



Welcome to OD!

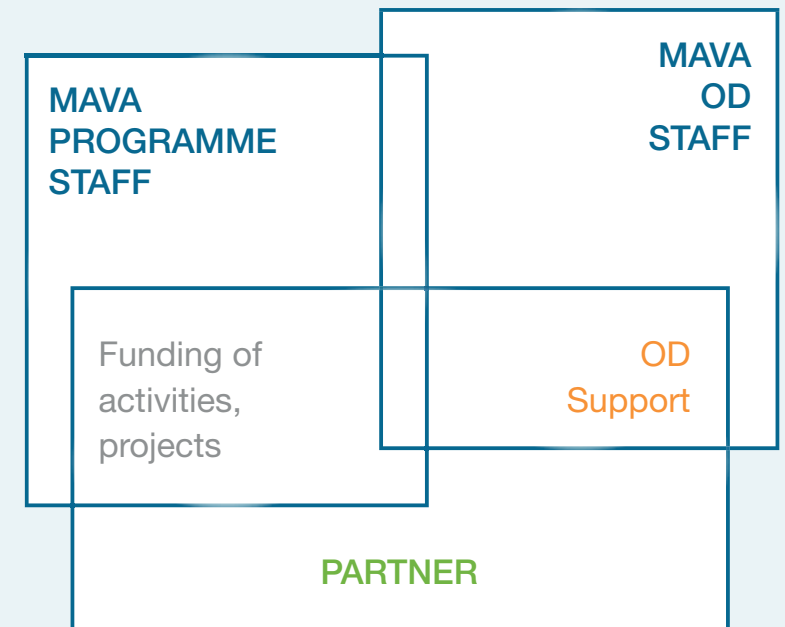


Greater support for 2022

We have just begun implementing the final phase of our 2016-2022 activities and will be granting our last funding in 2022. This transition is, both for ourselves and our partners, a great opportunity to address some of the key conservation challenges in a strong and sustainable way by 2022. This is also an opportunity to focus on strengthening our partners; in particular, to ensure their sustainability so they can continue to carry out their mission and achieve their long-term objectives after 2022 when MAVA's activities will have ceased.

We will support the organisational development of selected partners that are critical in implementing our strategy and achieving our conservation goals for 2016-2022. Our aim is to support them in moving towards greater resilience and autonomy.

This specific support is provided in addition to the funding of programmes activities. The Organisational Development (OD) activities implemented by partners are monitored by the Organisational Development Manager in MAVA's new transversal Impact and Sustainability Unit.



OD support within MAVA

What is Organisational Development?

Organisational Development (OD) consists of activities aimed at building an organisation's capacities through a process steered by the organisation itself.

These activities aim, above all, to strengthen partners in their operations, governance, fundraising etc.

OD provides an opportunity for a partner to take the time to reflect on clearly defining or consolidating its vision; what it wants to be in the coming years; and how it envisages getting there. It is a holistic approach which examines the organisation's raison d'être and operations so that it can better fulfil its mission on the long-term.

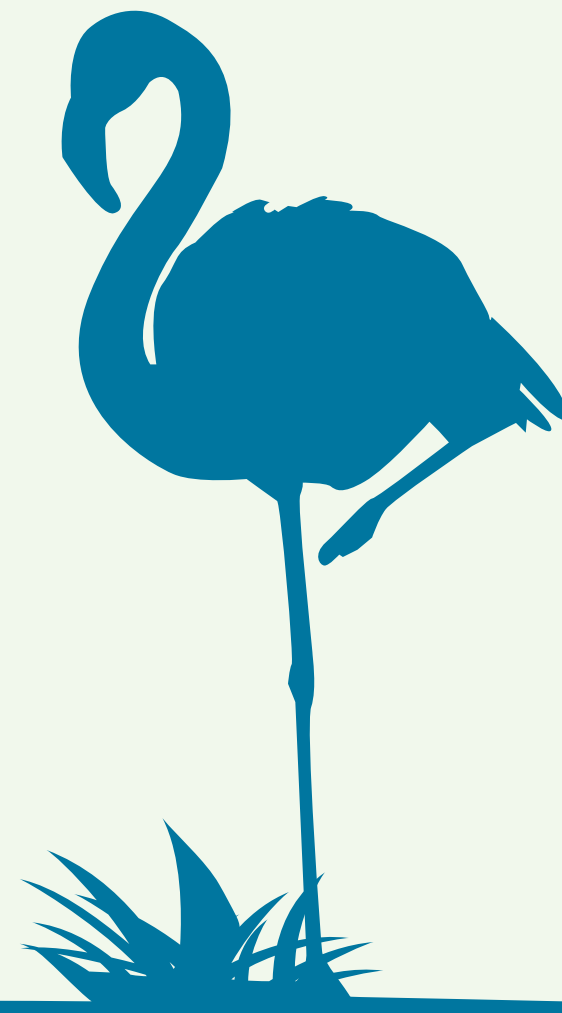
OD activities are developed on a partnership basis and provide an opportunity for transparent discussions between the partner and MAVA on the organisation's structural aspects.

