuals), but very ineffective in its outcome if the necessary fertilisers to use the knowledge are not delivered in time; or if only men attend the training, while the crop concerned is cultivated by women. An anti-STD campaign if fullly effective only if the messages are understood by the right people (output), who then change their behaviour (outcome) resulting in an actual decrease in the infection rate (impact).

The most important aspects to judge effectiveness:

Mission (strategy)	What are the overall objectives, purpose, and planned results of the organisation?
Outputs	What are the quality and quantity of products and services in view of the mission and strategy (annual plan)?
Actors: the target group	To what extent do the products and services of the organisation contribute to the intended effect (outcome) and impact?

Efficiency
Efficiency refers to the utilisation of resources (inputs) in relation to its outputs.

Is the organisation doing things in the right way? The question here is to find out whether the inputs are used in an economic way in order to produce services or products. The organising component determines this relation between the inputs and outputs. How many villages are under the responsibility of one extension worker, how much does the extension department cost in order to cover a region, what is the relation between the non-productive (overhead) versus the productive parts of the organisation, etc.? In addition to comparing efficiency to standard norms (which do not always exist) comparisons with other similar types of organisations may give an indication of the efficiency achieved. Costs and benefits are compared in financial, economic and social terms.

Outputs	Could the organisation produce more with the same means?
Inputs	Could the organisation produce the same products and services with fewer means, including time spending?

Continuity
Continuity (sustainability) is the probability that an organisation is capable to continue (sustain) its core activities for an extended period of time.

Continuity is an important overall criterion, especially since one of the main aims of cooperating with existing organisations is a sustainable flow of benefits after termination of specific attention or outside assistance. One would like to know whether the organisation is likely to persist and therefore, whether it is worthwhile to invest in cooperation with the organisation and/or in strengthening the organisation concerned (in financial terms this is known as "solvency"). Alternatively, one could look at sustainability of benefits at target group level. The question is then different, namely whether the social benefits of the organisation can continue after the (project) organisation ends its activities.

Inputs	To what extent is the organisation capable of securing its inputs?
Actors	To what extent do other actors support the organisation?
Factors	Are there major threats to the organisation?

Strategy	Does the organisation have an adequate strategy to address major threats and opportunities?

Flexibility
Flexibility is the ability of the organisation to adapt itself to changing (internal or external) situations.

This flexibility can refer to the ability of the organisation to maintain the same quality and quantity of output under changed conditions (staff sickness or increased unit costs of inputs), or to responsiveness to changed needs of the target group or niche vis-a-vis other suppliers. Development interventions often intend to provide new, additional products and services. Another characteristic of development interventions is that innovation, horizontal cooperation and coordination between a number of organisations is required. Consequently, it is necessary to establish whether an organisation has the flexibility to adapt itself in order to play a role in the intervention.

Major aspects to address flexibility include:

Inputs	To what extent can buildings, machines and installations be adapted to changes in the situation? To what extend can the organisation respond to changed unit rates of inputs?
Actors	To what extend can the organisation respond to changed needs of the target group or find a new niche under changing competition and collaboration?
Outputs	To what extent can the organisation change its products and services?
All internal elements	To what extent can the organisational structure be adapted? To what extent is it possible to change the systems? To what extent is it possible to change the strategy? To what extent is it possible to change the management style? To what extent is the staff capacity adaptable?

Annex 6 Choosing an Organisational Assessment Method[13]

Once the necessary pre-conditions are met, a number of choices have to be made about the choice of OA methodology. The following factors are designed to help with making those choices:

1. The method must relate to the purpose

Where assessment is to develop a capacity building initiative, a more comprehensive approach is needed. Where assessment is to convince donors of competence, demonstrating a track record using, for example, an Institutional Footprint Analysis that concentrates on performance and impact may be sufficient.

2. The degree of organisational complexity

If the organisation is large, diverse, geographically spread, multi-donor, or operating on a scale that concerns government, it is likely to be complex and require a sophisticated OA method. If the organisation is small, tightly-focused, works in a limited geographical area with a well-defined population group and is funded from a small number of sources it is likely to be less complex and a more simple structured discussion method may be adequate.

