

Organisational Development Strategy Paper

**Plan for how we as organisations
get stronger and better at what we do**

*"We can perform as the birds flying across the sky with a fixed direction
- not as dry leaves that the wind blows and drags around without destination"*

- ▶ South Disabled People's Organisations ◀
 - ▶ Danish Member Organisations ◀
- ▶ Disabled People's Organisation Denmark ◀

This Organisational Development Strategy Paper aims to guide the organisation strengthening work under DPODs Miniprogramme, which involves 3 major groups of actors; namely the South Disabled People's Organisations (South DPOs), the Danish Member Organisations (Danish MOs) and Disabled People's Organisation Denmark (DPOD). Specifically, this paper aims at:

1. Strengthening the South DPOs in programme countries as strong organisations to lead and positively contribute to a united disability movement.
2. Strengthening the Danish MOs to assist and support the Organisational Development of South partner DPOs in programme countries.
3. Strengthening the Development Department (DD) of DPOD to facilitate and coordinate the overall strategic focus and effects of Miniprogramme projects in programme countries.

This document is a popular version of the more detailed document "Strategy paper on Organisation Development/Capacity Development for Mini Programme of Disabled People's Organisation Denmark" (august 2008), by consultants Basudha Gurung and Era Shresta. For further reading of the strategy, please refer to the original document indicated above.

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Abbreviations:

| | |
|------|---|
| CD | Capacity Development |
| DPOD | Disabled People Organisations Denmark (When using the term DPOD in this document, it always refers to the Development Department of DPOD) |
| DPOs | Disabled People’s Organisations |
| MOs | Member Organisations |
| MP | Miniprogramme |
| OD | Organisational Development |
| PWDs | People with Disabilities |

1. Introduction

Approximately half of the Disabled People's Organisation Denmark's (DPOD) member organisations (MOs) are involved in **development work** in developing countries, mainly through the DPOD Miniprogramme (MP) framework. **Collaboration** between the MOs and South Disabled People's Organisations (South DPOs) is the core of the Miniprogramme framework. The projects under the MP are small scale projects.

This Organisational Development (OD) strategy has been developed to direct and strengthen the sustainability of the activities undertaken within the MP framework. The organisations of PWDs are considered as crucial actors for **taking forwards the disability rights and movement** – for the realisation of rights of PWDs to live a life with dignity in the society. The strategy is a **guiding tool to strengthen the capacities** of the key actors under the MP – South DPOs, MOs and DPOD.

What is a strategy?

A strategy is a plan – worked out on the basis of investigation and analyses of the present situation. It builds on the basis of defined values, and on a vision of what we want to achieve. A strategy is not simply a paper document. It is a designed plan that the involved people should be able to identify themselves with; it should make sense to the involved stakeholders that the plan can make a difference if it is followed.

Why do we need a strategy?

To manage and focus our resources in the process of working towards our goals. Because when we have a plan, we can measure the relevance of our activities according to our plan/strategy. A strategy gives us the opportunity to reflect on the knowledge and learning we already have, and in turn, learn from each other.

How?

There is not one, single correct way of making a strategy. A strategy will depend on things such as: the specific involved organisations, the participants and target group, the theme, the context, the political situation, resources, alliances, laws, and other themes which are engaging the interest of the decision-makers. A strategy is a plan that is open to revisions, changes and improvements as the work with the strategy matures.

This Organisational Development Strategy Paper has been developed in a consultative process with MOs, South DPOs and DPOD. The process has involved a survey of the organisational development practices and experiences in Denmark as well as country cases on OD practices and experiences from Nepal and Uganda. Moreover the strategy has been shared and discussed with the MOs during an interactive workshop and reference group meetings.

This strategy includes a chapter that outlines the framework for working with organisational development, namely as partners in a global disability movement, resting on certain values that form the basis of our work. Also included is a brief chapter that offers a general orientation of organisational development taking account of all three 'key-groups': South DPOs, Danish MOs and DPOD. This is followed by three chapters dealing with organisational strengthening aspects for each key-group. The strategy is concluded by an overview of the general steps required to integrate OD into the Miniprogramme, and another overview of the process guidelines when going through an OD-process. However:

The specific organisational development for each organisation should be based on an **individual assessment for each organisation**, where the organisation can bring forth its strengths and weaknesses in order to make an efficient plan for how to strengthen its work to reach its goals.

The purpose of making an organisational assessment shall be seen as the first initial stage in providing support for the internal organisational development of the South DPOs. An organisational assessment shall be seen as a tool for making a rough initial analysis of an organisation, which shall lead to a strategic development plan for the organisation describing the forms of support needed for the organisation to develop as an organisation. This can then form the basis for the support from the Danish MO.

To support the process of making individual organisational assessments, the Miniprogramme framework will facilitate tools and resources for the assessment of strengths and weaknesses in South DPOs. The organisational assessment shall be seen as an instrument to structure the dialogue between the Danish organisations and the South DPOs with the aim of obtaining an overall picture of the south DPO and through this get to know it well.

An organisational assessment tool is based on the idea that it is possible to obtain a comprehensive picture of an organisation's capacity and development profile by making systematic reviews and assessments of four basic aspects:

- *The organisation's **base***: which includes an organisation's objectives/identity and an organisations structure, e.g. the management/administrative structures
- *The organisation's **activities***: looking at capacity to implement activities and the relevance of the activities, i.e. an organisations output
- *The organisation's **capacity*** to succeed in its work. This refers both to an organisations administrative system, professional and the funds at its disposal
- *The organisation's **relations***: which covers an organisations capacity to create and maintain relations with its target groups and its external environment.

2. Collaboration among partners - what are we working with and what are our goals?

2.1 Values

It does not matter what level of organisational capacity the organisations start with if we can work together based on **shared values** that we want to put into practice. These values are fundamental for collaboration among partnering organisations. The values are not to be imposed from one organisation to another. Rather, values constitute the point of departure for the work that is to be collaborated on in a partnership.

