

REPORT

Organisational Development Training for Trade Unions and Civil Society Organisation Working on Migrant Workers' Rights in Malaysia

6-8 December 2022
Kuala Lumpur, Malaysia

Organised by



Facilitated by



On the invitation from **International Labour Organization – ILO Malaysia**, **PRIA International** (based in India) organised a training on Organisational Development for the Trade Union and Civil Society Organisation partners of ILO Malaysia on 6-8 December 2022 in Kuala Lumpur. A total of 18 participants participated in the training programme. All these organisations have been working on migrant workers' rights in Malaysia. A list of participants is presented in Annex.1. Prior to organising the training, a rapid learning need assessment was done to understand the learning priorities of the partner organisations. The following questions were used in the learning needs assessment.

- *What problems/issues your organisation is addressing?*
- *How is your organisation addressing these problems/ issues?*
- *What changes has your organisation brought in the lives of the primary constituencies by addressing their needs and constraints?*
- *What organisational challenges would you like to address through an Organisation Development approach?*

Based on the responses received from various partner organisations the three-day training was designed. Please find the Programme Agenda in Annex.2.

The training started with **Session 1 on Welcome, Introduction, Getting to Know Each Other, Expectations, and Objective Setting**. On behalf of ILO Malaysia, Ms **Florida Sandanasamy** welcomed all the participants. She also introduced the three facilitators from PRIA International – Dr Yogesh Kumar, Dr Kaustuv Kanti Bandyopadhyay and Ms Nandita Bhatt.

Ms Nandita Bhatt started the “Getting to Know Each Other Session” by asking each participant to draw a picture of any object that means something significant to him or her. Each participant drew an object and clarified what it was, what it signified and how was it important for him or her. The session helped break the ice and opened space for the safer sharing of personal stories.

