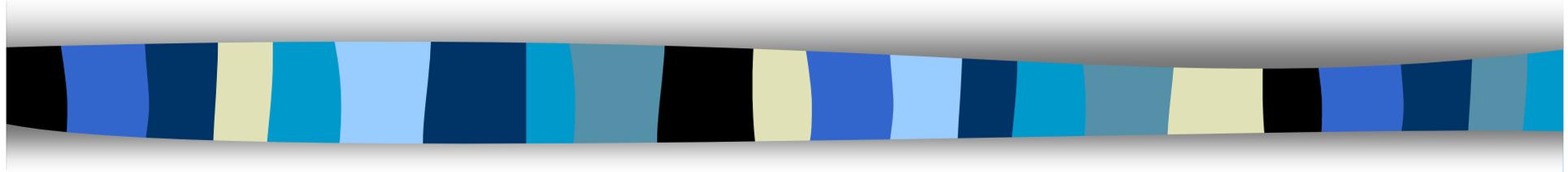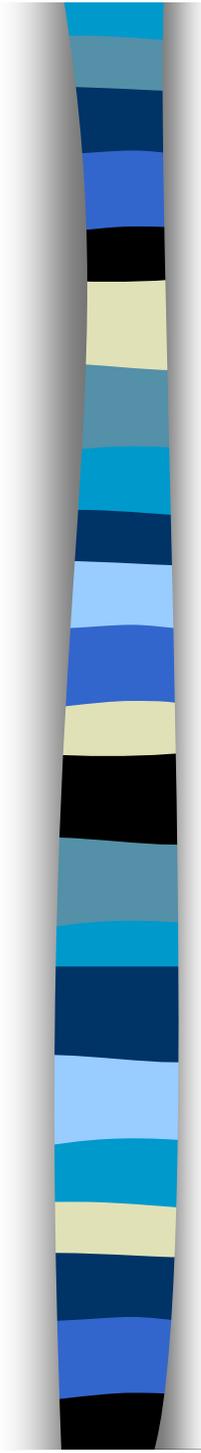# Organizational Development Workshop – Day 2-3

Caritas Europa
Vienna, Austria
11-12th March 2014

Day 2-3 Objectives

By the middle of Day 3, participants will:

1. Have a better understanding of how to analysis problems within the OD context.

2. Have a better understanding of how to develop the project design section for this year's CDF application.

3. Have a better understanding of how to design a simple M&E system for the CDF application.

Approach: Focus on the 5 pilot MOs, and help them to refine their analysis and strategies
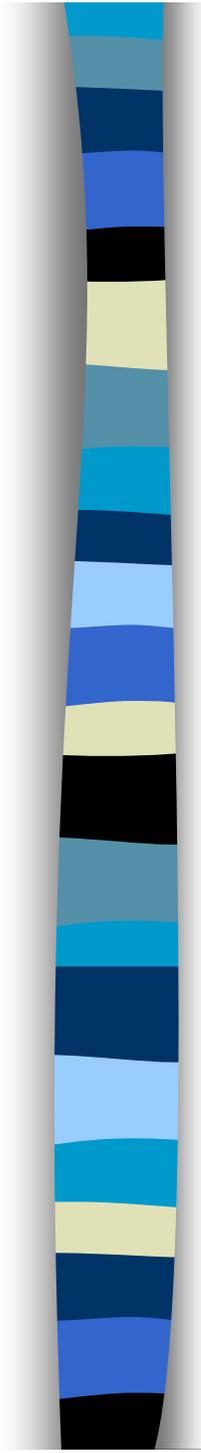
Components of a Strong Proposal in the Community Development Context

- *Needs Assessment* – collecting quantitative data, qualitative data (FGD, KII)

- *Problem Analysis* – using needs assessments to design a problem tree that identifies the core problem, direct causes, root causes, and effects

- *Project Design* – developing a results framework that responds directly to the issues identified in the problem analysis

- *Monitoring & Evaluation* – setting up systems to collect and analyze information on key result indicators so that you can learn from them
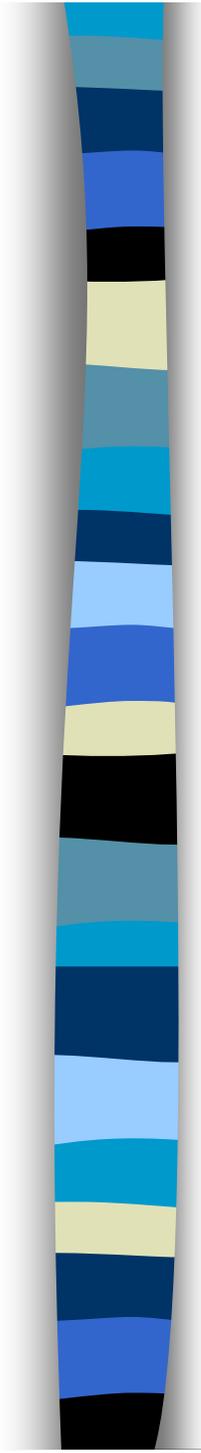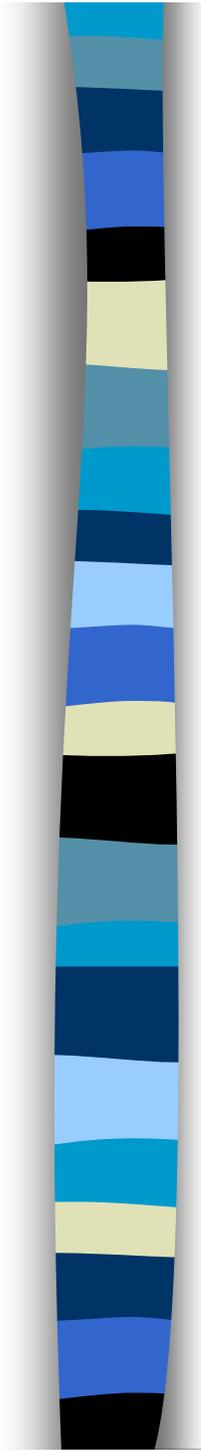
Consider Parish Social Ministry

1. **<u>Needs Assessment</u>** – collecting quantitative data and qualitative data from key stakeholders

- <u>Quantitative Data</u> – Conduct a brief survey (15-20 questions) with 15-20 people in 4-5 parishes to measure knowledge, attitudes and practices towards volunteerism, Catholic Social Teaching, and charity.

