



## Lot 1 - Organisational Development Concept note & Frequently Asked Questions

If you are interested in applying for our organisational development support, please make sure to consult the following documents in addition to this concept note:

- **Our Overview for applicants**
- **Our Organisational Development application form**

### RATIONALE FOR SUPPORT

PeaceNexus' Organisational Development (OD) support is informed by our belief that when peacebuilding champions have sound internal systems and good practices in place, then their interventions will be delivered more effectively and they will make more relevant, inclusive and sustainable contributions to peacebuilding.

We see that many organisations working on social change and cohesion face organisational challenges related to their identity, strategy and governance. Many also face challenges with developing organisational systems and practices that are fully aligned with their organisational purpose. We are aware that peacebuilding organisations need to understand their operational context, have the ability to interpret it and to anticipate major changes in order to adapt and innovate when current practice fails to achieve the intended results. We also see the capacity to build relationships with multiple stakeholders, to mobilise actors and resources, and to influence policy and decision-makers as crucial elements of effective peacebuilding.

Yet while increasingly expecting their partners to demonstrate both impact on the ground and organisational effectiveness, few donors provide support for this. Short-term, project-based funding limits organisations' ability to think beyond the next project cycle and their ability to build solid organisational foundations. PeaceNexus' OD support addresses such needs by investing in organisational change towards resilience, sustainability and greater effectiveness.

We believe that dedicated resources and attention can enable an organisation to better understand and overcome obstacles to effectively delivering on its mission. Our experience is that organisational change must be fully owned and driven by staff to be sustainable. It requires a willingness to invest the necessary time and effort. Process accompaniment by an OD expert, supported by a third party (PeaceNexus) can facilitate change that is difficult to achieve without such support. PeaceNexus OD processes are built on strong partnerships with a shared commitment to making a difference to those most affected by conflict.

For concrete examples of what OD support can help you achieve in practice, please find summaries of our previous and current OD partnerships under these links:

- [Organisational Development partners 2014](#)
- [Organisational Development partners 2015](#)
- [Organisational Development partners 2016](#)
- [Organisational Development partners 2017](#)

## INTENDED AUDIENCE

At PeaceNexus (PN) we support and engage with a diverse range of actors, including governmental institutions and business actors.

However, **in the framework of this call, our support is exclusively targeted at non-governmental and non-profit organisations.** This is to ensure a fair and transparent selection where there is high demand.

**If you are a governmental or multilateral actor with peacebuilding at the core of your mandate and are interested in OD support, please contact [carole.frampton@peacenexus.org](mailto:carole.frampton@peacenexus.org).**

PeaceNexus provides organisational development support to a variety of civil society actors who have peacebuilding at the core of their mandate. These include non-governmental organisations (NGOs), foundations, and networks. When selecting partners, we seek out change makers and champions in the field; those who address drivers of conflict and could achieve even greater peacebuilding impact by overcoming an organisational challenge.

We believe that in communities affected by violent conflict, change needs to happen from within, and that non-governmental actors play a vital role in this. Ideally local civil society organisations (CSOs) and international non-governmental organisations (INGOs) make complementary contributions. While local CSOs know their constituents and local dynamics well, INGOs can play a particular role in influencing policy at a global level or in reinforcing local efforts where capacities and space are scarce. Given the large number of CSOs and INGOs that focus on peacebuilding, we select our civil society partners through this Call – and only through this call - to ensure a fair and transparent selection where there is high demand.

## ELIGIBILITY CRITERIA

- In 2018, we welcome applications from:
  - ⇒ Non-governmental and non-profit local, national and regional organisations registered in our focus regions/countries
    - The Western Balkans: Albania, Bosnia & Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, Serbia
    - Central Asia: Kyrgyzstan, Tajikistan, Kazakhstan, Uzbekistan
    - West Africa: Burkina Faso, Niger, Senegal
    - Myanmar
  - ⇒ Non-governmental and non-profit international organisations conducting operational work in at least 5 countries (including outside our focus regions).
  - ⇒ Please also note that our organisational development support is reserved to organisations that have peacebuilding at the core of their mandate.
- Applying organisations need to have a bank account and publish annual financial reports.
- You will also need to confirm in your application that you are not already receiving a grant from PeaceNexus Foundation. Due to legal constraints, we can only support activities that will not violate the [USA PATRIOT Act](#) (18 U. S. C. §2339B)

## SELECTION CRITERIA

Applications eligible for OD support are assessed on the basis of two selection criteria.

- ***Relevance: demonstration of applicants' current and potential peacebuilding impact in a given context***

We do not set a narrow definition of what peacebuilding entails, but we look at an organisation through the lens of its context, including the political regime, the space for civil society actors, the main sources of conflict and the capacities and programme funding available.

To better understand your current impact as a peacebuilding actor, your application will need to describe two key contributions your organization has recently made or is currently making to building peace in a specific context. We encourage you to provide as much concrete evidence as you can in your answers.

- ***Change potential: demonstration of applicants' need, readiness and ability to engage in an organisational change process.***

Our approach is demand-driven and informed by our partners' needs. Please help us understand why you want your organisation to change and how ready you are for it. For example, we know that both frustration with the status quo and a vision of what there is to gain through change can be important drivers.