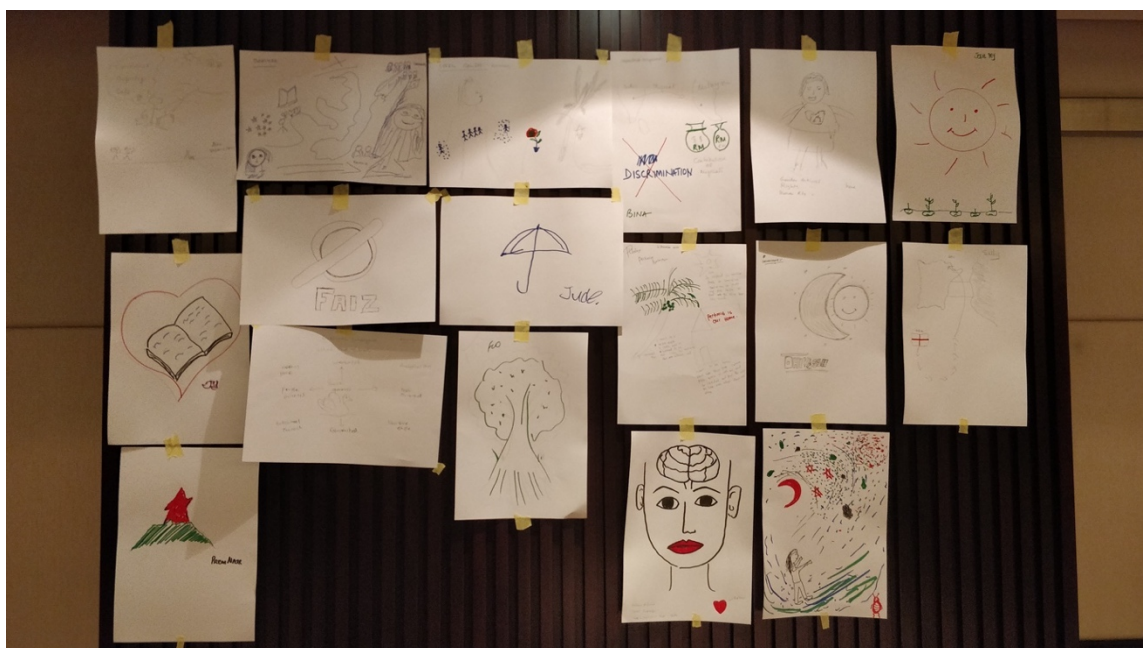


Photo 1: Personal stories of the participants

Following this session, Dr Kaustuv Kanti Bandyopadhyay asked the participants to share their expectations from the training programme in light of each organisation's challenges. Most organisations mentioned organisational sustainability as their priority. The facilitator then explained that in order for making the organisation sustainable, it is critical that it acquires certain capacities such as strategic thinking and planning, constituency-centric programme planning, monitoring and impact assessment, leadership development, organisational systems and policies and financial resilience. He also then explained the objectives and that in three days some of these critical areas would be covered in the training programme.

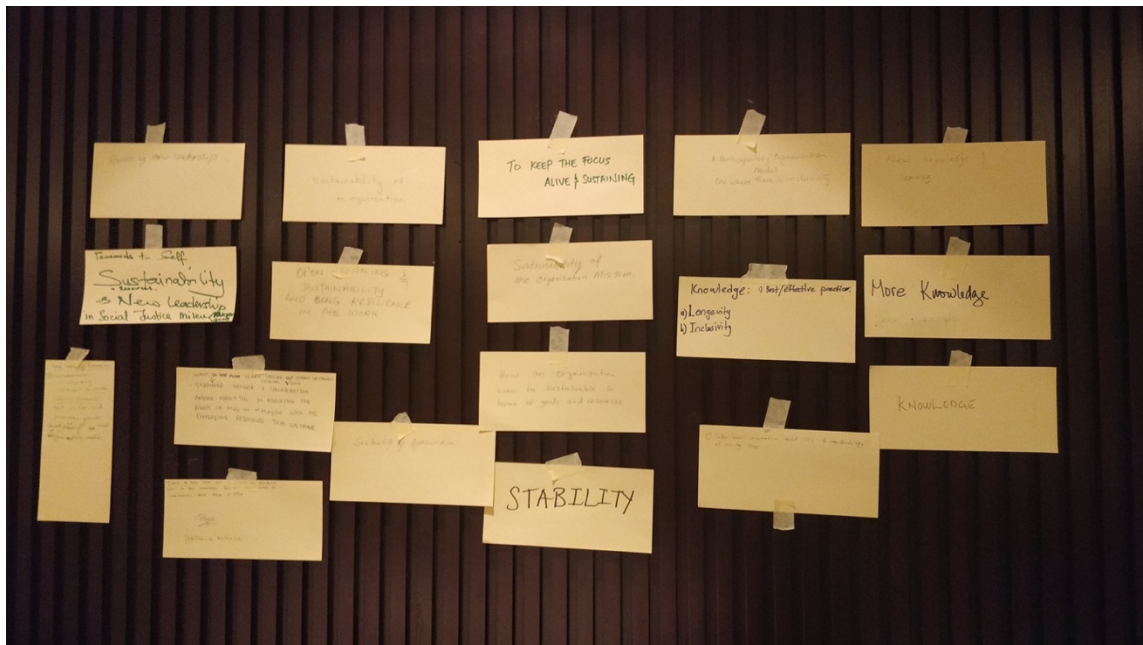
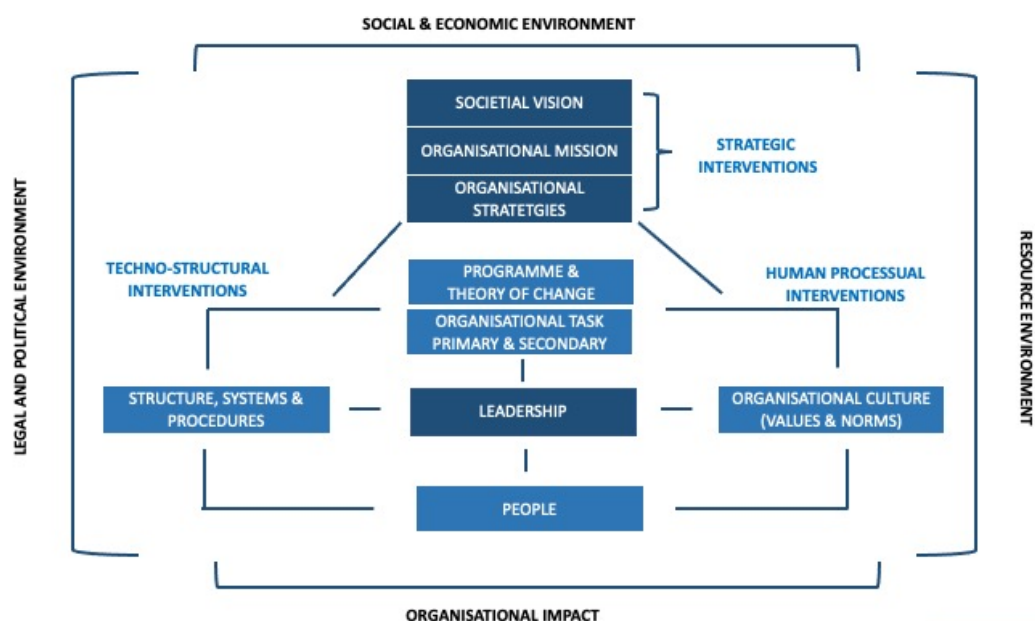