- <u>Focus Group Discussions</u> – Conduct focus group discussions with 6-8 people in 3-4 parishes to follow up on any intriguing results from the survey.

- <u>Key Informant Interviews</u> – Interview 2-3 bishops, diocesan directors, parish priests to get diverse perspectives.
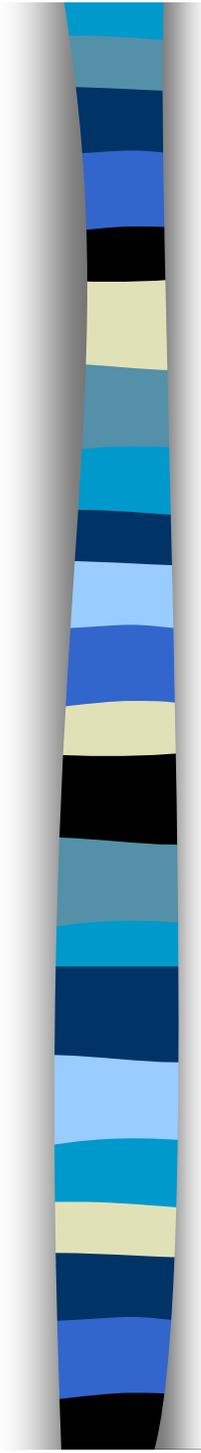
Parish Social Ministry – Problem Analysis

- <u>Core Problem Statement</u> – Caritas work at the parish level is weak to non-existent.

- <u>Direct Causes</u>: 1) The laity have a poor understanding of their Catholic responsibilities of charity for their neighbors. 2) Lack of interest by clergy to promote Caritas work.

- <u>Root Causes</u>: 1) Recent communist history has made citizens dependent on state action. 2) Bishops have never prioritized Caritas work among their priests.

- <u>Direct Effects</u>: Catholics are not fulfilling their responsibilities to help their neighbors in need.

- <u>Higher-Level Effects</u>: The Church is not fulfilling its mission to promote human dignity in country.

Parish Social Ministry – Project Design

- <u>Project Goal</u> – Parish Caritas structures are empowered to respond to community needs.

- <u>Objective #1</u> – Laity have an improved understanding of their Catholic responsibilities for charity.
  - Strategy 1.1 – Develop and distribute awareness materials
  - Strategy 1.2 – Identify and train lay parish leaders in PSM

- <u>Objective #2</u> – Parish priests are actively supporting the creation and operations of Caritas work.
  - Strategy 2.1 – Convince bishops to promote PSM with priests.
  - Strategy 2.2 – Organize exposure visits for priests to see PSM in action in other parishes.
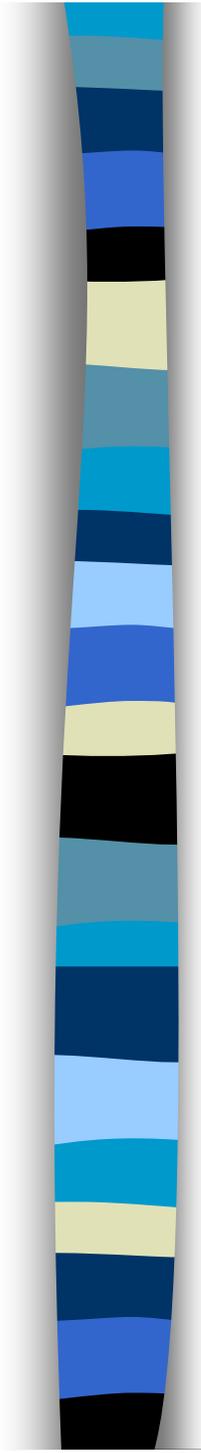
Parish Social Ministry – M&E

- <u>Develop a Performance Monitoring Plan</u>

- <u>Key Indicators:</u> % of parishes with active Caritas structures; # of parishioners trained in PSM; # of priests that went on exposure visits

- <u>Baseline Data</u> – Survey showed that only 10% of parishes have active Caritas structure.

