

18TH Floor, Kine Centre, Johannesburg, South Africa
Telephone: +2711 331 6438 / +2711 331 6490/1 Fax: +2711 331 6136
Email: enquiries@actionsupport.co.za
Website: www.actionsupportcentre.co.za
South Africa Registration NPO 027156



ACTION Support Centre

Africa Regional Hub of a global network of individuals and organisations committed to positive action to transform conflict:

*Conflict Transformation, Peacebuilding and Development
Strengthening the capacity of practitioners and peoples organisations
Host to the Zimbabwe Solidarity Forum Secretariat
Community-based and Continental linking and learning
Facilitation, Training, Lobbying, Advocacy, Campaigns and Events*

Organisational Development Process



Conducted with the support of: *the X factor in change*

Final Report

15th April 2009

Background

At the ACTION members review and global retreat in Cambodia in November 2007, the ACTION Global Steering Committee confirmed and further committed itself to the building of regional centres as a central part of the ACTION strategy. This expanded and helped to focus discussions that had taken place between Steering Committee members in the Philippines in 2006 and during the initial Transition Phase from May to September 2007.

It was agreed that the ACTION Support Centre (ASC) in Johannesburg, originally envisaged as a global hub for ACTION, should redefine itself as a regional centre and take steps to explore the strategic and organisational implications of this decision, and then implement a new strategic direction accordingly.

A Global Steering Committee member was deployed to work part-time on coordinating the change process with the support of the Integrating Development and Conflict Transformation project run by ACTION in partnership with Skillshare International, Responding to Conflict and the Coalition for Peace in Africa.

In line with this process the ASC engaged the services of an organisational development agency, “The x factor in change” with local expertise and the skills required to facilitate the process. ASC staff and ACTION members in Southern Africa have committed themselves

to this process, integrating the proposed directional shift with other processes that address a broader set of concerns.

The organisational change process initiated a dynamic way of doing things differently. By linking the organisational changes to programmatic processes the ASC has been able to redefine its strategic direction and political purpose. These processes have been driven by staff and partners there is now a clear understanding of ACTION's role as the Africa Regional Hub of a network movement committed to community based linking and learning.

The aim is to transform the ASC into a regional base that is more sustainable, more easily able to respond effectively to local needs, without losing the global context or contacts, and to be less project-bound and accordingly less donor dependent in its direction. The ASC also aim to more clearly link our projects to the expected impact they will have and thus be able to demonstrate the changes the ASC believe our programmes are already contributing to.

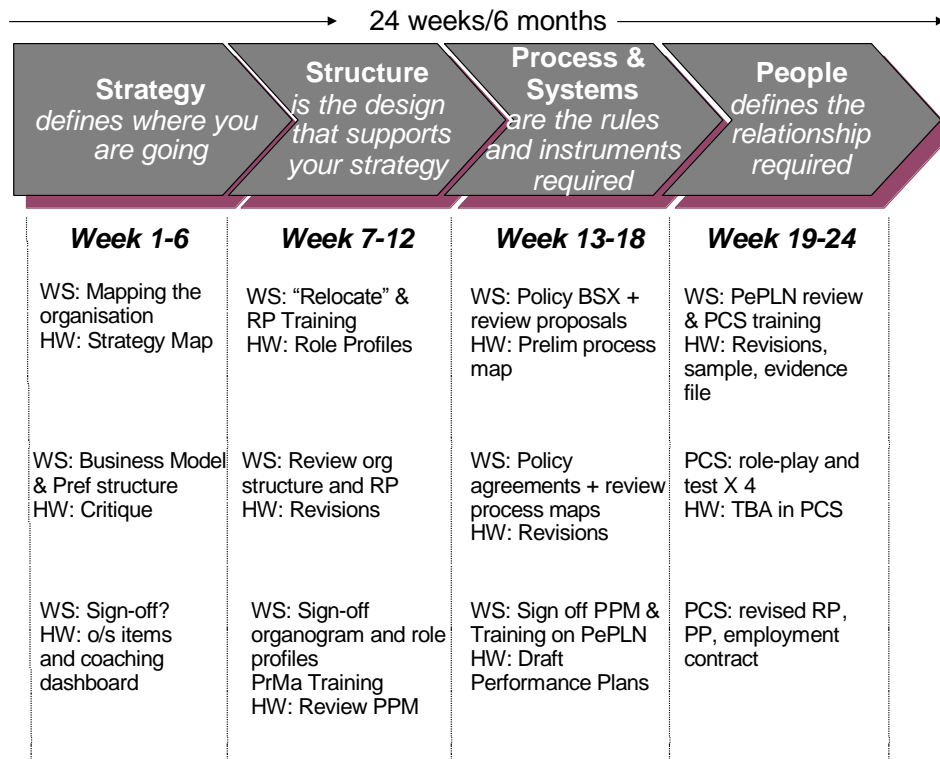
The strategic changes at the ASC need to be seen as connected to how the rest of the network movement is also developing. The global strategy intends to enable the regions to lead the growth of the global movement. ACTION will grow in accordance with the conditions it faces and the local strategies it uses. Part of this will also include linking to and helping to develop globally informed opportunities for sharing and learning and for amplifying the needs and concerns of people. This will be done in a way that provides additional strategic opportunities for transforming local conflicts.