Photo 2: Expectations from the training as shared by the participants

Session 2 focused on **“An Overview of the Organizational Framework”**. Dr Yogesh Kumar explained the essential elements of an organisation through the following diagram.



He explained why organisational development is critical for civil society organisations in through the following points:

- Development organisations are the **means** to bring about the desired change in society (**end**)
- Development organisations work for **qualitative changes that are difficult to measure** - qualitative
- Organisational development is a **systematic process to identify gaps/constraints** that affect the effectiveness of the organisation
- Organisational development is also a **process of determining interventions** that are essential to bringing about changes/transformation in the organisation to attain optimum effectiveness, sustainability and resilience.

He then explained how we can organise and plan an organisational development process. He emphasised some of the following processes:

- Participatory versus external driven
- Continuous reflection (learning organisation) versus one-time intervention
- Collective leadership for changes versus CEO-driven changes
- Resource-driven versus mission-driven



Photo 3: Session on Organisational Framework

In Session 3 on “**Participatory Organisational Capacity Assessment (POCA)**”, Dr Bandyopadhyay introduced the POCA Tool. **Participatory Organisational Capacity Assessment - POCA** is a self-diagnostic tool to be used by any organisation to assess its organisational capacities (strengths and areas of improvement). It assesses the organisational capacity in seven (7) major components and 42 key sub-components that signify an organisation's health. These include:

Components	Sub-Components
1. Strategy and Identity	1.1. Societal Vision and Organisational Mission 1.2. Organisational Strategy 1.3. Theory of Change 1.4. Assessment of External Environment
2. Programme Planning, Monitoring and Evaluation	2.1. Project/Programme Planning, Monitoring and Evaluation (PPME) Framework 2.2. Programme Planning 2.3. Monitoring and Evaluation (M&E) 2.4. Systematisation and Production of Knowledge Materials 2.5. Dissemination of Knowledge Products with Key Stakeholders
3. Inter-Organisational Collaboration	3.1. Community Participation 3.2. Partnership and Networking 3.3. Engagement with Governance and Policy Institutions
4. Organisational Structures, Systems, Policies, Culture and HRD	4.1. Organisational Structure 4.2. Decision Making 4.3. Organisational Policy - Diversity and Inclusion 4.4. Organisational Policy - Recruitment (including induction of new employees) 4.5. Organisational Policy - Compensation and Benefits to Employees 4.6. Organisational Policy – Travel 4.7. Organisational Policy - Working Hours, Leave and Holiday 4.8. Organisational Policy - Gender Integration and Prevention of Sexual Harassment at Workplace (POSH) 4.9. Organisational Policy - Child Protection 4.10. Organisational Culture 4.11. Job Descriptions and Roles and Responsibilities 4.12. Staff Performance Assessment 4.13. Staff Development and Training – Individual 4.14. Staff Development and Training - Work Group/Team 4.15. Employee Code of Conduct and Disciplinary Action 4.16. Grievance Redressal and Conflict Resolution 4.17. Exit Management
5. Governance and Leadership	5.1. Governing Board Composition 5.2. Governing Board Functioning 5.3. Senior Leadership 5.4. Next Generation Leadership
6. Financial Management, Resource Mobilisation and Organisational Sustainability	6.1. Accounting System 6.2. Budget Planning and Expenditure Monitoring 6.3. Surplus Management 6.4. Fund Raising and Resource Mobilisation 6.5. Procurement, Inventories, Maintenance and Disposal