- <u>Set Targets</u> – Aim to increase this to 40% after 2 yrs

- Agree on <u>Who</u> will collect <u>What</u> data, <u>How</u> and <u>When</u>

- <u>Annual Progress Survey</u> – Measure actual progress against target of 40%
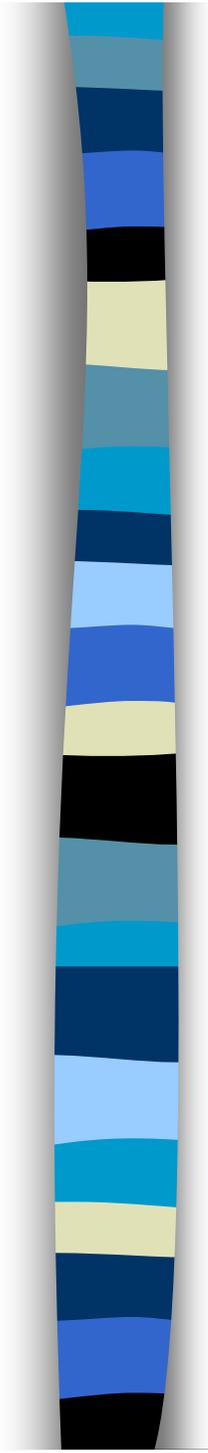
Components of a Strong Proposal in the Caritas Organizational Development Context
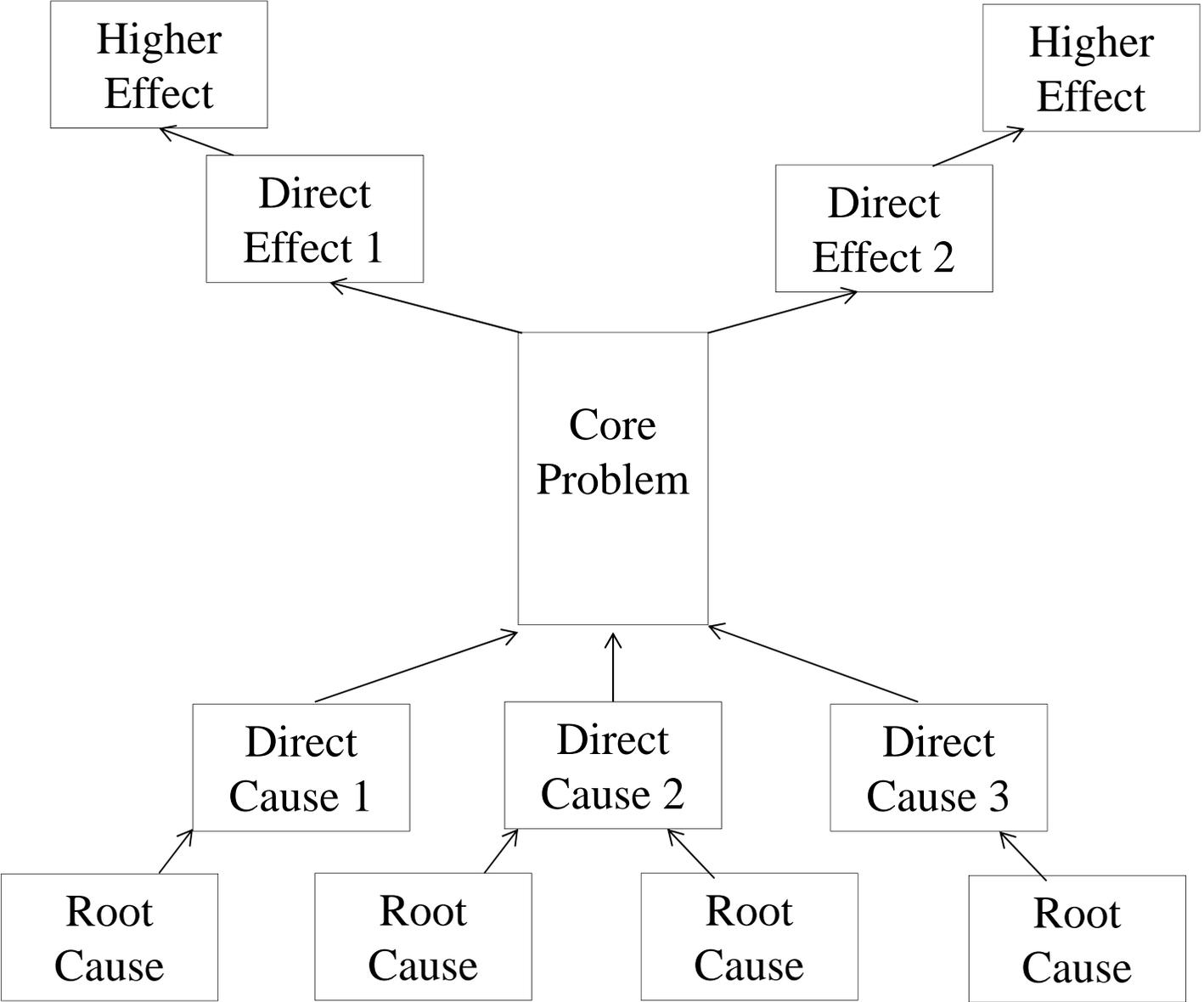
- *Needs Assessment* – collecting quantitative data (CMS SA, CI MS SA), qualitative data (FGD, KII)
- *Problem Analysis* – using CMS/CIMS SA results to design a problem tree that identifies the core problem, direct causes, root causes, and effects
- *Project Design* – developing a results framework that responds directly to the issues identified in the problem analysis
- *Monitoring & Evaluation* – develop a performance monitoring system to collect and analyze information on key result indicators so that you can learn from them
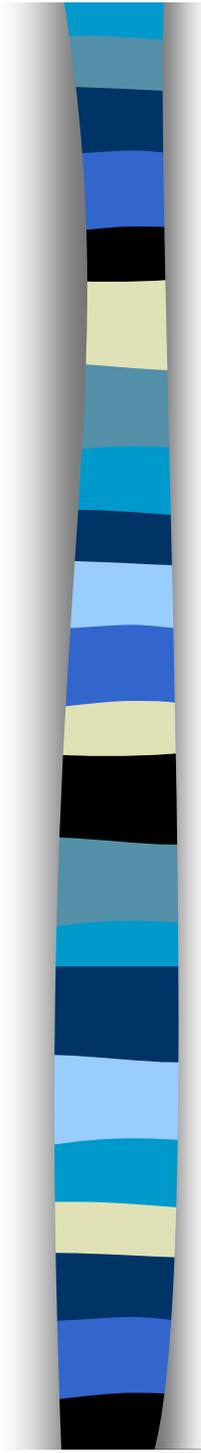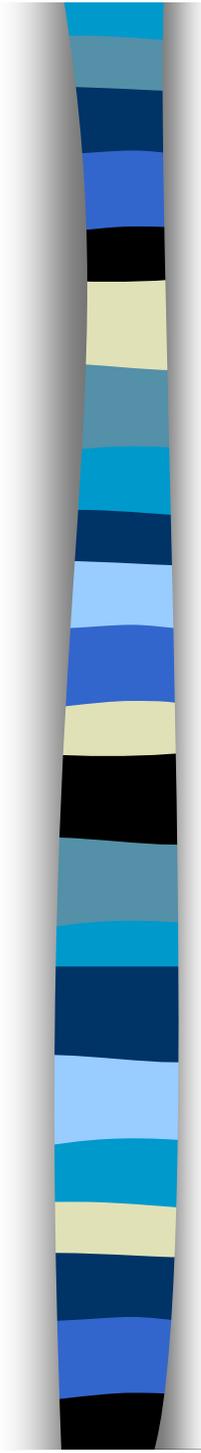
Problem Analysis

