

# Organizational Development (OD) Process in 2017

## Time to Change and Development

Since the start of second stage of OD Process for the next three years from 2017-2019, ANAF AE changed the policy of project planning into studying and focusing on each strategic goals separately, in order to take new steps and new action plans mainly to improve sustainability and to improve the quality of the education programs.

The second stage of ANAF AE's OD Process started successfully in 2017. The goals are proved to be relevant and can clearly guide the development process. The staff involved took responsibility for its implementation till the next OD Workshop on November.

But there are a few areas that require some special attention on behalf of the management team, for example the task force groups of OD Process need some robust clear guidelines for their works. And, the goals that are shared between Kabul and Mazar-e-Sharif will need some close follow-up in order to avoid confusion.

The management team is fully aware of these needs and capable to respond to them in a coherent manner.

The agreed common objective for the change process was creation of "A Sustainable Developed Society and Accessible Quality Education for All"

The first stage of the OD process from end of 2012 –to 2015 helped to create awareness for necessary changes within the organisation and to mobilise the commitment of the program staff towards the change process throughout the organisation, in all education centres and education departments in 12 provinces.

The early stage of the OD process also identified so-called change agents with the necessary skills, motivations and attitudes to deliver results within the change process, which always represents extra work beyond standard performance.

The second stage of the OD process started in 2016 and addresses important management issues that need substantial revision and improvement, in order to utilise the existing potential and to build the capacities within ANAF AE, to operate as an independent education provider.

The Third stage of the OD process will be started in 2018. We will face with the tried new face of reverting. To handle these issues a number of strategic goals were developed.

In 2017, we planned 3 OD workshops on April, August and November months. In implementing process, we conducted only one workshop successfully as usual. The OD workshop on August month was postponed into September month due to security situation, and again OD workshop in September month was failed because of security.

In November month, due to terms of security, task forces projects and new face of OD we change the way of implementing OD in this phase. We will depart and behave in new designed strategic goals in next year (2018) with new face in order to determined and specified

breakdowns which would be leading by a member of management team. In new stage of OD, the sub members in each breakdown base on relevant strategic goal will be identified and selected. Afterward, action plans would be sketching, developing and implementing. Therefore, we will behave in order to update strategic goals.

## **Organizational Development (OD) Workshops April 22- May 2, 2017**

### **Tools for Change**

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ANAF AE conducts the Organizational Development (OD) Workshops with the support of DVV International in Mazar-e-Sharif and Kabul from 22 April through 2 May 2017.

The OD workshop as usual is very lively and participatory .The progress of the workshops related to five development goals ([P1](#), [P2](#), [P3,C2](#) and [S1](#)) were presented by the different Taskforce groups and reflected by all participants with shared responsibilities. These taskforces consist of members from Northern and Central region.

The focus of the workshop was to review and design of the strategic goals. The participants in this workshop were important actors from different levels: Teachers, Head of Education Departments, learners and staff from various program office departments.

To continue the project planning process, the workshop this time focused on tool development. Common ground was laid to reach an understanding what tools are, from simple tools, like check lists, to more complex once, like Stake Holder Mapping, SWOT or Force Field Analysis and e.g. tools to analyze the learning processes in the education courses. The tool process development was already introduced and discussed in 2016. It was not an easy task to apply

these tools and the tool development process in all change projects of the different groups. But finally all groups managed to use and adapt them in their individual change projects.

The task force groups will now continue their work on action plans till the next OD. The aim is now to design the change projects and the tools, to test them in the education practice of the Adult Learning Centers and to make them available for all education centers of the ANAF AE network, so that they can be used as replicable models. All teams from Kabul and from the North now will cooperate during the next development process, will exchange their ideas and experiences and will streamline their projects for the final review in July.

The workshop was an inspiring one, the spirit of change management among participants will definitely bring positive changes and innovations to the wide range of educational services, for those young adults who are in schools, in transition from school to university or to working life, who are university students, unemployed job seekers or in employment. The change projects will also help to develop the long term sustainability of the Network of Adult Education Centers.

### **OD workshop from April 24 through 27 in Kabul**

All Kabul education managers, teachers from different departments and program coordination staff, also from administration and finance department and the program management team took part in this Organization Development Workshop.

The task forces had some intense discussion about the goals and were able to deliver an action plan for the first three months of implementation towards these goals. P2, C2 and S1 were under the focus of attention.

### **OD workshop from April 22 to 23, May 1 and 2, 2017 in Mazar-e-Sharif**

The same Organization Development Workshop took place in Mazar for the Northern Provinces. The general structure of the workshop was organized in the same manner: review of P1 and P2, designing of C2, acknowledge the achievements, introduce the strategic development goals for the next three years and planning the development activities for the next three months.

### **OD April Follow-Uping Process**

ANAF AE conducted the Organizational Development (OD) Follow Up Workshops on November in Mazar-e-Sharif and Kabul. The progress of the workshops related to follow up of five development goals (P1, P2, P3, C2 and S1) would be presented by different taskforce groups and would be reflected by all participants with shared responsibilities. These taskforces consist of members from Northern and Central region. The participants in this workshop were important actors from different levels: Teachers, Head of Education Departments, learners and staff from

various program office departments. But, changeably, the OD workshops in Mazar-e- Sharif was not hold as usual due to insecurity situations. Therefore, this time Organization Development workshops reverted to focus on review and redesign of the strategic goals according to the process of previews projects which would be implemented and followed up by taskforces in a period of six months.

