ANALYSIS

The Fruit of Change

You reap what you sow:
Good practices in organisation development from
four continents

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Introduction

Dear readers,

What makes an organisation successful? How can we deal with crises constructively? How can teams participate in decision-making? Is there an ideal form of organisation? As the person responsible for an organisation, or as an employee of one, you will certainly have asked yourselves such questions.

The EED partner organisations presented in this brochure - FEPP from Ecuador, Yakkum from Indonesia, Useful for Albanian Women, DCAM Bethesda from Benin, and the Zimbabwean organisations which make up the capacity building program PROFILE - have also done so and all work intensively to develop their respective organisations. Partly viewed from the outside, partly from an insider's perspective, this brochure describes how the parties concerned have coped with critical situations, how they made difficult decisions, and presents some success stories they have celebrated. The authors illustrate important moments in each of their organisation's own unique development process. All of these examples demonstrate that the changes they made were part of a planned and well thought through process which went on to strengthen their work.

This brochure is not intended to be the final word on the subject, but we do hope to encourage you to think about the ways in which your own organisation's development processes are managed. Furthermore, we aim to offer practical suggestions for you to consider, shape, test and change, even if you are not yet clear about what the final results of organisation development could be. But first, let us take a short look at the meaning of the term.

Two definitions of organisation development

Organisation development is a response to 'change', a complex educational strategy intended to change the beliefs, attitudes, values, and structures of organisations so that they can better adapt to new technologies, markets and challenges, and the dizzying rate of change itself (Bennis, 1969).

Organisation development is a top-management supported, long-range effort to improve an organisation's problem-solving and renewal process, particularly through a more effective and collaborative diagnosis and management of organisation culture - with special emphasis on formal work team, temporary team, and inter-group culture - with the assistance of a consultant-facilitator and the use of theory and technology of applied behavioural science, including action research (French and Bell, 1990).

Organisation development

The term 'organisation development' found its way into scientific theories of management around 50 years ago, and it was around this time that the term began to be used in the specialist literature. In the last two decades it has also conquered the world of governmental and non-governmental organisations (NGOs). Since then, profit-oriented businesses and non-profit orientated enterprises have discussed how to enhance their operational efficiency and effectiveness.

Change management, team building and management training have now all become standard procedures.
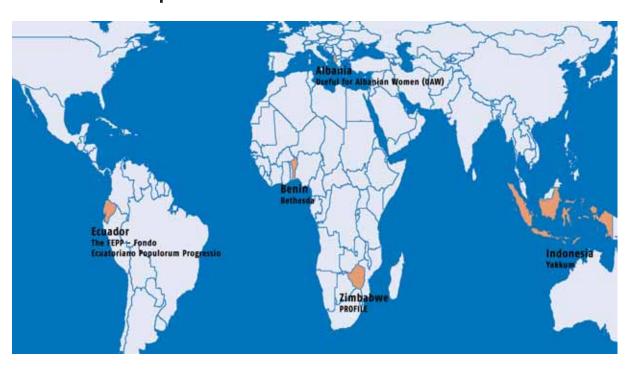
Over the decades, organisation development has been defined in a seemingly unending number of ways. While some definitions focus on improving the efficiency of operational and organisational structures, others emphasize instruments for planning, monitoring and evaluation. Still others consider financial management to be the core of development processes in organisations. These theories are not presented here in detail. We define organisation development as a "long-term process designed to develop and transform an organisation in its entirety along with the people working within it". This process aims to improve an organisation's productivity and at the same time the quality of professional life.

All organisation development processes should start from the premise that organisations are living organisms which react sensitively to external and internal influence. These systems contain a myriad of complex links, and are based upon countless subsystems. If we wish to positively change and develop organisations, we should not just focus on structures, procedures or technologies. Although these are all important parts of an organisation and must be appropriate, usable and effective, it is people who remain the real heart of any organisation. It is people who support or undermine structures, and who use or boycott the instruments they are provided with. People are able to identify with what their organisations stand for or should stand for, and they interact, communicate and perform - it is people who give life to organisations. It is to some of these people that we now turn.

Ariane Gruszczynski
Bonn, July, 2011

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Our partners on four continents

I. Ecuador: decentralisation, specialisation and continuity

The basis of Grupo Social FEPP's success is a good balance between change and stability.

By Nadesha Montalvo Rueda.

The Grupo Social Fondo Ecuatoriano Populorum Progressio (FEPP) constantly struggles to reinvent itself. Some of the group's achievements are clear from Orientaciones, one of its most representative publications: "In carrying out projects, we have grown physically more than we have developed our ability to structure ideas" (2000); "The responsibilities of the personnel are not proportional to the farmers' needs and the historic perspectives of the institution" (2005); and "Those who don't consider the need to improve and don't willingly try to do so are slowly excluding themselves from the Grupo Social FEPP" (2009).

Community-orientated drinking water project in the Andean community of Cotopaxi in central Ecuador. Families connecting a water supply to their homes

In the last 40 years, the FEPP has been guided by the goal of helping the poor live a better life. 470 associations in 23 of Ecuador's 24 provinces have been working together with approximately 100,000 poor rural families - this represents a total of around half a million individuals.

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Decisions, strategies and potentials: the FEPP's land program

According to the Grupo Social's executive director, José Tonello, between 1970 and 1990 the FEPP was the only institution in the country that provided credit to buy land. Manuel Chiriboga, a social scientist, found that by 1990 the FEPP had granted 73 credits enabling 1,700 farmer families to gain access to 2,205 hectares of land. When the indigenous uprising of 1990 besieged

The FEPP – Fondo Ecuatoriano Populorum Progressio

The FEPP was founded in the city of Quito in 1970 by the Salesian bishop Cándido Rada. Until 1975 it operated as a credit fund, but in 1980 the first regional offices opened its doors in Cuenca, southern Ecuador, the beginning of a process of expansion. One year later Camari was founded, the first social enterprise specialising in marketing. The savings and credit cooperative Codesarrollo was founded in 1997. In the year 2000, the Grupo Social FEPP began its work. It is made up of a board of directors, an executive director, a vice director, a coordination council, a central office in Quito, 10 regional offices, 7 nationwide social enterprises, a cooperative and a training facility. The coordination council is made up of the executive director, vice director, delegates from the central office, and the coordinators of the regional offices and enterprises. The central office forms policies and strategies, and establishes the group's general aims. The assessment office, DARE (Departamento de Asesoría a Regionales y Empresas) is also located here. The regional offices aim to provide development which is capable of reaching the entire country. They are geared towards the needs of the population and network with other organisations. The social enterprises were set up as some services need to offer more sustainability than the projects alone can provide. The social enterprises offer housing, the legislation of land, agricultural imports, and IT services to the poorest sections of society. They provide services to the FEPP's projects, but may also be contracted out by other entities outside of the FEPP such as the state, organisations or companies. As Graciela Sánchez, spokesperson for the Fundación Educativa Monseñor Cándido Rada explains, the social enterprises' 'clients' profit from competitive prices as these are orientated towards excluded sectors of society. Moreover, they also benefit from the support, experience and diverse complementary services offered by the FEPP. The enterprises themselves are self-supporting and generate their own income.

the government of Rodrigo Borja in the capital city of Quito, and listed access to land as one of its main demands, the government not only accepted the proposal made by the Episcopal Conference of Ecuador to barter debts for development, but also appointed the FEPP to carry out the plan.

Yet the decision to enter the program was one of the most complex ones the FEPP had ever made. José Tonello recalls, "our own allies accused us of demobilising the farmers' struggles."

Debate in the FEPP was held at three levels: at the level of the coordination council, the board of directors, and the farmers and indigenous people. José Tonello states that, "several individuals from the council clearly rejected the idea, as did the regional offices in Riobamba", and that, "records show that one of the directors opposed the decision to the very end." There were two different positions among the farmers: while their political leaders opposed the idea, many people at the grassroots supported it. On one occasion José Tonello asked them, "What do you want, land or the struggle for land?" At that time, Monsignor Cándido Rada, the FEPP's founder, chaired the board of directors. Cándido Rada and José Tonello understood that being able to negotiate was essential, all the more so because the history of the struggle for land is one stained

with blood. As José Tonello puts it, this was "blood that hadn't bought any land". Still, the FEPP accepted the challenge and the program went on to help a total 9,287 families. By 1997 they had acquired 45,706 hectares of land.

As the land program developed, the regional offices in Riobamba, initially opposed to the initiative, kept their distance for around a year but pressure and demands by the farmers meant that this region would actually benefit most from the program.

Ecuador

Ecuador has three continental regions, the highlands, the coast and the Amazon Basin. It also has an insular region comprising of the Galapagos Islands. Ecuador encompasses a total area of 270,670km². Estimates put its population at approximately 14 million people. This includes indigenous peoples and Afro-Ecuadorians. For the largest part of its history the country has been a republic (from 1830 until the present day), and its economy has been based around agriculture. In the 1970s, the oil industry became the most important sector, and it accounted for 63% of exports in 2008. In the year 2000, the US dollar became the official currency. Wealth is not equally distributed in Ecuador and in December 2008, the Gini coefficient was at 0.51. A value of 1 expresses absolute inequality: 0 complete equity. In December 2009, the unemployment rate was 7.9%, with inflation running at 4.31%. This data was supplied by the National Institute of Statistics and Censuses (INEC) and the central bank.

In 2005, the Italian-based International Land Coalition held a presentation in the very heart of the World Bank in Washington. This presentation proposed that the land program should be viewed as a model for the redistribution of land.[1] In Ecuador the initiative led to the founding of Protierras, one of seven FEPP social enterprises that works in the field of land legalisation. In 2008, Protierras announced that 66,80 hectares had been acquired for 586 families and that they had secured title deeds for 12,440 hectares.