The overall objective of DPODs development work is to improve the opportunities for persons with disabilities in the developing countries so that these people can implement and achieve their rights as human beings and to be equally included in society. Central is the inclusion of persons with disabilities in all aspects of life, without any discrimination of any kind. DPOD will through its international engagement work for the dissemination and implementation of the commitments in the UN disability convention.

WHAT IS OUR OVERALL GOAL?

To strengthen the disability movement for the realisation of PWDs to participate equally in the society.

DPOD believes that the best way to support the disability movement in developing countries is to build or strengthen organisations **of** persons with disabilities. Organisations of persons with disabilities are considered the only legitimate voice for PWDs. DPOD wish to strengthen disabled peoples organisations in the developing countries, so they can work as efficient advocates for the rights of PWDs.

Thus the focus of the Miniprogramme is both development and building of strong organisations of persons with disabilities in developing countries and lobbying and advocacy in relation to governments in developing countries in order to make them comply with the human rights for persons with disabilities.

The MP is fundamentally guided by principles of **democracy, transparency**, and the **right to participate** – directly or through representation.

The application of democratic structures is based on the promotion of democratic forms of government and representation within the organisations and the manifestation of these rules in the organisation's constitution. Central among this is full membership involvement through participatory general assemblies and democratic elected boards of directors, so as the decision-makers can be held responsible for their decisions and actions. Furthermore, to secure full transparency the promotion of clear strategies, policies and manuals (administrative routines etc.) are paramount to establish a clear division of roles/duties and responsibilities of the different levels of the organisation (e.g. the approval of annual accounts). Finally, an organisation's legitimacy and involvement of its membership is essential for a democratic structure.

Based on these principles collaboration between partners should reside on a **common vision** on long-term targets, and on **mutual respect** for each other's different contributions for realising this vision.

Collaboration is understood as:

“..an independent, long-term, equal status and mutually beneficial collaboration between disabled people's organisations who respect one another and share common goals...”

Therefore **two core questions that should be discuss openly among partners**, at an early stage of the collaboration are:

- What values can we agree that our collaboration rests on?
- Where do we want to go with this collaboration?

WHERE ARE WE COMING FROM?

For such a discussion to result in specific and practical plans and ideas, it is useful to make an analysis of the organisation that wants to be stronger. DPOD will encourage that any organisational development takes its outset in an **Organisational Assessment**. The results of the assessment are useful to elaborate a specific plan for their further development (Please refer to DPOD's organisational assessment tool – *is being developed*).

2.2 What are we working with and for?

As mentioned, this Organisational Development (OD) Strategy has been developed to direct and strengthen the sustainability of the activities undertaken within the MP framework. The projects under the MP are small scale projects. They mainly support organisation development and capacity building of DPOs with the overall aim of mobilising people with disabilities (PWDs) to engage in policy advocacy, lobby and awareness-raising about the situation and rights of PWDs.

The organisations of PWDs are considered as crucial actors for **taking forward the disability movement – for the realisation of rights of PWDs.**

A Global Disability Movement – People to People

Many disability organisations in the south are relatively young organisations in the disability landscape. With the increasing priority given to disability issues in the international arena, it is important that these disability organisations identify themselves with and act as part of a **global disability movement**. The global disability movement consists of popular organisations that represent marginalized people. The overall objective of such organisations is not a question of maximising outputs, but to speak for and strengthen the position of persons with disabilities, resting on popular foundation and values of equality, democracy and solidarity.

What follows from being part of a **movement** is acknowledging a responsibility to work for common visions in the disability landscape, rather than limiting oneself to objectives related to a specific disability. Forming part of a movement also calls for the capacity to enter into networks and associations.

Capacity and partnership

Donors in development assistance to the South have made a shift from being *implementers* to being *facilitators* of development activities, therefore working in **partnership** with South DPOs. However, partnership for implementing development activities is often a challenge – partly due to

the capacity of South partner DPOs. Since there are rather few established and mature organisations in the disability sector of the South, donors have supported to build organisations from community user groups or self-help groups. Often there is limited experience with and understanding of the concept of 'organisation' and performance in an international organisational setting. Therefore, for many development programmes, **capacity building and organisational development becomes an inevitable element.**

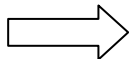
Partnership for implementing development activities is also a challenge for the Danish MOs as northern partners - in understanding the opportunities and limitations in their roles as partners, facilitators and 'brothers and sisters' in the disability movement. Capacity is not necessarily something one organisation has and in a rather simple manner can pass on to another organisation. Capacity development in partnership is when two organisations cooperate to find the best ways to work together for a common objective in a specific situation. Capacity development is a **process.**

Donors and the organisations generally value short-term gains. However, empowering an organisation to manage the dynamics of change and cope with challenges must be viewed in an organisation-wide perspective rather than within the limits of a particular project. Further, goals and expectations are drawn by accepting existing resources and limitations. It is an ambition that the South DPOs, Danish MOs and DPOD become '**learning organisations**' by actively confronting those areas which are not clear and unresolved, in such a way that the organisation is able to consciously learn from its practice and develop the necessary capabilities to take control of its future.

3. Organisational Development

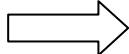
3.1 What is Organisational Development?

Capacity:



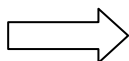
The ability of the organisation to achieve its mission.

Capacity Development



Any support to improve the organisational ability to reach its mission.

**Organisational Development:
(OD)**

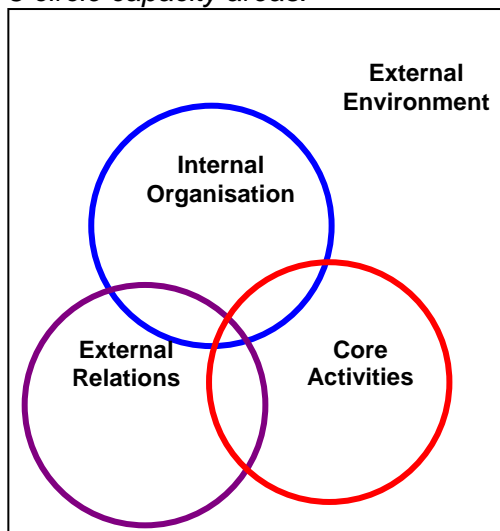


A systematic and planned process for organisational-wide change with the aim of increasing organisational effectiveness. OD is to strengthen the organisation's capacity and effectiveness as well as develop ways for managing and adapting to change.