	6.6. Statutory Compliances
7. Digital Preparedness	7.1. Application of ICT in Programme Management 7.2. Application of ICT in Knowledge Management 7.3. Application of ICT in Organisational Management

Each sub-component is described as four possible situations. Situation “A” is described as the least evolved situation and situation “D” is the most evolved condition. The organisation will select “A”, “B”, “C” or “D” after assessing which condition best describes the organisation's current reality. The quality of self-assessment will depend on the knowledge as well as integrity with which the person/ group makes the assessment.

The purpose of this assessment is to ascertain the appropriateness of a situation (described in “A”, “B”, “C” or “D”) to the size and trajectory of the organisation. For example, situation “C” could be more optimal for a very small organisation while situation “D” could be aspirational.

The main purpose of the POCA tool is to identify the elements in which the organisation has adequate preparation as well as the elements which require improvements; therefore, these elements should be prioritised for Organisation Development (OD) interventions.

The participants were encouraged the respondent(s) to read all four situations for each sub-component before identifying the organisation's closest reality and responding to all the components and sub-components. This helped to get a fuller analysis of the organisational capacity.

Each participating organisation then engaged in diagnosing its own organisation in a step-by-step process. The facilitators kept on explaining various terminologies used in the tool, in case it was not clear from the text.

Dr Bandyopadhyay explained that the best way to undertake an organisational capacity assessment using the POCA tool is to involve the entire organisation in a participatory manner. A workshop can be organised with the entire staff to discuss each sub-component and as far as possible a consensus score should be assigned. In case of disagreements, all viewpoints should be noted. If for some reason, the entire staff cannot be involved in the participatory assessment, at least the governing board members and senior staff members must be involved.

Session 4 focused on **“Integrating Gender in Organisation”**. Ms Bhatt explained that Gender Integration is a strategy, a process, a method/s of bringing about change within the organisation where we work, the communities we work in and the issues that we work on, by focusing on the aspect of gender equality. Gender integration seeks to produce transformative processes and practices that will concern, engage and benefit women and men equally by systematically integrating explicit attention to issues of sex and gender into all aspects of an organisation’s work. It calls for commitment at different levels including:

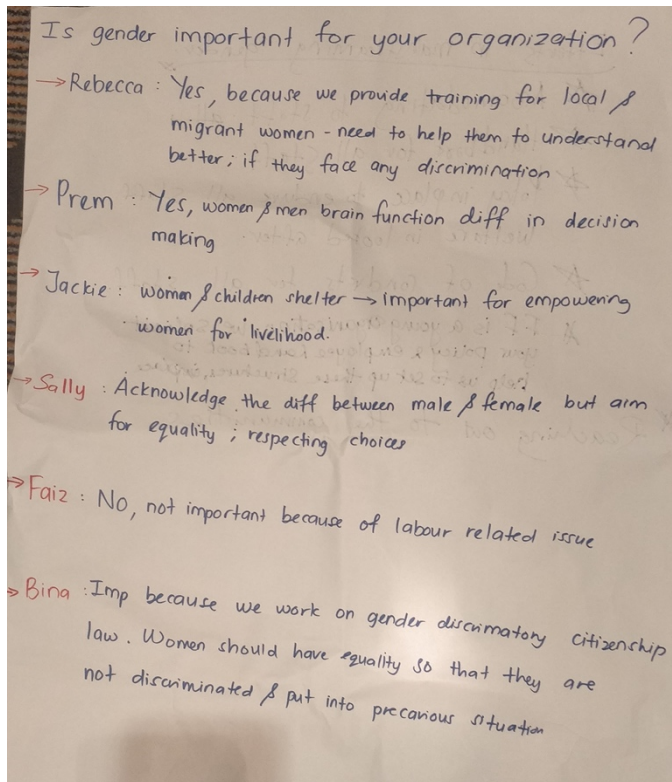


Photo 4: Reflections from participants on the importance of integrating gender in the organisation

- At the policy level, to ensure that the issue of gender equality is no longer viewed as a separate question but becomes a visible and central concern in policy and planning.
- At the programme level, to ensure that all supported interventions create opportunities for women's empowerment and facilitate gender equality.
- At the organisational level, to ensure that space and opportunities for learning, growth and contributing to organisational goals are created equally for women and men at all levels.

