



ORGANISATIONAL STRENGTHENING

A guide to the coaching process

Publications in this series

CDAIS manuals and guidelines

- *Capacity Needs Assessments – A trainers’ manual (2nd edition)*
- *Innovation Niche Partnerships – A guide to the coaching process*
- *Organisational Strengthening – A guide to the coaching process*
- *Organising a Marketplace – A practical guide*
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CDAIS stories and conversations

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The manuals are intended as working documents. The project supported the development of the Common Framework on Capacity Development for Agricultural Innovation Systems of the Tropical Agriculture Platform, and tested it in eight pilot countries. One key finding was that the framework requires adaptation in each country situation, and as such the manuals are intended as general guides only.

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A guide to the coaching process

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INTRODUCTION

This guide was developed to support facilitators responsible for building the capacity of organisations that provide innovation support services (ISS) in the food and agriculture sector. It was produced as part of the Capacity Development for Agricultural Innovation Systems (CDAIS) project, which aims to develop methods and approaches to enhance the capacity to support innovation by actors in the agricultural innovation system (AIS). This guide can also serve other projects with similar objectives and context.

The actors in AIS include organisations (either public or private) that provide innovation support services (ISS) (see Box 1 for the definition of ISS). Based on an analysis of CDAIS innovation niche partnerships, the ISS required can be very diverse – i.e. support for emerging innovation partnerships, for organising partnerships, developing innovation ideas or scaling up innovation.

These ISS are provided fully or partially by different types of organisations. CDAIS identified two or three organisations to jointly analyse and strengthen their capacities to provide ISS, in this case, to the innovation niche partnerships of CDAIS. The ISS can include support or facilitation to influence or promote innovation processes at national level (e.g. information sharing, coordination or hosting of policy dialogues).

Organisational capacity strengthening is important for CDAIS for two main reasons: (i) to test its participatory methodology in analysing the capacities of organisations to provide ISS; and (ii) to jointly develop the actions needed (based on a participatory organisational analysis) to strengthen the delivery of the ISS required.

These actions might require internal changes to the organisation – i.e. management of its human resources, knowledge and its relationships with the outside world (customers, partners, suppliers, etc.). They might challenge the organisation's management style or strategic choices. The process could raise sensitive issues; therefore, it requires proper planning and direct consultation with the management team, especially in defining the objectives, limitations and possible results.

Part 1 of this Guide focuses on the concepts and principles underpinning organisational capacity strengthening within CDAIS. In particular, the concept of ISS plays a central role.

Part 2 of this Guide describes the detailed steps of the process – i.e. preparation, objectives, who to involve (facilitating, engaging, being consulted), tools to be used, resources required (time, people, finance, knowledge reference materials), possible challenges and how to respond to them. It suggests actions or recommendations based on an analysis of the organisation's current situation and its environment. Depending on the organisation's existing situation, the analysis is adapted to focus on certain aspects of the organisation – e.g. are the ISS and potential clients well identified and defined? Is the organisation already engaged in strategic thinking about its services? Is the management team's management style conducive to participatory approaches?

PART 1

Innovation support services

PART 1 – INNOVATION SUPPORT SERVICES

One of the key objectives is to build the capacity of public and private organisations that provide ISS, to respond to the specific needs of actors by offering training, support, consulting and capacity-building services that will enable innovation to take place (see Box 1).

The work done by the CDAIS project at the innovation niche partnership level has shown that these innovation support services can be very diverse – e.g. support for the emergence of a community of innovation; support for the structuring of the community; organisation of partnerships; support for experimentation and development of innovation; or support for a change of scale (political advocacy, financing, patents, etc.). There are many organisations that partially meet these needs. They may be insufficiently coordinated with each other, which sometimes leads to duplication or even inconsistency in the support offered to farmers and other innovating actors in the value chain or strategic geographical locations.