3. Budget available for the organisation assessment

There must be a sensible relationship between the purpose of the OA and the funds required for it. Common sense should suggest what is or is not appropriate. Care should be taken to include the 'hidden' costs such as staff time but these may be balanced against the 'ownership' benefits of participation and the potential capacity-building nature of a well-implemented OA process.

4. Capacity of the organisation to carry out the OA

If the organisation does not have the necessary capacity to carry out a self-assessment, it will need support from an outside source. Care should be taken about the selection of a skilled, neutral outsider, particularly if the purpose of the organisational assessment is in any way perceived as being related to funding decisions.

5. Level of crisis/stability

Indicators of crisis (such as internal conflict, high staff turnover, widespread internal dissatisfaction, withholding or withdrawal of funding and adverse media coverage) may justify a very thorough OA that may seem out of proportion to the degree of organisational complexity. If the crisis is acute, some drastic measures may be called for alongside a commitment to undertake an OA on which to build a solid foundation for the future. Sometimes it may be better to wait until the crisis is over before starting an OA.

6. Fragility/vulnerability

At particular stages in an organisation's life, in-depth investigation can be handled without difficulty. At other times this is not possible or may undermine a fragile organisation in its early stages of development. At such times, a less probing organisation assessment may be called for.

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[13] Source: Adapted from Fowler, Alan (et al) 1995, Participatory Self Assessment of NGO Capacity, INTRAC Occasional Papers Series No 10, Oxford: INTRAC

Factors that could influence the OA of a 'partner' organisation:

1. The nature of the relationship your organisation has with the 'partner' organisation.
2. The size and geographical spread of the 'partner' organisation.
3. Its position on the life cycle.
4. Its history (successes and failures and the reasons for them).
5. The origins of the 'partner' organisation.
6. The culture and the level of trust within the partner organisation and between the partner and your organisation.
7. The level of the 'partner' organisation's self-awareness.
8. The availability of finances and time to carry out an OA.
9. The 'partner' organisation's systems and structures.
10. Differences of opinion/internal conflicts/internal dynamics.
11. Levels of skill/competencies to carry out the OA.
12. Relationship of the 'partner' with the donor organisation.

Tools for organisational assessment
DCA har collected a number of tools on organizational assessment and development. Each tool of course has its positive and negative elements, depending on the concrete situation and organisation. PAL can share these with you on request as well as send the tools as attachments. You can also access them on Intra:

OD / OA Tools

Please contact PAL (ser@dca.dk or kja@dca.dk) for further information or support.

Annex 7 Reading List - Organisational Development and Capacity Building

Title	Author	Date	Publisher	Summary	ISBN
Striking a Balance: A Guide to Enhancing the Effectiveness of Non-governmental Organizations in International Development	Alan Fowler	1997	London: Earthscan / INTRAC	Excellent book on the management of NGOs which covers strategy, sustainability, partnership and other relationships, organisation development, design and structure, human resources, finance and funding, capacity building and organisational learning.	1 85383 325 8
The Virtuous Spiral: A Guide to Sustainability for NGOs in International Development	Alan Fowler	2000	London: Earthscan / INTRAC	Examines how NGOs can achieve sustainability through enduring impact, continuity of funding and organisational viability. Emphasises the importance of adaptability. Explores regeneration through organisational learning, organisational change and leadership. useful sections on indicators for sustainable development and the stages of capacity building.	1-85383-610-9
Enhancing Organisational Performance	Charles Lusthaus, Marie-Helene Adrien, Gary Anderson and Fred Carden		Ottawa: IDRC	Model and tools for organisational self-assessment especially aimed at NGOs. Examines performance, external environment, organisational motivation, and organisational capacity.	0-88936-870-8
Capacity-Building: An Approach to People Centred Development	Deborah Eade	1997	Oxford: OXFAM	Examples of specific and practical ways in which NGOs can carry out capacity building initiatives. Looks at capacity building of individuals, organisations and networks. Also has a chapter on capacity building in emergency situations.	0-85598-366-3