As the term gender does not refer to either of the sexes, rather it implies the inclusion of all genders, the term gender mainstreaming is a strategy of creating spaces for all genders to contribute to the best of their capabilities and be complementary, rather than be contradictory forces to growth and development within a given context.



Photo 5: Session on Integrating Gender in Organisation

Session 5 focused on “**Understanding Societal Vision, Organisational Mission and Organisational Strategy**”. Dr Yogesh and Dr Bandyopadhyay explained the meaning of each terminology as follows:

Societal Vision

A vision is an organisation’s view of how it would like the world to be, its hope for “reality to be” as opposed to the “reality that is”.

The vision dreams of an ideal state, which may not be attained within the organisation’s lifetime. It presupposes change and interventions and acts like a driving force to guide us in social action. Vision can be created by an individual or by a group of individuals. Ideas of vision emanate from personal opinions or from other sources. It is usually the role of visionary founders to ensure that the vision is kept alive and shared by other organisational members. A shared vision unites people working in the organisation and provides strength and momentum in the work.

Vision is our perspective by which we analyse the reality of a situation/context, and it forces us to visualise how we would like the reality to be. A vision is an attempt to articulate the desired future of an organisational dream or imagination that motivates people to rethink what is possible. A vision is considered fundamental for helping an organisation to visualise its future.

Organisational Mission: *The mission of the organisation describes its purpose or reason for existence. The mission describes generally how the organisation will contribute to achieving its societal vision.*

The Mission statement tends to incorporate the following elements:

- *constituency/target group orientation,*
- *value orientation*
- *organisational competencies*
- *standards of excellence*

These elements help the organisation to do the “right thing”. They specify:

- the key success factors in satisfying the constituency or target group (e.g., quality and quantity of service);
- the values and principles that employees stand for and rally behind;
- the organisational capabilities that have distinguished its performance in the past and provide a foundation for the future; and finally,
- a demanding standard of excellence that appeals to the pride and desire of all associated with the organisation.

Organisational Strategy: Once the mission of the organisation gets explicitly stated, the need comes to spell out the organisational strategy, which will lead the organisation to move in a particular direction to fulfil its mission. A strategy is a set of concepts that guide an organisation’s use of its resources to pursue its mission.

Organisational strategy answers several questions to address and achieve the organisational mission:

- What is the nature of the development problems the organisation seeks to solve?
- What is the method of intervention? What is the organisation's 'theory of change'?
- With whom (client), with what relations, and where (geographical area or location) the organisation will work to achieve its mission?
- What resources does it require to accomplish the mission?

A strategy, therefore, provides the concepts that guide choices about what to do. **The strategy** allows decisions about where and how to use scarce resources (time, money, and people) for maximum impact toward accomplishing the organisation's mission. It should also guide decision-making and action at higher levels within the organisation.

The participants were divided into three groups and each group was asked to identify the Vision, Mission and Strategy of an organisation called Srishti Foundation. The participants were given this case study which one of the facilitators explained orally as well. The participants in groups identified the Vision, Mission and Strategies of the Srishti Foundation and presented their findings. After each presentation, the facilitators provided feedback and further explained the relevant concepts.

