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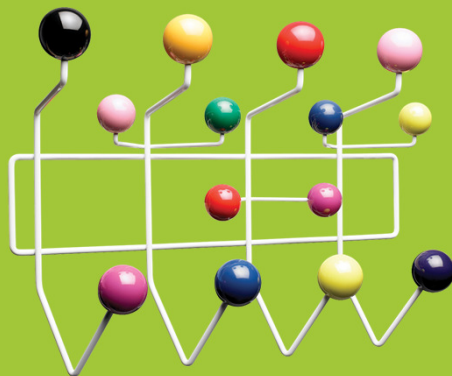
ONDERZOEKSINSTITUUT VOOR **ARBEID EN SAMENLEVING**

K.U. LEUVEN

Leertraject NGO Federatie

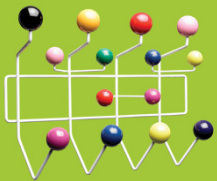
Capaciteitsversterking van partners in het Zuiden

2 oktober 2012, Huib Huyse

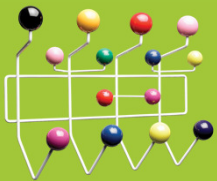
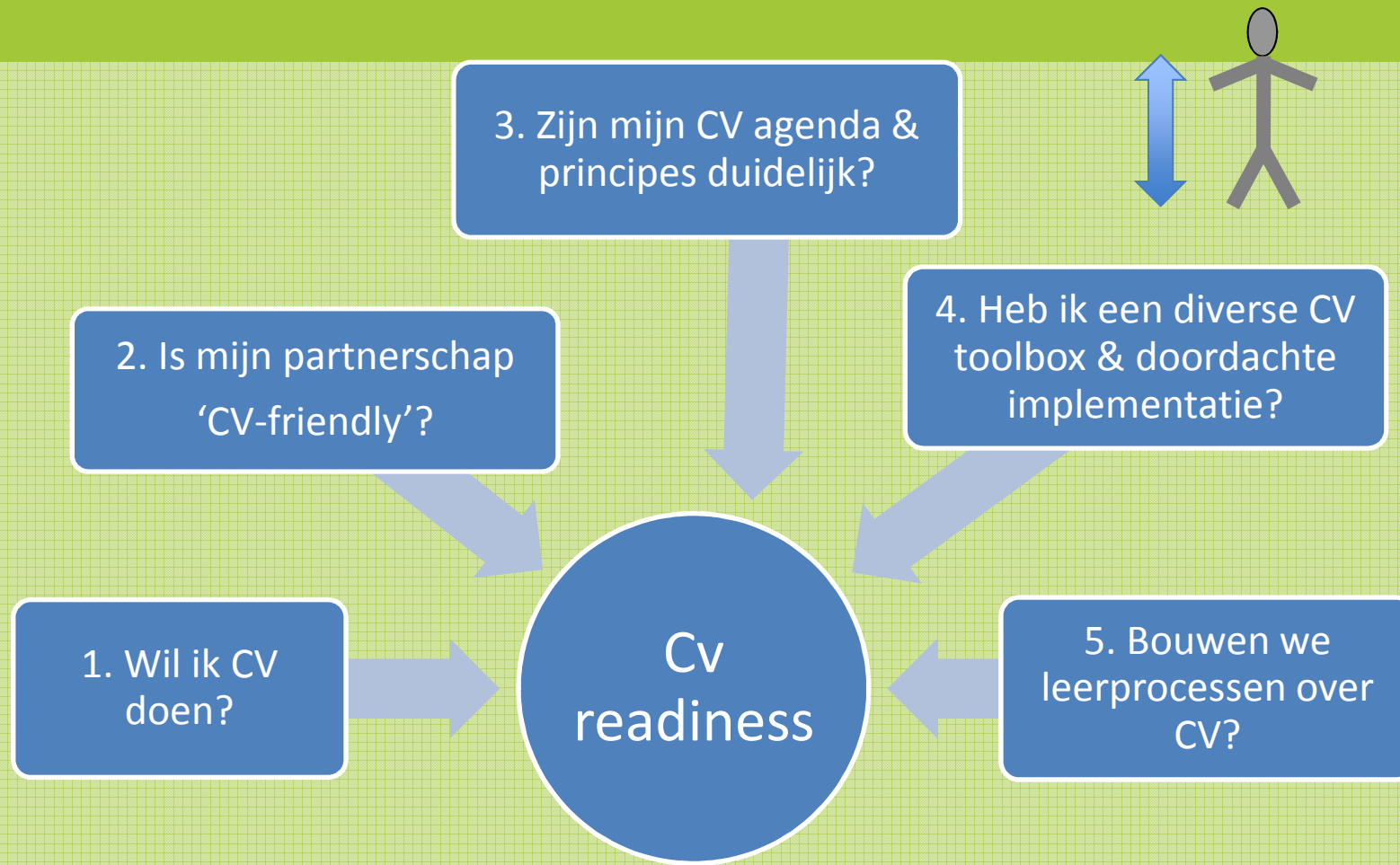


