

# Organizational Development for Partners Terre des hommes Germany

## 7 essential elements of an organization



*Systways*

### Reflection 1:

Our contributions to develop the 7 essential elements of an organization

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**Reflection 1: Our contributions to develop the 7 essential elements of organization ..... 3**

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## Documentation of collectively generated outputs

### Reflection 1: Our contributions to develop the 7 essential elements of organization

*Note:*

*These outputs were generated by participants from the Head Office during the morning session and complemented by the ORLA-team.*

*The numbers in brackets refer to the number of groups mentioning the same topic.*

**Question 1: On which of the 7 essential elements of the organization have we focused our capacity building, quality assessment, etc. for partners so far?**

*Auf welche Wesenselemente der Organisation haben wir unser Capacity Building, Quality Assessment, etc. für Partner bisher konzentriert?*

*¿En cuáles de los 7 elementos esenciales de una organización nos hemos centrado hasta ahora en cuanto al desarrollo de capacidades, la evaluación de calidad de co-partes, etc.?*

The groups identified a stronger focus on Thinking, to a less extent Acting, while Feeling has been neglected.

#### **Thinking – Cultural Sub-System:**

- Policies, Strategies and programmes (4): child safeguarding: Policies / Procedures / a bit of structures; the programme where the project is included;
- Identity is often not an issue for checking, analysis, consulting, is assumed as given

#### **Acting – Technical-Instrumental Sub-System:**

- Element 6: Methods, Processes, Procedures (3): that have the conditions for the fulfilment of agreements, transparency; tdh (programming area) Programmbereich focuses on the Technical Instrumental Sub-system; Monitoring & Evaluation tools.
- Element 7: Financial Resources, furniture, financial resources, other equipment mainly co-financing; physical material resources; fundraising (3)

#### **Feeling - Social Subsystem:**

- Element 4: Trainings of knowledge and skills of staff
- Element 3: Organisational structure (2) sometimes with the HO; the element of structure is rather focused on external articulation work, presence in networks and joint action in Platforms and Youth Networks for example...

#### **Other comments**

- One size fits all approach in doing assessments
- Which influence does the DC process have on the cultural and social sub-system of partners?

## Question 2: What has been effective and sustainable?

*Was war effektiv und nachhaltig?*

*De ello, ¿qué ha resultado eficaz y sostenible?*

### Capacity Building:

- Transfer of expertise between partners in cluster projects
- Capacity Building on Child Protection Policies
- Structurally anchored (e.g. child safe-guarding trainings)
  - regular follow-ups of trainings
  - trainings are in line with the needs of the partners
  - trainings show a direct benefit for the partners (financial or time)

### Policies and strategies:

- Strategic Goals: are they effectively implemented by the partners?
- Regarding politics and strategies we insist on monitoring PARTICIPATION (ORLA)

### Methods, processes and procedures

- Impact of capacity building workshop is not sufficiently measured from the head office
- Some experiences show capacity building processes had little impact e.g. PCM factsheet West Africa thus an analysis of the reasons is needed
- It needs time to show an effect, especially with new partners
- QuAM / InA: Many POs stated that this format & process is very helpful. Good food for thoughts, meaningful questions
- The accompaniment of PROCESSES AND PROCEDURES, the joint action with the structure of PLATFORMS AND NETWORKS OF YOUTH (ORLA).

## Question 3: What has not (yet) had an impact?

*Was hat (noch) keine Wirkung gehabt?*

*¿Qué es lo que (todavía) no ha tenido impacto?*

### Capacity building in general:

- Documents for capacity building which have not been filled with life and therefore ended up not being used/applied (better: flank documents with trainings/workshops)
- Some workshop result in "cut and paste" policies rather than a living system
- Some "offers" from the head office produce resistance - maybe more participation about the need of partners.
- Individual/ punctual trainings of staff, without structure and follow-up

### Results oriented project management:

- New formats have been used by partners but the use and meaning of the logical framework is not yet understood for their own benefit
- The evidence of change, the monitoring and follow-up system and the reading of the impacts and implications of the diversity of contexts e.g. pandemic and political situations that directly affect the participation of partners and young people through their security.... is highly relevant to the IDENTITY aspect.

#### **Question 4. What aspects of these 7 essential elements should be strengthened?**

*Welche dieser 7 Wesenselemente müssten gestärkt werden?*

*¿Qué aspectos de estos 7 elementos esenciales habría que fortalecer?*

##### **In general**

- Holistic approach shows greatest impact; must be seen as a whole picture

##### **Cultural sub-system:**

- Strategic Goals: are they effectively implemented by the partners?

##### **Social sub-system:**

- Category "Feeling"
- Difficult: Qualitative analysis of this category could be arbitrary/subjective
- Relations, Groups, Climate, Persons
- Often the understanding of the POs structures and (in)formal roles is most important. We should find ways how to analyse, report and transfer that knowledge.
- Needed: exchange among CCs (community of practitioners) for knowledge exchange
- Transfer of expertise between partners in cluster projects
- Capacity Building on Child Protection Policies
- Individual/ punctual trainings of staff, without structure and follow-up

##### **Technical-instrumental sub-system:**

- At the moment, we are strengthening the technical-instrumental sub-system

##### **tdh role and mandate**

- Role / mandate must be clarified
- What is tdh mandate with regard to influence the seven essential elements?
- What is the identity of tdh in the context of increasing localisation and emancipation of organisations (are we donor, middle men, what is the role of co-decision in this context)
- Difficult: What exactly is our role?