The success of the land program was based on various factors, including committed and skilled personnel, the acceptance of the FEPP's proposals by the people - in this case dispossessed farmers - the required financial resources, as well as key strategies introduced by the FEPP, namely decentralisation (actions on the land itself) and specialisation. According to Luis Hinojosa, the FEPP's vice director, and Erika Hanekamp, who works for the Comité Ecuménico de Proyectos (CEP),[2] a partner organisation, the FEPP could and still can count on additional potential. All in all, everyone agreed that entering the land program was the best decision which could have been taken.

Regional teams: at the forefront of the FEPP - corporate identity in action

For Luis Hinojosa, the FEPP's vice director, the organisation's corporate identity has a lot to do with the way in which it carries out its work: "The local population doesn't use formal titles with us because we strive to serve our neighbours as brothers and respect the existing social organisation. We offer our support instead of imposing solutions. We work with organisations, not with individuals, we encourage women to participate and we try to reach our goals with productive projects." The regional coordinators play a key role in achieving these goals. As Luis Hinojosa explains, "They come from the FEPP. They know the institution well because we trai-

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1   For more information see http://www.landcoalition.org.

2   Since 1973, the CEP has acted as a consultant to different entities in the field of development aid. Since 1997 it has been responsible for carrying out the 'Secondment System for the Andean Region' on behalf of the German Church Development Service (EED). The CEP has several fields in common with the FEPP within this system.

ned them. Moreover, it is also about the associates' personal identification with the values of the FEPP. People don't come here to learn how to be honest, to love their neighbours, or to show solidarity: they come here because they already believe in these values." Out of 25 people in the

Joint efforts in the community of Chimborazo in the Western Cordillera of the Andes: transporting material for the construction of a reservoir

coordination council, four are women, and 40 percent of all FEPP's personnel are women. Luis Hinojosa argues that this imbalance is caused by the fact that "in a male chauvinistic society it is very difficult for women to work far away from their homes. This makes it more difficult to appoint women to the regional offices."

There is also another tool at the hands of the FEPP: a code of ethics. Their code is based on the institution's 40 year history and defines its principles and values. These include service, integrated and liberating development, inspiration from the church's social doctrine, preferential treatment for the poor, and transparency. All of FEPP's employees signed the code of ethics when they joined the team. Luis Hinojosa explains that, "when conflict does occur, the code of practice helps provide a space for dialogue based around principles which are acceptable to all."

Internal communication and networking: opening the door to creativity

José Tonello acknowledges that the regional teams' initiatives have provided a rich source of ideas for the Grupo Social FEPP. An example of this is the SIPAS project (Sistemas Integrales

de Producción Agropecuaria) which means ‚Integral systems for production in the farming and livestock sector'. "SIPAS developed out of the regional offices and their proposal to promote a completely diversified system of production based on a discussion about production methods. The idea is that it is not about organising projects but policies - but at the same time it is true

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Lessons learned

- Express your interests clearly and accept that other people may have a different point of view. Even if you begin on opposing sides of the debate, discussion will help you find the right path.

- Strike a balance between continuity and change.

- Values such as solidarity, charity and honesty bring staff together and lead to a better working environment.

- Good ideas can only be implemented when they are part of an effective communication system.

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that without projects, policies are just words." SIPAS is active throughout the country. In May 2001, the project was awarded first prize in the 'Fincas Familiares Integrales Orgánicas' (Family-based integral organic farms) category for their exhibition entitled 'Experiencias del Palenque' (Experiences from Palenque) in Havana, Cuba. Apart from the achievements made possible by this project, SIPAS is also a clear example of how communication operates in the FEPP. The regional teams put initiatives into practice and share them with the coordination council; large scale initiatives are undertaken together with the other teams. This means the coordination council plays a crucial role in centralising and distributing information and encouraging discussion.

The FEPP: combining conventional methods with revolutionary approaches

It could be argued that FEPP's approach is fairly antiquated in the context of globalisation and digitalisation: everything is discussed face to face, direct personal contact is maintained with the associates, and each person's ideas have their place in an atmosphere of solidarity. That is why the executive director never tires of repeating his message - there are always people behind an initiative's greatest success stories. This is the FEPP's conventional side. On the other hand the organisation has taken risks, set up social enterprises - and the sustainable services they offer are a unique success - while taking on challenges such as promoting and implementing a development process in the parish of Salinas. Salinas is located at a height of 3,600 metres in the Ecuadorian mountains, and was so blighted by poverty that it had previously been assumed that the best policy would be to help the people leave.

Erika Hanekamp offers a further explanation of the FEPP's success: continuity. "The NGOs I have come to know since 1975, that have produced notable results have done so after appointing a strong figure as an executive director - one who knows how to use the position properly. In my opinion, the success of the FEPP has a lot do to with that." Erika Hanekamp also argues that continuity in the support received from certain agencies has also been very important - and organisations which prove reliable, transparent and effective are most likely to be supported by these agencies. Similarly José Tonello states convincingly that, "times of development are not the times of the projects."

II. Albania: solidarity, networking and clear structures

Thanks to intense organisation development, 'Useful for Albanian Women' has become one of the most successful women's organisations in the Balkans.

By UAW and Birte Asja Detjen.

Useful to Albanian Women: begin with a courageous slogan

"Help yourself with your work!" This slogan first became important in 1993 when UAW began its work. In the course of the following ten years it was to become the organisation's philosophy. Being a concrete and courageous slogan - at a time when violence against women went largely unnoticed and unreported - it was embraced by thousands of women from all over the country including the unemployed, intellectuals, working women, city dwellers and women from remote

Fabiola Laço Egro and other UAW members during the signing of a cooperation agreement between UAW and the community of Durres

villages. "Our vision was that the Albanian people, women in particular, should be able to work to earn their own living", explains Fabiola Laço Egro, UAW's co-founder and director. "After the breakdown of communism, factory closures led about 80% of women to lose their jobs. We wanted to change women's socio-economic status and secure their rights at the political level." Foreign funding organisations soon expressed interest in supporting the organisation.

UAW then began its work against domestic violence and set up a project designed to provide women with an income. According to Fabiola Laço Egro, "Women did embroidery so we open-

ed up a little shop in the old town to sell the things they made. That way we created an income for women. We also started an employment agency and offered training for women." Children were given places in day centres and provided with food and education. A women's club was built, where women from various backgrounds could meet, talk and help each other. According to Manjola Stefani, the UAW's human resources officer, "Some of the women were very poor, but others had a far more secure social status. They were artists, farmers, politicians, and they

Useful for Albanian Women (UAW)

UAW was founded in the early 1990s around the time in which the movement for democracy brought down the communist dictatorship in Albania. UAW is primarily part of a women's movement for democratic change which focuses particularly on the rights of women and children. The idea for the organisation was developed by the current acting directors, Sevim Arbana anad Fabiola Laço Egro, together with other confident and assertive women. In 1993, UAW was founded as a humanitarian NGO to fight for the protection of women's and children's rights. The first group to support UAW was HEKS-Eper from Switzerland.

UAW is now organised nationally, and has its head office in Tirana. It also has several other bases in various Albanian cities and the organisation has helped thousands of individuals throughout the country. It has almost 100 members of staff, 75% of whom are women. Its staff is currently helping improve the situation of thousands of women and children. UAW is an organisation in which beneficiaries themselves become activists and campaigners and march through the streets on women's day. The core team consists of three senior experts and four younger staff members. They supervise all of UAW's projects and develop further strategies. The core team works closely with an advisory group composed of representatives from NGOs, the women's movement and UAW members.

UAW works in a number of fields and offers grassroots services in community centres, as well as vocational training and humanitarian aid to marginalised women, teenagers and children. The organisation provides capacity building and a helpline from its women's clubs for psychosocial and legal support against domestic violence. UAW also initiates campaigns to promote gender equality and human rights, especially those of women and children and works against all forms of discrimination, violence and human trafficking. UAW finances its activities with the help of HEKS-Eper, EED, EU, UNDP and UNICEF. A small amount of support is provided by the local government in Albania. UAW and EED have been working together since the year 2000.

came from all over the country." She concludes, "The events in our club provided an important contribution towards better relationships between women from different social and religious backgrounds."

At the same as building up a project infrastructure that helped improve the living conditions of women and children, in 1997 UAW entered a phase of emergency operations. This was due to the civil war and the fall of the government caused by the collapse of a number of fraudulent pyramid schemes in which many Albanians lost their life savings. In early 1999, after the economic and political situation had stabilised, war in Kosovo brought with it a biblical scale exodus of 465,000 refugees who sought shelter in Albania. As a response, UAW set up support centres to look after women, children and the elderly. "In both cases - the civil war and the wave of refugees - our management, which had previously acted more intuitively than strategically - decided that it was now important to be responsive to the country's acute needs", explains Fabiola Laço Egro.

A new beginning based on strong foundations

During emergency operations, the UAW's leadership recognised its ability to adapt to the needs of society. After the year 2000, most refugees left Albania and the country entered a more stable phase. This provided an important opportunity to concentrate on the organisation's work for women and children. "We clearly defined our positions and the focus of our work", explains Sevim Arbana, president of UAW. "We began a process of internal analysis and guided the organisation through a phase of reflection and assessment." This led UAW to develop a strategic plan and a strategy to help expand its work to include the whole country. Fabiola Laço Egro affirms that, "We realised we could influence Albanian society not only through localised projects, but far more through nationwide campaigns, lobbying and networking with other organisations." As a consequence, UAW looked for national and regional projects, as well as campaigns and movements that fitted its philosophy. Among one of these projects was the regional program 'bridge for peace and understanding', a post-war project for peace and conflict resolution involving women from several Balkan countries.