‘CV-readiness test’ in 5 stappen

- Intro
- Doorlopen stappen met praktische oefeningen
- Vragen en discussie

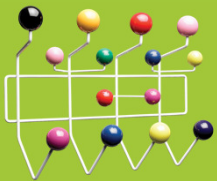


'CV readiness' - test

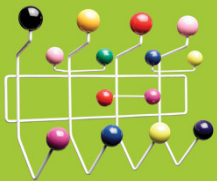
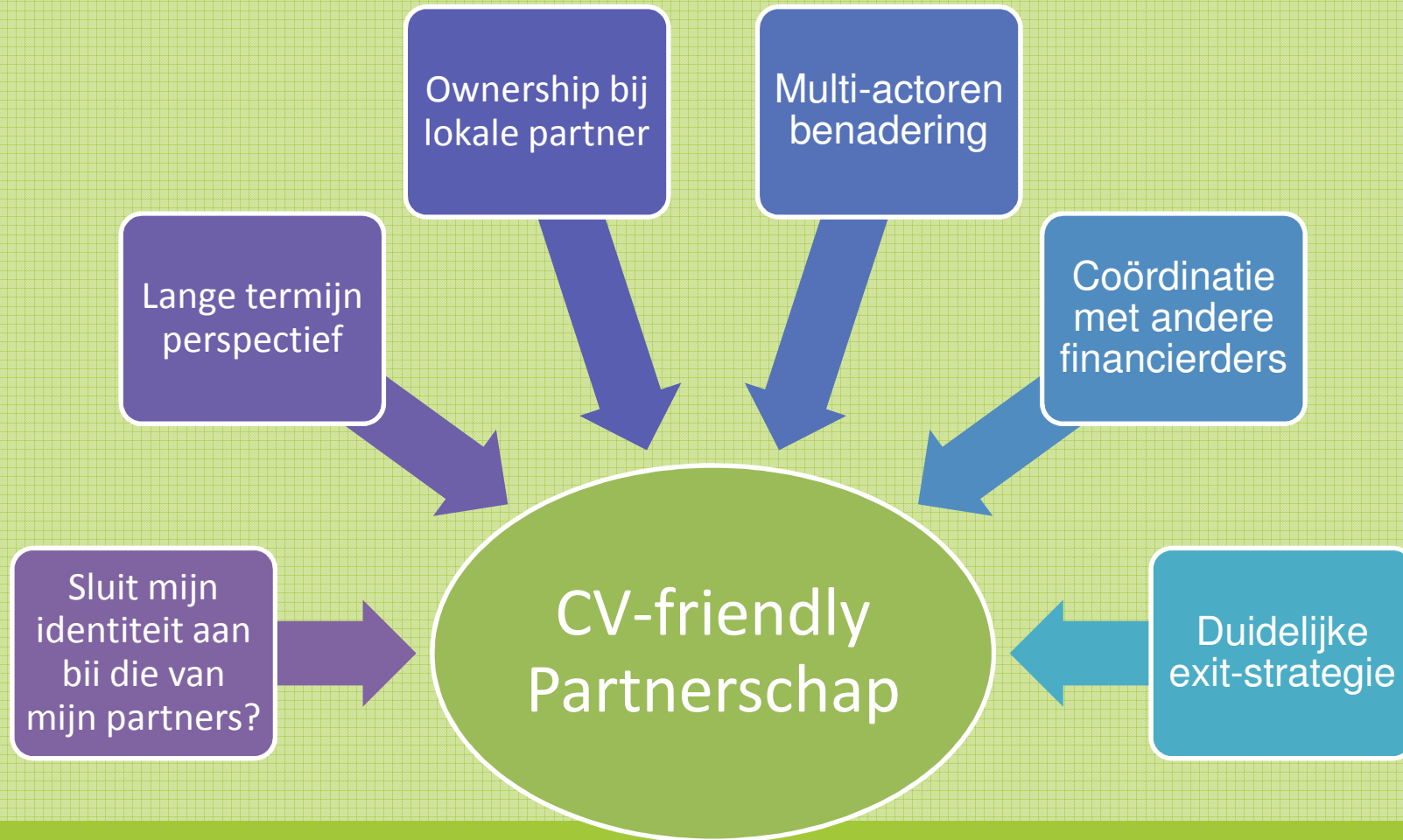


Stap 1: Wil mijn NGO aan CV doen?

- Capaciteitsversterking is belangrijk
- Maar wil mijn NGO CV ondersteunen?
 - Kunnen we voldoende meerwaarde aanbieden?
 - Zijn er geen andere organisaties die dit beter/efficiënter kunnen doen?



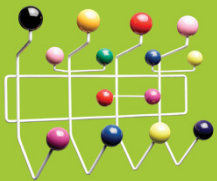
Stap 2: CV-vriendelijke partnerschappen



Stap 2: buzzing - CV friendly partnerschappen

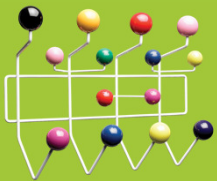
Draai je naar een buur en bespreek kort

- Welke factoren geen enkel probleem vormen voor jouw NGO
- Welke factoren moeilijker op te lossen zijn
- Wissel ideeën uit hoe hier aan kan gewerkt worden

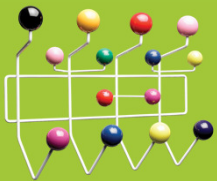
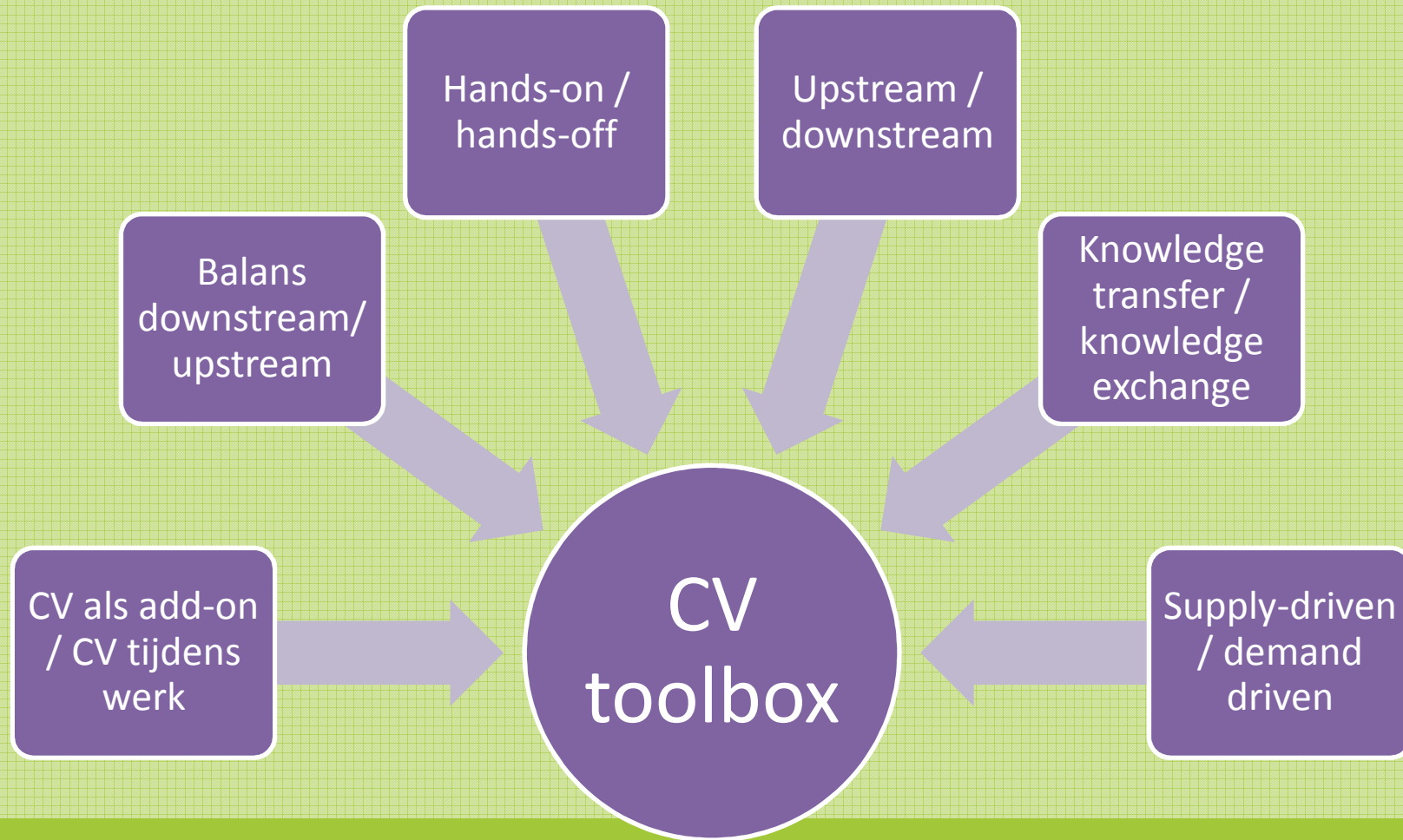


