

Defining Organizational Development (Vision, Attributes, Strategies)

Organizational Vision

Financial Sustainability	The ability of an organization to develop a strategy of economic growth and development that continues to function indefinitely to enable the continued financial viability of the organization.
Technical Sustainability	The ability of an organization to develop a strategy of organizational development that enables it to continue to focus on and provide programs in its chosen technical area (health, education, etc)
Organizational Learning	The ability of an organization to learn from past behavior and experiences and use that information to inform and improve future actions.
Program Implementation	To carry out a system of services, opportunities, or projects, usually designed to meet a social need.
Service Delivery	Supplying users with services needed or demanded. This can be done by government institutions and organizations, parastatal organizations, private companies, non-profit organizations or individual service providers.

Organizational Attributes

Leadership	Sets direction (mission, vision, and goals). Organization leaders must establish a vision, communicate that vision to those in the organization and provide the tools and knowledge necessary to accomplish the vision. Includes Boards of Directors - the governing body of a corporation
or	
of	foundation which, by the authority of its articles of incorporation and bylaws, controls and governs the affairs
	that organization.
Human Resources	The function within an organization that monitors the availability of qualified workers; recruits and screens applicants for jobs; helps select qualified employees; plans and presents appropriate orientation, training, and development for each employee; and administers employee benefit programs.

Enabling Environment
bureaucratic,

engage in

A set of interrelated conditions - such as legal, fiscal, informational, political, and cultural--that impact on the capacity of NGOs and other development actors to development processes in a sustained and effective manner.

Organizational Strategies

Capacity Assessment

Method to measure an organization's ability to efficiently and effectively carry out its core mission.

Community Outreach

Advocacy by an organization to the community it serves. "downward advocacy"

Financial Management

Systems in place to track an organization's financial resources, including accounting and financial reporting, forecasting, indirect costs and budgeting.

Knowledge Management

Deliberate efforts to maximize an organizations' performance through creating, sharing and leveraging knowledge and experience from internal and external sources.

Monitoring & Evaluation

Tools that make it possible to identify and measure the results of projects, programs or policies in order to adjust strategies and activities as needed, report on progress to interested parties, identify and share with others best practices and lessons learned, and improve the programming of new interventions and strategies.

Networks

Multi-organization initiatives to mobilize around shared concerns. Can include generic NGO networks or consortia, which are usually national level and focus on strengthening individual members and information sharing; federations of community based organizations and associations which are formed to encourage cooperation and collaboration among member groups; sectoral networks which comprise organizations in a specific technical area and frequently engage in policy advocacy as well as information sharing; and advocacy coalitions or alliances created to engage with national or local governments or international organizations for political, social or economic change.

Policy Advocacy

Advocacy by an organization to national or local governments or international organizations for political,

social or economic change. “Upward advocacy”

Resource Generation

The process of producing revenue to sustain the organization’s work and growth, through a variety of methods including direct sales of products, grants,

contracts,

consulting fees, fee-for-service, etc.

Strategic Planning

The process of developing and maintaining a close fit between the organization's goals and capabilities and its changing opportunities. Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it. A strategic plan represents a shared vision of what will be, provides a framework which will be

consistent

over a specific period of time, identifies an overall direction but not the means of achieving it, identifies the predetermined direction toward which short term actions will be pointed, and identifies the context within which the organization accepts or rejects new opportunities and assigns its resources to current services It involves

defining

a clear organizational mission, setting supporting

objectives,

designing a sound portfolio, and coordinating functional strategies.