Learnings that arise during this process will feed into deeper research initiated by the Support Centre into effective organisational models for network movements like ACTION, that link development and conflict transformation initiatives at community level with advocacy and lobbying interventions that influence policy makers and structures at national, regional and global levels.

The ongoing learning processes will be communicated with the rest of the network and a shared body of knowledge will develop that strengthens other contexts in which ACTION is building movements and organisations that close the gap between vulnerable communities and powerful external interests.

The formal OD process

Given this, X-change, a local Organisational Development company was contracted by the ACTION Support Centre to facilitate the change process. A series of initial meetings were held that enabled X-change to refine their Organisational Development model to accommodate Actions needs. The core model can be reflected in the following way:



This basic model is augmented with a coaching element. Between April 2008 and July 2008, the staff of Action received debriefing coaching from Adelaide Fyffe, X/change's resident coach. The debrief has become an important element of the process and Action staff have indicated a need for it. Debrief coaching is necessarily facilitated by an external coach and Action will need to think creatively to integrate this into their organisational life after the formal OD process is completed.

From August to November the participants implemented a peer coaching model utilising the Intentional Dialogue technique together with performance negotiating techniques. This has allowed participants to develop appropriate professional communication skills and techniques.

From 1 August to 5 December, the participants reconvened every second Friday for an OD workshop. This process outline summarises each of the ten sessions.

Session 1: 31 July 2008, 9am - 1430 pm, Private Dining Room 1, Johannesburg Country Club

This initial session focused on addressing the gaps in the work completed to date. But most significantly, this session set the tone for the relationship aspect of the process. In this session participants were trained on intentional dialogue and experimented with its application. This communication technique is an invaluable tool moving forward and will enable the participants engage constructively with each other, the OD facilitator and the process at large.

Output:

1. Draft role profiles and strategy maps
2. Training on intentional dialogue / experiential learning exercise

3. Process Agreement

Session 2: 15 August 2008, 9am - 1430 pm, Delta Training Centre

This session sought to consolidate all the work done to date. Until this point participants had completed, in varying levels of detail and accuracy, their role profiles and strategy maps as well as the organogram. In this session, participants received a brief introduction to balanced scorecard. This was important as participants needed to keep the Balanced scorecard theory in their minds as they move through the process so that they would be able later to complete their individual, project/unit and organisational scorecards towards the end of the process.

Output

4. Moderated role profiles
5. Peer-reviewed strategy Maps
6. Organogram structuring

Session 3, 4: 29 August and 12 September 2008, 9am - 1430 pm, Delta Training Centre

This session provided further technical support towards the sign off the role profiles and strategy maps and identified balanced scorecard components relevant to the organisation. The session focused on Process Mapping and the Policy and Procedure Manual. The facilitator provided training on the Basic Conditions of Employment and the Labour Relations Act components as well as other relevant labour legislation. The participants designed a structure for their policies and procedures Manual and undertook a basic business process map

Output

7. Working Policies and Procedures Manual Structure
8. Process Mapping legend / Brown Paper Application

Session 5: 3 October 2008, 9am - 1430 pm, Delta Training Centre

This session focused on the physical mapping of all the business processes in the organisation. Participants actively stepped out each procedure, ascribing actions to steps, responsible roles and therein design process maps. The process maps are to be integrated into the policies and procedures manual per the structure designed in the previous session. Where processes affect role, profiles, the draft role profiles will be revised.

