

Bruce Britton

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Areas of Expertise

- Consultancy and training on organisational learning, organisational performance, organisational development, capacity development, organisational assessment and inter-agency working
- Facilitating organisational learning reviews and processes
- Leading and facilitating participatory organisational, programme and project reviews and evaluations for national and international organisations
- Strategy development in civil society organisations and networks
- Capacity development in large and small civil society organisations

Current position

Independent organisational consultant with the Framework collective since 1999.

Associate consultant with INTRAC (The International NGO Training and Research Centre), Oxford since 1999.

Work assignments

• Assignments on Organisational Development and Capacity Building •

Currently assisting British Red Cross to further develop their approach to National Society Development (2017)

Developed an interactive timeline and in-depth case study chronicling WWF UK's OD Portfolio programme (2017)

Mentored the Organisational Development Practice Lead of Australian Red Cross with the development of ARC's Theory of Change for supporting National Society Development (2016-17)

Conducted a participatory learning review of the Norwegian Refugee Council's organisational change process (2016)

Supported All We Can with the development of their OD approach to capacity development with their partner organisations (2016)

Developed a Monitoring in Partnership toolkit for Save the Children International (2016)

Conducted research study for WWF UK on the monitoring and evaluation of Organisational Development initiatives (2015)

Conducted research study for WWF UK on how international NGO families use common standards and OD frameworks in their efforts to strengthen their members/affiliates (2014)

Developed a suite of capacity strengthening tools for Transparency International. Facilitated a webinar to introduce tools to Transparency international staff. (2014)

Facilitated a workshop on organisational development for the network of SIDA frame organisations. (2013)

Designed and facilitated customised Organisational Development workshops for **Compassion International's** Asia Regional Support Team, **Danish Youth Council** member organisations and **SIDA frame organisations** (2013)

Devised tools and support systems to implement the **WWF Nepal** learning framework (2013)

Facilitated a workshop on Innovation for Oxfam Novib (2013)

Since 2001, I have facilitated **INTRAC's** annual 5-day '**Organisational Development**' course. (2001-15)

Conducted a networking workshop for EED Church Development Service partner organisations in South Caucasus. (2012)

Conducted organisational development assessment of Armenia Round Table and assisted with the implementation of their organisational development plan (2010-12)

Member of Framework team that **developed Capacities for Effectiveness Self Assessment tool** for Bond's Effectiveness Programme. (2011)

Supported **International Service** and **Progressio** with developing their impact assessment frameworks. This included devising an Organisational Assessment tool and process for use with their partner organizations. (2008-9)

Acted as **adviser to WWF team developing and introducing an organisational assessment and capacity building process** for WWF offices worldwide. The process has since been adapted by a wide range of civil society organisations. (2004)

● **Assignments on Organisational Learning and Knowledge Management** ●

Currently facilitating an eight-month action learning project to support programme learning in PAX, The Netherlands (2017)

Currently acting as **mentor to four participants in the INTRAC/NAMA Foundation 'Consultants for Change' (C4C) programme** (2016-17)

Assisted **Penal Reform International's** development of a **Learning and Sharing Strategy, implementation road map and resource kit** (2016)

Acted as critical friend and adviser to an internal review of the **Oxfam GB Programme Learning** function (2016)

Participated as an external expert on organisational learning in final session of the **Globalt Fokus 'Strengthening of Organizational Learning' (SOL) capacity development programme.** (2016)

Provided strategic and technical guidance to WWF Nepal to help them devise their Learning Framework. (2012-2013)

Facilitated an Annual Country Learning Workshop for The Leprosy Mission International (2012)

Facilitated a 'Learning for Change' workshop for The Leprosy Mission. Assisted review of TLM's review processes. (2012)

Supported Oxfam Novib to develop and establish implementation systems for their 'knowledge and innovation management' strategy. (2011-12)

Prepared report on survey of Asian Development Bank hosted communities of practice (2011)

Supported the Climate and Development Knowledge Network to develop an organisational learning strategy (2011)

Wrote scripts for 30 short animated cartoons on knowledge management tools for Asian Development Bank (2011)

Facilitated workshop on organisational learning for Bistandstorget (network of Norwegian development NGOs) (2010)

Designed and **facilitated four training modules for Asian Development Bank** on 'Learning in Teams', 'Reflective Practice' and 'Learning from Evaluation' and 'Learning in Partnerships'.(2010-11)