Stap 3: CV agenda & principes duidelijk?

- Waaraan moet de CV van onze partners bijdragen?
 - Technische noden?, sociaal-politieke noden?, ..
- Welke principes liggen aan de basis van onze CV aanpak?
 - CV als middel of als doel
 - Technocratische of systeemvisie op orgs
 - Hands-on / hands-off
 - Structurele verandering
 - ..

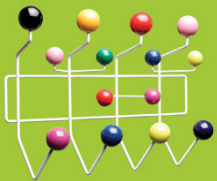
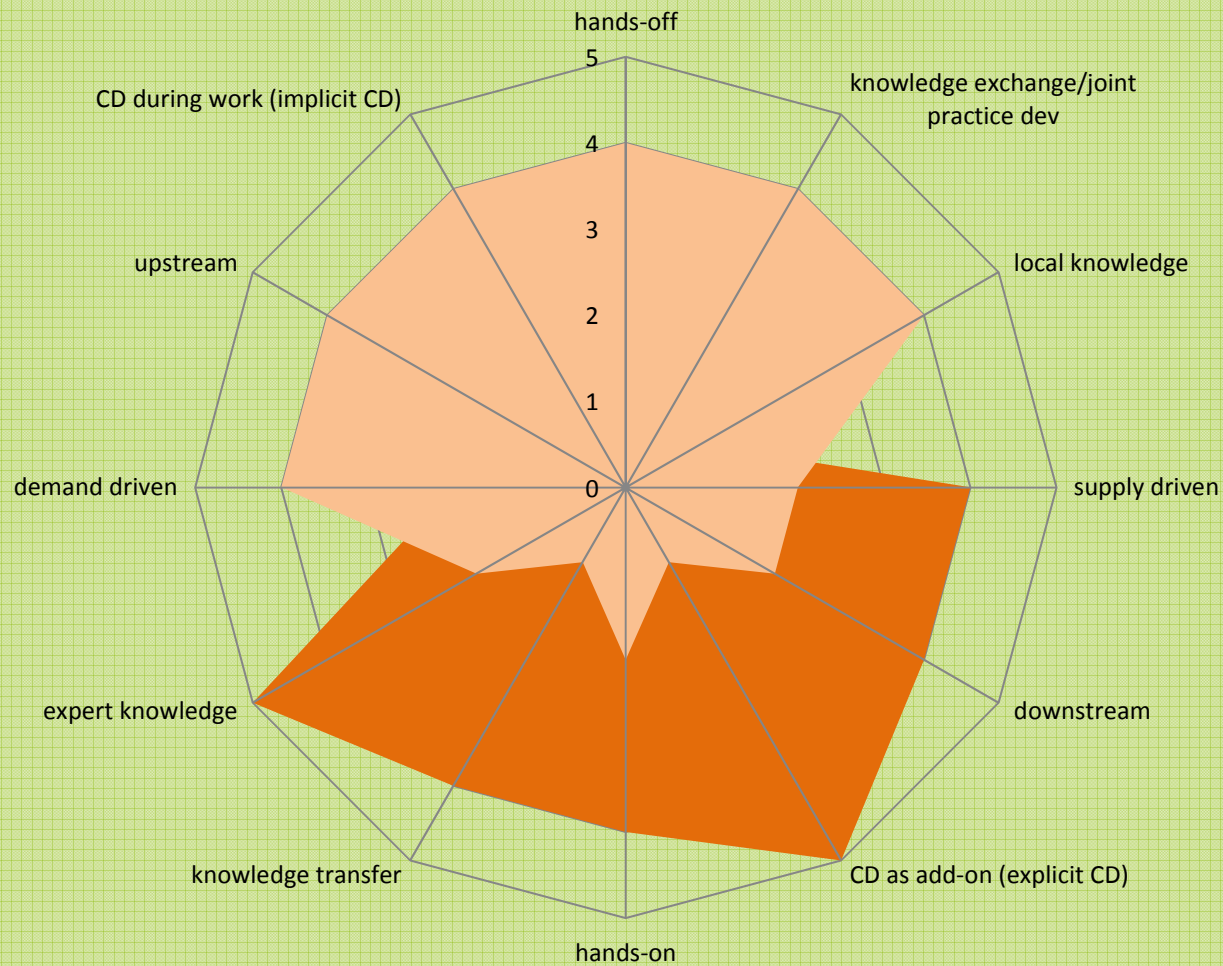