Output:

9. Sample Business Process Maps
10. Final structure Policies and Procedures Manual
11. Revised role Profiles

Session 6 and 7: 10, 24 October 2008, 9am - 1430 pm, Delta Training Centre

At this point the OD facilitator used two “round-up” sessions to finalise all outstanding products. The first session revealed that the attitude and behaviour components of the role ACTION Support Centre OD process report

profiles were inconclusive and inconsistent. As a result an organisational culture session was held where participants worked together to jointly agree on common and acceptable attitudes and behaviours for Action. The remaining session focused on finalising all outstanding products due for compilation into the employee file.

12. Schedule of attitudes and behaviours
13. revised role profiles and strategy maps

Session 8: 5 December, 2008, 9am - 1430 pm, Action Office

This session involved a working session for participants to conclude their assigned business process maps. The OD facilitator assisted participants on a one-on-one basis complete their process maps.

14. revised business process maps

Session 9: 20 February 2009, 9am- 1pm, Action office

The final stream in the process is the “people” stream where performance planning and management become relevant. This session focused on training participants to compile performance plans and balanced scorecards. Participants were also prepared for the simulated (experiential exercise) performance coaching process to be simulated at the break-away session

Output:

15. Sample Performance Plans for simulated exercise

Session 10: 15 -16 March 2009 Melville.

These four sessions involved four “fishbowl” simulations, where each participant will had their performance assessed per the sample performance plans designed in the previous session. The exercise involved 180 degree (peer, subordinate and supervisor) assessments with all participants viewing the assessment. The session will drew out lessons to be considered during the actual performance year.

Output:

16. Simulated assessments for each sample performance plan
17. Lessons and recommendations for 2009/10 performance year
18. Draft Annual Performance Plans

This final session consolidated all the activities and complete instruments, tools and processes that showed up the need for refinement during the performance coaching simulation. Most importantly this session solidified role profiles, performance plans and employment contracts for the 2009/2010 performance year. The session also outlined additional issues that needed to be addressed in order to bring the Governance and Constitutional changes in line with the rest of the process, and in order to prepare for the public launch of the change process outcomes scheduled for August 2009.

Output:

19. Revised role profiles
20. Final Organogram
21. Final Policy & Procedures Manual with Process Maps
22. Final Performance Plans
23. Negotiated Employment Contracts
24. Process Evaluation
25. List of outstanding issues / future recommendations

Additional issues

The OD process also looked at the governance of the ACTION Support Centre and the mechanisms and processes required in implementing the mandate of the Global Steering Committee to implement a Local Steering Committee.

A meeting of Core ACTION members, including local representatives on the Global Steering Committee, Len Mxolisi Khalane and Richard Smith was held on the 28th January, following email communication on defining a process for moving forward. Out of this meeting a process was mapped that allowed for the establishment of an Interim Local Steering Committee that was put in place to oversee the formal aspects of the change process.

This includes the formal changes that need to be made to the ACTION Constitution that provides the overall governing document for the ACTION Support Centre, the legal changes that need to be communicated to the Department of Social Welfare and the South African Receiver of Revenue, as well as the formal process that needs to be followed to change the ACTION Support Centre Tax year to bring it in line with the financial year used by the South African Authorities. The new financial year for the Support Centre will run from April to March.

The Interim Local Steering Committee will work closely with the ACTION Support Centre Joint Management Committee to implement these changes. A permanent Local Steering Committee will be elected in August 2009, in line with the Constitution, at the formal launch of the new look ACTION Support Centre.

At this launch the changes that have taken place over the last year will be communicated to a diverse range of stakeholders. The Bi-Annual Report of the ACTION Support Centre, including the audited financial statements up to March of 2009, the ACTION Green Book "Towards another World", the ACTION Support Centre website www.actionsupportcentre.co.za and the media produced by the Support Centre that projects its reworked branding will be distributed.