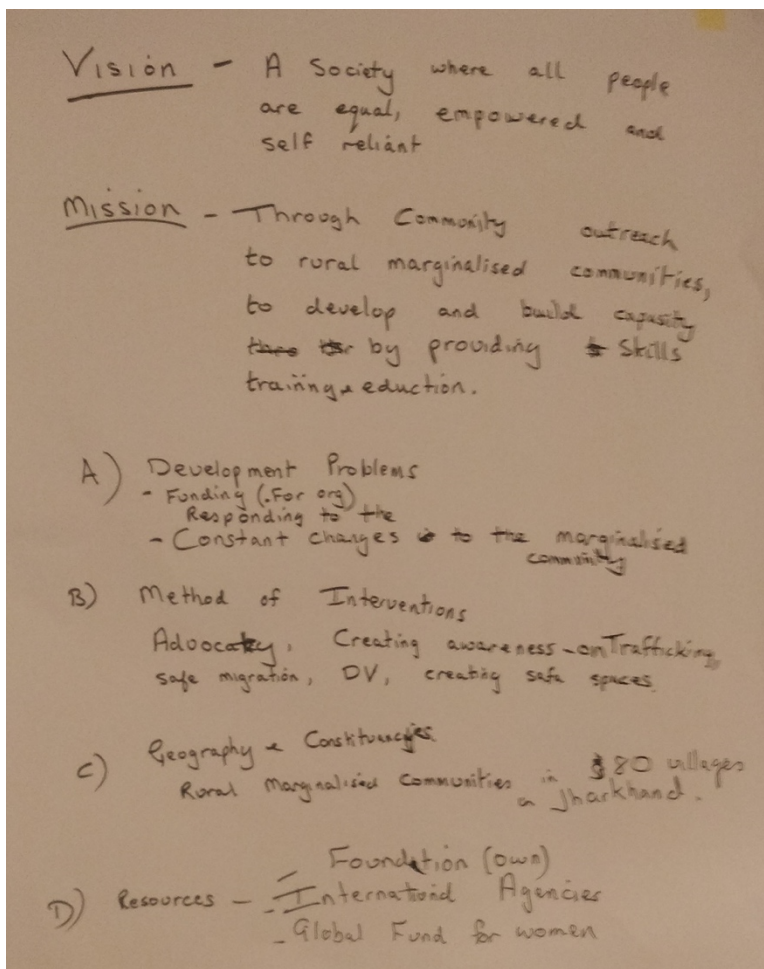


Photo 6: Vision, Mission and Strategy identification exercise by the participants

Session 6 focused on “**Identifying Organisational Strengths and Weaknesses, and Environmental Opportunities and Threats – SWOT Analysis**”. The facilitators explained each concept as follows:

Strengths are internal to the organisation and are abilities that give an advantage over competitors (other organisations working with similar objectives), i.e., the things that the organisation is good at and does better than the competitors.

Weaknesses are also internal to the organisation and are situations, problems or obstacles that the organisation has, and its competitors do not.

Organisation-specific **opportunity** is a benefit that may result from the interaction between specific organisational strengths and present or future positive environmental variables and sector-wise opportunities.

Organisation-specific **threats** can be defined as problems or potential problems that may result from the interaction between specific organisation weaknesses and present or future negative environmental variables and sector-wise threats.

After defining each concept and explaining the importance of undertaking a SWOT Analysis, the participants were again divided into three groups and each group was asked to identify Strengths, Weaknesses, Opportunities and Threats using the organisational case study of Srishti Foundation. Each group then presented their findings and the facilitators provided feedback and explained how the analysis could be further sharpened.

Session 7 focused on “**Identifying Strategic Issues, Strategic Choices, and Alternative Strategies**”. The facilitator explained that a **strategic issue can be defined as a question facing an organisation that is (a) subject to influence by organisational action; and (b) significant to the attainment of its mission.**

Strategic issues posed questions on the following aspects:

- Development problems
- Theory of change
- Method of intervention
- Primary target groups
- Geographical area or location
- Relationship with stakeholders
- Resources