Organisational Development is not a step-by-step procedure to solve a specific problem, but a process of fundamental change in the human and social system of the organisation, including the organisational culture.

The functioning of an organisation is made up of **capacities in several areas**:

3-circle capacity areas:



Internal organisation:

Its own way of working inside the organisation, (internal functioning, structure, staff, skills, etc).

Core Activities:

What it works with, (type of projects, type of activities; the organisation's programme; product or service).

External Relations:

Outside relations with other actors (local government, other NGOs, donors, partners, competitors, etc) and forming part of a global disability movement.

External Environment:

The outside environment is the surroundings and situation in which the organisation works and interacts with the different stakeholders/actors.

The functioning of an organisation (**organisational performance**) is the result of complex connections and interactions of various aspects within an organisation (the three circles), and their relations with the outside environment (external environment), that is, the political, economical, social, technological, legal and environmental context. Typically, an organisation's capacity development focuses on the aspects of "Internal Organisation". However, the ability of the organisation to interact with the external environment *can* play a very important role in the organisation's functioning and how effective it is to achieve results.

As represented in the 3-circle model, the three capacity areas overlap. This emphasizes the contact between the different capacity areas of the organisation. Change in one capacity area has an effect on other capacity areas. Organisational Development involvement can be made simultaneously in all the three capacity areas or in any one area, having direct or indirect effects on the others.

What follows in this strategy is an analysis of the 3 key groups, South DPOs, Danish MOs and DPOD. The current status of each key-group – and the challenges that follow from this – have been grouped according to the above three capacity circles that together describe 'Organisational Performance'. The *external environment* (framing the 3 capacity circles) is not gone further into under each key-group. However, for all three groups it is a significant capacity to be able to steer the organisation in relation to the external environment. Such a capacity should be included and developed in the internal strategy-development of any individual organisation.

What follows is an analysis of the 3 key groups

(South DPOs, Danish MOs, DPOD). Under each key-group is a brief description of the general *status* and *challenges* that each group confronts. For each challenge, a *goal* is stated, followed by *suggestions of what action* may be initiated to direct towards the goal.

It is important to state that the South DPOs and the Danish MOs are made up of very different organisations. Any strategic choice depends on the type of organisation. Likewise, the suggested actions in this paper are precisely *suggestions* – to be chosen from, modified or elaborated according to the choices and needs of the individual organisation.

Strategy as a framework

This strategy is to be considered “a catalogue of ideas for development” - a point of departure for organisational development. Only the framework for organisational development of each key-group can be outlined, and the details need to be worked out as the process unfolds, according to the specific context and the path the organisation decides to undertake. An organisation cannot work with all challenges at the same time, but should instead decide on a more specific **Organisational Development Strategy** worked out specifically for the individual organisation. Such a strategy should take its point of departure in a structured analysis of the organisation – an **organisational assessment** (Please refer to DPOD’s organisational assessment tool).

Roles in an organisational assessment

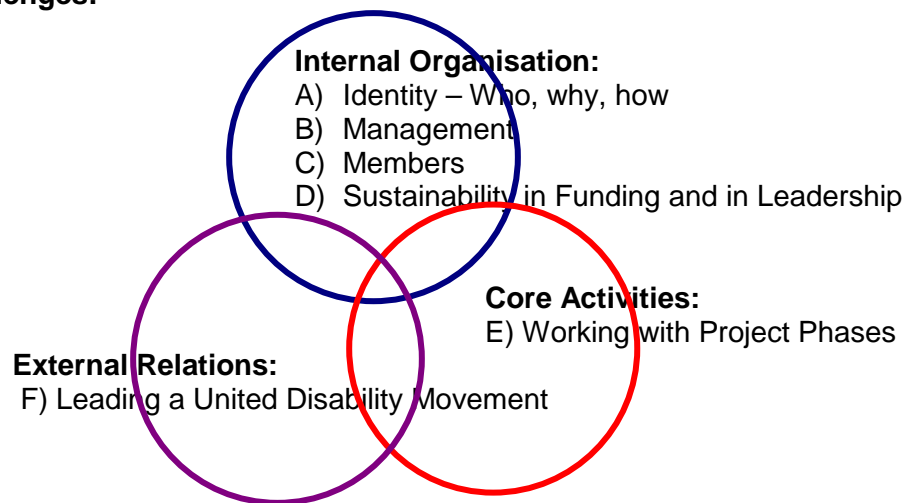
The prioritization of what to work with over a 2-year period of time should be chosen by a **participatory process within the specific South DPO** and should be discussed and agreed with the Danish MO. An assessment of the organisation is not necessarily something that should be facilitated by the Danish MO. In fact, it is more important for the process and ownership towards the results of such an assessment, that the South DPO is at the forefront of such a process. The Danish MO *can* participate with viewpoints as a stakeholder, but the primary role for the Danish MO is to discuss possible areas for a partnership cooperation based on the results of the organisational assessment.

The role of DPOD is to see each specific small-scale Organisational Development Project in the perspective of an overall long-term driving force, for example for possible future phases of the project.

4. OD of South DPOs

The MP strategy to strengthen the disability movement for the realisation of rights of PWDs is by developing the capacity of the organisations working for this goal. If we want to develop an organisation, we should do this on realistic and existing grounds. This chapter goes through the overall findings in the general status and challenges of South DPOs. Each status/challenge is followed by a description of the specific goals that guide the suggested action to strengthen the organisation in the respective area.