CDAIS has two objectives regarding organisational capacity strengthening: (i) to test a methodology to analyse the capacities of an organisation in its provision of ISS; and (ii) to develop an approach and the activities needed to strengthen

organisational capacity to deliver ISS. The first also requires an understanding of the specific roles, strengths and weakness of the organisations in the context of AIS. This capacity strengthening may require internal transformation of the organisation, in the way it manages its skills, its knowledge and its relationships with the outside world (clients, partners, suppliers, etc.). It may lead to challenges to the organisation's management style or strategic choices. The process – i.e. its objectives, limitations and possible results – can raise sensitive issues and must, therefore, be well defined and agreed together with the management of the organisation.

This guide describes possible outcomes according to different situations that characterise the organisation. Are ISS and potential clients well identified and defined? Is the organisation already engaged in strategic thinking about its services? Is the management style conducive to participatory diagnostic approaches? Depending on the situations encountered, it will be possible to focus on certain aspects of the organisation's operations and/or services using appropriate participatory diagnostic tools. Box 2 identifies the key elements of organisational analysis required to anchor the capacity-strengthening process within the organisation.

Box 1.

What are innovation support services?

ISS are activities conducted between or among providers and beneficiaries through regular interaction to address a specific demand emerging from a joint analysis of a situation (Faure et al., 2012). ISS are required by different actors in an innovation process. They vary in form and type. They provide innovative solutions - e.g. for the creation or adoption of new products or the development of improved processes that enhance the social and economic situation of farmers. They often consist of a brokerage or facilitation role, helping different stakeholders come together around a specific issue and work together towards a collective solution.

An ISS provider is an organisation that provides these services. As such, they are engaged in the innovation process and, therefore, are an integral actor in the innovation system (at local or national level) that enables that process. ISS can be provided by public-sector agencies, private-sector companies, non-governmental organisations and/or farmer-based organisations. The concept of providing a range of ISS to farmers and other actors to find innovative solutions contrasts with the linear agricultural innovation model, which assumes that innovative knowledge and technologies are generated by science, operationalised and disseminated by advisory services and adopted and implemented by farmers (Faure et al., 2017).

Box 2.

Participatory organisational analysis anchors the coaching process to enable organisations to develop or strengthen their innovation support services

Purpose: The purpose of organisational analysis is to assist the organisation to build a common understanding of the strengths and weaknesses of its ISS in the national context and a common vision of opportunities for developing or improving its ISS and the corresponding capacity-building needs.

Implementation methods: The analysis is conducted by an external team of National Innovation Facilitators (NIFs) in close collaboration with the organisation's management. They operate on the basis of agreed objectives and desired results from the process.

Contractual: The organisation must adhere to the approach, validate the tools to be used and commit to providing the information and resource persons needed to carry out the process. In turn, the external team commits to validate the stages of the process with the management team and to provide all the results acquired.

Key principles: The involvement of the management team from beginning to end, as well as the trust placed in the team of consultants in the choice of tools and the steps to be taken, are essential to achieve the objectives and ensure ownership of the results.

Products: The main products are an internal action plan for the organisation that can be deployed by the agents concerned, and a support plan for the CDAIS project

Evolving organisations

For the purpose of CDAIS organisational diagnosis, we use the map of organisations developed by Brian Stanfield in his book *The Art of Focused Conversation* published in 2000. He used eight variables to differentiate four types of organisations (see Figure 1). This provides a quick overview of an organisation's current status and potential.