This goes beyond technical discussions related to implementing conservation projects which will be undertaken in parallel with the MAVA programme teams.

After having identified together the partner's OD needs, MAVA will decide to fund all, or part of the activities identified in an OD action plan.

OD can then be an opportunity to involve and retain other funders on the partner's strategy for its future.

This document outlines the general principles of OD partnerships so that MAVA and its partners have a shared understanding of the stakes and purpose of this kind of collaboration.



The principles of MAVA's OD support are the following:



OD in conservation MAVA supports the development of a number of eligible partners which contribute to achieving its conservation objectives. OD support comes in addition to the funding of projects provided by MAVA's other programmes.



A process undertaken by the partner the partner is completely responsible for its own development, for which it is naturally the driving force. MAVA supports the implementation of the OD plan, however it is up to the partner to set the direction and define its own future. An OD partnership is an opportunity for the partner to be the source of proposals, and to be fully involved in the implementation of its OD action plan with sufficient resources.



Tailor-made support MAVA's OD support is adapted to the partner's needs, its development goals, culture and working rhythm. The OD action plan is designed to best meet the partner's needs in a pragmatic and realistic way; considering the context in which it is developing. OD support can concern all aspects of the organisation (leadership, management, fundraising etc.).



Partners open to OD MAVA provides OD support to partners that are ready and eligible to benefit from this support.



Partners involved the OD process requires a certain questioning by the partner which should be prepared to accept, if needed, certain changes in its way of working. This process should be on the acceptance and desire to 'change'. An OD partnership requires full involvement of the partner which must be ready to devote the necessary time and resources (human, in particular).



A contractual process the partner and MAVA agree on the objectives and expected outcomes, way of working, timetable, monitoring mechanism and responsibilities of all those involved. Based on a contract, an OD partnership requires transparency and recognition of each party's responsibility.



A process involving the whole organisation Organisational Development is a holistic and participatory approach, based on an understanding of the entire organisation and its context. OD support requires involvement of the management but also quite often of all the staff of an organisation. It is based on an overall understanding of the organisation, its role, and the responsibilities of each member within the organisation.



An equal relationship an OD partnership is based on collaboration, trust and reciprocal learning. It involves an equal and transparent partner relationship, and a regular sharing of relevant information.



A monitored and measured action plan based - or not - on an organisational evaluation, an OD action plan is defined jointly, indicating expected outcomes, including regular monitoring and evaluation of progress, learnings and exit strategy. This implies that means and methods are determined (at the start of the process) to monitor and evaluate progress in order to be able to ensure adaptive support management if necessary.

A partnership in several steps

OD support is done through a structured partnership based on several distinct stages: carrying out a baseline study, developing an OD action plan, implementing and monitoring this action plan and finally reporting on the process and the results achieved. The support involves an external advisor.

The baseline study

An OD partnership is based on detailed knowledge of the issues and concrete needs of the partner, as well as on a global view of its structural issues. An initial baseline study of the organisation is therefore necessary, based on prior discussions.

Most of the time, it is about carrying out a complete organisational evaluation to have an overall and in-depth view of the organisation. For some partners, it might be about describing particular areas of capacities such as governance, leadership, accounting management, communication etc. or even fundraising. This baseline study can also measure progress.