Status and Challenges:



South DPO - Internal Organisation:

A - IDENTITY – WHO, WHY, HOW

A.1) Status and Challenges:

Many organisations are very young, and are made up of few people. The organisational identity is often connected to one person or a few people, rather than having an organisational identity of its own as an institution.

A.2) Goal:

To strengthen the South organisation with an overall plan (*strategic direction*), to clarify *why* the organisation exists (what is its role), *where* it wants to go and *how* it wants to get there. One step in this direction is creating and developing an organisational identity rather than individual 'person-connected' identity.

A.3) Suggested Action:

- Projects may provide support and training in: Participatory strategy-making process (involving all relevant actors) to define the organisation's mission, vision, strategy, systems and policies; Where the organisation is going and how it plans to get there (strategic planning) to guide the work of the organisation.

B - MANAGEMENT

B.1) Status and Challenges:

Organisations are often made up of few but passionate people who are familiar with the disability because they are disabled themselves or somebody in their family is disabled. They often work with the disability organisation in their spare time. The few resources mean that often the same people are working with a bit of everything. The organisations often work on a day-to-day and common-sense informal manner. Working roles may be well-defined for the individual projects, but not always so for the organisation as a whole. Often, there is no clear understanding of the role of an executive board in relation to the daily management of an organisation. The functioning of management often reflects single projects – rather than reflecting the primary purpose of the organisation.

B.2) Goal:

Administrative procedures in the organisation should be well-functioning and effective. The way the organisation works must not be so dependent on who is working there, but on *the way things are worked with* in the organisation. This makes it easier for all to work within clarified roles, for new staff to join the work, and also for members to participate actively. This means that systems and practices in the way the South DPO functions need to be formalised and institutionalised.

B.3) Suggested Action:

- Working modalities in managerial and administrative skills. This includes development or restructuring of organisational structure to a structure that is efficient and works democratically. Projects may provide support and training in the following:
 - Managing and leading organisations, including clarity on roles and responsibilities of board in relation to daily management.
 - Implementation of simple and functional systems for different areas (e.g. communication system, financial systems, decision-making process, administration and operations system, etc).
 - Implementation of rules and policies for running the organisation, (staff policy, operational manuals, administrative guidelines, etc.).
- Staff policy/Staff rule document.
 - Development of TOR for all staff members including board members/senior members clearly outlining roles, responsibility and accountability.
 - Promotion of systematic development of staff skills.
- Communication and Knowledge management.
 - Leaders/key staff to be trained/coached in effective communication and spreading of information both internally and externally in the organisation.
 - Develop simple systems for information

sharing. Develop learning forums within and across South DPOs (strengthen South DPOs bi-annual meeting).

- Support for research, case-documentation including dissemination of information.

C - MEMBERS

C.1) Status and Challenges:

Having been established as organisations on an often voluntary basis, and with specific project-related objectives means that focus on individual project-activities risk overshadowing the central reason for existing, namely how the organisation carries out its representative role; how the members' interests are handled and represented as part of a disability movement. Sometimes there is larger accountability towards donors than towards members. Staff is often PWDs themselves, and calls for developing their competencies on how to put into practice organisational matters including those of representation of members, such as matters of transparency, accountability, inclusion and participation.

C.2) Goal:

South DPOs that enhance the capacity of their members and are characterized by their popular foundation and legitimacy due to a strong representation of - and relation to - their members.

How an organisation functions should all point towards its central reason for existing: The representation of its members and their interests. Key issues here are: good communication with members, transparency in ways of working and in accounts and funding, accountability towards the members, and work that openly includes the active participation of members in decision-making processes.

To make this possible, the administrative procedures in the organisation should be well-functioning and effective (as mentioned under the challenge "Management"). A well-functioning organisation where the members feel included and well-represented promotes further voluntarism.

Sharing of knowledge and learning within and across the South DPOs should also include the membership base. Communication with members should be worked into the organisation's formal ways of working, which will strengthen and develop the organisation's identity and work as a whole.

C.3) Suggested Action:

- Working modalities in accordance with the democratic representation of members.
Projects may provide support and training in the following:
 - Transparency & Accountability in organisational management
 - Participative methods
 - Communication and Networking
- Develop Membership Policies
 - Accountability, Transparency, Participation, Communication & Information to/with members
 - Mobilising local volunteers.
- Communication and Knowledge management.
 - Leaders/key staff of South DPOs to be trained/coached in effective communication and spreading of information internally and externally in the organisation.
 - Support for research, case-documentation including dissemination of information, (also including information with the aim of increasing the membership base).
- Learning opportunities for development of skills/knowledge on advocacy
 - advocacy for policy for rights of PWDs.

D - SUSTAINABILITY IN FUNDING & IN LEADERSHIP

D.1) Status and Challenges:

Funding of many South DPOs is often solely financed by DPOD through the MP. This may work well for a period, but it represents a challenge on a long-term perspective.

Individual based cultures means there is often little focus on developing leadership among the youth and ensuring/developing a gender-balanced leadership.

D.2) Goal:

Strengthen awareness of the issue of the long-term sustainability of the organisation, with plans for striving at sustainability in terms of funding and leadership.

Raising funds from national and international sources.

Strengthen awareness about opportunities for activating community resources (funds and human resources), and for ensuring openness and learning-opportunities for new leaders to develop both among youth and women.

D.3) Suggested Action:

- **Fundraising:**
 - Support training in and development of fundraising plan and any necessary support in carrying out this plan.
- **Developing Leadership:**
 - Preparation of future leadership with wide agreement on this plan within the organisation.
 - Senior staff members receive training to enhance understanding on gender issues and enhance skills on supervising, coaching and mentoring their subordinates.
 - Staff policy should reflect the organisation's view of identification and developing learning opportunities of new leadership, including youth, women and PWDs in local branches.