Fabiola Laço Egro and two UAW beneficiaries from the port of Durres during international women's day 2011

The period between 2000 and 2005 were influenced by the EED who encouraged the organisation to lobby, use awareness activities and network. Expanding its work to the national level, UAW became an important part of Albanian society and is now well-known and appreciated throughout the region. In order to widen its aims, UAW also began to work intensively with the Ministry of Labour and Social Affairs, the national employment agency and several municipalities.

Management professionalism: a result of education and experience

After ten years of experience in the field, UAW decided to strengthen its organisational structures. The former intuitive leadership style was developed into a new professional leadership with management characteristics. As Sevim Arbana puts it, "In the beginning, we weren't clear. We had a lot of ideas and the organisation was unstructured. The idea was to increase our membership. But when we met, we weren't able to organise ourselves particularly well. Only through training and learning by doing were we able to change the organisation's structure." UAW created a board of directors and a core management which operates in accordance with its strategy papers and the organisation's financial aims. When the core team was founded, the old management was complemented by four young professionals. According to Rovena Muzhaqi, UAW's senior finance officer, "The intuitive style of management was successful, but these days our management is very structured, professional and well organised - that also means that we work

more strategically. We are now more able to understand who has the greatest potential amongst our staff, as well as those from other organisations, and this helps us decide who should take on a specific role." While this may be the case, there is still room for intuitive decision-making. So for example when UAW deals with natural disasters, the management usually offers immediate help. With the help of workshops and seminars, UAW has also changed its workflow management.

Albania

Albania is a small country of around 28,000km². It is located in south-eastern Europe with a population of around 3.2 million inhabitants. In the early 1990s, after 45 years of extreme isolation under a strong communist dictatorship, Albania opened up to the world and ever since it has been trying to reconstruct itself as a democracy with a functioning market economy. Since the 1990s the country's economy has seen significant and stable growth. The World Bank classifies Albania as a middle-low income country. Despite relatively good progress, Albania's democracy is fragile and the country remains one of the poorest in Europe: its living standards are far below those of the EU or its neighbours. In 2006 Albania signed the Stabilization and Association Agreement (SAA) – an agreement between the EU and several Balkan countries that aims to develop closer political and economic ties, this year Albania joined NATO.

The situation for the majority of women in Albania is difficult. Violence against women is on the increase. Although women are very often responsible for both the home and their family's livelihood, a conservative model of the family is becoming more and more common. This prevents women from taking part in social decisions and complicates girls' access to education.

Previously different groups worked on separate projects and very little networking took place. The main idea had been to set up projects which supported women and children, and provide them funding. Fabiola Laço Egro recalls that, "As part of the grassroots, we didn't take the time to look at our organisation's structure, nor at the ways in which staff were working together as a whole. It was our foreign partners, such as the EED, who encouraged us to develop a long term objective for the entire organisation. This helped us find common issues for the projects we were working on." Ever since, the headquarters in Tirana has led the organisation and all of its programs - including the community centres, women's clubs and the formation centres. Fabiola Laço Egro goes on to declare that, "We are working together now, not separately. We distribute and share experiences, and so our standards are increasing. Now we have a great effect not only on the community, but society as a whole."

The fruit of change

Between 2005 and 2010 UAW intensified its influence on civil society, networks and government. Some of its projects such as community centres in marginalised areas, became very successful. UAW encourages the government to provide education, electricity, drinking water and other services to marginalised populations - many of whom are Roma or internal migrants. UAW also helps children with illiteracy and those who have dropped out of school. The organisation seeks job opportunities for youngsters, works against domestic violence and for a strong role for women in society. Since health provision is still limited in many places, UAW has established small health stations in its centres.

With the support of UAW, social movements in marginalised zones influence local and central government. Sevim Arbana provides the following example, "We supported a law against domestic violence and petitioned the Albanian Parliament with 20,000 signatures which we gathered together with nine other organisations from civil society." According to Fabiola Laço Egro, "Today the Albanian government considers us a partner and includes us when defining social standards. And it supports all of our social services."

UAW also cooperates with local government, so for example it carries out campaigns and prepares elections. It then acts as a mediator between community and local government by opening up community centres to help people get to know the representatives of different parties and vote in elections. Sevim Arbana: "In the last couple of years, we have extended our work to new parts of the country and strengthened

UAW encourages the government to improve community life by offering services like waste disposal

our network." Favouring an approach based around decentralised centres instead of a strong network, helped UAW extend their community centres, the social and professional formation centres for street children and teenagers, and women's clubs which support, train and provide advice to women.

Lessons learned

- Influencing society at the national level is easier when you network with other organisations.

- If possible set up projects throughout the country and standardise your services.

- Work together with national agencies and administrations, municipalities and politics on all levels. This helps widen your aims.

- Ensure a good balance between a structured, professional leadership and an intuitive leadership which responds to the needs of society.

- Explore the treasures hidden within your staff. Encourage them to use their capabilities to the full.

Women make history every day

UAW is currently undergoing a new phase of consolidation and institutionalisation. The organisation's objective is to standardise and professionalise its program. Sevim Arbana states that, "The idea is to offer the same services in all of our community centres, our women's program and in our training courses. We now understand that we should focus on a strategic program." UAW's program is called 'Women make history everyday!', its aim is to build a leadership based around gender equity, conflict resolution, social progress and sustainable NGOs. According to

Sevim Arbana, "Our strategic program addresses women from different backgrounds, from those without formal education to policy makers. We organise vocational training courses. Women without a formal education can work towards certification and afterwards, we do our best to find them a job." The women's clubs offer cultural activities and provide room for discussion with various target groups.

Another aim of the strategic program is to concentrate more on influencing policy makers to improve the laws governing gender equity. As Fabiola Laço Egro puts it, "Our helpline and contact to women from various backgrounds provide us with an overview of what is happening in Albania. This provides us with a stable foundation to represent women's voices when dealing with the authorities."

Alpha and omega: a strong culture of organisation

It is no accident that most of UAW's staff are women: it is the result of deliberate positive discrimination. Fabiola Laço Egro defends this strategy as follows, "We are trying to create a gender balance in Albania, a patriarchal society. Although we are a feminist movement, our movement does not hate men. We want to change the world together with men."

The fact that most staff are women leads to a very constructive organisational culture, one of the reasons behind UAW's success. Manjola Stefani stresses that, "We consider ourselves a family. It is important for all of us to take care of each other." The solidarity among UAW women is also the result of close teamwork. Women with better financial backgrounds are for example involved in voluntary work which does not necessarily reflect their vocational or social situation. Yet this gives them a sense of involvement, Rovena Muzhaqi for example says that, "Although professionally I am involved in financial issues, I find it very exciting to be part of activities such as the International Children's Day. Interacting with beneficiaries and colleagues makes me feel really useful, and it is refreshing to be able to provide figures and numbers with a face." It is part of the leadership's philosophy to build a constructive culture which encourages all of the organisation's members to interact with each other, regardless of their current position. Manjola Stefani argues that, "You cannot do the job without sharing and working in a team. Cooperation is absolutely important." She also describes the emphasis management places on the promotion of personal fulfilment: "UAW encourages its beneficiaries and its staff to develop their skills and follow their interests. I

UAW members demonstrating for women's rights on international women's day in Tirana

began working in administration, but the leaders of UAW realised I could write proposals, and encouraged me to work more in this field." The question the management raises is - where do its people fit best? This results in high levels of motivation, satisfaction, team work and service

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quality. According to internal auditing, UAW provides a stable environment in which everyone's skills are important.

This means the staff are proud of their achievements and the way they contribute to the organisation. Rovena Muzhaqi: "Everybody has the possibility to elaborate on new ideas and initiatives. Often it is the staff who are the driving force behind the organisation. I really appreciate their understanding and high level of motivation." Focussing on all of its staff's creativity may be one of the reasons why UAW has such low staff turnover.

Another crucial point for a successful organisational culture is UAW's belief in sharing information - not only for monitoring purposes, but also for sharing everyday problems. It is not only the management which takes decisions - brainstorming is often done in larger groups. In this way all employees feel responsible for the results of their work. Being a 'learning organisation' - as can be seen from its development dynamic - UAW strongly believes that it takes its stakeholders, beneficiaries, internal capacities, other organisations and civil society into account. Fabiola Laço Egro sums this up by stating, "We now have all of the pieces of the puzzle in our hands, and we try to improve continuously. This helps us play an important role in improving the status of women and strengthening their voice in Albanian society."

III. Benin: A lever for development

Despite difficult beginnings, Bethesda has become an important actor in civil society, and advocate of the poor.

By Alexis Azonwakin, Udo Bertrand and Birte Asja Detjen.

Bethesda was founded in 1990 by 30 Protestant and Evangelical churches as a response to the needs of the poorest, most marginalised and vulnerable groups in society. They united as part of the organisation Conseil Interconfessionel Protestant du Bénin (CIPB). According to Raphaël Edou, Bethesda's current coordinator, "CIPB was established in order to counter the political climate of the time. The Marxist-Leninist government tried to control everything and clamped down on freedoms of association and speech. Under the banner of the CIPB, our churches united their forces against the violence of the regime."

