Evaluation of the entire process (script from flipcharts)

What contribution each of these elements made to your organisation?

Leadership Training (Module 1)
- It gave me confidence.
- It developed my leadership skills.
- It helped me to improve the cooperation inside the organisation.
- It improved my leadership skills to be able to unite a team and create a capable organisation.
- I discovered all the aspects of being a leader.
- Self-analysis, my strong and weak points.
- It helped to combine theory and practice.
- Improvement of the leadership skills.
- Inspiration, motivation to work.
- Improvement of leadership skills, acknowledgment of mistakes.
- To think much more in depth, to analyse the behaviour.
- It helped to define the hierarchy of values in the organisation, introduction to time management.
- I discovered the values and the organisational culture, the training helped me to understand more a concept of a leader.
- Define mistakes and avoid them in the future.
- It was all clear.
- It helped to realise the role of a leader and therefore to improve work inside the organisation.
- Reconsideration of functions of a leader.
- The training made me reflect on my own capacities and motivation.

Organisational Self-Assessment Process
- It helped to acknowledge “weak points” of the organisation.
- It helped to acknowledge the “weak points” and to realise the level of our organizational development.
- I understood the basic problems of the organisation.
- It helped to realise weak and strong points.
- Mission, weak and strong points, possibility of future problems.
- The self-assessment provided an opportunity to look at the organisation from different perspectives and to evaluate its potential.
The self-assessment gave a new kick off to the future endeavours. It gave us a desire to seek for the resources for development. It contributed to the understanding of problems: which of them are immediate and which are not. It provided the opportunity to self-assess the organisation with external help. The self-assessment helped to see the gaps in the organizational structure. It provided us with the tool to assess the result. We have tons of work to do. It helped to realise weak and strong points. It opened a significant and meaningful dialogue. It served as a ground for drafting the action plan, strategy, etc. Understanding of the organizational flaws. It was a very important process which highlighted flaws, gaps, threats and strong points of the organisation. It was a very interesting process, reconsideration which I hope will bring results.

Organisational Development Training (Module 2)

- The ability to framework the organizational development.
- The change to use more professional approach to the organizational development.
- We understood in which direction we would like to develop our organisation.
- Understanding of the goals of the organisation.
- Understanding in which direction to develop the organisation.
- Knowledge how to describe our mission and elaborate strategic plan of the organisation.
- Understandable points of view (explanations) on how to elaborate strategy, define goals, indications of the CSO impact, communications, etc.
- We plan to change the organizational structure.
- Elaborate the organizational plan.
- All the components of the ODLP introduced corrections to the organizational development plan. The communications session was very interesting, now we have many new ideas how to work with google and new technologies to improve the CSO and involve new members. The example of other organisation inspired us to work more.
- We discovered new opportunities and methods we haven’t known previously. For instance, tools for informational search or fundraising.
- The training helped to reconsider many things.
- Understanding on how to manage a problem, whom to address in seek of advice, etc.
- The most important contribution of the organizational development is the methodology (schemes and matrix).
- To elaborate the organizational development plan.
- The presence of a leader in the CSO, the division of the executive tasks and of the control functions.
- It was great to attend the training and get knowledge on organizational development as well as get to know successful cases of other CSOs.
- The training made us reconsider our activity, mission and made us elaborate a proper development plan for the CSO.
The training made us more confident and showed new opportunities for development, improvement of activities, etc.
- New tools, methods, knowledge and motivation.
- To define the direction in which to carry out the development.
- The cooperation with mass-media, understanding of the CSO’s structure, etc.

**Elaboration process of the organisational development plan**
- It helped to picture (to imagine) the future for the organisation.
- It provided the opportunity to use the gained knowledge in practice.
- It structured the development of the organisation.
- The process provided the opportunity to obtain an outcome: a development plan.
- It helped to structure (organise) the activities/work.
- It contributed to the logic (consistency) of the general organisation of CSO.
- Assessment of the organisation.
- The process helped to obtain a solid development plan.
- It provided us with a clear understanding of tasks, goals of the organisation.
- It helped to classify the activities in accordance with a development plan of the organisation, as well as it helped to determine who is responsible for these activities.
- The elaboration of the organisational development plan.
- It was very necessary and useful.
- We were brought back to the reality and started to act/work.
- Clearness of the roles, reconsideration of the mission, improvement of the structure.
- We worried whether we’ll be able to put down on paper everything clearly and to involve all the team in the process.
- Development of a clear structure, action plan and steps to follow.
- It was a difficult but a very useful process.
- It helped to define goals and indicators.
- It helped to define mission and goals.
- It brought systematic approach.
- Systematism, planning, development of a strategy.
- It brought systematic approach and concrete actions.