Stap 4: Diverse CV toolbox

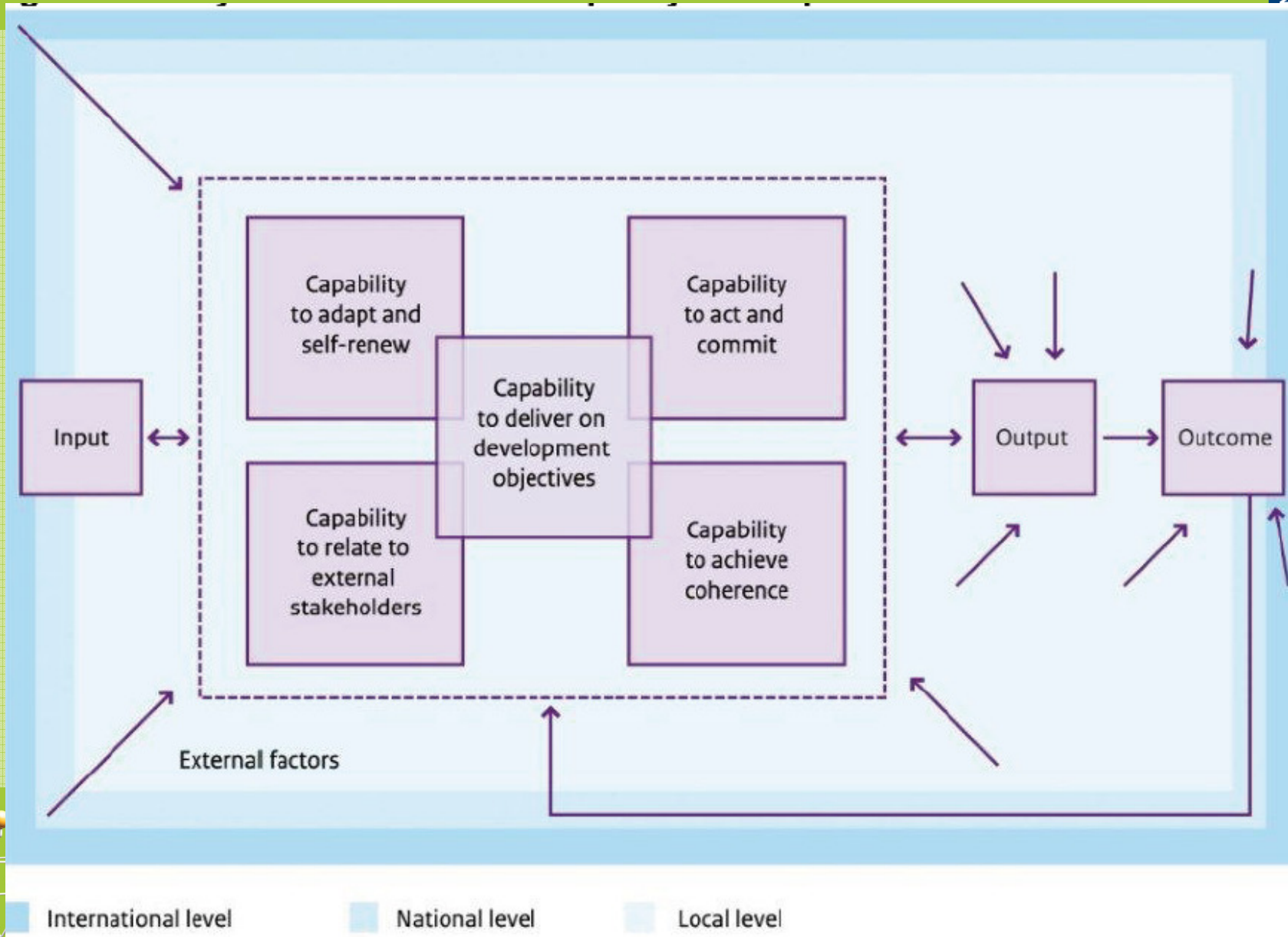


Illustratie aan hand van spiderweb

- Technical NGO
- Political NGO

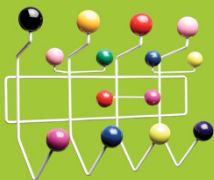


Analytisch kader van 5C aanpak



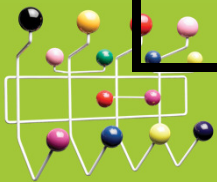
Stap 4: 5 Core capabilities kader

De capaciteit om...	Subbouwstenen
1. <i>zich in te zetten en te engageren</i>	wilskracht, empowerment, motivatie, houding, zelfzekerheid
2. <i>technische-, dienstverlening- en logistieke opdrachten uit te voeren</i>	de core-functies om het mandaat en de objectieven van de organisatie/netwerk uit te voeren
3. <i>relaties aan te gaan, en middelen en ondersteuning aan te trekken</i>	beheren van relaties, het mobiliseren van middelen, netwerking, opbouwen van legitimiteit, bewegingsvrijheid beschermen
4. <i>zich aan te passen en te vernieuwen</i>	leren, strategisch werken, aanpassingsvermogen, nieuwe rollen opnemen, omgaan met verandering
5. <i>coherentie en diversiteit in balans te houden</i>	aanmoedigen van innovatie en stabiliteit, fragmentatie beheren, complexiteit managen, mix van capaciteiten in balans houden



Stap 4: Verschillende toepassingen van het 5 C kader in België en Nederland

	Optie 1	Optie 2
Wat 5C?	Contextualisering (met markers/ pointers, ev. weighted) Kwalitatief	Uniformisering Kwantitatief
Waarom 5C?	Planning & leren (critical learning incidents / organisational phases/..)	Upward accountability
Hoe 5C?	Begeleiden/ informeren Contextspecifieke analyse Self-assessment / samen analyseren / apart analyseren & vergelijken Procesmatig Collectief proces Informatie uit bestaande OCAT tool omzetten naar 5C Focus op gaps & sterktes	Sturen Aggregeren Desk review / externe evaluator One-off / ad-hoc Individueel proces Focus op gaps



Vb 1: Oxfam Novib intro

IMPACT Alliance Organisational Capacity Assessment Tool

Home - Help

Introduction

- ✓ Commit and act
- ✓ Achieve development results
- ✓ Relate
- ✓ Adapt and self-renew
- ✓ Achieve coherence

Priorities

Summary

Download a pdf-file of the questionnaire ([English](#), [French](#), [Portuguese](#))

Report of the Organisational Capacity Assessment

Click here to see an overview of your own assessment of this organisation

Click here to see the assessment of the representative of the organisation

I. Introduction

[Go directly to questionnaire](#)

The five members of the IMPACT Alliance (Oxfam Novib, Butterfly Works, SOMO, 1%Club and HIRDA) work with about 500 partner organisations in various parts of the world. There is a common vision that civil society organisations play an important role in fighting against poverty and injustice. The support to civil society organisations and the development of their capacity is a central element in the programmes of the IMPACT Alliance. In order to work in a more systematic way on capacity development, a tool has been developed to map and monitor capacity of all partners. Each year a capacity assessment is foreseen, so that changes in capacity can be monitored and priorities for capacity development can be identified.

[Read more ...](#)

II. The five core capabilities

Between 2004 - 2009, the European Centre for Development Policy Management (ECDPM) in the Netherlands set out to better understand what capacity is, how capacity develops, and what outsiders can do to stimulate it. The final report of what became a major study based on 16 case studies, was entitled Capacity, Change and Performance .

