

Organizational Development

New Partners Initiative (NPI)
Round Two Partners' Launch Meeting
Dar es Salaam, Tanzania
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Overview

- Briefly review definition and purpose of Organizational Development
- Introduce NuPITA Organizational Capacity Assessment process and tool
- Apply process to a simulated situation



"Every organization is perfectly designed to achieve the results it gets."

Donald Berwick, M.D., M.P.P. IHI



Defining Organizational Development

- A *planned effort, organization-wide, managed from the top*, to increase *organization effectiveness* and health, through planned interventions in the organization's 'processes',
- Process through which an organization develops the *internal capacity* to be the most effective it can be in its mission work and to *sustain itself over the long term*.
- *Collaborating* with organizational leaders and their groups to create *systematic change* and *root-cause problem solving* to improve *productivity* and *satisfaction* by improving the human processes of getting work done.



Organizational Challenges of Expanding Programs?

- Staffing
- Creating/Strengthening the Organizational Structure
- Measuring Progress
- Keeping the Organizational Identity
- Strengthening Local Capacity
- Improving Sustainability
- Creating Effective Partnerships
- Complying with new Requirements
- Managing Finances



Organizational Elements



Organizational Development (OD) is a process



Assessing OD Needs

- Identify Priority Areas
- Assess where you are
 - Data
 - Information
 - Input from staff, partners, clients
- Identify Standards of Excellence
 - Best Practices
- Measure performance against standards
- Address Gaps
 - Develop and agree on an improvement plan
 - Set up team
- Communicate & Implement
- Measure progress at agreed upon intervals



Purpose of OCA

Organizational Capacity Assessment (OCA)

- Is available in many forms/structures to meet needs of target audience
- Assists organizations to review status against organizational capacity standards to identify both strengths and weaknesses
- Enables development of organizational improvement plans
- Provides framework for continual review of OC achievements and program achievements
- Builds internal capacity



Example:
NGO ORGANIZATIONAL ASSESSMENT TOOL (OCA)

GOVERNANCE				
Stages of NGO Capacity Development and Characteristics				
1. Mission/Goals	1	2	3	4
The organization does not have clearly defined mission and goals.	The organization has clearly defined mission and goals but they do not reflect the organization's current structure and context; they may or may not be written and posted.	The organization has clearly defined mission and goals that reflect the organization's structure and context, but they are not written and posted.	The organization has clearly defined mission and goals that reflect the organization's structure and context, are written, and are clearly posted.	The organization has clearly defined mission and goals that reflect the organization's structure and context, are written, and are clearly posted.
2. Policies	1	2	3	4
The organization has no written constitution, bylaws or operational policies to guide work, human resources management practices, or financial management.	The organization has basic written constitution and bylaws but no written policies that guide work, human resource management practices or financial management.	The organization has constitution, bylaws and some written policy but policies may be incomplete.	The organization has well conceived constitution and bylaws and thoroughly developed operational policies to guide work, human resources management practices and financial management.	The organization has well conceived constitution and bylaws and thoroughly developed operational policies to guide work, human resources management practices and financial management.
3. Structure, Roles and Responsibilities	1	2	3	4
The organization has no formal structure and member roles and responsibilities are not clear.	The organization has a basic organizational structure with clearly defined lines of authority and responsibilities.	The NGO has an organizational structure which is well designed and relevant to the NGO's mission/goals; and roles and responsibilities are clearly defined and appropriate, but some positions are not filled.	The NGO has an organizational structure which is well designed and relevant to the mission/goals, roles and responsibilities are clearly defined and appropriate, and all positions are filled.	The NGO has an organizational structure which is well designed and relevant to the mission/goals, roles and responsibilities are clearly defined and appropriate, and all positions are filled.



