

Ensuring Sustainability

MEASURE Evaluation builds strong, dynamic, and sustainable leadership and organizations with customized Organization Development assistance

MEASURE Evaluation provides customized Organization Development Technical Assistance (TA) combining state-of-the-art knowledge and extensive experience to strengthen management systems and leadership practices in Monitoring & Evaluation units.

The goal of Organization Development (OD) is to improve the effectiveness of an organization in achieving its objectives. This is achieved by identifying individual and institutional needs, current strengths and current challenges, and then supporting the change processes and improvements necessary to achieve results.

MEASURE Evaluation defines OD as the strengthening of organizational strategies, structures, and processes in order to improve M&E performance. For MEASURE Evaluation, this involves capacity building in key management and leadership competencies, aided by proven elements of behavioral science that serve to motivate and inspire individuals and groups to outperform.

In order to achieve this outcome for the M&E units and training partners, the focus of the OD approaches will be on strengthening management systems and leadership practices as well as building organizational and individual strength in the following key competencies:

- Clarity of organizational vision
- Comprehensive strategic planning
- Effective organizational structure (with key systems in place and functioning)
- Strong governance structure
- Well-developed leadership capacity (teamwork, change management)
- Strong management and human resource capacity (business planning; marketing strategies and



practices; financial management systems; human resource management processes)

MEASURE Evaluation understands that performance in the technical aspects of M&E is greatly enhanced and sustained when supported by OD interventions that create stronger management systems under dynamic leadership. For this reason, sustainability is addressed by adopting a ‘leadership-at-all-levels’ stance to ensure that the results produced by the organization will be maintained when donor support is withdrawn. Together, increased capacity of individuals and institutions make possible the overall capacity-building goal of MEASURE Evaluation – “Increase in-country individual and institutional technical capacity and resources for the identification of data needs and the collection, analysis and communication of appropriate information to meet those needs”.

The expected results from OD TA include stronger management systems under dynamic leadership and



MEASURE Evaluation is funded by the U.S. Agency for International Development through Cooperative Agreement GHA-A-00-08-00003-00 and is implemented by the Carolina Population Center, University of North Carolina at Chapel Hill, in partnership with Futures Group International, ICF Macro, John Snow, Inc., Management Sciences for Health, and Tulane University. FS-09-29 (4/16/09).

an empowered and motivated workforce that successfully addresses management challenges related to improved performance. Since M&E units exist within an organizational context that requires people at all levels to manage and lead teams to produce intended results, this individual change must be reflected and supported by changes in the larger organizational unit.

MEASURE Evaluation will work with its partners to identify needs and develop the appropriate approaches to management and leadership development, team-building, process improvement, change management, strategic planning, business planning, and financial and human resource management.

Examples of tools and approaches to be used include:

- Management and Organizational Sustainability Tool (MOST) – organizational self-assessment of critical management functions; provides baseline for OD TA and planning.
- Virtual Leadership Development Program (VLDP) –

blended-learning course (web-based, printed materials support, distance and face-to-face facilitation) leads participating teams to successfully address self-identified workplace challenges

- Virtual Strategic Planning Program (VSPP) – leads management teams through planning stages in developing a completed strategic plan that allows organization to adapt to changes in meeting the needs of their target populations

FOR MORE INFORMATION

Scott McKeown (smckeown@email.unc.edu)

Organization Development Advisor

MEASURE Evaluation, Carolina Population Center

University of North Carolina at Chapel Hill

206 W. Franklin St., CB 8120

Chapel Hill, NC 27516

ONLINE

Visit www.cpc.unc.edu/measure or contact Verne Kemerer, Capacity Building Manager, at kemerer@email.unc.edu.