

# Organizational Development for Partners

## Terre des hommes Germany

**Blue hat: Partners' Organizational Development - Sombrero azul: Desarrollo organizacional de copartes**

Sombrero azul: Desarrollo organizacional de copartes

**White hat: Data, information, facts - Sombrero blanco: datos, información, hechos**

From all the different organizational elements and topics, which would be the 2 topics you would prioritize to get started?

De todos los elementos y temas organizacionales, cuáles serían los 2 temas que quisieras priorizar para comenzar?

**Red hat: Emotions - Sombrero rojo: Emociones**

What do you feel about partner's organizational development now? Which emotions do you experience?

¿Qué sientes ahora en relación al desarrollo organizacional de copartes? ¿Qué emociones experimentas ahora?

**Grey hat: Negative aspects - Sombrero gris: aspectos negativos**

What are the negative aspects when you think about partner's organizational development?

¿Cuáles son los aspectos negativos cuando piensas sobre el desarrollo organizacional de copartes?

**Yellow hat: Positive aspects - Sombrero amarillo: aspectos positivos**

What are the positive aspects when you think about partner's organizational development?

¿Cuáles son los aspectos positivos cuando piensas sobre el desarrollo organizacional de copartes?

**Green hat: Creative ideas - Sombrero verde: ideas creativas**

Which new, innovative and even crazy ideas come to your mind to advance towards partner's organizational development?

¿Qué ideas nuevas, innovadoras e incluso locas vienen a tu mente para avanzar hacia el desarrollo organizacional de copartes?

**Blue hat: Our takeaways - Sombrero azul: lo que nos llevamos**

What are our key takeaways from this creative thinking reflection?

¿Qué nos llevamos de esta sesión de reflexión creativa?

**Elementos (2)**

1.- Planes Estratégicos por cada organización: Misión, visión, objetivos estratégicos

1.- Estrategias y programas llevados: Monitoreo de indicadores en el aspecto de procedimientos y la comunicación interna y externa

**Emociones:**

Siento que es necesario invertir en esto

Que es importante que un coparte reflexione sobre su organización

Curiosidad y expectativa

Cansancio, desesperación e esperanza, temor

Estres

Agiatado- Carrera- Reto

Frustración y decepción

Sentir urgencia y expectativa

Esperanza desde la necesidad de repensar bien desde las lecciones aprendidas

¿Se reconoce a los diversos niveles de desarrollo de las organizaciones

El peso de la historia de procedimientos los mas sencillos y con vision menos estratégica y un poco paten al sta

comunicación y escribir formalmente los acuerdos

Planes estratégicos no instrumentados y debilidad para formular y monitoreo de indicadores

¿Iniciación o con fusión de ideas??

falta de disposición y resistencia

Resistencia a los cambio

¿Ser una organización fuerte: ¿puede asumir retos, cambios

Existencia de Misiones y Visiones, compromiso social, claridad de propósitos, Planes estratégicos que marcan rumbo, ordenamiento de procedimientos, creatividad

Organización sostenible: ¿con capacidad de funcionar en políticas sociales

¿Organización que a logrado su objetivo de trabajo y así mismo puede adaptarse al cambio

Contribuir con recursos, enfoques e información para que trabajen sus fortalezcas

Puedan mostrar evidencias de los cambios desde la voz de las INAJ

Como trabajar creativamente el tallerado el QUM

Sobre la base de un diagnóstico de necesidades y priorizando estas, hacer proceso selectivo o estaficado con las copartes.

con tratar para cada proyecto como parte de la financiación de TDH la experta organización al que les ayude a organizar e implementar de forma sostenible su desarrollo organizacional

Formadores que generen productos propios del desarrollo organizacional: más didácticos, las planes estratégicos, identificación de conflictos

Trabajar desarrollo organizacional con las redes de jóvenes

Espearar lo temas desarrollo organizacional de redes INAJ y paraven a un espacio de des.org

¿Cómo se puede formar la formación de las experiencias diversas

Requerimos vemos como está

Para ser creativos te da límites y después ampliar

Se refuerza la necesidad fortalecer institución alente a las copartes

## Reflection: 6 thinking hats

Online-Inhouse-Training, October 2021

Facilitated by Rita Muckenhirn, Systways

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## Documentation of collectively generated outputs

### Instructions

Go hat by hat, starting with the white hat following these steps:

- Write individually 2 cards responding to the question of the corresponding hat and place them under the corresponding hat
- Exchange briefly about your contributions with your group peers.
- Only then move forward to the following hat.

**Blue hat:** Partners' Organizational Development

**White hat:** Data, information, facts

From all the different organizational elements and topics, which would be the 2 topics you would prioritize to get started.