GOVERNANCE				
Stages of NGO Capacity Development and Characteristics				
4. Stakeholder Involvement	1	2	3	4
The organization does not have complete information about key stakeholders and service providers in the area (geographic and technical) in which it operates.	The organization has some information about stakeholders and service providers in the area (geographic and technical) in which it operates, but this is incomplete and out of date.	The organization has complete and up-to-date information about all key stakeholders working in the same geographic and technical area, has identified where they are, what they are doing and their expectations, but does not hold regular meetings with these stakeholders.	The organization has complete and up to date information about all key stakeholders working in same geographic and technical area and stakeholders participate in at least yearly reviews of the IRVISED activities and their impact on the organization's area of operation.	The organization has complete and up to date information about all key stakeholders working in same geographic and technical area and stakeholders participate in at least yearly reviews of the IRVISED activities and their impact on the organization's area of operation.
5. Planning	1	2	3	4
The organization has no annual work plan.	The organization has an annual workplan and an associated budget was developed with participation of stakeholders, but these are not consistently used to guide implementation and resource allocation.	The organization has an annual workplan & an associated budget was developed with participation of stakeholders. The plan and budget are used to guide implementation and resource allocation. However, progress against the plan is not reviewed with stakeholders.	The organization has an annual workplan and an associated budget which were developed with participation of stakeholders. The plan and budget are used to guide activities and resource allocation. Progress against the plan and expenditures is regularly reviewed (monitored) by the organization and stakeholders and necessary adjustments made.	The organization has an annual workplan and an associated budget which were developed with participation of stakeholders. The plan and budget are used to guide activities and resource allocation. Progress against the plan and expenditures is regularly reviewed (monitored) by the organization and stakeholders and necessary adjustments made.



Sample Assessment Tool (continued)

Management Systems	Administrative Procedures
	HRM
	Decision Making
	Reporting
Financial Management	Financial Management
	Financial Controls
	Control over Assets
	Audits



Sample Assessment Tool (continued)

Sustainability	Sources of Funding
	IGA
	Community Leader Support
	Technical Linkages
Information Systems	Information Systems
Performance Management	Standards & Supervision
	Indicators & Targets
	M&E
	Action Planning
Service Delivery	Service Delivery



Using the OCA Process

- Participatory Process -includes relevant members of organization including financial, administrative, technical, management and leaders, partners, volunteers
- Self-directed or led by external expert/facilitator to give objective perspective and provide OD knowledge
- Periodically repeated to measure OD change



Preparation

- Assemble a team
- Amass relevant documents
- Identify place and time
 - (Process can take several hours to several days)



Prerequisites for success

All changes do not necessarily lead to improvement but all improvement requires change. (IHI)

- Board and leadership commitment
- Openness to change
- Management of Change



OCA Outcome

- Improvement plan aimed at addressing identified areas of weakness
- Plan is linked to measurable outcomes
- Plan includes objectives, actions, responsibilities, a monitoring strategy, a timeline and required inputs, including TA
- Plan is periodically reviewed to measure effectiveness of strategies
- OCA repeated annually to measure OD
- Internal capacity development



Applying the Process

- Break into 6 groups;
- Imagine yourself as part of an OCA team;
- Read the scenario; and
- Answer the questions.



Small Group Exercise

The Organization for Positive Change (OPC), based in Ohio, has a USAID contract to provide school fees and supportive services to 780 orphans in 5 communities of Lesotho over the next 3 years. The communities receive services from NGOs and MOH through the District Health Team. OPC has awarded a sub-grant to the New Hope Society to implement the local program. New Hope has 3 full time staff, 100 volunteers and 10 years experience in these communities.

The consultant technical advisors have arrived in Lesotho to conduct an Organizational Capacity Assessment – a diagnostic review process that helps organizations determine their strengths and areas for improvement. OPC, New Hope staff and volunteers, DHT and the advisors reviewed, discussed and scored New Hope's status on 15 organizational elements. M&E was slated for immediate action due to its importance to PEPFAR and its score, 2.



Reporting Indicators

- Key reporting indicators for New Hope include:
 - # communities covered
 - # orphans receiving school fees
 - # orphans receiving monthly support services



Monitoring and Evaluation	1. Clear need for increased capacity	2. Basic level of capacity in place	3. Moderate level of capacity in place	4. High level of capacity in place
	The organization has no system to collect, analyze and report on activities, program or outputs.	Staff and volunteers are trained in data collection, have reporting formats but data is not regularly reported or collected and a system for analysis is lacking.	Systems & trained individuals are in place to collect and analyze data. Data on activities are available, current but data is not verified and inconsistent. Findings are not used for follow-up planning or strategy adjustment.	Systems & trained individuals are in place to collect and analyze data. Data on program activities are available, up to date and the data are regularly used for follow-up monitoring, strategy adjustments and future planning.



As members of the OCA Team:

- What are the problems that need to be addressed?
- What inputs are needed to help New Hope reach level 3?
- What process should be put in place to monitor progress?



Options for OD Technical Assistance

- Short term Technical Assistance
- NuPITA staff member seconded to provide day to day support
- Exchange visits with organizations which have well established systems
- Other



Next Steps

- Adapt OCA for NPI partners
 - Addressing critical functions
- Discuss time table for conducting OCAs
- Discuss TA for assisting improvement plan implementation

