



## **International Partners Call**

### **Organisational Development (OD)**

### **Concept Note**

#### **WHY WE SUPPORT ORGANISATIONAL DEVELOPMENT**

##### **What is organisational development...**

Organisational development (OD) is a process through which an organisation undergoes internal change, often towards building up its capacity, adapting or improving its strategy, approaches, internal systems, structures and processes, all in order to become more effective in delivering on its mandate and pursuing its objectives.

PeaceNexus' organisational development support targets organisations that are well positioned to make meaningful contributions to local peacebuilding. It is informed by our belief that if we help our partners strengthen core capacities related to strategic direction, management, learning and adaptation, then they will achieve relevant and sustainable contributions to the development of peaceful societies. We also believe that diversity, inclusion and participation are key to both peacebuilding and organisational effectiveness.

##### **... and why is it relevant for international partners?**

Few donors provide support for organisations to make the internal adjustments required to ensure they remain adaptable, innovative and relevant. While donors increasingly expect their partners to demonstrate both impact on the ground and organisational effectiveness, most provide short-term, project-based funding that does not help build institutional foundations. PeaceNexus' OD support seeks to address this gap by providing peacebuilding organisations and networks with the opportunity to invest in internal change processes tailored to their needs and mission.

At this time of unprecedented change and increasing resource scarcity due to the Covid-19 pandemic, there are also opportunities for organisational and systemic adaptation. International organisations or networks may need and want to try new ways of empowering local peacebuilding, by 1) amplifying local peacebuilding voices - on-line and off-line, and at local, national and international levels, 2) channeling resources in the most efficient way to the most relevant local actors and 3) supporting capacity building and learning within and across organisations. International organisations may also view this time as ripe for influencing international policy or donor practice, when donors maybe reviewing priorities and under pressure to deliver efficiency gains. For many, it may therefore be both a necessity and opportunity to adapt or review organisational priorities, business models and processes in the coming years.

## WHAT OUR ORGANISATIONAL DEVELOPMENT SUPPORT ENTAILS

### What you can do with our support

Our support always entails giving organisations the space to think through HOW they work and to develop organisational strategies to improve the quality of their peacebuilding-related work. We favour participatory approaches to organisational development and believe that change can only be successful if those expected to make it happen are actively involved in shaping it. We will start our partnership with a participatory assessment of your challenges and priorities (see also in FAQs: [If selected for OD support, what will the kick-off meeting look like?](#)) On this basis, we will agree on the change objectives you will pursue with our support. Since we know that organisations often have interconnected challenges, the process will be broken down into concrete and achievable steps instead of attempting to tackle all issues at the same time.

The processes we support are diverse and always tailored to the needs of our partners. In practice, our support can for example be used to:

- Engage in a comprehensive strategy development process to review your organisation's mandate, approach and strategic priorities.
- Review your internal set-up and structure to better align staff roles with (revised) strategic priorities.
- Strengthen your governance to increase its internal accountability and alignment with your values and principles.
- Review your programmatic and operational practices to have them be more participatory, inclusive and conflict-sensitive.
- Strengthen your ability to assess and communicate results and systematise organisational learning.
- Rethink your advocacy and outreach approaches to mobilise more support for your work.

*\*\*This list is not exhaustive. Other examples and testimonials are available [on our website](#).\*\**

### Accompanying organisational development: our approach

Since 2009, PeaceNexus has supported more than 30 partners on OD. From this experience, we know that successful change processes require time, resources and dedicated internal and external capacities. Therefore, our support entails:

- **Financial contribution to cover costs directly associated with the process:**
  - The budget allocated to each partner is determined by the roadmap which we jointly establish at the beginning of our partnership, taking into account your particular needs, scale of and absorption capacity. The typical budget per phase of support is 35'000 CHF.
  - Our financial envelope covers the costs of external consultants, as well as expenses directly related to the process such as meeting and travel costs (see also in the FAQs: [What is outside of the scope of PeaceNexus OD support and cannot be funded?](#)).