**Red hat:** Emotions

What do you feel about partners' organizational development now?  
Which emotions do you experience?

**Grey hat:** Negative aspects

What are the negative aspects when you think about partners' organizational development?

**Yellow hat:** Positive aspects -

What are the positive aspects when you think about partners' organizational development?

**Green hat:** Creative ideas

Which new, innovative and even crazy ideas come to your mind to advance towards partners' organizational development?

**Blue hat:** Our takeaways

What are our key takeaways from this creative thinking reflection?

## Blue hat: Partners' Organizational Development

The topic was predetermined. During this creative thinking session we were going to exchange about Partners' Organizational Development from different perspectives.

## White hat

From all the different organizational elements and topics, which would be the 2 topics you would prioritize to get started?

### Identifying development phases and organizational elements

- What phase of development is the partner in?
- Brief analysis of our perception of partner organisations' developmental phases / issues according to the 7 elements
- Make an analysis of the strength and weaknesses of the partners to analyse the needs for OD
- What is the internal and external context of the partner that are relevant to its development as an organization?
- Identify one urgent case on which maybe to do collective coaching

### Cultural Sub-System

- Identity: define who we are (2)
- Policies and strategies (2) will be prioritised
- Child protection policies, Gender policies, Anti-discrimination policies & implementation
- Safe policies: f.e. corruption
- Partners are growing more than before and even established CS policy.
- Direction & Strategy
- Participation
- Objectives of all stakeholders involved
- Networking: Building alliances
- Change management

### Social Sub-System

- Structure (3): Participative structures and decision making processes (within the organization)
- Who usually decides within organization?
- % of female members and staff in the boards and the staff structure of the organization  
% of new members and old members in the organization.
- analysing the structure of PO in order to understand them better
- Roles (what our roles are)
- Persons & relations within the organisation
- Communication (2)
- Communication flow and also decision making bodies will be secondly set up so that everyone in the organization or partners or other collaborators can approach for the right way and the right person.

### Technical-Instrumental Sub-System

- Support of policy- procedure (e.g. anti- corruption, child safeguarding, etc)
- Designing M& E - processes in a more participatory way

## Red hat

### Energizing emotions

- POs are working in the needy area with a great commitment  
Positive: POs seem to be positive and open
- sense of excitement thinking about the potential that can be unearthed
- capacity of the partner organization implementing the project
- Hopeful: I hope that what has been learned will actually be applied and not forgotten
- Hopeful and optimistic
- Excited and hopeful
- Energized and motivated
- I feel quite satisfied with our partners' initiatives
- Motivated to support given the many challenges.

### Expecting

- Curious: What's going to change next after the pandemic?
- Interested but not enough prepared to accompany partners

### Mixed feelings

- Very diverse stages
- Worried and hopeful at the same time
- Overwhelmed but motivated

### Challenging and/or constraining emotions

- sometimes it feels like a mountain to climb
- intrusive
- Excited: Stronger cooperation between PO
- Frustration on communication pathways: mismanaged communication
- POs often lack (time) resources to "follow" yet another donor's ideas
- Worried about immense workloads
- Confused about roles & responsibilities

## Grey hat

### Overloading POs

- We ask very much from them: good Project proposals, good monitoring, good results. To develop their organization it needs time and resources that are often not included in the financial budgets of project staff.
- Time Management: Send reports and other documents very close to the deadline, or even miss the deadline
- POs are overloaded by all the topics for training that donors take to them
- We annoy the partners with too many policies and regulations, and build bureaucratic monster systems while they want to go out and do the actual work
- Undermining the capacity of the POs
- Duplication of the project activities

### None-sustainability of capacity building

- High turn-over of staff results in constant loss of knowledge
- Fast turnover of members

- Lots of money invested, but training content is mostly not followed up
- Limited sustainability

#### Resources

- There is not enough budget planned in order to support POs (e.g. in policy process)
- Limited financial resources
- The process is consuming a lot of time, staff and financial resources

#### PO's ownership vs. tdh's role, mandate and priorities

- OD process not truly demanded and driven by the partner (not ownership)
- Fear /resistance of change
- Dependent on Project
- Internal culture (lack of openness to self-reflect and learning culture)
- Resistance to changes within POs and having to decide on the consequences for tdh (some people could stand to lose their jobs and/or status)
- What if they do not want to develop themselves? In a way we think it is best? In the long run, we all fight for children's rights and not for certain forms/structures of organizations
- That partners are doing it only to please tdh and not from own recognition that it is needed to address a specific challenge.
- Due to power relation (tdh & partner) difficulty to determine "will" of the partner
- Power imbalances: and me imposing something that partners wouldn't want
- Do I/we really have the knowledge, understanding and capacity to support the process?