- *Guiding Principle – Problem analyses must be based on solid, participatory needs assessments.*

1. Use results from C/CI MS SA tools to identify the <u>core problem</u> facing your Caritas organization. Write it as one statement.

2. Brainstorm the various <u>direct causes</u> behind the core problem. Prioritize the most important 3-4.

3. For each direct cause, identify 1-2 <u>root causes</u>.

4. Brainstorm the various <u>direct effects</u> of the core problem in terms of your Caritas' performance. Prioritize the most important 3-4.

5. For each direct effect, identify 1-2 <u>ultimate effects</u> at the society level.

Linking the 5 Levels in a Problem Tree

Higher Effect

Higher Effect

Direct Effect 1

Direct Effect 2

Core Problem

Direct Cause 1

Direct Cause 2

Direct Cause 3

Root Cause

Root Cause

Root Cause

Root Cause

Problem Tree Analysis

- Step back and review the problem tree. Share it with colleagues. Does it comprehensively describe your problems? Is there anything missing? What should be added or changed?

- If your Caritas is genuinely interested in developing as an organization, you need to come together to honestly identify and analyze the real causes behind your current problems.

- <u>Very Important</u> – This problem tree will form the basis of your project design.

- Don't confuse a problem with the lack of a solution, or else you might wind up implementing the wrong response.
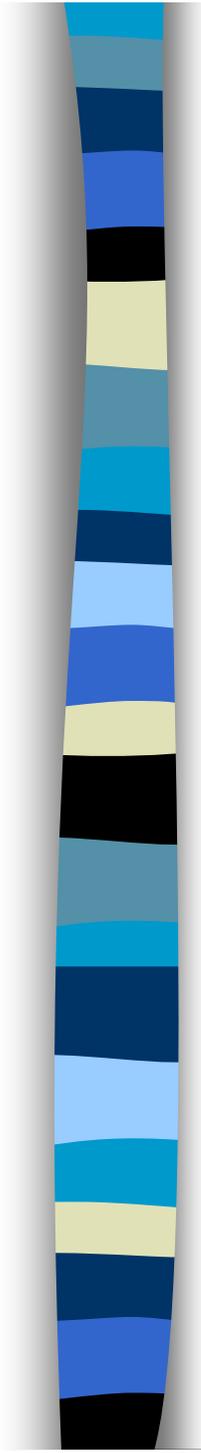
Small Group Work – 90 minutes

- Break up into 5 small groups, each focused around one of the pilot MOs (Albania, Armenia, Bosnia-Herzegovina, Romania, Serbia)

- Using last year's MO application, discuss how clearly the problem analysis section clearly and logically lays out the 5 levels of core problem, causes, and effects.

- How well have results from the CMS self-assessment tool been incorporated into the problem analysis?

- If there are gaps, help the pilot MO to develop a more comprehensive problem tree with 5 levels using post-it notes and flipchart paper.