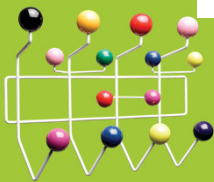
[Read more ...](#)

III. Manual: how to use the 5C self-assessment tool

Staff of the members of the IMPACT Alliance and staff of the partner organisations will both be asked to assess the capacity of the partner organisation. You are invited to engage other staff members (especially those knowledgeable on financial issues, where relevant) of your organisation in the assessment and to discuss the assessment with your counterpart at Oxfam Novib/SOMO/1%Club/HIRDA/partner organisation.

[Read more ...](#)

Next >



Vb 1: Oxfam Novib spider-web scores

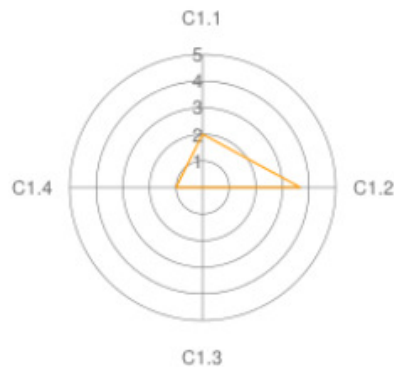
Overall assessment five capabilities



Capability	Assessment by IMPACT Alliance	Self-assessment organisation
C1 Commit and act	1.7	0.0
C2 Achieve development results	3.5	0.0
C3 Relate	3.5	0.0
C4 Adapt and self-renew	1.0	0.0
C5 Achieve coherence	3.8	0.0
Total:	2.7	0.0

Spider graphs, scores and clarifications per capability

Capability to commit and act



Topic	Assessment by IMPACT Alliance	Self-assessment organisation
C1.1 Strategic & operational planning	2.0	-
C1.2a Human resource management (HRM) and qualifications	3.0	-
C1.2b Staff thematic expertise	3.0	-
C1.2c Staff commitment to results	5.0	-
C1.3 Leadership	0.0	-
C1.4 Financial position	1.0	-

Clarification Assessment by IMPACT Alliance

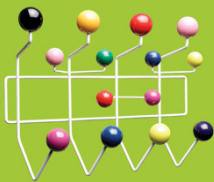
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Vb 2: MFS II evaluatie Nederland

Table 1: Example scoring table for Management Respondents on 'the capability to act and commit'

Capability to act and commit					Average overall score:			Management Comments
Outcome domain	Performance indicators	Yes, fully existent	Sufficient	Emerging	Seriously lacking	Non-existent	Average total	
Level of Effective Leadership	Leadership is responsive, inspiring, and sensitive	5	4	3	2	1		
	Leaders provide appropriate strategic guidance	5	4	3	2	1		
	Sickness leave	5	4	3	2	1		
	Staff Turnover	5	4	3	2	1		
Level of realistic and appropriate strategic planning	Existence of clear organisational structure reflecting the objectives of the organisation	5	4	3	2	1		
	Existence of clear organisational structure reflecting the objectives of the organisation	5	4	3	2	1		
Level of	Day-to-day operations are	5						

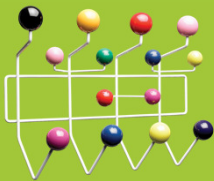
Table 1 below shows an example of the standard scoring tool for a management respondent and Table 2 provides an example describing data sources per indicator. Averages will be calculated for each of category of respondent (SPO: management, admin/finance staff, project staff, field staff; Dutch CFO; other CFO; partners; OD consultants; clients). This can then assist in the analysis of the findings so as to come to final score per each of the indicators. This final score, established by the evaluation team, is partly based on these averages and partly on other sources and methods of data collection.



Vb2: MFS II evaluatie

Table 2: Data sources for "capability to act and commit"

Capability to act and commit												
Outcome domain	Performance indicators	SSI mgt SPO	SSI Admin/fin SPO	SSI project staff SPO	SSI field staff SPO	SSI NL CFO	SSI other CFO	SSI OD consultant	SSI partners	SSI clients	Workshop at SPO	Document review
Level of Effective Leadership	Leadership is responsive, inspiring, and sensitive	x	x	x	x	x	x				x	MTR & Evaluation reports
	Leaders provide appropriate strategic guidance	x	x	x	x	x	x				x	MTR & Evaluation reports
	Sickness leave	x	x	x	x	x	x				x	HRD and progress reports
	Staff Turnover	x	x	x	x	x	x					HRD and progress reports
Level of realistic and appropriate	Existence of clear organisational structure reflecting the objectives of the organisation	x	x	x	x	x	x	x			x	Yearly reports, perception record clients of the organisation



Vb 3 – Don Bosco

1. Part one: capacity self-assessment

The capacity self-assessment is organized around five modules. These modules are based on a model of capacity developed by the European Centre for Development Policy Management (ECDPM)—the so-called SCC model (see p.12). According to the SCC model, capacity is the balance and synergy between five interlinked core capabilities (5CC). Each module invites the PDO to self-assess one aspect of its capacity, that is, one core capability.

- Step 1** **APPETIZER** The appetizer is a warm-up. It helps you think about the core capability of the PDO you are about to assess.
- Step 2** **INDIVIDUAL REFLECTION** With the help of a questionnaire and a personal score sheet you arrive at a score for each of the building blocks that make up a particular core capability. It is important that you justify the score that you give.
- Step 3** **GROUP REFLECTION** Per core capability, the total group score for each building block is calculated. More importantly, through group discussion the participants reach agreement on two or three areas for improvement per building block. This is noted down in the summary score sheets.
- Step 4** **SYNTHESIS** The participants copy and paste the scores and areas for improvement listed in the five summary score sheets into the overall score sheet. This overview helps to identify what the PDO's priority areas for future capacity development efforts are. It also helps to detect overlap and / or repetition of areas for improvement. Make sure all the participants have a copy of this ... it will help you monitor whether, over time, there is actually improvement in those areas that you identified.