## WHAT OUR ORGANISATIONAL DEVELOPMENT SUPPORT ENTAILS

The principles underpinning PeaceNexus support are outlined in the Overview (see: [what does PeaceNexus support entail?](#)). For organisational development, this is how we collaborate with partners:

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. If your organisation is selected, we will start the process by visiting you in order to explore together what you want to achieve and how we can help you. The purpose of this kick-off meeting is to get to a shared understanding of the main challenges and key objectives of your OD, and it allows us to jointly plan a 'roadmap for change' with concrete steps and milestones (see in OD FAQs below: [If selected for OD support, what will the kick-off meeting look like?](#)). However, we recognise that this plan may need modifications along the way, and we will support adaptation when it is line with achieving your goals (see in the Overview: [If selected, what will the partnership with PeaceNexus look like?](#)). The agreed steps and objectives will also form the basis of the Grant Offer Letter, which is the contractual basis of PeaceNexus' financial investment in your OD.

Once the roadmap is defined, we will continue to support your OD by:

- Accompanying the process at key junctures, providing feedback, and at times holding you accountable to your own commitments and goals – we see our role as being a ‘guardian of the process’ and, at times, a ‘critical friend’;
- Providing a financial contribution to cover the expenses directly related to the OD process (see also in the Overview: [What is outside of the scope of PeaceNexus OD support and cannot be funded](#)). The financial contribution is based on the needs of the process and your scale of operations and absorption capacity, and we allocate the funding based on the plan we jointly develop at the kick-off meeting. We expect you to fully commit to the process and also invest your own time and resources.
- Helping you find suitable external experts. (See also in the Overview: [What does PeaceNexus support entail](#)). 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 can assist you in finding and hiring the consultant best suited to your needs, but it is up to you to make the final decision and to contract them.

An effective partnership is based on mutual trust. The question “how will we communicate and work together?” is addressed at the very beginning of the partnership and adjusted in the course of the process, including with the external consultant(s) hired. Since an honest self-assessment and open sharing of information on internal issues are essential for success, we act with **strict confidentiality** and only share information with your approval.

If you are making progress, but your change process requires more time and effort than anticipated, we may extend our **commitment** to an organisation’s OD over several years.

### **Frequently Asked Questions**

- **The following general questions about PeaceNexus support and partnership approach are addressed in the Overview and are relevant for all three lots**
  - [What is this grant call about?](#)
  - [What are the eligibility criteria?](#)
  - [What are the selection criteria?](#)
  - [What is the financial allocation under this call?](#)
  - [What does PeaceNexus support entail?](#)
  - [What is outside the scope of PeaceNexus support and cannot be funded?](#)
  - [What is the application and selection process?](#)
  - [If selected, what will the partnership with PeaceNexus look like and how long will the support last?](#)
- **In addition, please read the following frequently asked questions about organisational development**

**What kind of OD processes would PeaceNexus support?** (This list is not exhaustive, please check examples of current and previous OD partnerships under [OD Call 2014](#), [OD Call 2015](#), [OD Call 2016](#), [OD Call 2017](#)):

- Engaging in a comprehensive context analysis to then review an organisation's mandate, approach and strategic priorities
- Restructuring to better align staff roles with (revised) strategic priorities
- Developing a strategy and increasing the organisational ability to engage with government actors in order to influence policy-making;
- Strengthening an organisation's governance to increase its internal accountability and to apply the principles it promotes;
- Improving an organisation's ability to assess results and strengthen organisational learning;
- Strengthening collaboration and learning across different parts of an organisation, so as to overcome internal divisions and foster greater effectiveness;

**We are the country office of an international organisation or network. Shall we apply as a locally registered organisation in your focus region or as an international actor?**

Either option is possible, depending on where the challenges are identified, where the main changes are being sought, and who will drive the process. If you decide to apply as a locally registered organisation, please make sure to refer to the broader organisational set-up you are a part of.

**If selected for OD support, what will the kick-off meeting look like?**

Should the PeaceNexus Board select you, we will get in touch and start planning with you the kick-off workshop, agreeing on date, participation and agenda. The kick-off usually takes 1,5 to 2 days, involves all staff members directly involved in and affected by the process and is facilitated by PeaceNexus staff. The purpose of this workshop is to create a shared understanding of:

- the organisational challenges that should be addressed
- the desired outcome of the organisational change process
- the roadmap on how to get there, based on prioritisation and sequencing of key elements

PeaceNexus staff will write a report of this meeting, with observations and recommendations. On that basis we will jointly finalise the roadmap with an estimated timeline, deliverables, roles/responsibilities, and budget allocations. These elements will be reflected in a Grant Offer Letter which is the contractual reference document for the process.

**What if we have several organisational challenges we need to address?**

Most organisations face several challenges at the same time, and they are often interconnected. You can include all of them in your application while highlighting what the priorities are in your view. We will use the kick-off meeting to further explore and analyse the status quo. The resulting roadmap will determine what to begin with, and how, and how to structure the further process. As such it is an important element of our process design support. We understand that

organisations can only dedicate a fraction of their time and efforts to organisational change processes, and our intention is to make sure that you use that fraction wisely and strategically.

If the first cycle leads to results and not all of your challenges have been addressed, we are happy to suggest a follow-on phase of our collaboration to our Board and continue working with you, to ensure that you achieve comprehensive and sustainable results.

#### What happens if we get stuck or if things go wrong?

Change processes are complex and challenging. If the solution was easily available and implementable, our partners would not call on external help. Therefore, we understand that some processes face resistance or get stuck along the way. If this happens, we do not abandon the process, and we “hold the space” for renewed attempts. We know from experience that organisations that work through resistance can come out at the other end stronger and more effective than ever. If leveraged wisely, difficulties can be great learning opportunities and accelerators for change.

#### Can you help us if we are in an acute financial crisis?

While some OD processes are triggered by challenges related to financial sustainability or have implications for fundraising, if your organisation is in the midst of a massive funding crisis that threatens its existence, this is not the right time to engage in OD. Do try to approach us well ahead of such a crisis, or once you have recovered from it.