

Project number	39907132
Title	Organisationsutveckling

Countries DR Kongo, Kenya, Bolivia

Summary **Method for the OD work**

The method of running seminars has proved very successful in the sense that it has brought understanding, unity and commitment among the leaders. This is invaluable in a situation where changes are needed. If the leaders can stand together, they may be able to overcome great challenges. If they are divided, however, they will not be able to bring much change. The challenges as they are experienced by the evaluators, are:

- There is a need of establishing a monitoring system to make sure that the seminars are followed up
- There are challenges in the structure and systems that will not be solved through the ToT system. It is therefore recommended that a continuation of the OD project is planned, and that different tools and resource persons may be used where needed.
- The church identity should be taken care of during the continued OD process, and therefore use of Bible and prayers should continue when meeting points are established.

Challenges and lessons learnt

The seminars have proved to be very important in the development of unity and commitment of CEPAC. Through these seminars, the leaders have had a possibility to meet with each other, discuss matters of importance, clear misunderstandings and develop a common vision and commitment for the work. These arenas have created space for reflection, for discussions and also for having spirituality as an integrated part of the OD work.

The gender issue is brought up in the seminars, and in the internal discussions in the church. It seems that the women are in position to start influencing the internal church development in the urban areas, while their position is much weaker in the rural areas.

The ToT system has functioned well in the sense that leaders have met, and have taken part in competence development. The fact that the central leadership has involved themselves and taken responsibility in the ToT process has been very positive. The motivational factor of top leaders meeting with lower level leaders has been strong. Development of ToT material has started. The material developed is expected to be very helpful to the trainers.

The language issue has been lifted up as a challenge. People need to have a possibility of having material, and teaching, in their own language (or a language they are well acquainted with).

PMU has been playing several roles in this process. They have been the initiator and provided funding for the work. They have also provided facilitators of the projects – and presented the actual working method (ToT). To the evaluators it seems that there are too many roles played by the PMU, and that the project development has been heavily influenced by PMU (seminar approach, ToT methodology etc). At a later stage, a situation may easily develop where PMU is criticised for playing many roles. When confronting the church leaders with this view, however, they strongly indicate that Sweden has to play a role when change is planned for in CEPAC.

There are structural challenges, and challenges linked to various systems within CEPAC that have not been addressed through the OD process so far. The TOT system may address many issues, but there will be important organisational issues that are not

being handled through this methodology. There will be a need for more differentiated methods and tools to handle different challenges (e.g. to develop and implement practical systems for handling finances, administration etc.).

The follow up of the TOT system has been weak. There is no certainty as to what the different trainers actually are bringing to the various workshops and seminar, - and there is no follow up as to the results coming up at various levels. Any change process is dependent upon a proper follow up in order to know how the process is functioning, and in order to handle un-wanted side effects that may be developing.

The present constitution is ruling that the whole leadership and the Board will be elected at the same time. This may lead CEPAC into a difficult situation with no or little continuity in the leadership. There is a need for CEPAC to secure some stability in the leadership, to ensure that processes started are followed through. After the General Assembly, a continuation of the leadership development process is needed. Based upon the present knowledge, the results of the network analysis, the plan for the OD process, phase 2, should contain tools and activities needed to bring about necessary changes in the CEPAC structure, systems and culture.

Recommendations **For OD projects**

- The financial framework for the individual projects should be flexible, and support the running of activities and processes needed for the organisations actually participating
- Proper assessment and planning should be done for the individual projects. Local ownership, involvement and participation are key words when planning OD activities. The methodology for which OD-tools and -approaches to use, should reflect the challenges found in the assessment exercise. It is difficult to prescribe this process more in detail in such a report. It will vary from project to project. The important issue is that the local organisation sits with its facilitator, evaluates the situation, works out a plan for how to deal with the present challenges – and implements this plan. There has to be a good monitoring system to make sure the activities are followed up in a good way. All relevant areas should be covered in such a process (leadership, structure, systems, routines, culture ...).
- Funds should be set aside for translation of important documents in all OD projects (translation to important languages like Swahili, Spanish, - and may be some local languages if deemed necessary)
- All projects should be structured so that there is time for developing a learning culture
- A proper monitoring and follow up system has to be part of any OD activity. This goes for the global OD project and all the local OD projects.
- Challenging issues like the role of the pastor, gender, etc. should be raised for discussions in these organisational processes
- External facilitators should be used for the work
- Leadership training needs to be an important part of the OD process in the projects evaluated
- Communication lines between partner church, PMU and local Swedish church should be clarified, agreed upon – and put into practice.

For PMU

- PMU should initiate and run an OD process for the PMU organisation itself
- Roles, responsibilities, authority and power to act should be clarified decided, and implemented, between PMU and Pingst
- PMU should challenge the local Swedish churches to take part in the OD process on equal level with the partner churches
- Roles, responsibilities and authority to act should be discussed, agreed upon and respected between PMU and the local Swedish churches.
- PMU should develop a strategic focus, and use this focus in planning for global projects. Internal systems should be set up to ensure coordination of global projects.

- PMU should develop a strategy for how to coordinate activities within one country, and how the practical communication with the partner churches should be done.
- PMU should work on establishing a learning organisational culture for itself, and promote this agenda towards local churches in Sweden and for partner churches
- PMU has many partner churches, and therefore holds a great potential for establishing international learning networks. This possibility should be investigated.