Organisations across the world evolve differently, and some change significantly, i.e. from a learning organisation to a virtual organisation, to a network organisation, to a holocratic organisation and to a 'wirearchy' organisation, that has 'a dynamic two-way flow of power and authority based on knowledge, trust, credibility and a focus on results, enabled by interconnected people and technology' (see www.wirearchy.com/what-is-wirearchy). Ideally, an ISS provider should take steps towards wirearchy – picking up characteristics (Figure 2) that are deemed to help them become a better 'fit' with their needs or to be flexible, evolving from current to future needs. ISS organisations should be able to operate in a more networked world, with small teams or sub-units able to act autonomously to solve

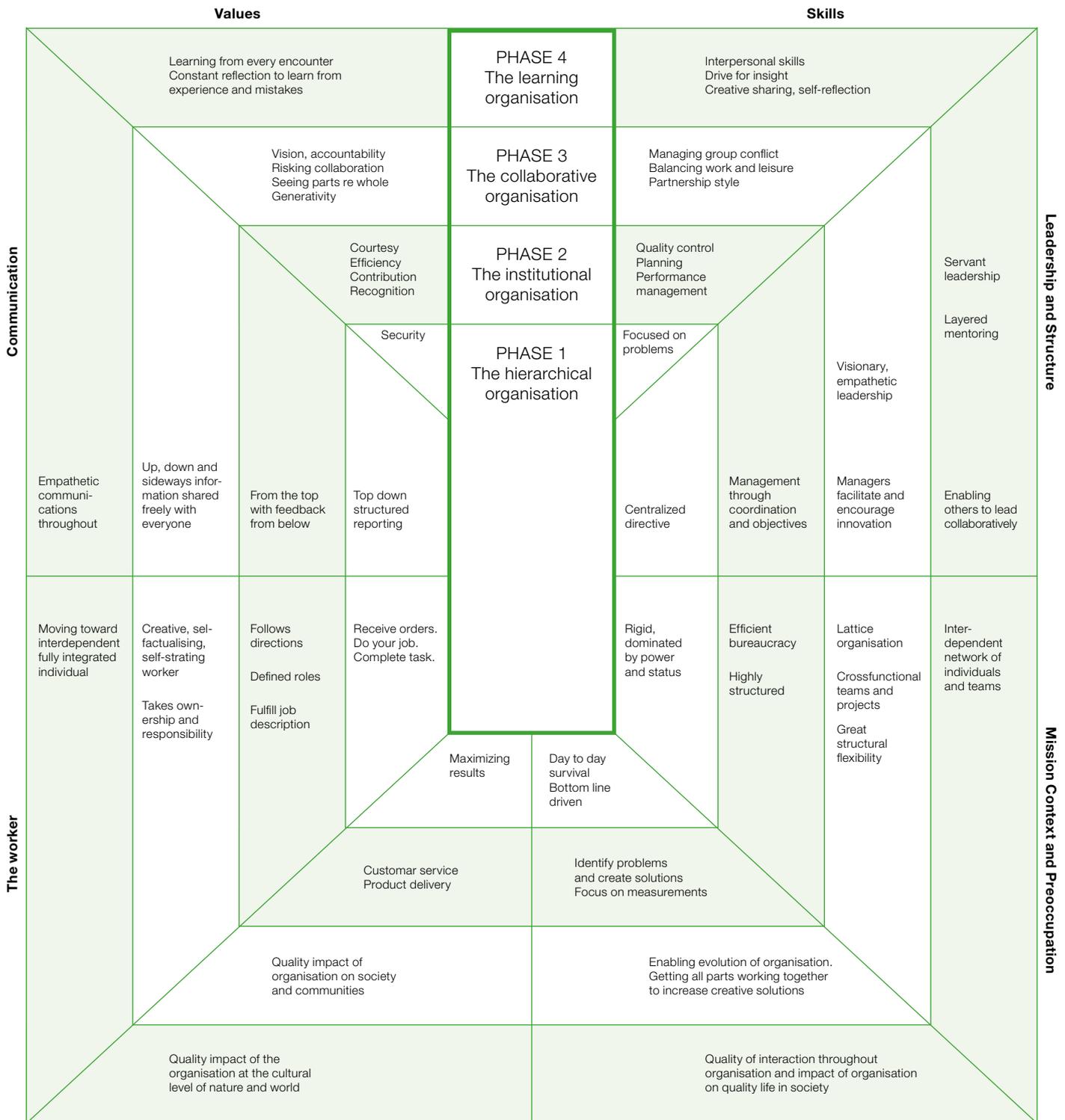
problems by having high connectivity and acting in a webby non-linear manner. The culture and behaviour patterns of this type of organisation are seen as:

- collaborative learning;
- high connectivity;
- lots of cross-team work;
- leveraging collective intelligence;
- building entrepreneurial behaviour;
- clear boundaries but high levels of experimentation and bounded autonomy;
- and setting up conditions and processes to breed agility and a high degree of adaptability with rapid prototyping and feedback, but without sacrificing the back room structure and support for quality standards.

This type of organisation is characterised by a high level of relational orientation among the system players. Elements of these characteristics have been pioneered and adapted by many information and communications technology (ICT) organisations for over a decade, and different aspects have been proven to work (Cheung-Judge and Holbeche, 2017).

PART 1 – INNOVATION SUPPORT SERVICES

Figure 1. Map of organisations



Source: R. Brian Stanfield, *The Art of Focused Conversation* (2000)

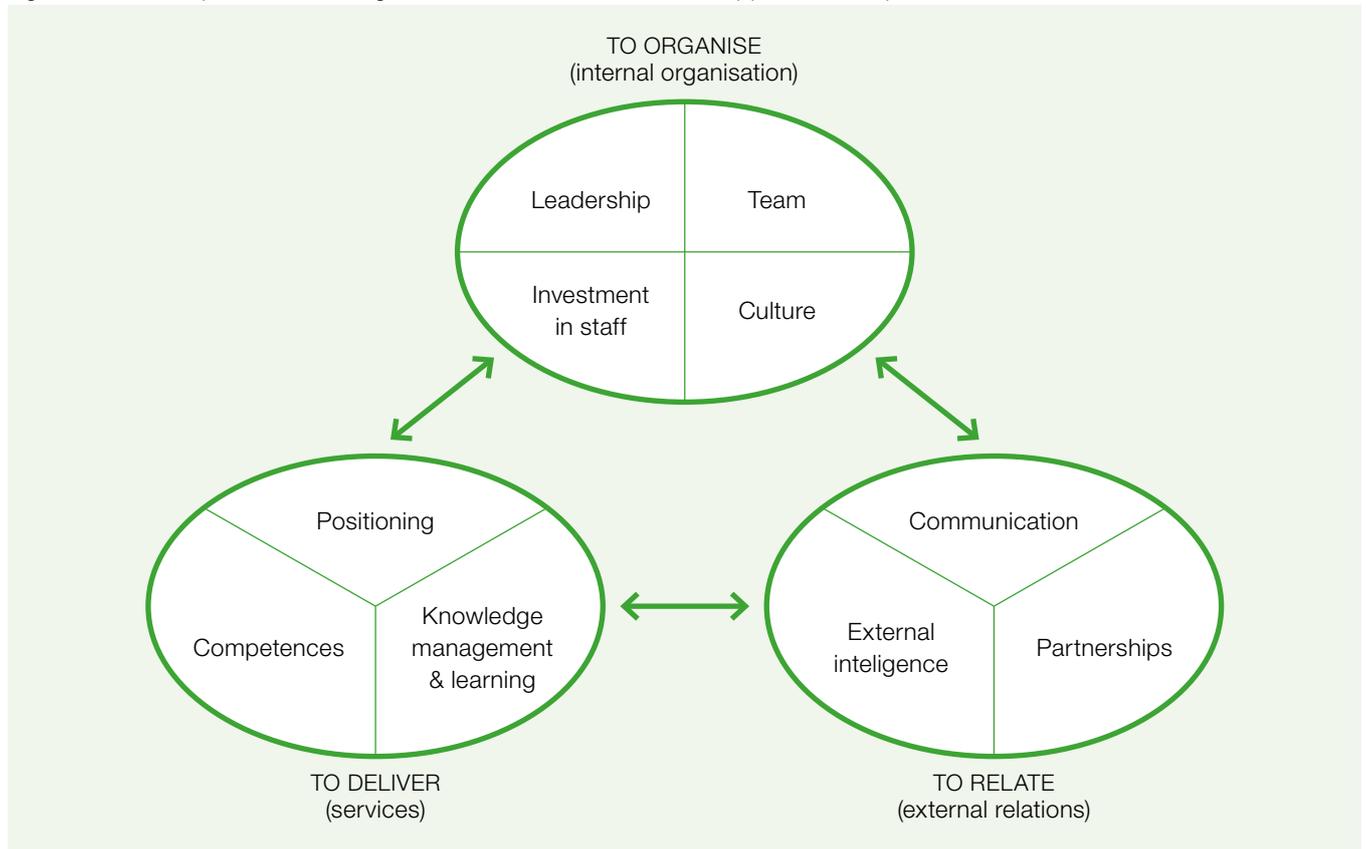
PART 1 – INNOVATION SUPPORT SERVICES

Figure 2. Wirearchy organisation = Hierarchies + Communities + Networks



Source: Jarcho.com

Figure 3. Three capacities of an organisation that is an innovation support service provider



What is an organisation that provides support services to innovation?

An organisation is defined as a set of people who have regular and predictable relations between them. Many organisations are composed of employees who work in the same place and are directly under the authority of the same director. In some cases, the members of the organisation are geographically dispersed, as in departments of a ministry or a university. This distance between members of the same structure makes the existence of mechanisms that lead them to work in a coordinated way even more necessary.

In the agricultural sector, organisations can be diverse entities such as the department of a ministry or an association, a producer organisation, the local office of an international non-governmental organisation (NGO) with headquarters abroad. Large organisations can have units or teams that can be considered (from the perspective of the CDAIS process) as an organisation within, if the employees have some higher and clear objectives, operate (semi-) autonomously and have a