Module IV: Organisational Development

Day One : Morning

Nonprofit Organisations' leadership and management

NGO leaders often face extraordinary challenges – both at a personal and organizational level. They work long hours with limited resources in uncertain and volatile political and economic circumstances to help the most marginalised and disadvantaged members of their communities. The complex managerial challengesvthey face have been documented in many publications.

NGO leaders are often isolated and unsupported. There is talk of a leadership deficit, because of the shortage of talented leaders and the growth of the non-profit sector generally. As a result there is some urgency in attempts to develop a new generation of leaders, and to provide relevant support to existing and future leaders. Leadership development programmes designed for NGO leaders must as a consequence incorporate best practice and current experience rather than rehashing tired, traditional approaches to leadership training.

This topic identifies the elements of successful leadership development, and assesses the skills or competencies that need be developed.

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Day One: Afternoon

NGO Leadership in the context of evolving Roles and Characteristics

This topic focuses on the key characteristics and competencies shared by NGO leaders. It explores some of the distinctive characteristics of women NGO leaders, and the particular competencies of NGO leaders facing extreme pressure or exceptional situations, such as those associated with the spread of HIV/AIDS. Above all, this section highlights the particular skills and competencies needed by such 'development leaders' to cope with the challenges they face.

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Day Two: Morning

Promoting internal communication

Promoting internal communication is one of the most important things you can do to make sure that your organization runs smoothly and effectively. Good internal communication will flourish if you can create an organizational climate of openness that is conducive to the free flow of communication and information in all directions; adjust your organization's systems or develop new ones to encourage, rather than discourage, internal communication; and create clear definitions of what needs to be communicated and by whom. Monitoring and adjusting your internal communication will help to maintain it at the level you need over the life of your organization.

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Day Two: Afternoon

Developing a Management Plan

The management of your organization is too important to be left to chance. Having a management plan will allow you to shape the organization the way you want to, and will make it much more likely that your work -- the reason for the organization's existence -- will be effective. To develop a management plan that works for your organization, you should think carefully about what's consistent with your mission and philosophy (and what your organization says about itself). Then, with that in mind:

- Consciously choose or design a management model that will comfortably fit the organization and will accomplish your purposes.
- Define the relationships among director, board, staff, and volunteers to conform to the needs of effectively operating the management structure you've chosen.
- Develop, with appropriate input from those affected, a comprehensive set of policies and procedures to cover the five essential management areas: people; money; supplies and equipment; activities; and relations with the outside world.
- Design a regular system and schedule for evaluating and adjusting your management plan, so that it will continue to function successfully.

When you have a management plan that seems right for your organization, you've completed a necessary step on the road to effective action.

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Day Three: Morning

The Challenge of Leadership Development

This topic focuses on some of the issues which need to be considered by those involved in developing a new generation of leaders. There is now much greater recognition of the importance of personal change, individual empowerment, experiential learning, and face to face support. Leadership Development Programmes (LDPs) have evolved over time from formal, structured, one-off training courses to more process-based, experiential programmes with an emphasis on personal development and self-directed learning. This shift reflects frustration with the limited impact of traditional one-off training courses with little real follow-up, and a greater appreciation that more holistic, self-learning programmes spread over time are better able to develop personal confidence and new leadership competencies.

The varied challenges which NGOs are up against have focused attention on how to develop a new generation of NGO leaders. In practical terms this is reflected in the increased investment in LDPs.

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Day Three: Afternoon

The Challenge of Leadership Development – continued

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Day Four: Morning

Organizational Capacity Assessment

This topic will examine the role of Organizational Capacity Assessment in organizational development. Organizational Capacity Assessment is a self-assessment initiative that helps nonprofits identify capacity strengths and challenges and establish capacity building goals. It is primarily a diagnostic and learning tool. Results from the Assessment

can also help donors deepen their understanding of the current capacity of their grantees as well as track their growth in capacity over time.

The Organizational Capacity Assessment Tool (OCAT) is designed for assessing the capacity of nonprofit organisations to provide services to their beneficiaries or members. The tool can also provide the baseline information needed to develop strengthening interventions. It is intended to be a participatory self-assessment tool. The assessment sheet consists of a series of statements under six capacity areas:

- governance,
- operations and management,
- human resources development,
- financial management,
- business services delivery, and
- external relations

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Day Four: Afternoon

What is strategic planning?

This topic will discuss the role of Strategic Planning in Organisation Development. Strategic planning is a disciplined process for making key decisions and agreeing on actions that will shape and guide what an organisation is, what it does, and why it does it. Planning is an important aspect of strategic thinking and management. By working on a strategic plan together a team can:

- Think creatively about the focus and direction of the organisation's work.
- Strengthen team approaches by defining together a clear focus and direction.
- Develop plans collaboratively with partner organisations, beneficiaries and other organisations.
- Provide a framework against which to monitor progress, learn from experience and make the changes necessary to improve effectiveness and impact.
- Enable decisions to be made about the best use of the human and financial resources available.

The main purpose of a written plan is:

- Serve as a basis from which to develop an annual team work plan and annual budget and against which to measure progress.
- Form the basis for decisions on allocation of resources (financial and human).

- Help continuity by providing new staff with a reference point and all staff with a reminder when looking at successes and challenges.

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Day Five: Morning

Principles of organisational Development

The practice of OD is grounded in a distinctive set of core values and principles that guide behavior and actions. Whilst there is no single definition of organisational development (OD), it is commonly known to be the practice of changing people and organisations for positive growth. This topic will examine some of core principles and practices of OD