South DPO – Core Activities:

E - WORKING WITH PROJECT PHASES

E.1) Status and challenges:

Designing and developing projects to address disability issues is a rather new way of working for many organisations as the organisations are often new and young organisations (with project phases: planning, implementation, monitoring, and evaluation).

E.2) Goal:

Development of skills in managing the various phases of a project. (The phases being: Design of project, planning, implementation, monitoring, evaluation). The development of projects and programmes should reflect an organisational self-analysis of needs.

E.3) Suggested Action:

- **Training of staff in Project Management** including Problem Tree Analysis and (introduction to) Logical Framework Approach.

- Discuss collaboration ideas for entire project-period with phases: Assessment, implementation, monitoring, evaluation and exit-strategy.
 - Identify areas where an organisational assessment points at areas/activities where there may be a particular usefulness (added value) in the Danish MO-partnership – for example regarding specific technical support and transfer of certain skills.

South DPO – External Relations:

F- LEADING A UNITED DISABILITY MOVEMENT

F.1) Status and Challenges:

The disability movement is often fragmented and even in competition. Following from this, initiatives for the disability movement are usually focused in fragmented activities. The challenge is to extend and strengthen this to a perspective of working collectively in a united disability movement.

F.2) Goal:

South DPOs collaborate with other (South) DPOs to work collectively on disability issues and rights as a unified disability movement.

Development of networks and linkages through representation in national and international forums.

To offer a strong representation in expertise forums and networks, staff (formal and voluntary) should be able to develop their knowledge within the specific disability area. Sharing of knowledge and learning within and across the South DPOs should be developed. Learning from such knowledge-sharing should be worked into the organisation's formal ways of working. The aim is to promote that valuable experience goes further than the single project, and thereby is used to develop the organisation's work as a whole.

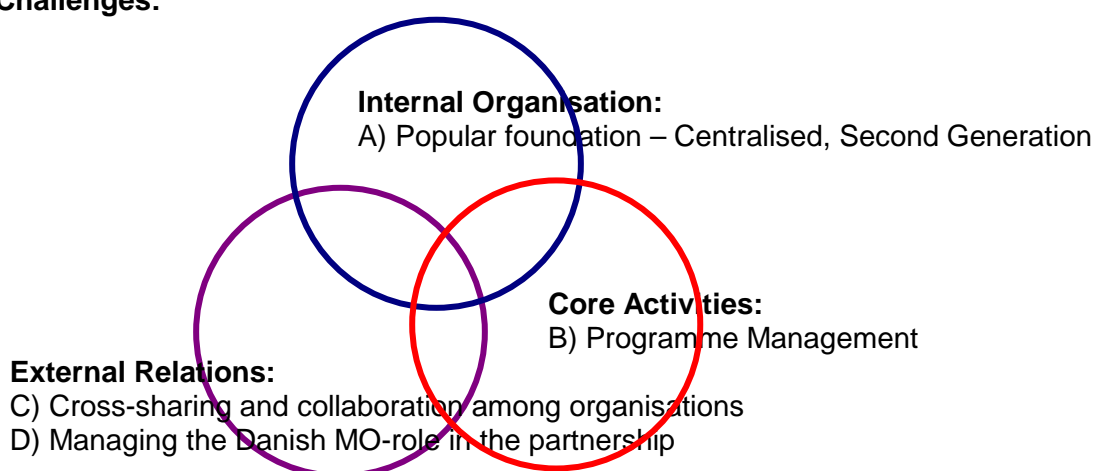
F.3) Suggested Action:

- Forums for joint action:
 - Support the possibilities (space and logistics) for developing or strengthening forums where joint action for a united disability movement may be discussed, planned and evaluated.
 - These forums may also provide support for learning and development of skills for working in collaboration (inter-organisational teambuilding).
- Networking: Projects may include:
 - Advisory support to South DPOs to widen their networking and linkages,
 - Search for new partners nationally and internationally.
 - Training/technical assistance in mobilisation, public relations, representation, and developing a plan for how to use a network.
- Learning-opportunities for development of skills/knowledge on disability issues with different social aspects, (gender, rights based approach, etc).

5. OD for Danish MOs

The role of the Danish MOs is to support the organisational development of their South DPO partners. To make a difference to the South DPO partners, the Danish MOs should be able to understand the needs expressed by the South DPOs. The overall challenge for the Danish MOs is to develop capacity within OD and to organise their own organisational development in such a manner that they can function effectively in their supportive role to their South DPO partners. This chapter takes a close look at the status and challenges of the Danish MOs, and what suggested goals and actions follow from these.

Status and Challenges:



Danish MOs – Internal Organisation:

A – POPULAR FOUNDATION – CENTRALISED, SECOND GENERATION

A.1) Status and Challenges:

The Danish MOs mostly work through a few dedicated individuals (volunteers). Sharing responsibility with others (especially for the small Danish MOs) and ensuring the preparation of new members to take up the leadership is a challenge.

A.2) Goal:

Promotion of democratic, shared and participatory involvement, including grooming of new volunteers among members.

A.3) Suggested Action:

- Mobilizing (new) members
 - Involving more members to participate in development activities in partnerships with South DPOs
 - To take on roles & responsibilities.
- Development of knowledge management system
 - Actively make use of experience within the organisation, share knowledge and operationalise skills and resources.

Danish MOs – Core Activities:

B) PROGRAMME MANAGEMENT

B.1) Status and Challenges:

The capacity of Danish MOs to work with project management (including OD) varies in terms of design, implementation, monitoring, phasing-out and reporting. It also varies in terms of how participatory the Danish MOs manage the work in these phases with the South DPOs. Some Danish MOs have a relatively “informal and personal relations based” approach in project- and partnership work. Focus of projects is often on immediate results (output level), and not so much on long-term effects, (outcome level). (For example: “20 people received training” – in comparison to considering “what *has it meant* that 20 people have received training?; that is: *Has the training had an effect* on the problems?”). To strengthen the capacity of the Danish MOs to design and manage projects together with the South DPOs - hereunder organisational development and methods for measuring the progress - the challenge is to use a more *systematic, formal and institutional* methodology and approach.

