

Christian Relief and Development Association

Training On Organization Development (Background Paper)

March 2009

Organizational Development

1. Background and Justification

Organizational Development (OD) is helping organizations to assess themselves and their strategies, structures and processes. It can provide the skills and knowledge necessary for establishing effective inter-personal and helping relationships. OD is playing an increasing role in helping organizations to change themselves.

Given the shift from relief work to development activities by most of CRDA member NGOs and religion-based agencies, acquiring skills in Organizational Development can enhance their endeavors. This is particularly true of local NGOs, most of which require this expertise. As some member organizations are engaged in strategic planning activities, the training programme on Organization Development will also help them to accomplish their tasks effectively. Therefore, CRDA strongly believes that such a training programme would strengthen the capacity of its members. To this effect, CRDA has organized OD and Strategic Management course in three blocks in 1999 and in two blocks in 2000. It is planning to organize this course with the ultimate purpose of reaching as many participants as possible from its different member NGOs and religion – based agencies. In doing so, a reference material which will be produced for the training programme will serve as a reference material for future use to the participants and CRDA has all right to use the material as a reference/ training material for other similar training programmes.

2. Objectives

The main objective of the training programme is to introduce the knowledge and skills of Organizational Development to the participants.

At the end of the training, participants should be able to :

- ☛ Understand OD concepts, principles and tools
- ☛ Manage the behavior of individuals and groups in their organizations
- ☛ Diagnose problem in their organizations and propose solutions
- ☛ Manage change in their organizations
- ☛ Design new and innovative ways of doing things
- ☛ Have a clear understanding of non-profit organizations and their life cycle
- ☛ To acquire the skills that enable them to monitor and evaluate the activities of their organizations

3. Target Groups

The course is intended for senior and middle level management staff of member NGOs and religion based agencies.

4. *Admission Requirement*

- ☛ A minimum of College Diploma
- ☛ Experience in administrative or managerial position
- ☛ Proficiency in English Language

5. *Course Content*

The proposed course content of the training programme is enumerated below. Consultancy firms can suggest their own course content, which can be refined at later stages.

- ☛ What is Organization Development (OD)
- ☛ The OD Process
- ☛ Organizational Development/plan
- ☛ What is Organizational Diagnoses, Tools and Approaches
- ☛ The Non-Profit Organizations
- ☛ Organizational Life Cycle
- ☛ Organizational Culture, Values and Structure

6. *Training Methodology*

- ☛ Plenary presentation and discussion
- ☛ Individual and syndicate assignment
- ☛ Problem Solving
- ☛ Buzz group
- ☛ Case Studies

Cases and syndicate assignment will be based upon real NGO problems and issues.

To make the training more tailored to NGOs operations, CRDA could organize visits of selected NGOs. Such arrangements would help the consultant to further define the content of the course.

7. *Language*

- ☛ Amahric/English

8. *Duration*

- ☛ 4 days

9. *Venue CRDA Training Center and Head Office*

10. *Date April 27- 30 2009*

TERMS OF REFERENCE FOR THE CONSULTANTS

The firm or the consultant is expected to prepare the training programme in accordance with the background paper. It has to focus on the practical aspect of **Organizational Development** that is compatible with the nature of NGO's operation. Relevant teaching experience of the trainers on the subject and NGO experience are, therefore, of paramount importance.

1. The resource persons based on the rational, objective expected output and the proposed training topics shall prepare a detailed training activity plan including course content and schedule as well as methodology.
2. Assign a team of trainers for the training topics proposed on the basis of their qualification and experiences. The training team should be a multidisciplinary team, comprising at least of the following disciplines.

- ❖ Management
- ❖ Administration
- ❖ Regional/ local planning

3. Conduct an up-to-date training that would be applicable to NGO operation. It has to focus on the practical aspect of Organizational Development and related issues, and should be supported by case studies, practical exercise, group work and plenary presentations, role-plays and other teaching aids. CRDA staff from the PISD will be involved in the facilitation of some of the topics.
4. Prepare and submit camera ready (well organized) training materials at least ten days before the training date.
5. The consultant is expected to submit the following :-
 - Technical proposal that should include appraisal of the background paper and methodology to be applied.
 - Appraisal report or reaction to the background paper and the TOR provided
 - Major training topics and their respective trainers
 - Teaching methodology/it has to be supported by case studies from selected NGO works.
 - Profile of trainers (C.V.)
 - A separate financial proposal
 - Brief explanation about the resource persons with particular emphasis on previous experience on the training subjects, teaching skills and NGO work.
6. After the end of course, the firm/consultant submits a detail report on the overall progress of the training course including an overall assessment of the trainees.
7. Note

CRDA will cover the cost of: -

- Transportation from and to Stadium
- Reproduction of training note/materials
- Provision of stationary to participants