Vb 3 – Via Don Bosco

Building Block 1—Vision, Mission and Values					
To what extent are the PDO's vision, mission and values "alive"?		1	2	3	0
CONSIDERATIONS	<p>The following questions may help you reflect on your experience:</p> <ul style="list-style-type: none"> a. Has the PDO developed a mission, vision and values? b. Has all PDO personnel (leadership and staff) been involved in developing the PDO's mission, vision and values? c. Are the mission, vision and values of the PDO clear? (f.ex., written down somewhere, easy to understand by everyone, ...) Would you be able to explain them, in your own words? d. Are the vision, mission and values of the PDO clearly salesian? In what sense? e. Are the vision and mission of the PDO reviewed periodically for better performance? f. In what way are lay staff involved in the review of the vision and mission of the PDO? g. How does the PDO leadership refer to, and remind staff of, the PDO's mission, vision and values? h. Do PDO staff engage in the vision, mission and values of the PDO and see how these relate to their work? i. ... 				
Building Block 2—Team spirit					
To what extent is there a sense of "collective drive" and energy that enable the PDO to overcome external constraints and to go ahead with decisions made?		1	2	3	0
IONS	<p>The following questions may help you reflect on your experience:</p> <ul style="list-style-type: none"> a. Are the PDO staff members conscious and aware of the PDO's role and function in the Province and in the world and do they act from this shared sense of identity? 				

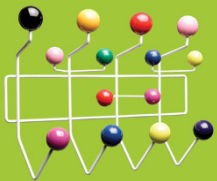


Vb 3 – Via Don Bosco

2. Part two: capacity development planning

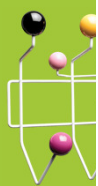
The PDO can now move to capacity development action planning. The results of the capacity self-assessment form the basis for the following three steps.

- Step 5** **PRIORITIZING** Using the synthesis, the participants identify those areas for improvement that will be addressed through concrete action. Priorities for action are based on the importance, impact and feasibility of working on a particular area for improvement.
- Step 6** **CONSIDERING STRATEGIES** There are many different strategies that the PDO could use to develop its capacity. Before actually drawing up a capacity development action plan, it is a good idea to consider the different options and select the most appropriate ones. Attention should also be paid to whether or not the conditions exist to ensure that the results from capacity development efforts are sustainable.
- Step 7** **OPERATIONAL PLANNING** The participants identify actions and set a plan to address the areas they have prioritized. They establish who will take responsibility for the various actions; what the timeframe is; which resources are necessary.



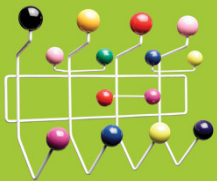
Vb 4 – Vakbonden en OS

	<u>Components</u>	<u>Sub-components</u>
1. Capability to act and commit	Democratic, transparent, accountable, and inclusive leadership	<ul style="list-style-type: none"> ▪ Internal democracy ▪ Transparency ▪ Good governance ▪ Inclusive policies (gender, youth, ...)
	Ability to inspire and mobilise TU staff and membership	<ul style="list-style-type: none"> ▪ Committed and active staff ▪ Committed and active membership
	Clear roles and responsibilities	<ul style="list-style-type: none"> ▪ Clear organisational structure ▪ Strategic planning (relevant & shared)
2. Capability to deliver on development objectives	Basic capacities to deliver	<ul style="list-style-type: none"> ▪ Human resources that match required tasks & performance ▪ Adequate facilities, equipment and premises ▪ Administrative and financial organisation ▪ Organisation for recruitment of members ▪ Project management capacity (including M&E)
	Specialised capacities to deliver on Decent Work Agenda	<ul style="list-style-type: none"> ▪ Lobby & advocacy skills ▪ Campaigning and direct social action skills ▪ Skills to negotiate, implement and <u>improve collective bargaining agrmnts</u> ▪ Skills to engage in social dialogue ▪ Skills to promote respect for ILO core labour standards ▪ Skills to respond to needs of special groups (youth, vulnerable workers, informal economy workers, women...)
	Specialised capacities for other TU deliverables	<ul style="list-style-type: none"> ▪ Community action skills: service delivery for the community



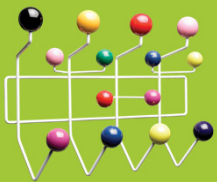
Oefening ivm 5C kader: 4 groepen

- Groep 1: Wat 5C?
- Groep 2: Waarom 5C?
- Groep 3 & 4: Hoe 5C?
- Elke groep
 - Voordelen van bepaalde aanpak?
 - Valkuilen / nadelen van deze aanpak?



Stap 4: CV tijdens werk (impliciete CV)

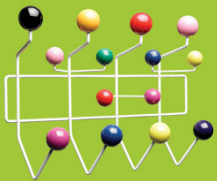
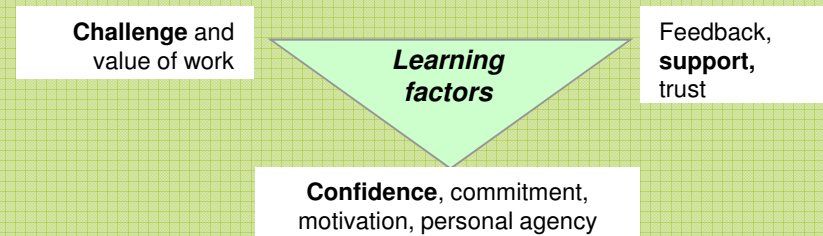
- Waarom belangrijk?
- 70/20/10 regel
 - 10% training
 - 20% coaching / mentoring
 - 70% on-the-job
- Concrete voorbeelden
 - Actie-onderzoek in Cambodia (CIDSE)
 - ICT mainstreaming in Kenya (VVOB)
 - Gebruik van partner expertise voor derden



