A conceptual framework for monitoring and evaluating OD

The following table was developed for WWF UK

	Stage in the OD process	Focus of planning, monitoring and evaluation	Planning and design questions	Implementation and monitoring questions	Evaluation questions	Other considerations
			Prompts to help thinking about what could be included when setting up each stage	Questions to help effective monitoring during the implementation of the work	Questions to help assess the extent to which the objectives of the OD activities have been achieved	Other issues to take into consideration
	0. Overall thinking behind the OD initiative	Identifying the range of potential OD initiatives that would be effective and appropriate to the context	Why do we want to invest in OD? What does the answer to the first question tell us about our understanding of OD? What kind of OD initiatives might be most effective and appropriate? What is our organisation's capacity to carry out/support an OD initiative?	Do we need to adapt our Theory of Change and its underlying assumptions about how OD activities lead to conservation impact?	Do we need to revise our Theory of Change and its underlying assumptions about how OD activities lead to conservation impact? How realistic was the assessment of our organisation's capacity to carry out/support the OD initiative?	Requires clarity of overall programme strategy. Requires a 'Theory of Change' to illustrate the linkages between OD activities and conservation impact.

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Baseline	1. Initial level of ambition and degree of achievement of the organisation's conservation impact.	Creating a baseline understanding of extent to which the organisation's conservation goals are being achieved in terms of conservation impact before the organisational development initiative begins. Creating a baseline understanding of the organisation's level of ambition for its organisational goals.	What is its current extent of conservation impact? To what extent is the organisation achieving its conservation goals? How ambitious are the organisation's conservation goals in the context of the country's conservation challenges and WWF network global priorities?	What does this baseline understanding of the organisation's level of achievement of its organisational goals say about its ambition and its organisational capacity?	What did this baseline understanding of the organisation's level of achievement of its organisational goals say about its ambition and its organisational capacity?	Requires evidence of achievement of conservation goals therefore it is dependent on an effective programme M&E system. Requires a clearly stated organisational strategy and/or vision of the future.

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Needs assessment		An assessment of the organisation's strengths and weaker areas. An assessment of the organisational development needs of the organisation. Creating a baseline against which subsequent organisational development/ change can be assessed.	What is the current level of organisational capacity to set and achieve conservation goals (as established in the organisation's strategy)? What are the existing organisational strengths that can be further developed? What does the organisation need in order to be able to set and achieve its conservation goals? What are the most appropriate instruments and processes to use in order to assess these? Who should be involved in the assessment? In what areas does the organisation need to develop and change?	Is the assessment process going according to plan? Are we gaining the participation of those we intended to engage? Are our communications about this process, clearly targeted and timely? Are stakeholders' expectations being managed appropriately?	How effective and appropriate was the organisational assessment framework, instruments and process? Were all the right people involved in the assessment process? Were the correct organisational development needs identified? Did the OA process *in itself,* contribute in any way to strengthening capacity?	Requires a clearly stated organisational strategy. Requires a systematic and holistic organisational assessment framework that may not be agreed across the network. Requires expertise to design and use instruments to diagnose organisational needs. Requires in-depth understanding of the organisation, its culture and working context (including stakeholder expectations). Qualitative methods such as interviews, group discussions can improve the completion of the organisational assessment.

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Planning	3. OD plan	Producing a relevant, high-quality, comprehensive and realistic OD plan.	Is there clarity about how the OD needs will be prioritised and phased? Is there scope to include a strengths-based dimension? Is there clarity about who is involved in decisions about the plan? Does the plan include: • A clear timeframe? • A menu of potential OD methods? • Sources and costs of OD support? • Milestone indicators if relevant?	What is in the OD plan? How effectively do the planned activities address the organisational development needs? Is the plan flexible & will it be responsive to newly emerging OD needs? To what extent is the OD plan facilitating a strengths-based approach? Are OD objectives clear? Does plan reflect current understanding of good practice in OD? Is the plan realistic given the level of organisation's 'maturity' & capacity? Does the organisation have access to the support it needs to implement the plan? Is the OD plan realistic in terms of resource requirements and timescale? Is the OD plan 'owned' and understood adequately in the organisation? How could the plan be improved?	Did the OD plan cover the right issues? Were the OD objectives clear? How effectively did the plan address the organisational development needs? Was the plan realistic given the level of organisation's 'maturity' and capacity? Was the OD plan realistic in terms of resource requirements and timescale? Was the OD plan 'owned' and understood adequately in the organisation?	Would benefit from a Theory of Change for organisational development with clearly articulated assumptions and realistic expectations of what organisational development activities can achieve.