#### Others

- Interconnection of POs is missing sometimes

### Yellow hat

#### Commitment and openness of POs

- Very responsible handling of their role in their communities
- Open for input and suggestion
- Very innovative and inspiring ideas
- Information/fact and figures provided by the POs are correct.
- Often surprising (in a positive way) if one digs deeper, POs are more flexible and dynamic than it appears sometimes
- POs are change makers in the project area.
- The partners are seeing ahead of their work and develop the CS, CP policy and implementing it according to their guidelines.
- When you see how children and youth are so active and involved in a project- indicating that the project is relevant and strategies are responsive.

#### Potential of OD processes

- Ideally it can contribute to PO staff feeling more satisfied with their work/happier within the organisation (teambuilding)
- We as tdh can learn from them for our own organization
- It's very motivating to bring people together for knowledge exchange and see how dedicated they are.
- Different quality/effectiveness is linked to the impact the PO's work has on C&Y
- Great potential

- Improve the impact of our work for children and youth
- Promote Innovation
- Continuous improvement in work quality
- Child participation
- Diversity
- Set the base for a strong civil society in the different countries that can bring change
- Possibility to raise awareness for importance of reflection while partners very often are too busy with moving from one project to the next
- Being able to contribute to more sustainable changes through supporting organizations as a whole
- Strengthening abilities of reaching the common objectives of tdh and partners
- Building sustainability and strengthening a partner
  - True impact
  - Being able to look back and be proud
  - Being part of a journey of learning and growth

#### Tdh's philosophy and approaches

- We are trying our best to create a participatory and non-hierarchical atmosphere and to develop together, which most POs acknowledge and appreciate.
- tdh being more than a nicer funding agency, but real partner?

## Green hat

#### How to integrate OD

- Inaugurate a team building at the PO level including the relevant persons at tdh before every project (project staff + relevant tdh CC, maybe even person fro HO)
- Let youth do trainings for the POs, let POs take the lenses of the youth
- Digital & hybrid meetings are not as "nice" as real meetings but offer plenty of possibilities, f.e. for global interaction and knowledge management. A PO from SACO can exchange experiences with a PO in ROSA.
- Include some aspects of organizational development into partner meetings and open the door for further accompaniment if they are interested after this first input (at the partner meeting)
- Child-led actions
- More practice on self-help group initiative to our partners

#### How to approach POs

- Skip the question about mission and vision statements of PO because it says nothing about them, rather ask them to describe in their own words who they are and why they think we should work together
- Ask partners first how they see US (question is whether we would always get an honest answer ;-))
- Crazy idea: gathering of ALL tdh partner in one place for sharing session :D
- If a change in behaviour / mindset is "planned", rather go for informal meetings with key persons of the PO instead of formalised trainings - or combine the 2. Interpersonal contact has often more impact! Have a beer (or 5) with the PO (of course tea works as well or a walk through the mountains)!
- Not forcing them into DC and SG processes, but let POs choose priority area of training to do their work better
- Finding / creating new methods to inspire in depth analysis with partners to identify the aspects that require organizational development and promote innovation / positive change
- Create a space for exchange for the partners without tdh

- Learning by doing
  - Accompany partners in developing new proposals
  - Always feedback to partners on reports
- But also get the partners feedback to our work
- Immersion with partners' work (like one month as implementing staff)

How to implement it? How to get resources?

- More cross-country or cross-region collaboration project
- Regular OD discussions within regional team with regard to specific partners
- Fund for Organizational sustainability from POs members
- If wanted by PO: Facilitating budget in order to create a new position in POs for a focal person responsible for development and interconnection (e.g. trainings, networking, inner management) for constant improvement
- Use BMZ projects for OD, include budget for "strengthening civil society" - in fact our POs.
- Providing a share of each budgets for OD issues on whatever partners want

Sustainability of POs

- The idea of introducing Social Enterprise to partners
- Innovative fund raising techniques: Biking/running for a cause, click/press donation, etc.