- Assign a group member to present the new problem tree to the group. Highlight any new learning.
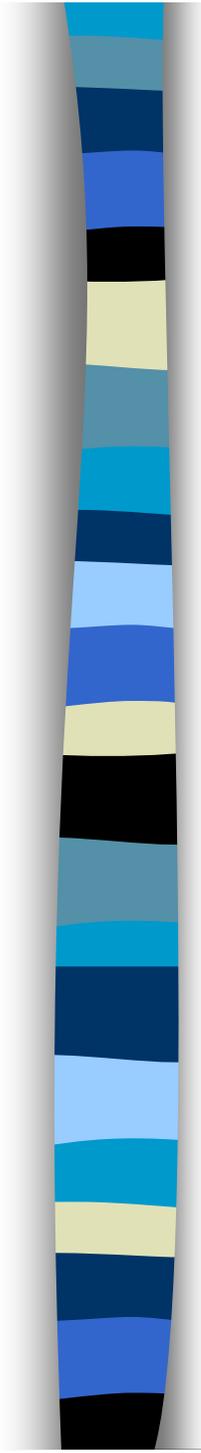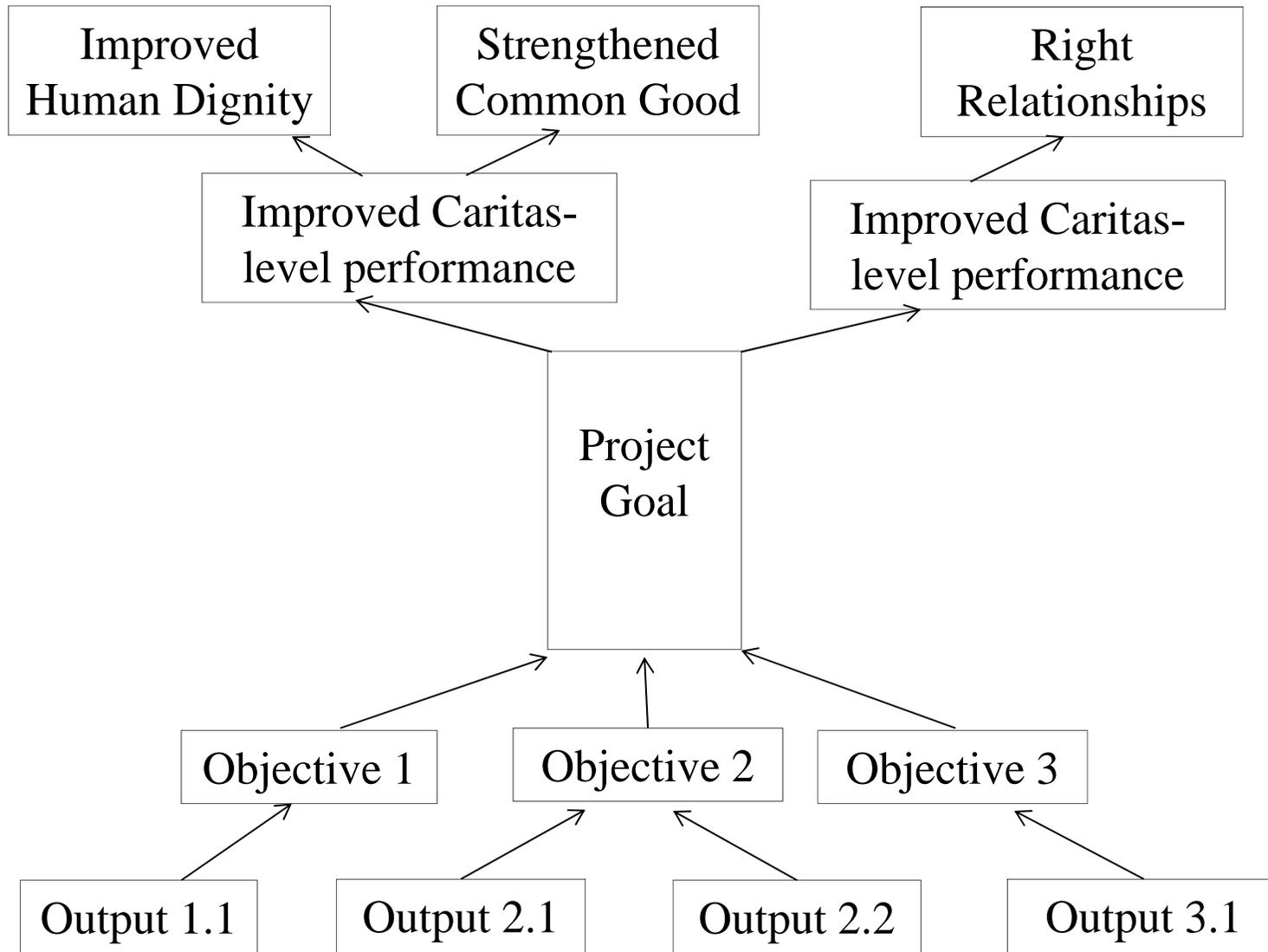
Problem Analysis Plenary

- Do participants find that the problem tree tools help you to analyze your organizational development problems more clearly?

- Do you think that you have the knowledge and skills to go back to your countries and initiate similar problem tree analyses with your colleagues at the national and diocesan levels?
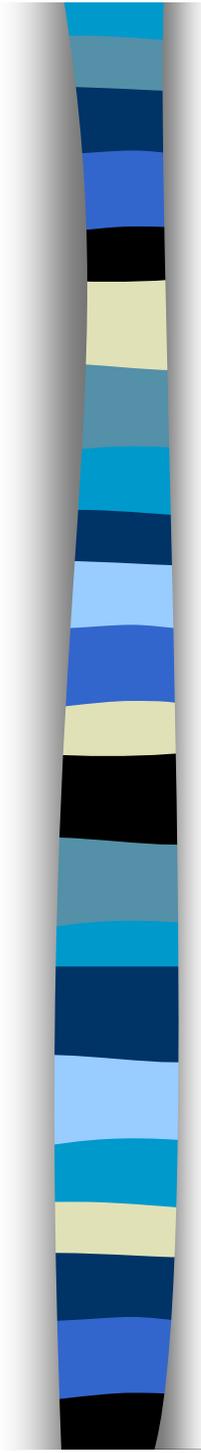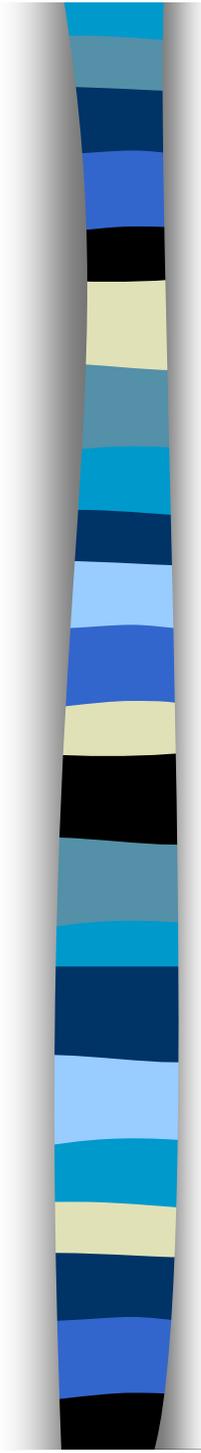
Project Design

- *Guiding Principle – Project design must be based on a comprehensive, participatory problem analysis.*

1. Problem Trees can be 'flipped' to provide the outline of an 'objectives tree'… i.e. a results framework!

2. The core problem becomes the basis for the goal, which can be a higher-level, generally-worded result.

3. Each direct cause becomes the basis for a SMART objective – **S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**imebound.