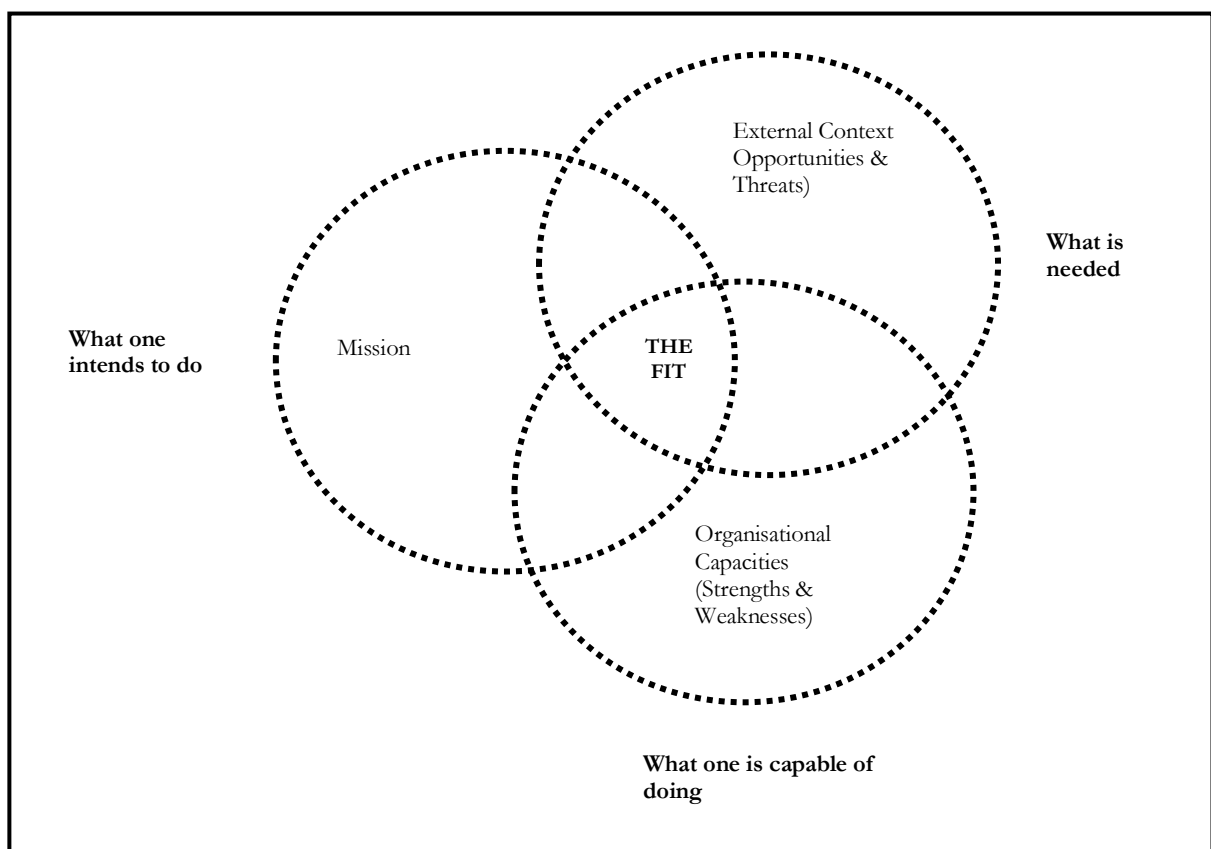
The way these questions are posed can have a profound effect on decisions that define what the organisation is, what it does and why it does it. Two basic outcomes should be sought from this step. The **first** is a list of the strategic issues faced by the organisation. The **second** is an arrangement of the issues on the list in the order of priority - logical or temporal.

Strategy formulation and re-formulation is a continuous process. This is especially true for non-profits that face rapidly changing problems and external contexts. Strategy formulation (or reformulation) is required when:

- The organisation is new and making basic choices about how to use its resources.
- Significant changes in the organisation, the external context, or the development problems have called into question the fundamental mission of the organisation.
- Current strategic issues arise that threaten or prevent the achievement of the organisation's mission. Such issues might arise from changes in development problems, changes in the environment or changes in the organisation.
- An organisation decides to play a proactive role in shaping the future environment in which it will function, and so identifies future strategic issues.

A good strategy uses the organisational analysis of development problems, the environment, and its own capacities, to identify activities that will best serve to accomplish its mission and promote its vision. Strategy defines the role the organisation seeks to play in promoting social change and development and provides guidance in addressing current and future strategic issues.

The facilitator, through the following diagram, explained how using SWOT analysis an organisation can find the strategic fit.



