

# Organizational Development for Partners Terre des hommes Germany



## Reflection 3: Miracle Question

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## Documentation of collectively generated outputs

### The miracle question

Imagine that you go to sleep tonight and during the night a miracle happened.  
All co-partners have integrated the impact/results-oriented approach into their organizational culture.

But when you wake up in the morning, you start your working day and you still don't know that this miracle happened.

- How would you notice that this miracle happened?
- What practical aspects would be different now?
- Who else would notice this miracle?
- In which parts of your body would you feel that this miracle has happened?

### What specific aspects have changed during the night? What is different now?

- We would only realize with the reports, not likely to notice before that. Communicating impact and attracting donors would also be easier.
- In medium and long-term, the partners would also have clearer strategies and sense of direction. (nothing would change overnight)
- Even if this miracle happened, it would still be hard for us to make everything fit into one log-frame or theory of change.
- Proposals would reach us in good quality and in time
- Mission & vision of partners would be clear
- Participants / beneficiaries would benefit
- Project coordinators would conduct field activities with constant high motivation and clear targets
- Perfect coordination with other stakeholders like authorities
- Partners conduct partner meetings themselves, exchange knowledge and form strong networks
- Good collaboration amongst partners, strong advocacy coalitions
- Clear understanding and sharing of tdh SGs
- Responsible and responsive gov. authorities
- Everybody would speak fantastic English and understand each other
- There would be a sort of report system focusing on the results
- The M&E system would have changed: indicators for monitoring purposes
- Partners would involve all stakeholders, esp. children and youth, in their whole project cycle;
- More qualitative indicators
- Collect data and review that data more often
- Partners would be convinced that impact orientation helps them to improve their work and to support participants better :)
- Partners would embrace change
- Outcomes and results become visible- impact or changes on the situation of the children and communities (not only on activities).  
more Quali
- Dealing with conflicts and communication is changed positively, prevention of all forms of violence is working in the organisation as well as with the project participants and project reality

- Face- smiles because our work is easier.  
Eyes ( bright)
- Reports and proposals would be more precise and leave space for other things to discuss
- Partners would incl not only management staff in planning and evaluation
- Partners would not only report on activites conducted but also about other of their achievements
- Changes in reality:  
Change in dealing with conflicts and less violence.
- We would not only follow donor requirements but convince them about partner and civil society approaches
- Participating groups: They profit from the change in approach- changes are more lasting.
- Legs- moving forward

### **What would be the entry point, the easiest lever or trigger to get the miracle going?**

- Long-term training, coaching, mentoring, on the job training for colleagues in regional offices as well as vice versa for staff in main office
- Partner meetings for knowledge exchange and common understanding
- Capacity building for directors & relevant expert staff
- Exchange visits for knowledge exchange & replication (learning from good practices)
- Sensitisation on global issues
- Documentation
- Offer trainings / workshops for knowledge exchange
- During the training the action plan for POs develop  
Working with others
  - More proactive linking and collaboration
  - Capacity development on adoption of the approach
- Providing resources and time
- Building capacities
- Awareness of learning process
- Taylor-made systems + processes from our side
- Close contact + monitoring
- Will to change (being convinced) and assuming the risks involved
- Training and exchange. And learning by doing, feedback and reviewing. Changing and adapting. Slow process with clear direction and tangible change over time.

## La pregunta del milagro

Imagínense que se van a dormir esta noche y durante la noche pasó un milagro.

Todas las co-partes han integrado el enfoque orientado a resultados en su cultura organizacional.

Pero cuando se levanta en la mañana, ustedes comienzan su jornada de trabajo y todavía no saben que pasó este milagro.

- ¿En qué notarían que pasó este milagro?
- ¿Qué aspectos prácticos serían diferentes ahora
- ¿Quiénes más se darían cuenta de este milagro?
- ¿En qué partes de su cuerpo sentirían que ha pasado este milagro?

### ¿Qué aspectos concretos han cambiado durante la noche? ¿Qué es diferente ahora?

- Claridad de los cambios en las personas y en el actuar conjunto.  
Mayor participación de las personas sujetas.
- Sistema de monitoreo de los cambios con indicadores  
Mayor capacidad de proyectualidad/imaginar
- Planificación conjunta y mayor participación de los grupos metas
- Establecer una VISION donde queremos llegar
- Organización en redes en una coparte, con resultados comunes
- Ronda: organizarse más allá que islas, pero como de manera colaborativa, que persigue con distintas actividades un camino, resultado común
- En la organización tiene una efectividad en las relaciones humanas y claridad en sus procedimientos
- La organización tiene claro su visión, misión y objetivos estratégicos.
- El equipo de la organización, los beneficiarios, y aliados deberían conocer estos cambios.
- La organización identifica sus puntos débiles para iniciar procesos de cambio
- Al implementar nuevos procesos, se generan cambios, nuevas capacidades y mejora la organización .

### ¿Cuál sería el punto de entrada, la palanca más fácil para ir logrando el milagro?

- Visión conjunta de la Planificación por resultados; centralidad en los cambios en las personas; foco en los resultados;
- Mantener conversaciones con co-partes que resalten la importancia de la reflexión, análisis de los avances
- Garantizar espacios y recursos para eso
- Sensibilizar equipos y grupos-meta de la coparte sobre las razones porque el milagro es un milagro.
- Garantizar espacios para evaluar y planear de manera participativa