4. Important root causes should be addressed through sub-objectives, intermediate results, or strategies.

5. Direct effects will be addressed through key result indicators in your M&E Plan.

The 'Flipped' Objectives Tree

Improved Human Dignity	Strengthened Common Good	Right Relationships

Improved Caritas-level performance		Improved Caritas-level performance

Project Goal

Objective 1	Objective 2	Objective 3

| Output 1.1	Output 2.1	Output 2.2	Output 3.1

SMART Objectives

- **S**pecific – include targets
- **M**easurable – begin to think how you will assess progress towards its achievement
- **A**ttainable – don't aim for the sky; be realistic
- **R**elevant – make sure it responds directly to a direct cause
- **T**imebound – specify the date by which you expect to achieve the result

One is SMART. One is not.

- CRS improves its organizational systems.
- By December 2015, CRS will have attained at least a '4-Good' compliance rating on 10 of the 32 CI MS.
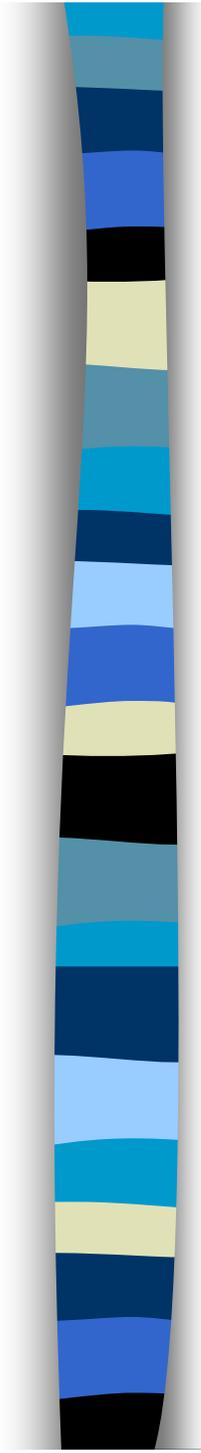
Project Design – Keep in Mind

■ Understand the difference between <u>activities</u> (things you do), <u>outputs</u> (things that are learned/produced) and <u>outcomes</u> (changes in behavior).

■ Make sure your objectives focus more on the end result, i.e. outcomes. The activities and outputs are all means to the end.

■ Many outcomes should align with the C/CI MS, but some may not, depending on your problem analysis.

■ Each objective should have language (or bullets) describing the <u>Strategies</u> and <u>Activities</u> that describe *how* you intend to achieve your desired outcomes.

■ Each objective should have language (or bullets) describing the <u>Key Risks</u> that could prevent achievement of your desired outcomes.
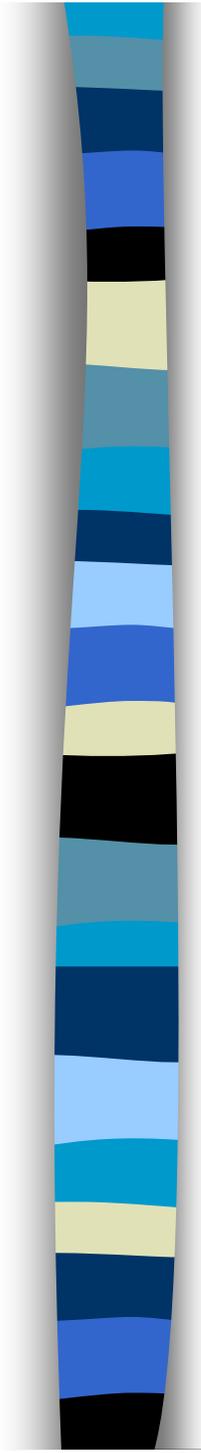
Small Group Work – 60 minutes

- Break up into the same 5 small groups, each focused around one of the pilot MOs (Albania, Armenia, Bosnia-Herzegovina, Romania, Serbia)

- Using your problem tree analysis from the morning, help the pilot MO to develop a draft results framework with goal, objectives, strategies/activities, and risks.

- Make sure objectives are SMART and focused on a key outcome.

- Assign a group member to present the new problem tree to the group. Highlight any new learning.
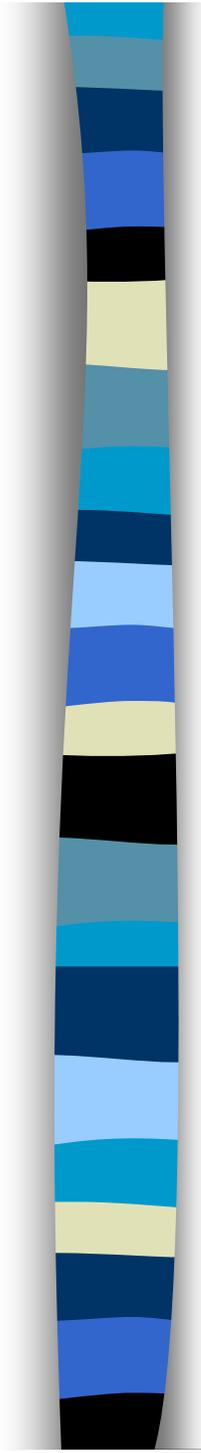
Project Design Plenary

- Do participants find that the results framework tools help you to structure your project design section more clearly?