Session 8 focused on **“Organizational Processes – Leadership, Participation, Decision Making and Conflict Management”**. The facilitators used the Fish Bowl method wherein the participants were divided into two groups. One group sat in the inner circle and the other group sat in the outer circle. The outer group was briefed separately and tasked with observing how the inner group was discussing an important issue and coming to a decision. They were specifically told to observe who initiated the discussion, who took the lead, who explained the issue to the entire group, who influenced the decision-making and how the decision was made, among other group processes. The inner group was given a topic for discussion – What strategies organisations should use to engage with the government for ensuring the well-being and upholding the rights of migrant workers in Malaysia? The inner circle group discussed various strategies in the first round. The outer circle group then sat in the inner circle and discussed the same topic in the second round. After completing these two rounds, each group shared what they have observed in terms of leadership, participation, decision making and conflict management processes in both group discussions. The facilitator then explained these processes in the organisational context. They emphasised the importance of participatory decision-making by highlighting the need for involvement, connectedness to the issues, and listening qualities. As far as possible decisions should be made with consensus as opposed to voting. The facilitator also explained that conflict can be between real people and unreal people as well as between real issues and unreal issues. The role of the leadership was explained as setting the vision and mission of the organisation, developing strategies for the organisation, nurturing a conducive and participatory culture within the organisation, building a team which is both people- and task-oriented, and establishing organisational systems and procedures.

In the final session, the participants engaged in a discussion as to how the lessons from the training can be applied to their respective organisations. Each organisation decided that they will undertake a POCA exercise with the entire staff in the organisation. To make it more effective, they will translate the tool into the local languages.

An evaluation was also carried out. A total of 12 responses were received with the following results.

4 = Fully; 3 = To a great extent; 2 = To some extent; 1 = Not at all

	4	3	2	1
Q1. To what extent the training objectives were achieved?				
Objective 1: Assessing organisational capacities and learning needs using Participatory Organisational Capacity Assessment (POCA) tools	50.0%	33.3%	16.7%	-
Objective 2: Defining a gender-integrated vision, mission and strategy of the organisation	33.3%	50.0%	16.7%	-
Objective 3: Understanding key organisational processes	41.7%	50.0%	8.3%	-
Q2. To what extent the following sessions were useful?				
Session 1: Welcome, Introduction, Getting to Know Each Other, Expectations, and Objective Setting	58.3%	33.3%	8.3%	-
Session 2: An Overview of Organizational Framework	41.7%	50.0%	8.3%	
Session 3: Participatory Organizational Capacity Assessment (POCA)	58.3%	41.7%	-	-
Session 4: Integrating Gender in Organization	58.3%	33.3%	8.3%	-
Session 5: Understanding Vision, Mission and Strategy	58.3%	41.7%	-	-
Session 6: Strength, Weakness, Opportunity and Threat – SWOT Analysis	58.3%	33.3%	8.3%	-
Session 7: Identifying Strategic Issues, Strategic Choices, and Alternative Strategies	33.3%	50.0%	16.7%	-
Session 8: Organizational Processes – Participation, Leadership and Decision Making	16.7%	75.0%	8.3%	-
Q3. To what extent the following learning methods were useful?				
Participatory Lectures	50.0%	41.7%	8.3%	-

Group Discussions	33.3%	58.3%	8.3%	-
Case Study Analysis	50.0%	50.0%	-	-
Q&A	33.3%	66.67%	-	-
Q4. To what extent the following logistic arrangements were satisfied?				
Training Hall	100.0%	-	-	-
Food	100.0%	-	-	-

In response to the question “**What additional learning areas will be useful for future training?**”, the participants responded that the following topics will be useful.

- Organisational communication
- Problem-solving
- Managing people in the organisation
- Gender integration
- SWOT Analysis and other analytical tools
- Formulating organisational policies
- Financial sustainability
- Leadership development

In addition, a few participants suggested that more activities and case studies should be included in future training. Several participants felt that more time should be allocated to fully understand each topic as these are important for their organisation. A few participants suggested that future training should be residential so that other distractions can be avoided. Overall, the participants enjoyed the training and thanked ILO Malaysia and PRIA International for organising this important training.



Photo 7: A glimpse of the participants