Bethesda

Bethesda was founded in February 1990. Its main aim is to promote mental and physical health, and social and spiritual well-being. It does this by providing health and community development services. Its small health centre with reduced treatment fees has now developed into a hospital with an affiliated centre in the municipality of Abomey-Calavi about 30km outside of Cotonou. Equipped with medical technology, the health division reaches 100,000 patients a year and offers 20 different kinds of services, including psycho-social and spiritual assistance.

In 1993, Bethesda set up its second division, the Département Développement Communautaire et Assainissement du Milieu (DCAM, Community Development and Environmental Management) to provide preventive health care to the community. Bethesda's third division, the micro-finance department PEBCo (Promotion de l'Epargne-Crédit à Base Communautaire) was founded in 1996. PEBCo provides credit to the poor who have no other way of gaining a means to support their livelihoods. DCAM and PEBCo have several offices in the country. In 2006 Bethesda and a number of other development organisations founded an insurance scheme based on the principal of solidarity, the Mutuelle de Santé de Cotonou now has 14,000 clients.

When Bethesda began its work, the situation within the country was almost unbearable. There were many public sector strikes, and protest movements. Health centres were of course also affected by this and so remained closed for most of this period. This led CIPB's health commission to open up a small health centre to help the poor.

With the transition to democracy, a process that began in February 1990, the entire situation changed. "Because of the new freedoms in the country, CIPB members no longer saw the need to maintain a united front", reports Kakpo Akibo, Bethesda's spokesperson. "Very soon the council found itself confronting doctrinal differences and broke up into various church-based organisations." This delayed the construction of Bethesda's health centre, because there was no organisation in the position to receive financial aid from the EZE (Evangelische Zentralstelle für

Entwicklungshilfe e.V. - Protestant Association for Cooperation in Development), today part of the EED. Luckily it soon became apparent that the only appropriate structure was one that could effectively block doctrinal debate. This consensus led to the foundation of Chrétienne pour le Développement Communautaire (OCDC), which from then on was to manage Bethesda.

Unfortunately though, problems cropped up again. Bethesda's spokesperson describes the events as follows, "Certain ecclesiastical leaders who had agreed to the establishment of the OCDC suddenly opposed the organisation's registration with the ministry of the interior. But the crisis ended, and the co-management committee set up in 1995 signed the contracts with the EZE." This combined with the effective management of profits from its financial services to enable Bethesda to make investments. Several pieces of land were bought to extend the health centre, and in 1998, an ophthalmology department was built.

Bethesda branch in Parakou, the biggest town in northern Benin: representatives of DCAM with traditional chiefs and cleaning ladies participating in a local DCAM project

There are of course many other factors that contributed to Bethesda's success. One of the main ones was the ability of its members to overcome problems such as over leadership or in the allocation of responsibilities. Raphaël Edou states that, "Thanks to the perseverance of individual members, a dialogue between the different currents was always possible. This meant the project as a whole was able to continue its work of helping the poor." Today the hospital has 20 departments, 14 doctors and about 100,000 patients a year.

From curative medicine to sustainable waste management

It is important to stress the true motives behind the organisation's wish to expand the scope of its activities and develop a medical approach based on preventative medicine. An analysis of cases including maternity hospitals showed that curing illness alone does not solve the entire pro-

blem. "After a short amount of time, the patients were returning with the same symptoms. They were frequently being diagnosed with gastrointestinal and pulmonary infections", remembers Raphaël Edou. "An analysis of the situation showed us that a system of preventive care would have to be put in place, which meant improving the living conditions of the population. In 1993 this led us to found DCAM, a division of Bethesda we are now very proud of." DCAM focuses on community development projects and contributes to Benin's development in the areas of household waste and clinical waste management, recycling, and counselling. It is engaged in professional development and provides technical and general courses, and also runs an agricultural and pastoral teaching farm that for instance teaches the population about organic agriculture.

Collecting rubbish creates workplaces for small businessmen. In the foreground, Bethesda's head, Raphaël Edou

Within just a few years, DCAM has become a model organisation and has helped Bethesda gain recognition throughout the country. In 2003 the central government started its policy of decentralisation and began devolving responsibilities to the community. The groups which were to take on these responsibilities were not really prepared for the new tasks, and so DCAM offered to work together with them forming a new public-private partnership. A number of communities and local and international agencies became aware of DCAM's expertise and asked them to help improve living conditions by putting in place environmental protection measures and setting up a sustainable waste management system.

A good example of such a case is Kandi, a town situated in the north of Benin regularly faced by flooding. Between April 1996 and December 1999, the town developed a hygiene program and installed a drainage system to protect against flooding caused by heavy rainfall. Yet this alone could not solve the problem of flooding as it turned out rubbish carried away by the water was quickly blocking drains, leading to the same problems as before. If the viability of the project was to be secured, it became clear that an adequate means of dealing with rubbish would have to be put in place.

In 2004 DCAM Bethesda began its work in Kandi. The town's population were the main beneficiaries and the mayor the main partner. Raphaël Edou, DCAM's founder has this to say on the matter: "Together, we created a simple system of rubbish collection: the collectors transport rubbish to intermediate collection points where it is sorted and partially recycled. The city then transports the rest to a dump specially constructed for the purpose. Most of the actual collection work is now being performed by small-scale enterprises. This means we create employment, while financing the rubbish collectors' salaries with the fees paid by householders." In order to ensure the people would be prepared to pay, the town began installing public latrines and raising awareness amongst the population. According to Dr. Victor Gbedo, head of DCAM, the project has led to a noticeable improvement in the town's environmental health.

Today, the project in Kandi is managed solely by the community and the local population is actively involved at all stages. "The follow-up by DCAM will only consist of capacity building, measuring socio-sanitary indicators and using the expertise gained in Kandi to support other communities", comments Dr. Gbedo. The work in Kandi was undertaken without regard to religious belief as the majority of the population is Muslim.

Benin

Benin is situated along the coast of the Gulf of Guinea. It shares a border with Nigeria to the east, Togo to the west, and Burkina Faso and Niger to the north. Benin is a presidential republic with 8.2 million inhabitants. Its landscape is characterised by coastal areas, swamps, woodlands and highlands.

The territory which makes up current-day Benin was formerly known as the Kingdom of Dahomey. It became part of French West Africa in 1872. In 1960 the country gained independence and this was followed by a succession of military regimes. In 1972 Mathieu Kérékou came to power and introduced a one-party Marxist state.

In 1989 a process of democratisation began in Benin, and coincided with that of many other African countries. Two years later free elections were held and Kérékou was defeated. By stepping down and accepting electoral defeat he paved the way for a peaceful transition towards a multi-party democratic system. The majority of people in Benin make a living from fishing or agriculture. Apart from oil exports during the 1980s, export earnings have always been significantly lower than the costs of imports. The country is faced with a number of serious environmental and public health problems including soil degradation and a lack of clean drinking water.

Since 1990 the constitution has guaranteed the same basic rights to all religious communities. Most Christians belong to the Roman Catholic Church. The Protestant Methodist Church of Benin is the largest Protestant Church in the country, but there are also important Pentecostal Churches and charismatic movements.

The positive experiences gained in Kandi have since been reproduced in several bigger cities in the country. Kakpo Akibo once again, "This has led Bethesda to involve itself in a number of national and international forums. Its environmental work is well known and this translates into numerous projects which are carried out together with the Ministry of the Environment, communities and international partners."

The ingredients of success: consensus and moral values

Bethesda owes much of its success to its board of directors and executive branch. Yet at the same time success has been brought about by emphasizing consensus and adhering to moral values such as solidarity with the poor, ecumenism, integrity, transparency, hard work and getting results.

The establishment of two more divisions alongside its health division meant Bethesda needed a coordinating body which would take on responsibility for the entire organisation. "The coordinating body consists of the heads of department and the NGO's coordinator", explains Raphaël Edou. "It is the 'board's eye' and advises it on Bethesda's policy direction. It implements decisions made by the board and by overseeing all of the organisation's activities, it acts as a kind of

memory." The coordinating body also ensures Bethesda's development policy remains coherent. This means that all of the different departments follow the same set of rules which governs over planning, monitoring and evaluation.

Strategic and financial decisions are taken by the board elected by the general assembly (Assemblée Générale des Eglises), the highest decision-making body from each of the churches which are represented. The board consists of 11 people from various professional backgrounds, four of whom are pastors. Thanks to the board's work, Bethesda has been able to develop a forward-looking strategy which has laid out the organisation's aims up until the year 2020. Still, Kakpo Akibo reminds us that, "good results are achieved not only by an organisation's leaders, but also through the work done by staff who fully identify with the NGO." The goals outlined in the strategic plan for 2020 - quality health services, com-

Young people doing research at the DCAM library and documentation centre in Cotonou, where you can find publications on environmental issues

munity development, social security as well as savings and credit services - are to be achieved by consensus and this applies to all three divisions. No decision is taken unilaterally.

The culture of organisation: serving both staff and an organisation's beneficiaries

In Bethesda's hospital, suggestion boxes for patient feedback have been set up to ensure the hospital's management and employees really are at the service of the population. The hospital's director, Dr. Barthélemy Dossou Bodjrenou acknowledges that, "suggestion boxes are part of our feedback mechanism. They have led to integrated services." As an example he points to the eye department: "Patients are directly conducted from the eye department to a workshop which produces the glasses that have been prescribed for them."

Furthermore, the medical and administrative staff meets regularly to discuss how patient care can be improved. There are also daily meetings for morning prayer. Just as was the case for DCAM, monthly reports are made available to all who work in the sector. Each member of staff's achievement is rated according to his or her function, and promotions are awarded irrespective of gender or age. As a means of motivating its staff, the hospital also offers a social welfare scheme, and free internet access. At the beginning of each year DCAM's director presents a list of the activities planned by the organisation. Raphaël Edou describes the process as follows: "Each of the three coordinators share information among its members and work out a detailed monthly schedule to ensure maximum accountability and transparency. Weekly meetings are held and an evaluation takes place

every three months. This makes it easy to identify potential delays early on, and to take adequate measures to rectify the situation."