B.2) Goal:

More systematic processes for managing activities under the MP. Hereunder a more systematic approach to capacity development with well-developed plans based on in-depth analysis (with phase-in and phase-out plans).

Strengthen project management skills of Danish MOs: Strengthen the process of participatory planning of projects, and strengthen the capacity of Danish MOs to follow and observe projects (monitoring) of Organisational Development, and the awareness of results beyond immediate results (outputs) to long-term effects (outcome/impact level).

B.3) Suggested Action:

- Provide learning opportunities:
 - Knowledge on and skills in programme management (organisational assessment, planning, implementation, roles, review and feedback, monitoring and evaluation).
 - Organisational development (develop and make use of tool-kit/ guidelines/ manual for making possible OD (process/ methods/tools).

Danish MOs – External Relations:

C - CROSS-SHARING AND COLLABORATION AMONG ORGANISATIONS

C.1) Status and Challenges:

Between Danish MOs and South DPOs: Cross-sharing and learning between South DPOs and Danish MOs varies. In the partnerships, the role of Danish MOs is to support capacity development in the South DPOs. Sharing and exchange of knowledge, skills and practices through face-to-face interactions is occasional. Monitoring visits are mainly used to observe and discuss operational and practical aspects of the project. The challenge is to strengthen knowledge-sharing and also to include long-term planning or policy issues for the collaboration of the partners.

Among Danish MOs: The country group forums are good and functional forums for some cross-sharing of best practices and learning, but there is need for more systematic knowledge-sharing and ways for joining resources to organize joint learning activities for partners in the same

country. Danish MOs have rich experience and learning from disability work in Denmark. Some of the Danish MOs also have a rich international work experience and knowledge. Websites and some publications exist.

C.2) Goal:

Strengthening of how to plan the sharing of knowledge (knowledge-management): Make use of the opportunities, increase alliance-activities for knowledge-sharing and exchange of practices, tools/methods, between Danish MOs and South DPOs, and also between Danish MOs themselves and with non-disability organisations who are involved in development work in the South.

Monitoring procedures and formats should focus on reflection, learning and documentation rather than on the fulfilment of a plan.

Explore bringing together (pooling) of resources among the Danish MOs working in the same country for common Capacity Development activities.

C.3) Suggested Action:

- Explore and establish information mechanisms or strengthen existing ones that are functional for regular cross-sharing and learning, (may be formal or informal)
For example:
 - Face-to-face interactions
 - Visiting each other's projects
 - Virtual forums (internet/email/websites),
 - Thematic information materials
 - Simple and down-to-earth monthly electronic newsletter where each country group participates with a brief update on their projects.

- Strengthen the Danish MOs annual monitoring visit at South DPO partners: as also being a sharing and learning mechanism (not only focusing on operational/administrative aspects of the project). Please refer to DPOD's Monitoring and Evaluation Manual.

- Organize annual learning opportunities and sharing events: for exchange of experience between Danish MOs and between the Danish MOs and DPOD in Denmark to develop skills for:
 - Knowledge-management,
 - Transfer of skills/knowledge,
 - Communication,
 - Cultural sensitivity and cross-cultural sharing,
 - Provide support for replication material of best practices.

- Facilitate bringing together resources and collaboration through the various interaction forums (for example, country forum and networking with non-disability organisations involved in development work in the South).

D- MANAGING THE DANISH MO-ROLE IN THE PARTNERSHIP

D.1) Status and Challenges:

Danish MOs often assume the traditional “donor and expert” role, often instructing South DPOs. This influences the partnership between the two. It also affects the way each part can use its’ specific strengths (added value) in the partnership. The challenge is for Danish MOs to work with a more consultative and participatory approach in the communication and interactions. Danish MOs are to be more open and considerate to the local country-context and challenges faced by the realities that their South DPO partners work in. The Danish MOs must be aware of their strengths and their limitations in order to support an organisational development, where the feeling of ownership of the process really lies with the South partner.

D.2) Goal:

A shift from traditional “donor & expert” perspective towards facilitator/collaborator perspective of MOs. Underlying but dominating principles for partnership should be understanding and appreciation of each other’s (development) contexts for entering the partnership.

This involves developing processes that strengthen learning-attitude of Danish MOs, and develop capacities that give added value to both parties of working in partnership. Training in project management, clear approaches, clear methodologies and tools to guide the Organisational Development can strengthen the ways of working in partnership.

D.3) Suggested Action:

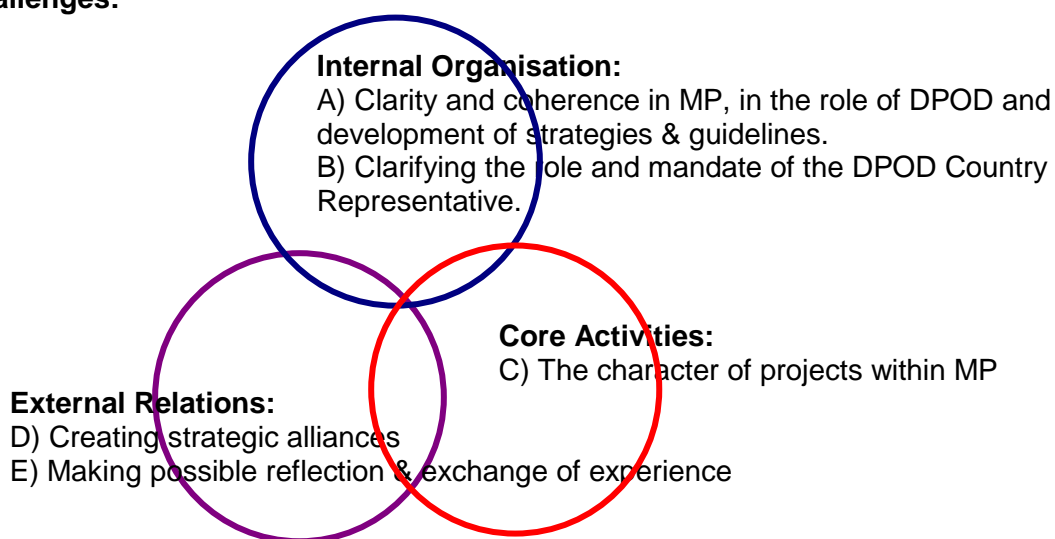
- Support opportunities for regular formal and informal contact among Danish MOs and South DPOs:
 - Establish or strengthen existing forums/platforms (e.g. local forums also to include Danish MOs).
 - Provide exposure to Denmark to South partner DPO to share challenges and successes, also as to gain better understanding of the disability context in Denmark.