Designed and **facilitated two courses for Philippines Department of Health** on Learning in Teams and Learning from Evaluation (2010)

Wrote **Oxfam-Novib's Learning and Knowledge Management Resource Kit** (2010)

Assisted **Swedish Mission Council with its pilot 'Organisational Learning Support Process'** for six member organisations (2009-10)

Facilitated a five day **workshop on organisational learning for RDRS, Bangladesh** (2009)

Assisted the **Asian Development Bank** knowledge management specialist to prepare an organisation-wide introduction to organisational learning - 'Learning for Change in ADB'. (2009)

Assisted the **Aga Khan Foundation's** organisational strengthening specialist at the Geneva Office to develop AKF's approach to programme learning (2008-10)

Leader of team conducting an **evaluation of organisational learning in SNV** The Netherlands Development Organisation commissioned by the Dutch Foreign Ministry (2008-9)

Facilitated a workshop for **CHF** (Canada) focused on developing its organisational learning strategy (2008)

Facilitated courses on Organisational Learning and Learning from Evaluations.

Since 2000 I have designed and facilitated a range of workshops on organisational learning for Oxfam NOVIB, Swedish Mission Council and its members, PSO, PLAN International, CARITAS Sweden and BOND. I have also designed and facilitated a three-day workshop for Swedish Mission Council members on 'Learning from Evaluation'. (2000-13)

Facilitated an **organisational learning review of INTRAC**, Oxford (2007)

Conducted a **learning review of the International Planned Parenthood Federation** (2006)

Commissioned by INTRAC's Praxis programme to **research organisational learning in NGOs**. The findings and analysis was published as 'Organisational Learning in NGOs: Creating the Motive, Means and Opportunity', Oxford: INTRAC

Conducted **review of WaterAid's approach to organisational learning**. (2003)

Conducted a review of **Tearfund's approach to organisational learning**. This review assessed the progress made by Tearfund in achieving their stated aim of a learning culture, using questionnaire, interviews, document study, observation visits and group discussions. (2004)

● **Strategy Development Assignments** ●

Facilitated **strategy development processes for the Scottish Traditional Music Forum** (2014).

Facilitated **participatory strategy development process for Scottish Environment LINK**. LINK is a network of around twenty environmental organisations working in Scotland (2005 and 2008)

Facilitated **participatory strategy development processes for the International Forum for Rural Transport and Development** (1999 and 2006)

● **Reviews and Evaluations** ●

Conducted a participatory learning review of the Norwegian Refugee Council's organisational change process (2016)

Team leader conducting learning review of **Sakharov Armenian Human Rights Centre** commissioned by **Bread for the World** (2014)

Conducted an evaluation of Armenia Round Table (2013)

Conducted participatory evaluation of YMCA Europe 'Roots for Reconciliation' project in Armenia and Georgia, Southern Caucasus (2009)

Co-conducted **organisational review of Life and Peace Institute, Uppsala, Sweden** (2007-8)

Conducted **evaluation of Amber Mediation Service** in Edinburgh (2007-8).

Member of team that conducted a **'Peer Review' of PSO, The Netherlands** (2007)

Conducted **organisational review for Bernard van Leer Foundation** focusing primarily on organisational learning (2005-6)

Team leader of Phase 2 and Phase 3 reviews of a Save the Children Denmark child rights programme in Uganda. I worked closely as team leader with Ugandan consultants on two reviews of Save the Children Denmark's CRESS child rights programme. (2001 and 2004)

Conducted an **organisational performance review of WWF Scotland.** (2002)

Member of team carrying out **assessment of large Danish INGO concerning their application for a DANIDA frame agreement.** I was a member of a COWI Consulting team that carried out an assessment of a large Danish INGO which had applied for a frame agreement with DANIDA. (2000)

● **Child Rights Issues** ●

See also 'Reviews and Evaluations'

Conducted **assessment study on child rights and child sponsorship for Save the Children USA (2015)**

Devised and wrote a training module on partnership for Save the Children International. Introduced the materials to trainers using two webinars. (2014)

Supported **Save the Children International to develop their NGO partner capacity strengthening guidelines** (2013)

Conducted two three-day training **courses on partner capacity building for Save the Children Myanmar** and other international NGOs (2010)

Wrote training manual based on the 'Separated Children in Europe Project Statement of Good Practice'. Designed and facilitated multi-stakeholder training sessions in Lisbon, Munich, Brussels, Budapest and Bucharest (2001-2004)