Bethesda offers health insurance to all of its employees, and a spiritual counsellor constantly works to solve and reduce conflict. Its staff work in a Christian evangelical environment and so the emphasis is on dialogue. Gender is also an important issue for those in charge of the different divisions, with equal competence providing equal opportunity for promotion, which is also independent of age.

Women waiting for Bethesda's microfinance services at a counter in Parakou

Decentralised cooperation and its political implications

According to Dr. Gdebo, "It is clear that any enterprise wishing to thrive must first develop capacities which enable it to adapt to social change. Bethesda is a prime example of this." The organisation has accumulated a vast amount of experience in active community work in areas such as environmental health, awareness raising, the building of community structures, micro-credit schemes, tree planting and recycling plastic waste. According to Raphaël Edou, a municipal representative in Cotonou, "the expertise acquired by Bethesda means the organisation is intrinsically bound to the technical side of decentralisation in Benin." In his current position, Raphaël Edou is learning how cooperation with communities and municipalities can be improved and about the psyche of local authorities. Bethesda's development has led him to envisage central government as a partner which effectively serves the people.

With its integrated approach, DCAM Bethesda was able to manage projects specifically designed for the community. "Still, there are examples, such as the waste separation project in Hèvié, which were not overly successful. They put too much emphasis on technical solutions which

were beyond our reach", admits Dr. Gbedo. "There was more labour than the workers could actually deal with, which led to the use of inappropriate technology." Instead the project went on to construct waste separation centres near large urban areas, and encourage households to

Lessons learned

- Always be ready to accept radical changes in an organisation's structure, if its work is at stake.

- It is impossible to set up exactly the same project in the same way in another location. Keep the sustainability of the project in mind, and adapt to the local situation.

- Stay ahead of political developments and use the chances they bring with them.

- Understand your organisation's strengths and extend them, but work out its limits and do not go beyond them.

- Spread your work throughout the country; distribute economic power to different regions; and cooperate with all communities, regardless of their ethnicity or religion.

collect non-biodegradable waste instead of looking for expensive foreign technologies that the people could neither afford nor maintain in the long run. Raphaël Edou concludes that, "This last insight demonstrated there are no miracles in development. Instead, it is a plea for concrete action together with the people, and for appropriate technology. It is also a message of humility."

IV. Indonesia: radical change and a new beginning

Yakkum, an Indonesian church-run health provider, built strong foundations by turning itself upside down.

By Gabriele Besser and Sigit Wijayanta.

Yakkum´s central office in Yogyakarta is based on a natural design

"It was extraordinary. In the beginning the organisation was poor and wasn't respected, it only served the local area. But within a couple of years, Yakkum grew into an autonomous organisation. These days it not only works in Java, but also further afield, in various islands and many areas faced with conflicts such as East Timor, Burma and Aceh." That way, Leksono Probosubanu, the first chairperson of Yakkum's executive board, describes the results of Yakkum's change processes.

Yakkum's organisational change started almost 10 years ago, and was triggered by mismanagement, which led stakeholders to lose trust in the organisation. A lack of transparency and various accountability issues led to the resignation of the general director and most of the unit directors. While this was going on, the units were also questioning the board's effectiveness and

Yakkum

In 1950, Yakkum was founded by the Christian church of Indonesia and the Christian church of Java. Since this time, Yakkum has been engaged in the health sector primarily with a focus on hospitals.

- Yakkum is a public health service provider and its focus remains its 12 hospitals. These range in size from 20 to 450 beds.

- Following the WHO, Yakkum's hospitals are ,hospitals without walls'. Almost every hospital has a community development unit to improve public health, and empower capacity building and advocacy work in the hospital catchment areas. This service is especially provided to the poor. The biggest unit is located in Yogyakarta but it also operates in remote areas of Indonesia where access to health services is limited.

- For more than 25 years, Yakkum has been active in the field of rehabilitation for the physically disabled.

- YEU, Yakkum's emergency unit, was founded in 2001 and is specialised in disaster response. This is particularly necessary in Indonesia as the country is located on the ring of fire, and natural disasters occur frequently. In 2009, Yakkum established a special unit, the ,disaster oasis', an information and capacity building centre for civil society and professionals from hospitals, schools and the municipality.

- Besides the growth in the health services provided by the hospitals, educational activities such as the health institute for nurses are also provided.

- Yakkum has nearly 5,000 employees and is one of Indonesia's biggest church-based health foundations.

- It employs 1,500 nurses, 90% of whom are women. Although only the smallest hospital is led by a woman, women make up more than forty percent of the executive board.

accountability. "In the middle of this difficult situation, we suddenly recognised that our controlling mechanisms weren't efficient enough, and that we could not prevent mismanagement or corruption", states Professor Lobby Loekmono, former first chairperson of the executive board. "If we hadn't made deep changes, maybe Yakkum would no longer exist." ,Emergency first' was the organisation's motto during this period and it was a necessary step towards saving the organisation. Yakkum found a leader with the organisational and strategic experience to force through change. Since then, Yakkum has grown stably, and its performance is still improving. The following factors were indispensable for this process of change.

The courage needed to make a serious cut with the past

Yakkum replaced almost all of its leaders at the unit level, and some of its board members. The new leadership had to be strong and honest enough to carry out the necessary change, and to debate and solve the problems which appeared, including mismanagement. Deep changes are not possible without hurting people, facing resistance or without loss. It is then extremely important that new leaders are sensitive to this and minimise the negative effects of change.

Comprehensive structural change

Yakkum also changed its governing structure, including the responsibilities of its central office. The organisation developed a new vision, and a mission statement which outlined basic values. Staff delegations from various professions helped draft these values and they were sent to the units to give them the opportunity to provide feedback. Before the final version of the mission statement was drafted, the delegates were able to discuss the proposals once again. Dr. Tonggo Subroto, director of Panti Waluyo Yakkum hospital describes the process in the following way, "It was the first time I had been asked for my opinion in a development process. We were proud of our small handbook which represented our basic values, not only the values of the board."

The role of Yakkum's central office also changed. Whereas previously it had only played an administrative role in the units, now it facilitates them. During the change process, the management supported the office staff to ensure they were properly qualified and encouraged them to study towards a master's degree. The executive director, Sigit Wijayanta, explains that, "To motivate the staff, we provided them with scholarships, and this was the first time that we had introduced some sort of career planning. Still, one lesson that we learned was that master's certification need not guarantee better leadership. The staff were so used to the old traditions, that it was very hard for them to express opinions which

A group of Yakkum members developing quality standards for their organisation

went against those of their superiors. In the future, we will have to include communication training and coaching for the staff to improve middle management's leadership qualities." In order to counter some of these problems, Yakkum recently became more democratic and changed from a charismatic person-based management style to a system-based management. This also meant reducing the previously unlimited period of leadership to two terms of five years.

Performance indicators and a controlling system

The new middle management focuses strongly on accountability, especially in the hospital sector. In order to improve financial accountability, Yakkum is strengthening the role of internal and external audits. Financial auditing is now often undertaken independently, and financial performance is measured by cash flows in order to link patient revenue calculations and other financial standards. At the end of a director's term, Yakkum conducts internal audits to evaluate the unit's growth under his or her leadership. Yakkum regularly publishes its annual reports, and these are discussed by the unit directors and the executive board. In order to solve problems and

strengthen performance, they analyse past activities and agree on targets and future goals. Unfortunately, Yakkum's small units are currently struggling to reach their performance indicators and to fulfil their requirements.

Strategic planning

Another important factor in Yakkum's successful change process was their five year plan. It set out measurable goals, as well as the direction development was to take, and provided each unit with annual targets. The plan resulted from discussion between the board, central office and the units. It analysed the organisation's strengths and weaknesses and placed organisation development firmly on the agenda. Importantly, the plan is grounded in the organisation's everyday work. Sigit Wijayanta explains this in the following terms, "because the staff are involved in decision-making, they identify with their targets."

Participation and communication

A crucial part of the plan was commitment to participation and better communication. Participation and democracy in Indonesian management are very sensitive cultural topics. Usually only the oldest leaders and those in the highest positions make decisions. Changing traditions, attitudes and unwritten rules present challenges to organisation development. To improve communication between the units and professions, Yakkum organised cluster meetings, including a regular meeting between the leaders of the units. The cluster meetings were facilitated by staff from the central office who were used to sharing information and experiences, and discussing professional topics. The meetings led to more transparency within the organisation. Leony Lopoelisa, the hospital departmental coordinator states that, "I am responsible for organising the cluster meetings in the hospital department. The nursing cluster for instance takes place four times a year in different hospitals. After we have sent the invitations by post or fax, I usually send out text messages as a reminder shortly before the meeting. In Indonesia, we have to work hard for a reliable meeting culture."

Two people moderate each cluster meeting and ensure the meeting runs according to plan. After the teams have provided their feedback, the staff discuss a special topic at every meeting. It is sometimes presented by an expert from outside of the organisation, sometimes by cluster members. After two years, the people responsible for organising the meetings rotate, to ensure that everybody gains the experience of leading a cluster. "Since we began the cluster meetings, communication between the units is much better", concludes Leony Lopoelisa.