- Provide learning and reflection opportunities for Danish MOs on following topics:
 - Review and reflection workshop on process/approaches and relationship with partners, (What can Danish MOs do with regards to advising, coaching and mentoring partner DPOs from across long-distance).
 - Skills for cross-cultural sharing, reflection and communication (on both long-term planning and immediate project-activities) of the collaboration.
 - Situation analysis (of political, social and cultural environment) and stakeholder analysis of both Danish MOs and South DPOs, including understanding of people’s attitude towards PWDs in programme countries.
 - Organisational self-assessment and Capacity Development to strengthen the MOs’ skills for facilitation of OD processes.

6. OD for DPOD

The role of DPOD as an umbrella organisation is to provide the necessary framework and support for Danish MOs to engage in their roles as supporters of the strengthening of their South DPO partners. DPOD is to facilitate the opportunities for exchange of experience and learning-processes within the Mini Programme Framework.

Status and Challenges:



DPOD – Internal Organisation:

A - CLARITY AND COHERENCE IN MP, IN THE ROLE OF DPOD AND DEVELOPMENT OF STRATEGIES & GUIDELINES

A.1) Status and Challenges:

There are strategies and guidelines developed in DPOD for MP-work in programme countries, (for example partnership, gender, HIV/AIDS, etc). It is a challenge to integrate these in the development and collaboration work of Danish MOs and South partner DPOs.

Also a challenge is following and measuring impact of the work under MPF. DPOD should make sure that the various parts of the MP (focus, approaches and methods) are considered in relation to the MP framework as a whole. This is to provide clear strategic direction with well-defined plans and feedback/reporting mechanisms (systems and processes). This should be done on the basis of having defined (and promoted) core and common understanding of development issues and principles for DPOD.

A.2) Goal:

Coherence throughout the various aspects of the programme, and OD should be integrated in the MP framework. Monitoring procedures and formats should focus on reflection, learning and documentation rather than on the fulfilment of a

A.3) Suggested Action:

- Consider and clarify the role of DPOD in relation to OD in terms of coordination, facilitation, support to the Danish MOs (and South DPOs): What functions could be organized differently to achieve a balance in

plan.

Integration of different strategies and guidelines developed in DPOD for activities under MP framework. Country strategies should reflect these.

resources and tasks, and in strengthening the relationships and communication to the Danish MOs?

- Review MP framework to integrate participatory and consultative process in the design & management (organisational assessment, planning, budgeting, implementation, monitoring, feedback / reporting) of activities under MP.
- Make an integration plan with the Danish MOs (and South partner DPOs via the Danish MOs and/or via country representatives) to make possible an integration of the various strategies in the development and collaboration work under MP.

B - CLARIFYING THE ROLE AND MANDATE OF THE PERSONEL PROGRAMME

B.1) Status and Challenges:

There are a number of posted personnel (Development Workers and Country Representatives) in the Programme Countries. The challenge is to clarify the role and mandate of the different components of the personnel programme, to align it with the needs of both the Danish MOs and South DPOs.

B.2) Goal:

Strengthening the profile and role of the Personnel Programme for greater effectiveness of the MP.

Strengthening the capacity of the posted personnel to perform the new roles and tasks.

B.3) Suggested Action:

- Outline the role, responsibility and accountability of the Personnel Programme - with a more substantial role on facilitation of capacity building and processes of organisational development and coordination and support to the Danish MOs and South DPOs
- Conduct assessment training and development needs of posted personnel, and provide learning and development opportunity accordingly.

DPOD – Core Activities:

C - THE CHARACTER OF PROJECTS WITHIN MP

C.1) Status and Challenges:

MP projects are rather short term project and to some extent exploratory nature of programming. It is a challenge to promote and plan for a longer-term partnership approach with OD-activities as a central part of the partnership, with focus on sustainable capacity within the South DPOs.

C.2) Goal:

Promote long-term programme perspective.

Strengthen relationship with Danish MOs for better service – Establish and streamline what type of support and services DPOD can offer the Danish MOs for creating greater value for members.

C.3) Suggested Action:

- Review the existing guidelines and systems to include organisational assessment as a basis for project-planning.
- Facilitate process of revision of project-approaches and project planning of South DPO's - to include long-term programme perspectives with OD activities as integral part of it.
- Prepare - with the Danish MOs - an annual "events-plan" in each country-group forum. To arrange visits and exchange of experiences on general policy and programme themes.
- Develop systematic and simple process of consulting the Danish MOs for inputs and needs for advisory/process support. Strengthen capacity of DPOD for motivating and taking feedback from all the Danish MOs (and partner South DPOs) for learning and constantly improving MPF.

DPOD – External Relations:

D- CREATING STRATEGIC ALLIANCES

D.1) Status and Challenges:

DPOD already to some extent coordinates project-activities with other donors in the programme countries. This is relevant for greater impact in achieving the goals of the disability movement. The challenge is to continue and strengthen these opportunities for collaboration with like-minded organisations.

D.2) Goal:

To create synergy and work for strong partnerships and linkages for developing DPOD as a strong institution to work for the disability

D.3) Suggested Action:

- Explore opportunities for collaboration with like-minded organisations, joining

movement. (Including that OD activities should also work towards the development of alliances at local level to contribute in achieving the goals of the disability movement).