**Feedback on organisational self-assessment process**

**WHAT WOULD YOU LIKE TO IMPROVE IN THE SELF-ASSESSMENT PROCESS**
*relationship with the trainers, time, duration of the self-assessment, set of questions, anything else?*
- Set of questions
- Errors in the excel sheet
- Timing and the duration (the training should be conducted not during the holidays or weekends, it should be few hours per day)
- Interpretation of the questions in relation to the Ukrainian legislation
- Improve the translation
- Explanation of some questions
- Enough time for trainers to have a look at conclusions
- Increase questions for more “volunteering-type” organisations
- Divide questions in accordance to different types of organisations
- Reformulate the questions which are difficult to understand
- More time to work with the trainer
- Include more examples in each question
- Re-think the criteria of effectiveness, of result achievement and organizational stability
- Improve the visualization of the presentation
- Check out the excel sheet (if the translation is OK)
- Improve the planning process and do not change the previously agreed dates
- Prepare the examples beforehand
- Send out all the instructions and forms beforehand to the organisations
- Enable the online toolkit to function effectively so that the organisations can use it.

**WHAT QUESTIONS PROVOKES THE MAJOR DISCUSSIONS AND THE RE-DISCOVERING OF YOUR OWN ORGANISATION?**

- Mission: we have it or not?
- Decision making process
- Do we need the organizational development plan?
- If the questions in the questionnaire, in particular in the section “personnel “are relevant to our organisation?
- Transparency of the organisation
- The management style in the organisation?
- Informing of the staff about the actions and decisions of the board
- Informing the stakeholders about the organisation
- Reviewing the strategic areas of the organisation
- Diverse vision among the CSO members
- Do we need an audit?
- Where to get money?
- Internal communications
- Advertisement of the CSO
- Structure of the CSO
- Financial strategy
- Cooperation with the main office
- Impact assessment of the CSO
- Cooperation with other CSOs
- Incensement of the expert level
- Cooperation with local authorities
- Does the self-assessment questionnaire meets the characteristics of the CSO?
- Internal monitoring
- Necessity of the supervisory body?
- Structure of the CSO
- Assessment of the executive staff
- Management style of the CSO

**AS FOR NOW, WHAT ARE YOUR PRIORITIES FOR FUTURE DEVELOPMENT?**

- Development of the fundraising
- Cooperation with other CSOs and with the local authorities
- Development of the organisational structure
- Development of the documental procedures which could clearly establish the division of the responsibilities in the CSO
- Diversification of the financial recourses
- Cooperation with mass media
- Involvement of more members
- Improvement of the financial strategy
- Changes in the CSO statute
- Development of the volunteering network
- E-governance
- Development of the human resources procedures
- Collaboration with international partners
- Change the languages use inside the CSO
- Improving the accounting system
- Elaborate the clear procedure for decision making process
- Involvement of the expert to implement the plan
- Improvement of the internal communication process

**WHAT ARE THE BENEFITS OF THE ORGANISATIONAL SELF-ASSESSMENT AND THE METODOLOGY?**

- Developed the mission
- Acknowledge the strong and weak points of the organisation
- Identified problems with the (organisational) structure
- Motivation for improvement of the CSO
- Stock-taking or inventory checking of the organisational problems and possibilities (systematic approach)
- Involvement of the members and volunteers to the discussions about problems
- Definition of risks
- Unity of the team
- Understanding of the internal motivation of the members
- Vision of flaws and advantages
- Methodology of the organisational self-assessment
- Introduction to the basis of the organisational management
- Acknowledgment of the informal leaders
- Decision making process based on consensus
- Getting to know the personality of the consultant
- Faith in positive changes
- New experience