- Do participants understand how to design projects that are more results-focused, and less activity-focused?

- Do you think you have the knowledge and skills to go back to you countries and initiate similar project design exercises with your colleagues at the national and diocesan levels?
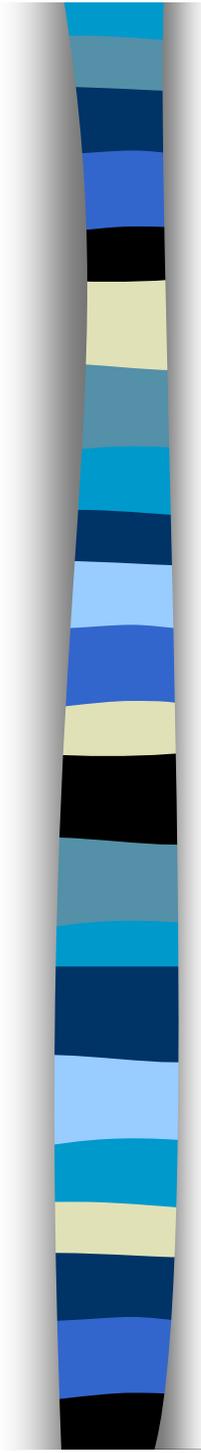
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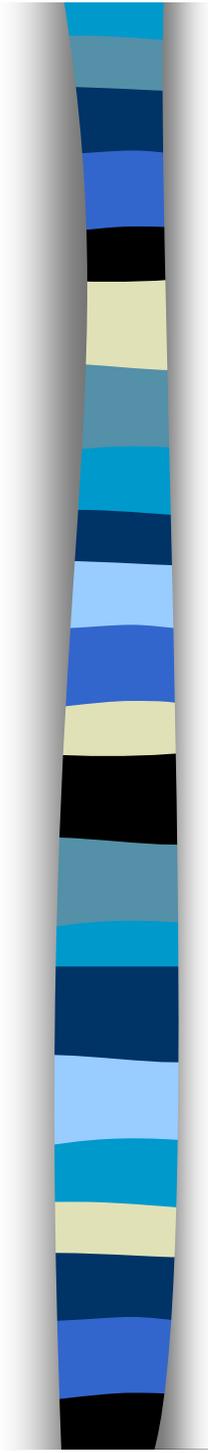
Day 3:

- 09:00 – 09:15   Opening Session

- 09:15 – 09:40   Monitoring & Evaluation

- 09:40 – 10.00   The CDF application

- 10.00 – 11:00   Small Group Work – Monitoring & Evaluation

- 11:00 – 11:15   Coffee Break

- 11:15 – 12.00   Small Group Presentation

- 12.00 – 12:15   CDF Eligibility Rules

- 12:15– 13:00   Evaluation of the 3 day, closure

- 13.00   Lunch
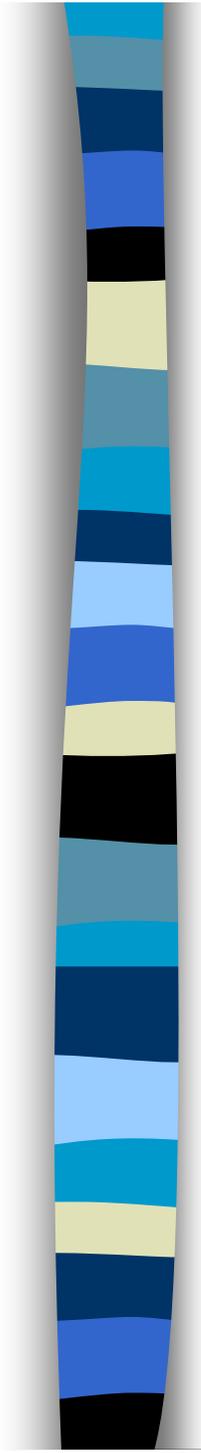
Recap from day 2: strong ideas

1. Keep the logic, not necessarily the language;
2. The CDF application is one project, whose content is the development of your organization;
3. Being SMART is the objective, no matter the level;
4. The important thing is the process, the application is the last step;
5. The needs assessment must provide you with at least a basic baseline, key for measuring the indicators;
6. The Self Assessment is just one part of the problem analysis;
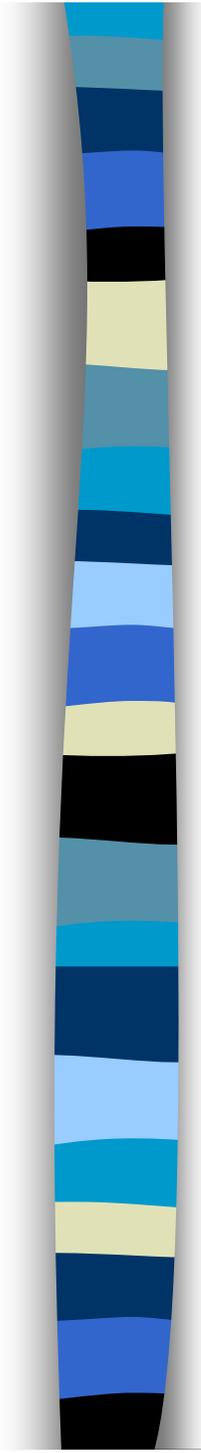
Monitoring and Evaluation

- *Guiding Principle – Performance Monitoring Plans (PMP) should be designed to allow you to objectively measure changes in key outcome indicators, not just activities and outputs.*

1. A PMP is based on the results framework.

2. Choose a variety of outcome, output, and activity indicators for each results - ask yourself: **"What can we see to know if change is happening?"**.