unique operational structure to be able to reflect and act effectively and efficiently towards an identified challenge or opportunity. Some organisations may, however, have specific aspects that must be considered during the CDAIS organisational capacity-strengthening process. For example, public and quasi-public organisations have public service requirements, organisational traditions and a specific governance structure – e.g. decision-making and delegation authorities.

For the purpose of CDAIS, an organisation that provides ISS should be able to evolve to meet the current and future needs of the environment as shown in Figure 2 and as described in the previous section.

What are the innovation support services for innovation niche partnerships?

It is recognised that for agricultural innovation to be adequately supported, it is necessary to reconceptualise consulting services as a wide range of innovation support services (Christopolos, 2010; Leeuwis and van den Ban, 2004). These services should be provided in response to the needs expressed by the actors in the innovation niche partnerships and thus cover a varied range of services. The literature identifies a variety of such support service needs, including: access to knowledge and technologies; building entrepreneurial capacity; building partnerships within innovation networks; facilitating learning by doing and experiences; the organisation of farmers; and the mediation of conflicts (Christopolos, 2010; Klerkx and Leeuwis, 2008; Rivera and Sulaiman, 2009).

Coordinating these services and their suitability with the evolving needs of innovating actors is recognised as an especially important challenge in developing countries, where the agricultural sector is often hampered by various sociotechnical and institutional blockages (Hounkonnou et al., 2012; Poulton et al., 2010; World Bank 2007). The ‘facilitators’ or ‘intermediaries’ of innovation have a potential role to play in coordination and ensuring its relevance (Klerkx and Leeuwis 2008; Leeuwis and Aarts, 2011). Some organisations even specialise in providing step-by-step support for innovation project leaders, such as agricultural incubation centres, agricultural innovation centres or NGOs in agricultural development.