Developing an OD action plan

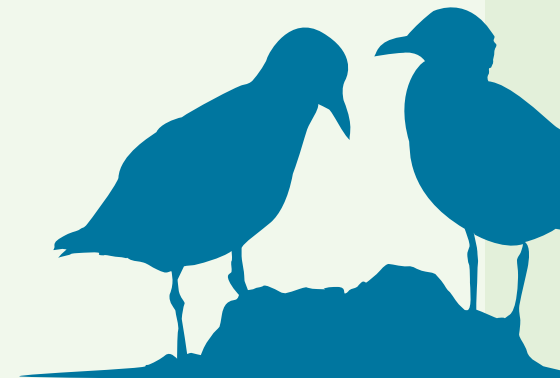
An OD action plan will be developed based on the initial baseline study. The aim here is to clearly identify the practical objectives of the organisational strengthening; specify what actions need be undertaken to achieve these objectives and plan how these activities will take place. The idea is to be able to develop a complete OD action plan that MAVA can at least partly fund. It is then about involving other funding partners as much as possible in developing and funding this OD action plan. This document will include the main expected outcomes and key milestones of the process, as well as the indicators that will enable the monitoring and evaluation of progress, allowing to adapt the OD process underway, if necessary.

Implementing and monitoring an OD action plan

The partner benefits from funding to implement its OD action plan and is the project leader. MAVA monitors the implementation of the OD action plan with the partner based on the indicators and key milestones identified. The relationship between the MAVA Foundation and the partner is governed by a contract defining the responsibilities of each party and the duration planned to implement the OD action plan (from a few months to a few years). In many cases, the partner will benefit from the support of an external advisor available to the partner throughout the implementation of the OD action plan. The OD partnership will involve the partner, MAVA and the advisor.

Measuring the progress made

During the partnership, the partner will be responsible for ensuring technical and financial reporting based on the terms specified with MAVA. Particular attention will be given to monitoring the progress made by the partner at regular intervals. In some cases, an evaluation might be recommended in order to assess the partnership and take any necessary action.



What is the advisor for?

During the implementation of an OD action plan, the concerned partner can benefit from an advisor that provides support throughout the process.

As far as possible, and in order to gain insight, the advisor will be responsible for carrying out a baseline study of the partner. S/he will provide his/her expertise to help the partner develop the OD action plan; prioritise the results to be achieved and determine which actions are to be undertaken. Without taking the place of the partner in implementing the OD action plan, the advisor will provide his/her external viewpoint and expertise to the partner.

Thus, the OD process will involve a three-way relationship between the partner, the advisor and MAVA.



Multiple OD activities

The OD partnership between MAVA and the partner might include, depending on the opportunities arising and the baseline study :

- Leadership capacity-building for some staff
- Management strengthening and support
- Fundraising, strategy development to diversify funding resources capacity-building
- Human resources management capacity-building
- Analysis of governance reform
- Analysis of structural reorganisation
- Organisational accounting and financial management (incl. introduction of new software) capacity-building
- Internal procedures optimisation
- Monitoring, evaluation and capitalisation process strengthening
- Reporting capacity optimisation
- Improvement of specific technical skills.

In practical terms, it might be about the partner getting support on specific activities, technical support and advice, training and coaching. This support might be envisaged within the organisation e.g. training is given at the organisation's premises or externally e.g. one or several members of the organisation benefit from training in another country. Depending on opportunities, activities involving several partners may take place: shared training bringing together several partners, temporary staff exchanges, mentoring etc. The partner will determine and conduct OD activities that match its needs. Depending on opportunities and relevance, any capacity-strengthening activity for partners can be envisaged.

MAVA offers certain partners the opportunity to fully invest in their development for greater impact and sustainability in their conservation work. Welcome to OD! For any further information, don't hesitate to contact:

Simon Mériaux (MAVA Organisational Development Manager)

Email : Simon.meriaux@fondationmava.org

Skype : [simonmeriaux](https://www.skype.com/people/simonmeriaux)

T : +41 (0)21 544 16 14

M : +41 (0)79 212 56 47



Greater support for 2022