Indonesia

Indonesia is a presidential republic with around 230 million inhabitants. It is made up of more than 17,000 islands, of which around 6,000 are inhabited. Approximately 50% of the population live in Java, the most highly populated island in the world. Indonesia is not an Islamic republic, despite the fact that the majority of the population (86.1%) is Muslim. 8.7% of the population is Christian (Roman Catholic, and Protestant), 3% Hindu, and 1.8% Buddhist.

27 million people live below the national poverty line and survive on less than 0.70 USD a day. There are 2.3 million undernourished children in Indonesia.

Capacity building

The strategic plan also prioritised capacity building. Funding from abroad improved the system's sustainability. According to Sigit Wijayanta, "During the development process, we realised that Yakkum hadn't paid enough attention to capacity building. This was especially the case for our

Measuring blood pressure at one of Yakkum's hospitals

most important employees - the nurses. We then began introducing capacity building systems for them. We offered workshops, training and an international scholarship program which is ending in a master's degree."

Today some of the hospitals have staff development programs as they recognise the importance of well qualified staff. The executive director states that, "The nurses were keen to learn more, they were happy to be acknowledged as important, and wanted to get qualified. In contrast, it was very difficult to get the same commitment from the doctors. So we began as if we were eating porridge: start from the edge, where it cools faster, and then go on to the middle, where it remains hotter for longer. And we were right. Sometimes you have to leave theory behind and be creative if you want to get good results." Yakkum's staff now feel involved and act more responsibly, as they too are now concerned with the organisation's sustainability and development.

Quality management systems (QMS)

Sarwi Nantyo, a nurse at Bethesda hospital, describes their quality management system as "a big step towards reaching international standards and learning more about patient safety and satisfaction. Regular monitoring is important. The results of the assessments help us understand our performance and point to where things can be improved." In order to improve the quality of services and focus on patient safety, Yakkum implemented a quality management system which was organised by its central office. As its biggest group of staff were nurses, it began by focussing on its hospitals. Two teams were appointed to maintain quality and monitor the system. A number of indicators were chosen and these have now been monitored for the past four years. They include managing, education, staff empowerment, clinical standard operational procedures (SOPs), standards or pathways for the ten most significant diseases and controlling of nosocomial infection rates. The same indicators are now used in the management of other professions.

In order to fulfil the newest requirements of evidence-based nursing, Yakkum improved their standards several times. The results are reported to the hospital's directors, the heads of nurses and management in its central office, and in order to reduce resistance to innovation, the staff discuss new SOPs and standards during their cluster meetings.

Lessons learned

- In professional church-based organisations, the owners may tend to prioritise ‚church politics' rather than professional matters.
- If the church does not hand over functional power to a professional management, it will not be possible to manage an organisation reliably or sustainably.
- If a board interferes in operational work, the organisation's development may be put at risk.

Avoiding resistance

- When implementing a quality management system don't begin where resistance to change is strongest.
- Find out where you have support for organisational change. Give these individuals key functions in the change process.
- It could make sense to implement the QMS from the bottom up (in contrast to a more top down approach). Yakkum did so quite successfully.
- Be careful to avoid overload: change needs time.

An example of success: the extramural units

Yakkum has a number of units known as extramural units, which provide physical rehabilitation services, community development, and disaster response. Most of the staff are young, well educated and enthusiastic. They are already part of a new generation which stands for teamwork across the professions and expect democratic relationships between staff and management.

Yakkum's emergency unit (YEU) was founded in 2001, and provides a good example of successful organisational development. From the beginning, YEU worked hard to enhance its capacities

and accountability. The unit has already helped more than 100 affected villages. Its work in Aceh helped it gain an excellent reputation in managing disaster response. Arshinta, YEU's director states that, "The fact that staff participate in decision-making doesn't mean that I am not responsible for it. But we discuss the decisions together, if it is possible I always involve the staff." When YEU's staff are not able to participate in team meetings because they are working in disaster regions, they keep in touch via mobile phone and text messaging. Arshinta pictures management as "function based,

Sculpture work at a leadership training

not power based" and believes that, "The old fashioned and traditional leadership systems in Indonesia prevent people from developing their skills. As a unit leader, I hold a different position from the other members, but everybody is important and has his or her own task."

Most directors in Yakkum's extramural sector are women. This has a positive effect on the working climate. According to Wijayanta, it leads to "a more cooperative leadership style, more international orientation and less dependency on governmental fixed structures. This is great for our organisation."

The next step towards long term change

Yakkum's third multi-year strategic plan, covering the period from 2011 to 2016, states that the organisation must become more professional. Sigit Wijayanta argues that, "Until now, every step in the long change process has been successful, but new gaps have appeared and these need to be closed." Over the last two years, Yakkum has developed a new governing system and organisational structure based on full-time board directors, a schedule of responsibilities and a new corporate culture including a code of conduct. The unit directors participated in this process, and some of them were full members of the working groups. Be this as it may, the owners of Yakkum, the church synods of the Christian Church of Java and the Christian Church of Indonesia, had considerable doubts about the organisation's next steps. It was very hard to convince them that introducing a professional structure would not lead to reduced social commitment.

The churches believed that professionalism would mean giving up authority to people with management competences, which priests and volunteers do not normally possess. At the same

time the synods adhere to traditional modes of organisation and authority, yet church politics is unable to provide a suitable structure for an organisation such as Yakkum. If the churches had continued to intervene at the operational level, Yakkum could have been faced with a number of problems. So for instance, according to Indonesian law governing associations, organisations such as Yakkum must be managed by an executive board. This type of organisational structure reduces the number of people with functional power, meaning decisions can be made faster, more professionally and more reliably.

Several months of discussion with the synods and the board of trustees resulted in a compromise. During a transition period of three years, the newly inaugurated executive board was to prepare the new system and put it in place. In this way management power was to be based on competence, and no longer allocated according to the particular church a person belonged to.

This type of compromise is quite typical of the change processes which typically accompany organisation development, and they demonstrate the level of change which is currently possible. It is essential for an organisation and its employees that supporters of change are always open and communicate with staff, while ensuring their commitment to the organisation remains as solid as a rock.

V. Zimbabwe: success by learning together

The PROFILE capacity building program opens up new dimensions in organisation development.

By Roland Fett.

Working out program priorities at a PROFILE partner workshop in February 2004

"I never imagined myself owning such livestock. My status changed completely in the community. As I ceased begging from my neighbours, people started to respect me for who I am." This is how Angeline Ruvote, a farmer from Masvingo province, proudly describes the effects on her life of a rural irrigation project run by the Lutheran Development Service (LDS). Thanks to her involvement in dam building and horticulture, the widow is now able to feed her children and pay school fees. It provided her with a feeling of self-esteem and she has gained prestige in her community.

Angeline Ruvote's story has been published in a book in which the LDS and other Zimbabwean development organisations describe the impacts of their work. As part of a field study, they spoke to different people from rural and urban communities that were involved in development initiatives. These stories of social change are at the heart of the book.[3]

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3   Programme for Institutional learning and Exchange, 2010: Narratives of Hope - It starts within us, Documenting Development through Stories of Change, Harare: Sabi Consulting and Weaver Press.

The initiative for the field study came from PROFILE - a program promoting exchange and mutual learning in order to construct efficient development work. In total 25 EED partner organisations as well as the Dutch development organisation ICCO are involved in PROFILE. It resulted from a process of dialogue between the EED and its Zimbabwean partners. But we really should start at the beginning.

How the dialogue over ‚development in partnership' began

In 1999 a consultation took place between EZE/EED together with the 10 partner organisations from that period. The goal of these talks was to review the content of the country programs and the ways in which they were working together. A local support service was chosen to help the partners in managing project financing. The first encounters were characterised by caution, with the Zimbabwean organisations fearing a hidden agenda, and feeling left out of the "engagement, participation, and consultation."[4]

Despite the bumpy start, the first consultations led to an intensive dialogue about possible aims and common development work. Since then annual partner consultations have taken place and these contribute to a feeling of open cooperation built on trust - despite the difficult political context. The first meetings focused on the consequences of

Developing instruments for gender analysis – a men´s group

the social crisis in Zimbabwe and on building cooperation based on partnership. "There was ‚a time of air' - a time to explore the issues in more depth and in freedom. Participants had raised many issues around the current situation. It was time to take these further and look ahead. We called this period ‚reaching for the sky'."[5]

During these talks the participants prepared the foundations for what would later become PROFILE: it was to develop out of an understanding of the importance of strengthening the partners' and their program's organisational capacities. The NGOs had to defend themselves against political influence, and the problem of frequent staff turnover worsened as many qualified Zimbabwean men and women left their country. This led the EED and its partner organisations to develop a program of capacity building oriented around common development goals and the principle of cooperation. Langton Kuveya, from the Zimbabwe council of churches, describes

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4   "Consultation of the Partners and EZE on Development Cooperation in Zimbabwe". 1999. Zimbabwe, Nyanga. p. 27.
5   Dialogue on Country Strategy and Capacity Enhancement Workshop of EED and Partner Organisations in Zimbabwe, 29 Sept.-4 Oct. 2003, Great Zimbabwe, p.2.

a cornerstone of this program in the following manner: "In order to promote sustainable livelihoods and permanent development, we need to allow the people to talk about their needs."

PROFILE

PROFILE is a program for institutional learning and exchange made up of 25 Zimbabwean NGOs and is supported by the EED and the ICCO. The main focus of the program is to enhance the capacities of the participating NGOs, to enable them to deliver high quality people-centred and sustainable development programs. The program seeks to develop sustainable capabilities within NGOs by promoting a culture of participation and active learning from the participants' own practical experiences.