Based on a diagnosis of capacity-building needs in six innovation niche partnerships in Burkina Faso, there are key stages at which innovation support needs can differ (Toillier et al., 2018). These include support for the emergence of the innovation niche partnership, structuring to learn and create collaboratively and hence to express their own innovation support needs; support for expansion to mobilise missing or insufficient resources (human resources, financial); and support to link to key players to engage in strategic and policy processes and facilitate the scaling up of innovation (see Table 1).

PART 1 – INNOVATION SUPPORT SERVICES

Table 1. Examples of innovation support services (derived from CDAIS-Burkina Faso)

ISS and examples of activities	Examples of ISS providers	
	<i>Without coordinating the different ISS</i>	<i>Integrating and coordinating the different ISS</i>
1. Promoting innovation communities		
<ul style="list-style-type: none"> • Communicate and raise awareness about innovations (solutions) or social issues (problems) • Create/design spaces • Stimulate the collective production of new ideas: exposure to new knowledge, confronting paradoxes, peer exchanges • Organise reflection and exchange of ideas 	<ul style="list-style-type: none"> • NGOs organising science-society forums (www.soscience.org) • Co-working spaces e.g. FabLab, providing alternative spaces for experimentation and meetings: co-working spaces • The State offering incentive instruments: competitions and prizes for innovative projects led by pioneers 	<ul style="list-style-type: none"> • Action research projects through partnerships or co-design of innovations by research teams • Scientific and technical training institutes or innovation centres offer support programmes for project leaders
2. Supporting/catalysing innovations in communities		
<ul style="list-style-type: none"> • Promote collaborative leadership • Help in planning • Open organisations to the outside and encourage participatory learning • Provide methods and tools for exploration or exploitation 		<ul style="list-style-type: none"> • Projects to build capacities of actors • Projects on the participatory development of innovation • Agents on communicating tailor-made tools for development.
3. Creating partnerships with ISS for experimentation and development		
<ul style="list-style-type: none"> • Help formulate support and funding needs • Help identify donors and support service providers • Organise opportunities for exchanges or meetings between demand and supply • Create mutual trust • Help contractualisation or formalisation of partnerships 	<ul style="list-style-type: none"> • Technopoles (zone or dedicated location for technology companies), zones or areas for integrated development • NGOs organising innovation fairs, business-to-business, innovation markets • NGOs organising science-society forums • NGOs organising crowdfunding 	<ul style="list-style-type: none"> • Business clusters within a territory • Incubators offering support programmes for companies/start-ups • Projects or NGOs developing research-oriented multi-stakeholder innovation platforms and co-design of innovation • Private agencies or organisations offering tailor-made support for innovative projects
4. Creating mechanisms for exchange and coordination for scaling up		
<ul style="list-style-type: none"> • Identify the key actors of change • Make them aware of the importance of innovation • Organise opportunities for discussion and meetings among leaders of innovations 	<ul style="list-style-type: none"> • NGOs organising policy round tables to facilitate the creation of policies and standards supporting innovations • NGOs or public services organising public forums to showcase innovative experiences 	<ul style="list-style-type: none"> • Projects or NGOs developing innovation platforms oriented towards coordination of actors • Extension organisations or agencies improving capacities and knowledge on innovative experiences

What are the organisational capacities for ISS?

For an organisation to deliver ISS, it should have three main capacities: to organise, to deliver and to relate (see Figure 3). An organisation with adequate capacities in this area can respond to the needs of and engage with actors in an innovative process. These capacities are further explained as follows.

- **To organise:** This is the organisation's internal operation relating to its identity (e.g. *raison d'être*, vision, values, missions, memory), its capital (e.g. financial and material human resources) and its formal and informal structures (e.g. routines, procedures, systems for exchange of information).
- **To relate:** This relates to the organisation's relationships with the outside world. It is a question of seeing if the organisation is dependent on or independent of the other actors, if it has influence over them, if it has an affirmed legitimacy, if it frequently exchanges information with the outside world and the nature of these exchanges.
- **To deliver:** These are the organisation's services and products – i.e. the technical know-how, and the relevance, effectiveness and sustainability of the ISS developed by the organisation.