After ending workshops, the OD Help Desk started to organize next steps and designed action plans for duties and responsibilities towards fulfilling the task forces. All teams from Kabul and from the North would be cooperated during the implementing of their projects process, would exchange their ideas and experiences and would streamline their projects in order to improvement. Task forces which is the single most important driver of the success of projects—and by success I mean results- i.e., using new ideas, skills and tools to make a positive impact on individual, team and organizational performance.

In this period of OD process, totally, there were 25 projects which 10 projects accomplished and 8 projects not processed remains are in progress.

For the period of six months follow upping, there are reasons behind each of projects. Also We found out problems among of these categories which we will bring them in following categories:

#### **Accomplished Projects:**

10 Projects accomplished which 7 projects of them have been reported.

#### **Progress Projects:**

In this category projects didn't reach to final levels. We listed reasons due to call follow upping as the bellow:

- Some task forces answers were that they are not responsible person to follow up the project.
- Some task forces run away.
- Some answers were that their projects are under working.
- Some which mostly were students didn't have clear contact addresses after contact with managers or teachers say the answer that they will call.
- Some projects were relevant to other project. (First one step finish then following steps of projects)

#### **Failed projects:**

In this category projects didn't process why they did not fulfill, following reasons there are:

- Teacher or Manager resigned others took no responsibility to continue.
- Some contact numbers and email addressed were off or didn't reply.
- Some projects refused because the task forces had no time to carry out to proceed the projects.

Think about it: What happens when a manager shows no interest whatsoever in what you learned, or in the potential value of that learning? Not much. Everyone needs a bit of support to follow up for their projects by who is responsible for each strategic goal, i.e., take time to reflect on what they have learned and what they need to proceed their activities, take their new skills

and tools for a spin, and take the risk of doing things in new ways to enhance their environment appearance.

As its readable through the annexed action plans workbook, these can be the most important result we can get from the OD workshops and that we can leading to follow up afterwards. Follow-up strategy is unique to develop organization if we could make a through- out plans and consider exact challenges and manage all. It may involve both short-term actions to help initiate changes and improvements as well as longer-term plans to ensure that positive changes take hold and replace any dysfunctional behaviors. Starting small can be very useful for building momentum. According to the OD process they can be a few easy, tactical type things—great places to start; things to take care of before we tackle the big things. For a productive continuation of the OD process the following recommendations are relevant:

- New direction/change strategy formulation (Management team)
- Identifying appropriate target groups
- Pooling /working together - New ideas, skills and tools - Improved performance- Increased proficiency
- Managing conflicts
- Make or change the monitoring system /progress assessment
- Study plan for behind the OD out puts in real at the centers and ANAFAE organization
- Capacity building of stuff or change for a qualify one
- Make/change the system of punishment and encouragement for task forces
- Analyze other projects same as S1, P2, C2 projects (We can find the problems, control, implement and follow projects step by step)

Taskforces action plans and follow up plans are prepared to decide how the OD process is going and how we can improve and what would we achieve certainly. The key element in the follow-up plan is to ensure that the taskforces continue to be aware of their new objectives and practice and implement their new ideas back at work. A sustained focus is needed to ensure that the new behaviors can take root and grow in the department.

## **OD Meetings from November 5 through 14 in ANAFAE Main Coordination Office- Kabul**

### **Time to Change**

Due to security situation and follow upping results, this time OD workshops was not held in Mazar-e- Sharif and Kabul. Therefore, we proceed the OD for redesigning the strategic goals in main office by management team.

All Management team, consultant and OD Help Desk took part in this Organization Development Meetings. The team had some intense discussion about the goals and reviewed the OD process in the pre year and a presentation around follow upping pre-OD action plans by OD Help Desk for OD workshop which was held on April month 2017 which was leading by task forces and how is the situation of OD process and in which way it is going.

8 days' meeting which led by consultant and participations were management team like overall program manager, Deputy Officer, QI Manager, Finance Manager, Wolf gang and OD Help Desk. The concept of this intervention was reviewing of 11 strategic goals by answering for the question "How much extended for each strategic goals to be accomplish?"

### **OD November 2017 Conclusion:**

According to OD experiences from the first stage of OD process (from 2014 - 2016) and second year of second stage (2017) of OD process (from 2016-2018) by facilitation of OD Help Desk. The evidence tells us that for better processing of organization development in ANAF AE, we supposed to redesign the strategic goals deeply and more accessible by organization and shift and put about the way of implementing by circling the taskforces. The strategic goals one by one redesigned in order to diagnosing the risk which treated in 4 areas of strategic goals (Product/Services, Clients, Skills and Finance). Prioritization the goals according to their likelihood and impacts lead us to which goal supposed to prevent firstly. We will depart and behave in new designed strategic goals in next year (2018) with new face in order to determined and specified breakdowns which would be leading by a member of management team. In new stage of OD, the sub members in each breakdown due to the relevant strategic goal will be identified and selected. Afterward, action plans would be sketching, developing and implementing.