- **Direct process accompaniment from PeaceNexus**
  - At the start of our engagement, we will visit you to assess in a participatory way your organisational challenges and what would need to happen internally for you to be able to overcome them. On that basis we will support you in prioritising and sequencing objectives for change, and designing a roadmap for our support.
  - We will stay engaged as the process unfolds, including to help you monitor progress, provide feedback and identify when and how to adapt to achieve your objectives.
  - To ensure that our accompaniment is responsive, two PeaceNexus staff members will dedicate their time to you and will be available throughout the partnership to help you steer and manage change - from the first steps of process design to the final steps of implementation.
- **Support in identifying and managing required external consultancies**
  - In our experience, working with an experienced OD consultant and having her/him facilitate key moments is an efficient way of enabling reflection, working through difficulties, and moving to action. Where specific technical expertise is required, it may be necessary to bring in thematic specialists too. PeaceNexus staff will assist you in finding the consultant(s) best suited to your needs and identifying required deliverables.
  - The consultants accompanying your process will report and be accountable to you, while PeaceNexus staff will help you engage effectively with and provide feedback to consultants.

In addition, we approach all OD partnerships in line with the following **core principles**

- **Honesty and confidentiality:** An effective partnership is based on mutual trust and learning. We commit to always acting with strict confidentiality and to maintain open and transparent communication throughout our partnership. Since we see our role as one of a “critical friend”, we may at times hold you accountable to your objectives and share frank feedback. On your side, you should feel free to approach us at any time with your own feedback about our accompaniment.
- **Adaptation:** We recognise that the plan we establish at the beginning of our partnership may need modifications along the way. We will stay flexible and help you adapt the plans so that you can achieve your goals.
- **Commitment over time:** If you are making progress but achieving your change objectives requires more time and effort than anticipated, we may extend our commitment to a follow-on phase of support, pending our Board approval. In the past, our support to OD partners typically lasted between 18 months and 4 years.

## INTENDED AUDIENCE

PeaceNexus will even further emphasize its focus on local peacebuilding in its 2021-23 strategy. It will continue to provide organisational support to networks that strengthen the practices, capacities and impact of local peacebuilders, particularly in its [focus regions](#). It will also support international organisations developing participatory, inclusive models of collaboration with local actors (see also in

FAQs: [You provide both Organisational Development and Conflict-Sensitivity support, what is the difference?](#))

**We welcome applications from all organisations that fulfil the eligibility criteria and want to address internal challenges to maximise their impact and contribution to local peacebuilding.** When selecting international OD partners, we seek out change-makers with a demonstrated potential to challenge the status quo – be it through who they connect, how they work or through the scale of their activities. For example:

- Networks or NGO platforms that represent coalitions of local peacebuilders.
- International peacebuilding organisations that directly support and empower local actors.
- International peacebuilding organisations that contribute to making peacebuilding policy and practice more locally-led, participatory and inclusive.

## ELIGIBILITY CRITERIA

Applicants need to fill **all** the following eligibility criteria:

- Be a civil society organisation or a network or a foundation;
- **And** have building peace and social cohesion at the core of their mission or mandate;
- **And** have a presence (directly or through partners/members) in at least 5 countries, preferably including our [focus regions](#)
- **And** be directly responsible for the preparation of the application and management of the process if selected (not acting as intermediary), **and**
- Confirm that their activities will not violate the [USA PATRIOT Act](#) (18 U. S. C. §2339B)

## SELECTION CRITERIA

- ***Relevance of the applicant and its role in strengthening local peacebuilding***

We achieve our impact through the work of our partners. Therefore, we need to understand through concrete examples what difference your work makes and to whom. It is important for us to understand where you have already a track record that contributes to local peacebuilding, and where you see potential for even more impact.

- ***Readiness to engage in an organisational or network development process***

Since an honest self-assessment and open acknowledgment of difficulties is key to the processes we support, we encourage you to be self-reflective and to be upfront in the articulation of your challenges. Through your application, we want to understand what is your current situation and why you want to invest your time and energy in this process. To this end, we're particularly keen to know how you expect the OD process to contribute to your effectiveness and impact.

Please note this is a highly competitive Call. Our staff reviews the application and prepares a shortlist. The final selection will be made by the Board of PeaceNexus in September 2020.