The activities undertaken as part of the first phase were structured by a specially prepared curriculum. These combined group learning activities such as workshops or peer exchange, with advisory support for individual organisations (intra-organisational learning). The second phase began in March 2010 and it focused more on networking and cooperation as well as on advocacy and lobbying.

PROFILE is managed by the Sabi Trust – a local consulting office with its own full time program manager. It is steered by the consultative forum, a body consisting of seven representatives from partner organisations. It acts similarly to a 'think tank' and answers to the consultative forum. The program design team provides technical input and the program's activities are implemented by Sabi and other development practitioners.

A ground-breaking assessment on a historical site

In 2003, a ground-breaking consultation about the country's strategy took place close to the ruins of the famous stone buildings of the old kingdom of Great Zimbabwe. This meeting led the Local Support Service, the Sabi Trust, to undertake participatory consultative visits with each of the partners. This in turn led to a two-day exchange of ideas on development work and its challenges. These visits were to provide the basis of PROFILE.

A community workshop enabled the partners' target groups to clearly formulate the expectations they had from their local NGOs. This understanding of PROFILE is still reflected in its orientation towards the grassroots. During the 2004 consultation the partners agreed on a concept for the ‚Program for Institutional Learning and Exchange' (PROFILE). It was set up to support the exchange of experiences between organisations, and promote the use of local resources wherever possible. Furthermore, the program also enables partners to increase their qualifications through joint learning processes.

Finally, in 2005 the EED and its partners signed a 'declaration of intent' and celebrated the launch of PROFILE with a public event. During PROFILE's launch, Gabriele Fischer Wilms, former head of EED's Africa 2 Desk states, "A German proverb says that travelling educates. I assume that our thinking is quite similar at this point when I hear Zimbabweans say 'chitsva chiri murutsoka' (new things are discovered through travelling). So I would like to look at PROFILE as a journey. What makes it somehow unique is that there is no fixed route and no travel guide to explain the highlights in an expert-like manner. The program is flexible and there are facilitators, but basically the journey is self-organised."

PROFILE – the basics

Between 2005 and 2008 PROFILE offered its partners a training cycle containing five key components:

- Participatory planning, monitoring, learning and evaluation
- Financial sustainability
- Human resources development
- Leadership
- The theory and practice of people centred development

The cross cutting issues of gender, HIV/AIDS and disability were included as part of each of these 'first phase' components. During the training sessions PROFILE encouraged its partners to implement participatory and grassroots processes. Several of the organisations involved asked for individual assessments and took the opportunity to exchange experiences with other NGOs.

PROFILE: two practical examples

Human resources development

PROFILE asked the partner organisations to analyse the strengths and weaknesses of their personnel administration and development in order to promote their advancement of human resources. An introductory workshop and individual assessment sessions encouraged them to continue developing their personnel policy. Some of the partners took up Sabi's offer to work together on their staff development plans, while others received support in their team building efforts or with job evaluations. A number of workshops aimed at improving the labour relationships between management and employees or at introducing a systematic personnel management. Each workshop shared the same participative approach. This was new to many of the partners who had never imagined that policy decisions could be made by staff at all levels of their organisation. In contrast, today the staff assume that their participation will lead to successful personnel management. They hope for a better working atmosphere, stronger identification with the organisation, and an improved quality in the services they provide.

Participatory planning, monitoring, learning and evaluation (PPMLE)

In order to introduce PPMLE, Sabi organised three workshops for the partners and provided individual assessments to 13 different organisations. The aim was to strengthen the planning, monitoring and evaluation processes (PME). The analysis of existing PME systems had shown that these frequently remain on the periphery of many organisations. Sabi began developing improvement plans based on the action learning cycle method together with 12 partners. This method requires participants to face up to the current challenges of their everyday working lives. This practice-oriented approach makes it easier for organisations to reflect on their work, to solve problems and to include these new insights in future planning.

Patience Muvambo, from the partner organisation the Family Aids Caring Trust, highlights the fact that it was the PPMLE process and through PROFILE itself that "we strengthened our annu-

al participatory reviews with the communities and beneficiaries which helped the organisation in getting feedback on programming."

Zimbabwe

Zimbabwe is located in southern Africa, and is similar in size to the combined land occupied by both Germany and Switzerland. 12 million people live in Zimbabwe, around 75% belong to the Shona ethnic group. Towards the end of the 19th century, the country was colonised by the British South African Company. Mineral deposits were exploited and white settlers drove the local population into the less fertile periphery. The racism of colonialism only ended after a long liberation struggle. Since independence in 1980, Zimbabwe has been governed by the former liberation party ZANU and President Robert Mugabe. The strengthening of the political opposition (MDC) as well as economic and social problems have resulted in ZANU clinging to power by means of open repression and encroachment on civil liberties. The economic crisis, an unemployment rate of more than 90%, and the AIDS pandemic led to a dramatic reduction in living conditions. Average life expectancy in 1990 was around 60, today it is only 35 years. Nearly 70% of the population live below the poverty line and around 3 million people have already left the country. In 2009 the ZANU party and the MDC formed a national unity government with the intention of finding a way out of the crisis.

Initial successes

Many of the participants said that PROFILE opened up new dimensions in organisation development. Reverend Forbes Matonga, director of Christian Care sums this up when he states: "We used to think that it was enough to send our people to workshops. Today we know that a learning organisation also requires constant adaptation in its everyday working routines." The organisations working for people with disabilities which are supported by the EED especially contributed to the program. It is thanks to these organisations that discrimination against people with disabilities became an issue in the partner network, and that demands for equality have strengthened. This even led disabilities to be included as a cross cutting theme in the EED's country strategy for Zimbabwe.

In 2008 a study was commissioned by the EED to analyse PROFILE's first phase. The study concluded that people-centred development had established itself in many partner organisations; that networking between partners increases a feeling of belonging ('PROFILE Family') and mutual support; and that partner organisations were more aware of their weaknesses and had begun a process of organisational change.

The study also identified the following as key factors in PROFILE's success:

- PROFILE used a strictly participatory approach. The organisations which participated began by analysing the need for capacity building at the very start of the program. During the first phase they agreed on the program's focus, as well as an appropriate methodology, and steered the program together with the Sabi Trust.

- The fact that PROFILE was embedded in the dialogue between North and South provided a framework which contributed decisively to the development of common interests between the partners.

- There was enough time to develop trust. This provided a stable basis for the exchange of experiences and joint learning: an important argument for a process-oriented approach whose aim is natural development rather than a rapid fulfilment of predefined expectations.

- The didactic approach - learning from our own experiences and an exchange between participants - helped in presenting and adopting a new learning culture. It is one based on self-reflection and dealing with other perspectives and so follows the principles of modern adult education.

Summary

PROFILE's capacity building took place within the difficult context of donor organisations from the North and development NGOs from the South. The EED and the ICCO provided the finances for the program; they involved a Local Support Service and put organisation development on the agenda. As a result they assumed an active role in the promotion of their partners.[6]

A symbolic tower labelled with important development cooperation values, created at a partners´ meeting in Great Zimbabwe in October 2003

Caught in the conflict between the role of the donor, initiator and a belief that ownership should remain with the partners, PROFILE struggled with a number of tensions. Similarly the local NGOs viewed the EED and the ICCO as their driving forces. Still, this should not hinder participation; instead it was an expression of a tension which can only be overcome with time and through intensive partnerships. PROFILE's work is based on an understanding that social change cannot be planned technocratically, but instead should be developed naturally and slowly. It is the shaping of the relations between the actors that leads to change processes in complex social relationships.[7] For this reason, PROFILE will continue to pursue its joint learning approach throughout the next phase.

In the future, PROFILE intends to address the individual needs of its partners with even more commitment. It aims to offer a wider and more flexible range of learning programs. Pilot programs for grassroots development, coaching services for NGO leaderships and forums for subjects such as food security, biodiversity and reconciliation are also envisaged. Furthermore, the individual partners are to be assessed more systematically to enable them to better integrate their learning achievements into their organisation's change processes.

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6   Experts from this field have emphasized the importance of that role. e.g. Rick James 1998.
7   More details in: Land/ Hauck/Baser 2009.

Many development projects have led to positive change - this is clearly demonstrated by the stories of Angeline Ruvote and others. PROFILE will continue to support its partners to understand the dynamics of failures and successes, to help them take advantage of local change, and so influence Zimbabwean society.

The fruit of change – the story so far

By Ariane Gruszczynski.

This brochure has given you the opportunity to read about five studies demonstrating the wide range of topics that organisations have to deal with. These topics are so complex that it is easy to lose track of the bigger picture, and forget what is actually important. Similarly, how can we decide what really needs changing, and which areas are self-regulating, making intervention unnecessary? The answers organisations find to these questions depend on their contexts: just as every human being is unique, no two organisations are exactly the same. Despite the variety of our examples, there are certain patterns which have proven essential for the development, if not survival of these organisations. Although the examples are drawn from different continents and cultures, I believe there are a number of similarities between them. In the following I would like to use some examples to highlight this.

Management: balancing convention and new approaches

All of the examples in this brochure clearly demonstrate that organisations have to constantly find a balance between conventional processes and untrodden paths. So for example, experience with change processes has led leaders to conclude that existing structures should also be linked to more improvised or innovative elements. In change processes the FEPP favoured conventional means of communication but stated, "Those who don't consider the need to improve and don't willingly try to do so are slowly excluding themselves from the Grupo Social FEPP". The members of the FEPP and its stakeholders tried out innovative but also risky experiments within their organisation. So for example they were able to set up social enterprises while still relying on traditional forms of communication. We should then strive for a balance: on the one hand it is fine to conserve the old, but where necessary we should be prepared to bring in the new. This should be done carefully, as implementing substantial change at various levels of an organisation simultaneously would simply lead to chaos. A further example of such a balancing act are the women from UAW. So for instance their culture of cooperation had been based around personal contact, intuition, and context-based decision-making, but as their group increased in size and they needed to reposition themselves, they resorted to more conventional management structures without compromising their core values.