3. Don't overwhelm yourself with too many indicators. Select only the most important ones.

4. Understand which indicators require a baseline against which final results will be compared.
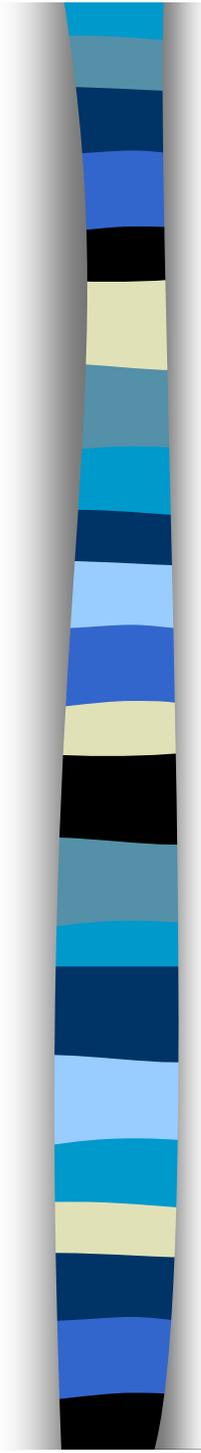
Monitoring and Evaluation

- Specify who will be responsible for each activity, when it will be implemented, and what resources are required.

- Make sure that each indicator is measuring only one thing, not multiple things. For example:
  - The Board has clearly documented roles/responsibilities and meets every quarter.

- *Recommendation:* Visualize in your mind what a successful final CDF report to CE will look like at the end of 2017. Break down this success into different statements of what your Caritas organization's performance on specific standards will look like. Consider building some indicators around these statement.
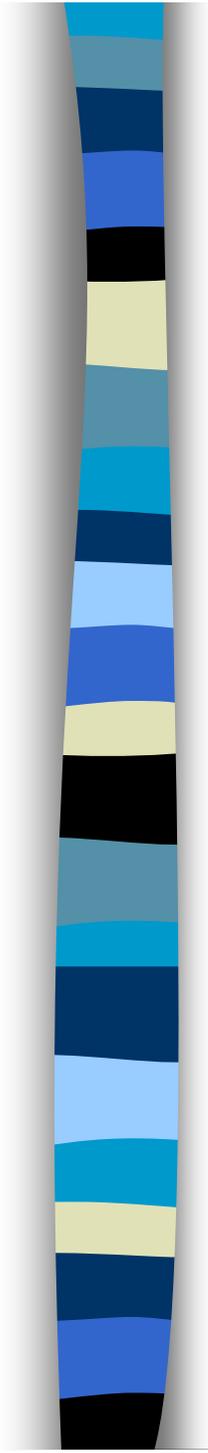
Sample indicators

- X. At least 3 meetings are carried out.

- X. 20 employees participated in the training.

- X. The number of volunteers involved in parish activities
increases by 5% as compared to previous records.

- X. A strategic plan is elaborated and approved by the end of the
  year 1.
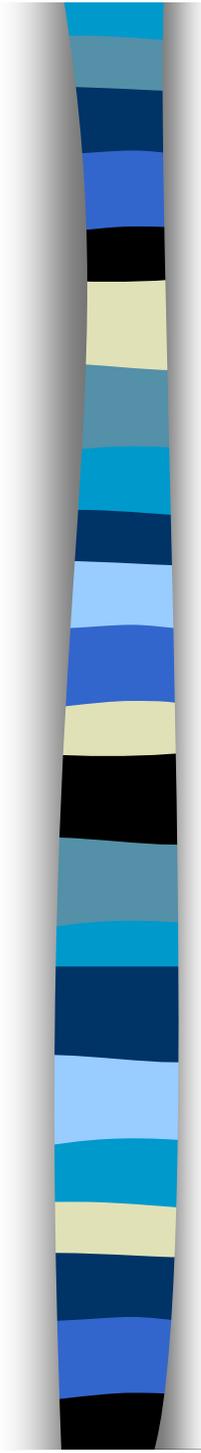
Small Group Work – 90 minutes

- Break up into the same 5 small groups, each focused around one of the pilot MOs (Albania, Armenia, Bosnia-Herzegovina, Romania, Serbia)

- Using your draft results framework from yesterday, help the pilot MO to develop a draft performance monitoring plan.

- Assign a group member to present the new problem tree to the group. Highlight any new learning.
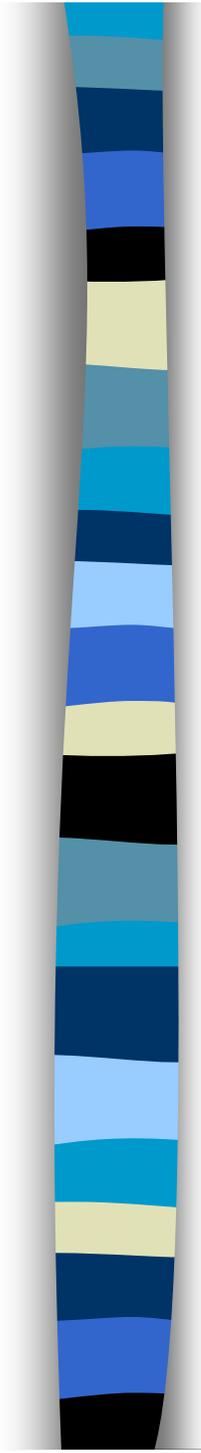
M&E Plenary

- Do participants find that the performance monitoring plan helps you to understand how to more effectively monitor and evaluate progress made on your OD plan?

- Do you think that they have the knowledge and skills to go back to your countries and develop such plans with your colleagues at the national and diocesan levels?