Strengthening civil society networks

- Networking of POs for ECR

Relationship tdh and PO

- Define nature of partnership (honestly): Transformative or transactional and mini-partnerplan
- Have partners advise tdh on OD process as exercise - reverse roles
- contracting Rita for regular check-ins on OD issues with partners :)
- Turn around power dynamics by having partners suggesting OD for tdh

## Blue hat

Integration of needs-based OD possibilities

- Find a balance between QM requirements and allowing individual approaches
- Hopeful attitude to support the innovation processes of partners
- Not enforce, but offer possibilities
- Great hope in the potential of youth networks (more willing to try out new things)
- OD should be truly demand driven and selective (few partners)

Resources for OD

- When there's a will, there's a way.
- Allocate budget for capacity building and sustainability of the POs

Tdh role and attitude

- You look at the different aspects of partners' organizational development, but also quite challenging to quickly change hats
- Always see things from the different perspectives and learnt from others
- Preparation gives better results but work with heart and follow rules and regulations
- Reversal of role between tdh and project partners in driving the OD process
- Define nature of the partnership: transformative or transactional

# Documentación de los insumos generados colectivamente

## Instrucciones

Avancen sombrero por sombrero comenzando con el sombrero blanco siguiendo el siguiente proceso:

- \* Cada uno/una escribe dos tarjetas individuales para el sombrero correspondiente
- \* Comparten brevemente sus aportes para este sombrero con las y los demás integrantes de su grupo
- \* Sólo ahora avanzan juntos(as) hacia el siguiente sombrero

**Sombrero azul:** Desarrollo organizacional de co-partes

De todos los elementos y temas organizaciones, ¿cuáles serían los 2 temas que quisieras priorizar para comenzar?

**Sombrero blanco:** datos, información, hechos

**Sombrero rojo:** Emociones

¿Qué sientes ahora en relación al desarrollo organizacional de co-partes?

¿Qué emociones experimentas ahora?

**Sombrero gris:** aspectos negativos

¿Cuáles son los aspectos negativos cuando piensas sobre el desarrollo organizacional de co-partes?

**Sombrero amarillo:** aspectos positivos

¿Cuáles son los aspectos positivos cuando piensas sobre el desarrollo organizacional de co-partes?

**Sombrero verde:** ideas creativas

¿Qué ideas nuevas, innovadoras e incluso locas vienen a tu mente para avanzar hacia el desarrollo organizacional de co-partes?

**Sombrero azul:** lo que nos llevamos

¿Qué nos llevamos de esta sesión de reflexión creativa?

## Sombrero blanco

- Planes Estratégicos por cada organización: Misión, visión, objetivos estratégicos
- Estrategias y programas incluyendo el monitoreo de indicadores en el aspecto de procedimientos y la comunicación interna y externa

## Sombrero rojo

- Emociones: Siento que es necesario invertir en esto
- Esperanza desde la necesidad de repensar bien desde las lecciones aprendidas
- Que es importante que una coparte reflexione sobre su organización
- Curiosidad y expectativa
- Siento urgencia y expectativa
- Estrés
- Agitada- Carrera- Reto

- Cansancio, decepción esperanza, temor
- Frustración y decepción

### Sombrero gris

- tdh reconozca los diversos niveles de desarrollo de las organizaciones
- El peso de la historia de procedimientos más sencillos y con visión menos estratégica y un poco paternalista
- Comunicación y escribir formalmente los acuerdos
- Planes estratégicos no instrumentados y debilidad para formular y monitoreo de indicadores
- Falta de disposición y resistencia
- Indecisión o confusión de identidad??
- Resistencia a los cambios

### Sombrero amarillo

- Organización que ha logrado su objetivo de trabajo y así mismo puede adaptarse al cambio
- Organización sostenible, con capacidad de influenciar en políticas sociales
- Existencia de Misiones y Visiones, compromiso social, claridad de propósitos, Planes estratégicos que marcan rumbo, ordenamiento básico de procedimientos, creatividad
- Contribuir con recursos, enfoques e información para que trabajen su fortalecimiento.
- Ser una organización fuerte, que puede asumir retos, cambios
- Puedan mostrar evidencias de los cambios desde la voz de las NNAJ

### Sombrero verde

- Como trabajar creativamente tallereado el QUAM
- Sobre la base de un diagnóstico de necesidades y priorizando estas, realizar proceso selectivos o estratificados con las copartes.
- contratar para cada proyecto como parte de la financiación de TDH un experto organizacional que les ayude a organizar e implementar de forma sustentable su desarrollo organizacional
- Formaciones que generen productos propios del desarrollo organizacional sus diagnósticos, sus planes estratégicos, identificación de conflictos
- Trabajar desarrollo organizacional con las Redes de jóvenes
- Explorar interés en desarrollo organizacional de redes NNAJs para una plan básico de desarrollo organizacional

### Sombrero azul

- Conocimientooooo
- Información de las experiencias diversas
- Queremos vernos como tdhA
- Pensar creativamente sin límites y después aterrizar
- Se reafirma la necesidad fortalecer institucionalmente a las copartes
- La necesidad de revisar el como estamos contribuyendo hacia fuera e interna para fortalecer la organización.