What is an organisation coaching process?

A standard organisational diagnosis evaluates an organisation's 'state of health' to identify possible dysfunction, define corrective actions and optimise working methods. In the case of CDAIS, this concept is broadened from a directive methodology to a more engaging, consultative and pragmatic process. The CDAIS organisation coaching process has different objectives and uses different methods or tools. The objective is to assist organisations to identify ways of strengthening their provision of innovation support services, and strengthen the capacities of the organisation based on available resources as well as on the current needs of its stakeholders or partners. The process requires that the organisation's management is fully engaged from the beginning and throughout the process, to enable the organisation to continuously evolve in the future in response to its environment.

The organisation coaching process has to be useful to the organisation itself. It is integral to the functioning of the organisation and is conducted in good faith, as agreed with the management team, in response to an expressed demand. It is a process decided by the management team – i.e. to engage in an initial assessment to develop or strengthen the organisation's capacity to provide ISS. Therefore, it is important for CDAIS to have selection criteria to identify these organisations. This set of criteria is based on the context of the country. It takes into account the relevance of the organisation, as well as its capacity to deliver ISS. This preliminary selection process looks into potential conflicts of interest, risks of non-confidentiality and any lack of trust or basic skills.

Generally, the organisation coaching process has several stages and steps to allow continuous reflection and refinement (integrating learning). The process can be complex; therefore, it requires the engagement of relevant and pragmatic individuals to pilot the initial stage of consultations, analysis and drafting recommendations, with a clear action plan to achieve the agreed objectives.

The initial stage of the coaching process comprises of an organisational analysis that (i) assists the members of the organisation to take a fresh look at their organisation, its role in the agricultural innovation system and its prospects for development; (ii) identifies the organisation's strengths and weaknesses in supporting innovation in agriculture; and (iii) helps individuals in the organisation to reflect about their issues, according to their internal and external context – i.e. what are the priorities and changes required to improve services, better respond to demand or become more influential or better recognised in the field of agricultural innovation?

This is followed by participatory consultation to define the organisation's vision or priority objectives of becoming an ISS provider, followed by supporting actions (based on the coaching plans) to strengthen the organisation's ISS capacities. The coaching plan could list several activities that cannot be undertaken by a single entity or a single source of funding. Therefore, it is beneficial if the coaching plan is shared with other organisations or investors that can provide complementary funds or resources. The CDAIS project is expected to meet some of these needs by funding capacity-development actions and developing a coaching plan to monitor and evaluate the progress made by the organisation.

The CDAIS organisation coaching process can be broken down into four stages, which are further described in Part 2 of this guide. It contains the 'how' of the coaching process.

PART 2

Step-by-step guide to the organisation coaching process

The four stages of an organisation coaching process

CDAIS proposes four stages to strengthen the capacities of organisations that deliver ISS:



To ensure an effective and pragmatic approach to strengthening the ISS capacities of an organisation, it is proposed that the first stage comprises preparation to ensure that the relevant organisations are selected and the capacities of facilitators are developed to lead the process in each organisation. The second stage is to conduct an organisational analysis. The third stage is to undertake participatory consultation to formulate the organisation's vision as an ISS and develop a coaching plan. The fourth stage is the implementation of actions (supporting actions) with integrated reflection and refinement events or moments.

At each of the four stages it is important to ensure quality change within the organisation. The process should also take into account six major contextual variables (Rondeau, 2002) to determine: (i) the complexity of the change to be made; (ii) the legitimacy of the change; (iii) the level of inertia; (iv) the availability of resources; (v) the pressures of the environment; and (vi) the support of relevant groups. Inertia is linked to the organisation's openness and flexibility to its environment while preserving its own strengths, its operation and its basic nature. The inertia of an organisation is linked to its historical changes. That is, the more an organisation has made changes in the past, the more likely it is to succeed in future (i.e. it has the ability to evolve). The agents of change are usually members of senior management, who have the strategic role necessary for change, the people or teams that bring change into action, and the different people affected by the change (target group).