Organize networks & linkages for joining resources for certain joint actions.

Bring together funding for common activities in international lobby and information work for disability issues and rights.

resources and international lobby work for disability issues.

- Facilitate opportunity for Danish MOs to create their own alliances and integrate with DPOD's alliances.
- Strengthen capacity to coordinate on advocacy of the South DPOs. Undertake comprehensive planning and advocacy exercises at national, regional and international level together with Danish MOs and South DPOs and other like-minded civil society organisations.

E- MAKING POSSIBLE REFLECTION AND EXCHANGE OF EXPERIENCE

E.1) Status and Challenges:

There is some interaction and communication between the Danish MOs and DPOD on sharing and learning on practices, knowledge and challenges that are faced and dealt with in development work. This communication and knowledge-sharing, however, is quite limited. Therefore the challenge is to promote a greater organisation-wide learning culture and mechanisms - also extending to the South DPOs.

E.2) Goal:

Enhance the skill for sharing and reflection - Actively encourage organisation-wide sharing and learning-culture among Danish MOs and, through them, to partnering South DPOs. This includes benefitting from the existing skills of the more resourceful Danish MOs by activating them to support and share experiences. It also includes networking and knowledge-sharing with non-disability organisations involved in South development activities.

E.3) Suggested Action:

- DPOD takes leadership in providing space (forums) for establishing learning-culture: Institutionalise mechanisms for reflection, learning-review and feedback-giving on a regular basis - within whole of DPOD and within and across the Danish MOs.
- Strengthen Country Group Forums DPOD support Danish MOs on legal, cultural, political and economic environment of South countries, and how this affects PWDs and the work with a disability movement in that country.
- DPOD coordinates revision-process of Country Strategy or Thematic Documents Revision process may be lead by Country Group forums or establish Thematic Groups
- Strengthen the way in which news, updates and learning are regularly shared out: (mechanisms for communication and external dissemination), for example:
 - through country websites
 - electronic newsletter, where DPOD is practical organizer but each MO contributes

7. Integrating OD in the MP

The following steps are required to integrate Organisational Development in the Mini Programme Framework to make the MP work coherently and logically as a whole over a 2-year period. The steps are not listed in a prioritised order.

| ACTION | RESPONSIBLE |
|--|--|
| 1) Development of “mini toolbox” for OD. (Tools, process and methodology for facilitating organisational development, including organizational self-assessment tool). | DPOD supported by external resource person. |
| 2) Orientation and other educational activities to South DPOs, Danish MOs and DPOD of the OD strategy and facilitation of self-assessment tool. | DPOD supported by external resource person. |
| 3) Establish platforms for sharing & learning. Such forums should strengthen effective monitoring and feedback, and purposeful sharing and learning between the different actors, (South DPOs, Danish MOs and DPOD). | Practical facilitation by DPOD in consultation with Danish MOs and South DPOs. |
| 4) Revise MP framework to mainstream, integrates and reflect OD strategy. | DPOD in consultation with Danish MOs. |
| 5) Revise DPOD Partnership Strategy to bring into line with OD strategy for all parties (South DPOs, Danish MOs and DPOD). | DPOD in consultation with Danish MOs. |
| 6) Establish observation process (monitoring) and feedback mechanism to measure results and effect of the MP framework, and review MP framework regularly according to lessons learned and best practices. | Practical facilitation by DPOD in consultation with Danish MOs and South DPOs. |

8. Going through an OD process

What steps to take? (Process guidelines)

This section outlines the basic procedure of going through a planned process of organisational development. Each process is to be tailored to the specific needs of the organization with the support of agreed tools in the Miniprogramme framework (for organisational assessment, monitoring, etc.) The process is divided into three phases: Planning, Implementing (putting into action), and Learning & Sharing.

PLANNING THE OD:

Step 1: *Revise Partnership Agreements and contracts to include OD activities.*

The activities involve identification and selection of partners, and discussion of which values and expectations the partnership involves and the focus of working in a partnership. Reach agreement on possible issues and challenges for organisational development.

Step 2: *Organizational Assessment and Organisational Development Plan.*

With external facilitation support, carry out an organisational assessment. The assessment should give a picture of strengths and weaknesses, needs and resources. Discuss results and use these results to define and prioritize areas of focus (and limits) for partnership projects. Develop an organizational development plan to address the issues identified. Also discuss and define what results during the process (indicators) can point at whether progress is being made. Also develop a plan for how to phase out the plan and activities.

PUTTING INTO ACTION:

Step 3: *Implementation of capacity development activities as agreed in the OD-Plan.*

Identify roles and responsibilities to check that the OD-plan is being followed and if not why not – and to communicate the progress and challenges along the way to the entire organisation, so that all can follow and feel ownership towards what is taking place.

Step 4: *Observe and learn (monitor) how OD-Action Plan is going.*

Monitoring visits between partners to discuss progress and challenges in OD-Plan. Brief monthly or quarterly written updates on each OD-project in newsletter, and updates in country group meetings to exchange and follow each others' experiences. Also more formal monitoring reporting to DPOD.

LEARNING & SHARING:

Step 5: *Sharing knowledge and learnings – and documentation of good practices*

Discussion and documentation of what worked well (best practices) and also of lessons learned through challenges. Organize annual sharing-event among South DPOs who are partners under the MP framework in each programme country, as well as among Danish MOs and DPOD. Discuss how to spread good experiences and practices in disability work.

Step 6: *Phase out*

Follow the phase-out as planned in the original project plan and/or review the partnership agreement according to future perspectives. Conduct new organisational

assessment to document and measure the progress made, and to assess new strengths and weakness for possible new OD-plan.

Step 7: *Review of the capacity of South DPOs, DPOD and Danish MOs in changed context*
Organize and participate in reflection workshop every 4 years on the work of organisational strengthening under the MP framework. Revise strategy according to any inputs considered relevant in the changed context.