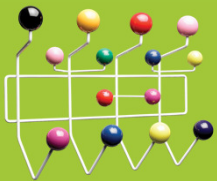
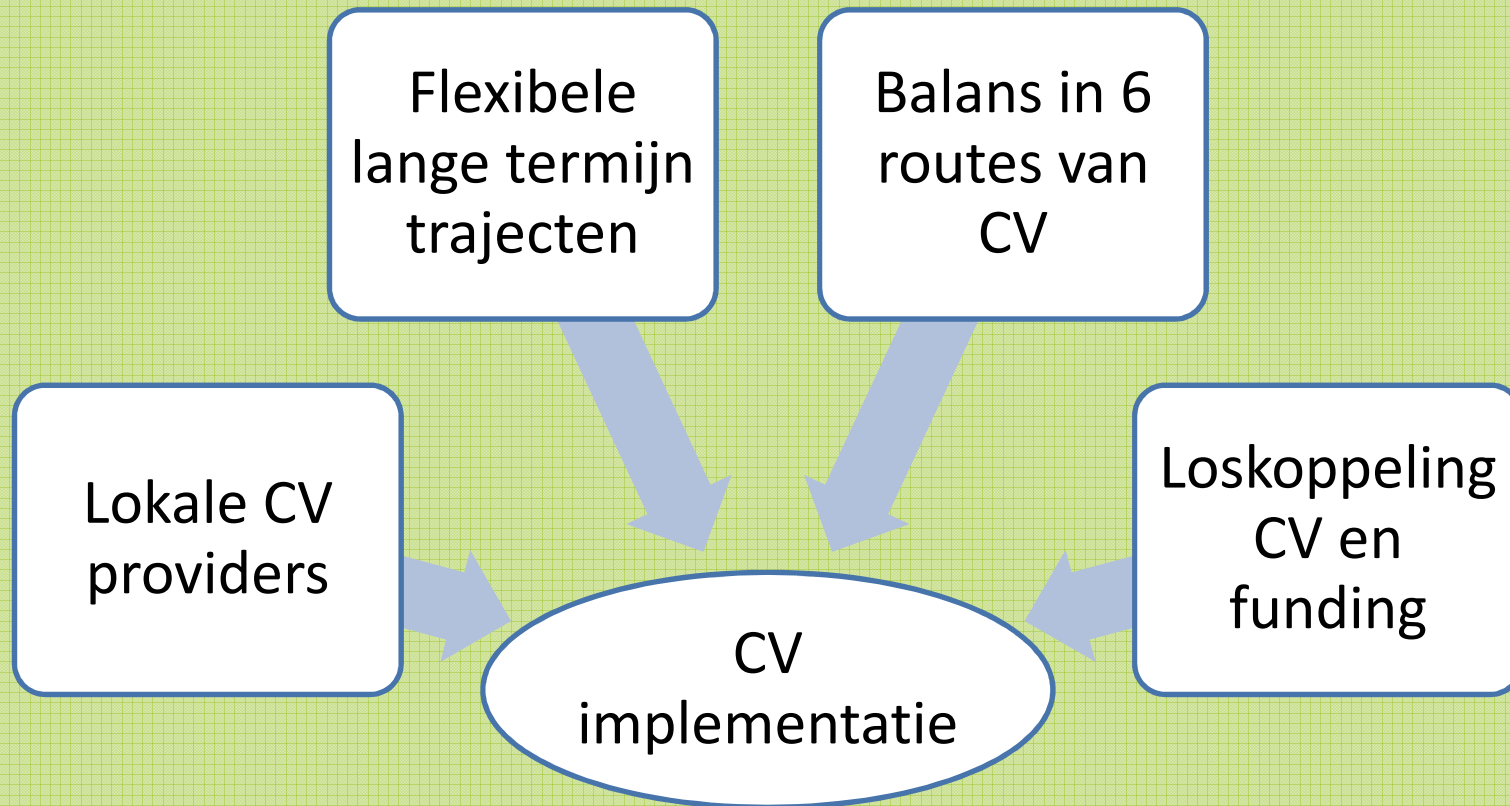
Belang van informeel leren

Majority of learning by professionals (Eraut, 2007)

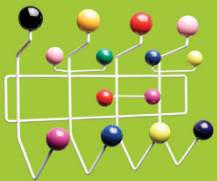
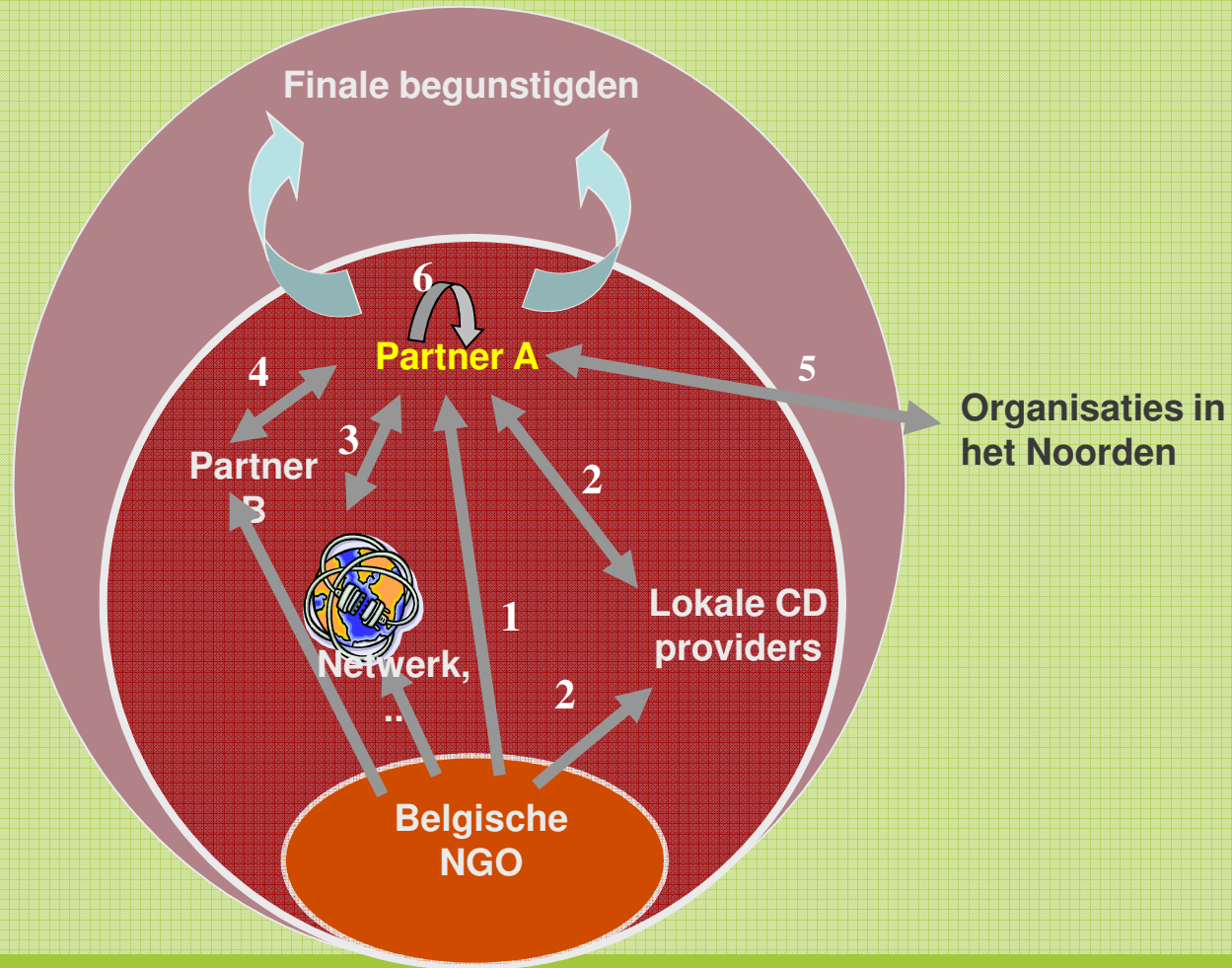
1. Participation in group processes*
2. Working alongside others
3. Consultation*
4. Tackling challenging tasks and roles*
5. Problem solving
6. Trying things out
7. Consolidating, extending and refining skills
8. Working with clients