Title	Author	Date	Publisher	Summary	ISBN
The Dance of Change: The Challenges of Sustaining Momentum in Learning Organisations	Peter Senge, Art Kleiner, Charlotte Roberts, Richard Ross, George Roth and Bryan Smith	1999	London: Niocholas Brealey	Source book of ideas on organisations, change and the development of learning organisations.	1-85788-243-1
Demystifying Organisation Development: Practical Capacity-Building Experiences of African NGOs	Rick James	1998	Oxford: INTRAC	Case examples of OD consultancy from African NGOs which focus on capacity-building. Examines the role of OD consultants; cross-cultural issues; key success factors.	1 897748 35 3
Strengthening the Capacity of Southern NGO Partners	Rick James	Undated	Oxford: INTRAC	The result of research into approaches used by Northern NGOs to develop the capacity of Southern NGO partners. Concludes that the two most popular strategies are institutional funding and management training.	
Power and Partnership: Experiences of NGO Capacity-Building	Rick James, Ed	2001	Oxford: INTRAC	Examines NGO partnership and capacity building in the field of development. Draws a series of conclusions for developing a capacity building strategy.	1-897748-59-0
Managing Organisational Change	Roy McLennan	1989	Prentice-Hall	An excellent series of short, pithy articles on organisational development and the management of change. Worth buying.	0-13-547308-X

Title	Author	Date	Publisher	Summary	ISBN
The Earthscan Reader on NGO Management	Edwards, Michael and Alan Fowler (Eds)	2002	Earthscan	Excellent and comprehensive collection of difficult-to-get-hold-of and 'classic' articles on NGO vision, values, strategy managing growth and change, strengthening governance, participation, partnering and capacity building, organizational learning, mobilizing resources, gender, human resources and leadership.	1 85383 848 9
From the Roots Up – Strengthening Organizational Capacity through Guided Self Assessment	Gubbels, Peter and Kathryn Ross	2000	World Neighbors	Excellent and very practical book on organisation assessment and capacity building. Packed with useful tools.	0 942716 10 8
Learning for Change: Principles and practices of learning organisations	Britton, Bruce	2002	Swedish Mission Council	A guide to NGOs as learning organisations. Includes conceptual model s, barriers to learning, tools for learningand practical indicators and strategies. Available for download from www.missioncouncil.se	

Title	Author	Date	Publisher	Summary	ISBN
Praxis Paper No. 7 Building Analytical and Adaptive Capacities for Organisational Effectiveness	Sorgenfrei Mia and Rebecca Wrigley	2005	INTRAC Praxis Programme	The paper suggests that by facilitating an understanding of analytical and adaptive capacities, and how they can be strengthened, we may help CSOs increase their effectiveness. It offers a cross-disciplinary review of current thinking about analytical and adaptive capacity, drawing on literature from fields such as organisational learning and change, strategic management, systems thinking and complexity theory. It then proposes practical considerations which may guide future efforts to develop the analytical and adaptive capacities of CSOs.	
Tools for Development	DFID		DFID	Practical collection of tools such as stakeholder analysis, visioning, risk analysis and problem trees and how to use them in the development context. Can be downloaded from www.dfid.gov.uk	
Finding Our Way	Margaret J. Wheatley		Berrett-Koehler	Excellent - if unconventional - book on leadership, change and organisations – Highly recommended	9781576754054
Images of Organization	Gareth Morgan		Sage Publications, Inc	Excellent introduction to organisational theory. Introduces organisations as machines, brains, organisms, etc. Should be in every change agent's library.	
Guide to Organisation Design	Naomi Stanford		Profile Books Ltd	Very thorough book that introduces models for understanding organisations as well as a wide perspective on the elements of organisational change.	9781861978028

Title	Author	Date	Publisher	Summary	ISBN
Understanding Organisations	Charles Handy		Penguin	Good Basic introduction to organisations. Well written though now somewhat dated.	
Managing Without Profit: The Art of Managing Third-sector Organisations	Mike Hudson		Penguin Books Ltd	Very good, practical introduction to management and organisations written specifically for the non-profit sector.	0140269533

The "Barefoot Guide to Working with Organisations and Social Change" (http://www.barefootguide.org/download.htm) is a practical, do-it-yourself guide for leaders and facilitators wanting to help organisations to function and to develop in more healthy, human and effective ways as they strive to make their contributions to a more humane society. It has been developed by the Barefoot Collective in 2009.

Article: "The baobab metaphor for sustainable organisational development at the grassroots", by Jolanda Buter & John P. Wilson, Development in Practice, Volume 13, Number 1, February 2003.

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