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Inputs	4. Inputs / Resources	Availability of necessary and suitable resources (including skills and knowledge) to implement the OD plan.	Is there a realistic budget for the OD work? Are there sources of support from peer organisations? How can we tap into the strengths of some WWF partners to help the others? Is there a 'map' or 'scoping study' of potential sources of OD support? Are there dedicated staff assigned to accompany the implementation of the OD plan? If not, are there clear staff responsibilities for this work ? Is it clear who will be leading this work?	Are the resources being used in the way that was intended? Are we accessing all possible sources of support? Are the levels of support adequate for the implementation of the OD plan?	Was the plan suitably resourced? Did the organisation have access to the support it needed to implement the OD plan? What resources would have been useful?	Assumes knowledge of potential sources of support and other resources.

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Activities	5. Activities / implementation	Which activities that were included in the OD plan were actually implemented? An assessment of the quality of the activities implemented. What unplanned organisational development activities were conducted.	How are we operationalising the OD plans? (e.g. what kind of work/activity planning will we use?) Do we have any kind of quality assurance methods in place? Are we clear on how we will decide about responding to emerging support needs during the lifetime of the OD work?	What organisational development activities were carried out and with whom? Were all the planned organisational development activities carried out? How well-organised and implemented were the activities? What were the implementation challenges and how were these overcome?	Were the OD activities that were carried out the 'right things to do'? Was there a match between the desired organisational changes and the type of OD activities used? If certain planned activities did not occur, why was this? If certain unplanned activities took place, why was this? Did the activities undertaken reflect good practice and current knowledge?	Requires good quality documentation and recording of the activities that took place.
Outputs	6. Outputs	The immediate products/deliverables of the OD activities on those directly involved e.g. new systems in place, numbers of staff trained, number of coaching sessions, etc. The immediate response to the products/deliverables by those who participated in the events or were affected by them.	Not applicable	What immediate effects of the OD activities can be seen? Did the expected numbers/targeted participants/individuals participate in the activities? What products/deliverables have been delivered?	Did the activities lead to the intended immediate outputs? If there were other unexpected or unintended outputs what were they and why did they occur? What levels of satisfaction were expressed about the activities?	'Easy to measure' outputs such as number of people trained may be used as a proxy for organisational change without examining in enough detail the effects of the activity on those involved. WWF's use of the term 'deliverable' may encourage a skewed approach to what represents success in OD.

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	7.a Short-term Outcomes	Examines the short-term effects of the organisational development activities. This may be at the level of an individual knowledge, attitudes and behaviours; team relationships; or organisational systems, structures, policies, etc.	Not applicable	What have been the planned short-term outcomes of the OD activities? What other organisational changes are we observing that we think are an effect of the OD activities?	Did the OD activities lead to the intended short-term outcomes in the organisation? What unintended and unexpected changes have occurred? What evidence is there that these changes can be attributed to the organisational development activities? What other factors influenced the changes (intended and unintended) that occurred?	Easy to overlook intangible outcomes such as improvements in relationships or changes in ways of working. Qualitative methods are good at picking up on these. May be difficult to identify significant shifts in power relationships because of their sensitivity. Qualitative methods are good at picking up on this type of issue.

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Outcome	7. Long-term Outcomes	Examines the effects of the organisational development activities on the organisation's ability to achieve its conservation goals.	Not applicable	What have been the longer term organisational changes? Are these what were planned? How are these contributing (or not) to improved quality of conservation programme implementation? What other (unexpected, unintended) longer term organisational changes are happening? Can we build on these?	To what extent were the planned longer term organisational changes achieved? What unintended and unexpected organisational changes occurred? What evidence is there that these changes can be attributed to the organisational development activities? What evidence is there that these changes are being sustained? What organisational development activities were particularly significant and influential? How, if at all, is the conservation programme benefiting from these longer term organisational changes? (e.g. increases in effectiveness and efficiency in programme implementation)	How 'long' is 'long-term'? Some organisational changes such as organisational culture change may take years. Need to consider how (in the light of experience) the organisational assessment conceptual framework could be improved.

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Impact	8. Impact	The degree to which the organisation's conservation goals are being achieved after the organisational development activities. The organisation's conservation impact.	Not applicable	How effectively is the organisation achieving its conservation goals? What is the organisation's conservation impact? What other changes have occurred in the areas that are the focus of WWF's conservation activities?	What difference is there between the organisation's achievement of its conservation goals before and after the OD activities? What effects did the organisational development activities have on the organisation's conservation impact? What effects have any changes in the organisation's ability to achieve its conservation goals had on its levels of confidence, ambition, external profile and relationships?	Requires evidence of achievement of conservation goals so dependent on an effective programme M&E system. Qualitative methods can be particularly useful when gathering evidence from stakeholders of the changes they have noticed in the organisation's ways of working and its effectiveness. Given other possible intervening factors, it may not be possible to establish direct causality between the OD intervention and any improvement in the achievement of conservation goals.