Co-authored training modules on behalf of **Save the Children and UNHCR** for the **'Action for the Rights of the Child' (ARC)** training programme focusing on refugee and internally displaced children. Co-designed and co-facilitated multi-stakeholder Training of Trainer programmes in Nairobi and Addis Ababa. (1998-1999)

Clients

Aga Khan Foundation • All We Can • Armenia Round Table • Asian Development Bank • Australian Red Cross • Bernard van Leer Foundation • Bond • Bread for the World • British Red Cross • CAFOD • CHF, Canada • Christian Aid • Compassion International • Danish Youth Council • Globalt Fokus • International Forum for Rural Transport and

Development • International Planned Parenthood Federation • International Service • INTRAC • Leprosy Mission International • Life and Peace Institute, Sweden • Oxfam GB • Oxfam Novib • PAX for Peace • Penal Reform International • Philippines Department of Health • Progressio • PSO • RDRS, Bangladesh • Save the Children Denmark • Save the Children International • Save the Children Myanmar • Save the Children Norway • Save the Children Sweden • Save the Children US • Scottish Environment LINK • SEARCH Nepal • SNV, Netherlands • Swedish Mission Council • Tearfund • Transparency International • UNDP • UNHCR • WaterAid • WWF International • WWF Nepal • WWF Scotland • WWF UK • YMCA Europe

Education & Qualifications

1995 M.B.A. (Executive Programme), University of Edinburgh, UK
1990 B.Phil. (with Distinction) Social Work and CQSW, University of Exeter, UK
1974 B.Sc. (Hons.) Environmental Sciences, University of East Anglia, UK
Chartered Member of the Chartered Institute of Personnel and Development (CIPD)

Employment History

1996 to Present Independent Consultant and Trainer (part time from 1996-8)
1996 - 1998 Save the Children UK – Training & Staff Development Manager (Part Time)
1994 – 1996 Save the Children UK – Staff Development & Training Officer
1992 – 1994 Save the Children UK – Regional Adviser on Human Resource Development, Kathmandu, Nepal
1988 – 1992 Save the Children UK – Staff Development & Training Officer
1984 – 1988 Save the Children UK – Project Director of Training and Consultancy Project, Newcastle-upon-Tyne, England
1980 – 1984 Pilton Youth Programme, Scotland – Community Youth Worker
(1978 – 1980) Postgraduate social work degree – University of Exeter
1975 – 1980 Norfolk County Council, England – Social Worker

International Experience

I have carried out consultancy work / reviews / training in the following countries:

Africa Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Rwanda, South Africa, Tanzania, Uganda
Asia Bangladesh, Cambodia, India, Indonesia, Lao PDR, Myanmar, Nepal, Pakistan, The Philippines, Sri Lanka, Thailand, Vietnam
Europe Armenia, Denmark, Georgia, Germany, Hungary, Ireland, Italy, Kosovo, The Netherlands, Norway, Portugal, Romania, Russia, Sweden, Turkey, UK, Former Republic of Yugoslavia

Publications

Britton, Bruce (2010) *Self-Reflection* in Ubels, Jan, Naa-Aku Acquaye-Badoo and Alan Fowler (eds) *Capacity Development in Practice*, London: Earthscan and SNV Netherlands Development Organisation

Britton, Bruce (2005) *Organisational Learning in NGOs: Creating the Motive, Means and Opportunity*, Oxford: INTRAC

Britton, Bruce (2002) *Learning for Change*, Stockholm: Swedish Mission Council

Britton, Bruce (1998) *The Learning NGO*, Oxford: INTRAC

Britton, Bruce and Rick James (1998) 'Non Governmental Organisation Management' Distance Learning Module for MSc External Programme, Wye College - University of London.

Aiken, Mike and Bruce Britton (1997) "The Learning Organisation and the Voluntary Sector", in Cook, Janice, Derek Staniforth and Jack Stewart (eds.) 'The Learning Organisation in the Public Services', Aldershot: Gower.

Britton, Bruce, Tim Pickles and Howie Armstrong (1991) *Developing Training Skills*, Longman (republished by Pavilion Publishing in 1996)

Britton, Bruce (1987) *Youth Workers as Social Workers* in Jeffs, Tony and Mark Smith *Youth Work*, Basingstoke: Macmillan

Britton, Bruce (1983) "The Politics of the Possible" in Jordan, Bill and Nigel Parton (eds.) 'The Political Dimensions of Social Work', Oxford: Blackwell.