A balancing act between participation and responsibility

How can we work in a participatory and target-group oriented manner, while still being able to rely on a stable and effective organisational structure? Although this question also sounds challenging, Yakkum and Bethesda used a form of organisation based around broad participation and consensus decision-making, while maintaining hierarchical structures and clearly defined areas of responsibility. In such situations conflicting positions often lead to difficulties. Yet Bethesda supplied us with an example of how contrasting positions can be balanced: their 'owners' founded an organisation together. Chretienne pour le Development Comunautaire intended to lead their common ventures. In doing so they ensured the often quite tedious process of consensus decision-making between various churches ran more smoothly. If these types of discussion and decision-making processes are to be successful, it is essential that the various positions be

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made clear, and that when decisions are made, they remain transparent and fully understandable. The example of the FEPP demonstrates this particularly well.

In certain situations questions may be raised about the way organisations make decisions - who should be able to make decisions, and whose opinion should count? These are key questions which can only be answered by an organisation itself. Yakkum clearly demonstrates the challenge of balancing participation and responsibility. The example also shows that these questions are particularly relevant to managers working in relatively authoritarian environments. Managers must then dedicate themselves to adequately organising and monitoring the flow of information through an organisation, and to fostering communications between the different players. If this is done well, as the example of Yakkum demonstrates, central governing bodies, which previously understood themselves as administrative organs, may actually go on to act as facilitators.

UAW tackled communication from the perspective of the grassroots. Still, the women had to give up their rather intuitive and inclusive way of making decisions, and instead learn to structure participatory processes around a hierarchy vested with the power to make decisions. This also proved to be challenging as they did not want to lose their constructive organisational culture.

The challenge of the 'learning organisation': constant adaptation and creating opportunities for dialogue

Each large organisation has to ask itself how creative ideas can be fed into the system and how corresponding debate can be facilitated without loosing sight of specific targets. The following discussion presents a number of interesting examples of how this can be done.

The FEPP's coordination council organises the internal processes related to information and debate. It is the central point for the collation of ideas, but also moderates the debate about them. Yakkum and Bethesda have worked on solutions which ensure information and debate reaches all parts of their organisation. This is clearly essential if an organisation is to be able to learn. Bethesda's coordinating body, the ‚board's eye', ensures smooth communication between the board and the working units. The cluster meetings which enable Yakkum's units to transcend the borders of their local systems, while refocusing their entire organisation, also provide room to exchange experiences and brainstorm on specific topics. UAW emphasizes direct personal contact with women from all social backgrounds, and cooperation and dialogue with governmental authorities. Bethesda follows a similar strategy. These organisations then function as mediators which foster dialogue and exchange processes. This is indispensable for organisations, not only in order to allow them to learn, but also in lobbying work. This is similar to PROFILE's consultative forum which as a think tank, takes on the role of providing the common learning program with fledgling ideas.

UAW, Yakkum and PROFILE all demonstrate the importance of analysis and reflection. UAW did so in order to provide their program with a focus, and to develop new strategies. They began with single local projects, after understanding what they had in common, they began setting up campaigns, lobbying work and networking. Together with its staff, Yakkum analysed its strengths and weaknesses enabling it to organise targeted strategic training and development, whereas PROFILE introduced exchange and learning loops into its program structure. All of these varied and individual solutions have the following in common: they create structures and space for dialogue and cooperation. Furthermore this goes beyond the organisation's usual working environment and integrates various opinions while providing the groundwork for learning processes in and between organisations.

Another way to enhance the ability to learn is to find and link potential within the organisation. UAW sought to answer the question "Where do people fit best?" by placing their staff in the positions in which they were most likely to make best use of their potential. This was accompanied by fresh approaches provided by new colleagues who complemented the experience of the organisation's existing staff. Yakkum appointed its personnel to extramural units enabling it to transcend traditional professional and hierarchical boundaries. The YEU, Yakkum's emergency department, combined strategic development processes in communities with the ability to react to disasters both quickly and adequately. In Zimbabwe looking for synergies helped develop a capacity building program for 24 of the country's organisations.

However, a learning organisation can also decide to separate different fields of activities if this increases efficiency. This was the case with FEPP. Similarly, Yakkum and Bethesda both formed separate units which complemented each other perfectly, and their target groups now benefit tremendously from their different areas of work.

Leadership and change: the key to success

Inevitably all of the authors in this brochure have dealt with the topic of leadership. As our examples have shown, alongside the well known qualities needed by managers, foresight, courage, bravery and continuity also play a significant role in successful leadership. Foresight is needed in order to identify links and synergies. The forward thinking leaderships of Bethesda, Yakkum and FEPP meant these organisations were able to widen their fields of work. Whereas they initially provided emergency assistance, they now carry out strategic development aid. The problem of refugees from Kosovo forced UAW to completely change direction. Still, the organisation demonstrated its forward thinking when it later made great use of this experience in its strategic positioning. This enabled the women to extend their field of activities from the local to the national level. Whereas Bethesda's leaders are particularly representative of perseverance in difficult and conflict-ridden situations, Yakkum and FEPP are demonstrative of the courage and bravery needed to implement change, despite resistance from within an organisation's own ranks. Continuity is the key to reliability and stability, and the FEPP demonstrates how this can actually become a recipe for success.

Our examples show that a successful manager is not only one who creates a strong middle management, or avoids making unilateral decisions. Instead a successful manager is someone who expects but assists, is open to change, and only intervenes when this is absolutely necessary. Individual commitment and communication skills are then also important for leadership.

The adoption of quality management systems, new organisational structures, the development of standards, and transparency in training and development are all part of a paradigm shift away from unaccountable decisions made by 'the boss' to transparent criteria for change. "Function based, not power based" (Arshinta from Yakkum) is the motto here. Yakkum is the perfect example: such systems can neither be adopted nor developed overnight. At the same time implementation can never simply follow the same pattern. The leadership has to tackle this challenge with patience and perseverance, "So we began as if we were eating porridge: start from the edge, where it cools faster, and then go on to the middle, where it remains hotter for longer."

Organisational culture: invisible, yet at the top of the pyramid

All of the members of an organisation are guided by the same principle: "to help the poor live a better life" (FEPP). Although this might at first sound banal, the examples in this brochure

clearly demonstrate what this phrase can stand for. The target groups with and for whom these organisations work, are treated with solidarity, sympathy and care whether they are populations affected by recurring poverty-related disease (Bethesda and Yakkum); disadvantaged women (UAW); small farmers (FEPP); or the organisations in Zimbabwe that have made disability a cross cutting theme in their learning program (PROFILE). Solidarity really is a part of these organisations. It can be found at all levels and determines the ways in which they work. Luis Hinojosa described the motivation of FEPP's members in the following manner: "People don't come here to learn to be honest, to love their neighbours, or to show solidarity. It's the other way around: they come here because they already believe in these values." People working at UAW also work according to the principle of solidarity. Voluntary social commitment and the feeling of belonging to one large family is a clear statement of identification with 'women's causes'. Fabiola Laço Egro pointed out that their movement does not hate men, but instead they want to engage in politics together with men.

Bethesda also shows how important it is that employees identify with an organisation's objectives as well as their own work. Sigit Wijayanta from Yakkum described how motivation increased after involving the staff in value creation. This example clearly demonstrates that participating in such important topics can lead employees to identify far more with their work. The examples also show how unused potential, 'hidden treasures' can be raised and turned into very useful competences.

Manjola Stefani from UAW pointed to another important aspect: "It is important for all of us to take care of each other". The organisation is seen as a family in which solidarity and participation are important values. At FEPP the code of ethics provides the basis of a corporate identity. Despite this it must be remembered that such codes are only useful in situations of conflict if an organisation has actually been following its own guidelines. The value of a constructive organisational culture is not to be underestimated. An organisation should tolerate mistakes, provide sympathy, respect and the ability to learn, while being made up of highly motivated employees and leaders with a vision. We all know that human relationships are not that easy, and they are especially challenging in the difficult organisational conditions very often found in non governmental organisations working for or with the poor. Despite this the above mentioned issues are key factors to success in such challenges.

The ability to engage in change processes necessarily implies cultural change. In many cases, these may turn out to be difficult and tedious processes. In order to overcome these challenges and to tread new paths, we need to leave entrenched ways of thinking and working behind. FEPP's story provides an understanding of how difficult these paths can be. Yakkum's experience also demonstrates the obstacles which may pop up along the way, and the women from UAW will no doubt have to face a lot of tedious turns in the near future.

These examples have illustrated that today, all of these organisations, their employees, and target groups are clearly benefiting from the change processes they have initiated.

Did you know; that…

EED also supports its partner organisations in their capacity building by providing consultancies?

The Consultancy Desk is a service unit of the EED, which provides direct consultancies to its partner organisations or trainings for staff, management and board members on specific topics. This unit also offers professional or methodical support for local professionals, thus contributing to improve on-site support. The Consultancy Desk often works together in partnerships with local expertise. Such 'tandem assignments' link senior and junior experts, and competences from the South and the North and can be extremely beneficial for both sides, while providing relevant experience to the consultants involved.

EED's Consultancy Desk offers competences in the following areas:

Organisation development, innovation and partnership

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