Stap 4: Doordachte CV implementatie

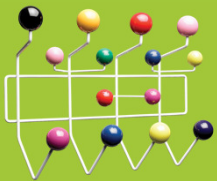


6 routes van CV

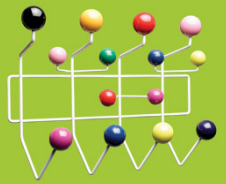
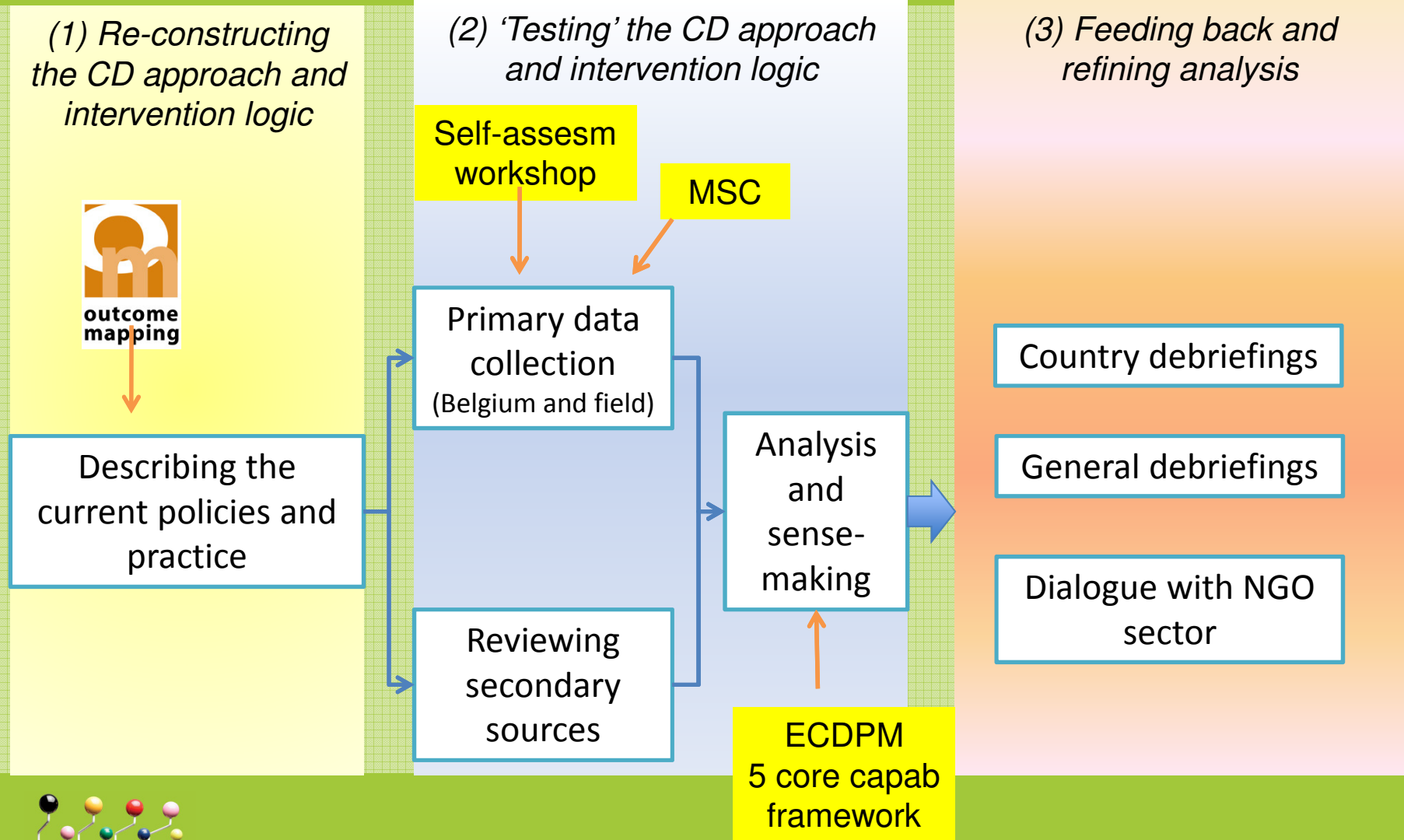


Stap 5: Leren over CV

- Leren op organisatieniveau: naar een uitgewerkte en gedeelde CV praktijk
- Leren op sectorniveau: actieonderzoek / leertrajecten

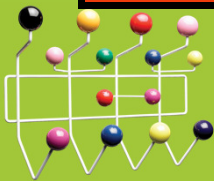


Belangrijkste stappen in evaluatieproces

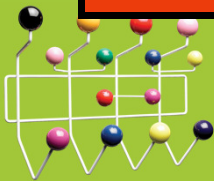


- **Technische/dienstverlenings- NNGO's**
- DMOS, Damiaanactie, DISOP, CEMUBAC

Waarom CV?	Technische noden
Waarden en principes	Instrumentele relatie Resultaatsgericht
Concepten en tools	Hands-on met instrumentarium Kennisoverdracht Downstream, Gebruik van technische experts
Bouwstenen	Expliciete CV doelstellingen Expliciete M&E
Sterke punten	Tastbare resultaten, transparante agenda, specialisatie
Zwakke punten/risico's	Socio-politieke dimensies, multi- stakeholder, ownership



Waarom CV?	Sociaal-politieke noden
Waarden en principes	Intrinsieke waarde Structurele veranderingen
Concepten en tools	Hands-off/-on met weinig tools, Focus op kennisuitwisseling Upstream Focus op uitwisseling tss gelijke partners
Bouwstenen	Impliciete CV doelstellingen Impliciet M&E
Sterke punten	Internationale netwerken, identiteit en specialisatie, gezamenlijke acties
Zwakke punten/risico's	Kennisopbouw, aftoetsen CV, downstream processen



Verdere vragen?

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