The main objective of the CDAIS organisational coaching process is to assist organisations to identify ways of strengthening their ISS and propose accompanying actions.

Below are a few examples of how the project supports the capacity strengthening of organisations:

- Sharing the tools and methods that will strengthen individuals' skills to perform their tasks

- Training relevant staff on specific approaches to support innovation systems
- Making the teams aware of the support services for innovations
- Facilitating partnerships – e.g. connecting complementary organisations.

The process creates awareness about ISS capacities, initiates needed changes, lays foundations for collective analysis and co develops action plans action plans for implementation used in various units in the organisation. The organisation coaching plan will also include 'progress markers' to track and evaluate progress in the organisational transformation (integrated reflection and learning).

Key elements of the organisation coaching process

- The purpose/objectives of organisation coaching are developed together with the organisations concerned by determining strengths and weaknesses in the provision of ISS, with visions and actions in strengthening capacity jointly defined. It is important to choose the right set of actors to be involved in the initiative
- **The results/outputs of the process** could be an internal action plan and a coaching plan for the CDAIS project.
- **A team of facilitators** (internal staff/external consultants) works closely with the management of the organisation.
- **The organisation agrees with the process** and is willing to share information and allow key staff to participate. The facilitation team interacts regularly with management to validate actions and results at each stage of the process.

STAGE 1

Preparing the organisation coaching process

The results of the coaching process will depend on the engagement of the organisation, the knowledge and skills of the facilitation team as well as detailed joint planning of the process. The buy-in and commitment of the management of the organisation is critical. Change (if needed) cannot be made if the management and individuals within the organisation are not involved in the process. Therefore, the organisations has to be selected based on joint analysis and decision.

The team of individuals assigned to facilitate the process, has to have the profile and background related to the coaching process and ISS. At the same time, they should have support within the organisation as well as among themselves throughout the process. They are selected based on agreed criteria.

Joint planning is critical. This is the consolidation of ideas, vision and commitment of individuals involved in the process.

Given the above, preparatory steps before initiating the coaching process are critical. These are described below.

- **Step 1** Selecting organisations
- **Step 2** Facilitators selected & engaged
- **Step 3** Facilitators' training
- **Step 4** Work plan

Stage 1 / Step 1 Selecting Organisations

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> To identify two or three organisations to be supported by the project through a coaching process to become an ISS provider 	<ul style="list-style-type: none"> List of organisations selected for the ISS coaching process 	<p>Lead actors</p> <ul style="list-style-type: none"> NPC Lead NIF organisation <p>Support</p> <ul style="list-style-type: none"> AFP NPC <p>Participants</p> <ul style="list-style-type: none"> Head of the selected organisation

In CDAIS, the main element of preparation was the identification and selection of organisations in each country to be engaged in the coaching process. Key criteria used to identify organisations included:

- a national innovation support mandate recognised within the CDAIS project (e.g. as evidenced in the inception workshop in each country, or as a member of the CDAIS project taskforce in each country); and
- a (potential) role in participating in a national platform for supporting innovation in agriculture, structuring and operating the learning space and/or influencing policy processes for capacity building in agricultural innovation systems in the country.

Additional criteria used in CDAIS for an organisation to engage in the coaching process included:

- the ability to play a role in supporting one or more of the innovation niche partnerships in each country, selected by the CDAIS project;
- participation in CDAIS project events (e.g. inception workshop, capacity needs assessment, technical advisory group/taskforce, marketplace, policy dialogues);
- emerging as a key actor from the functional capacity needs assessments of the innovation niche/cluster partnerships;
- sustainability, with a minimum risk of being dissolved or closed;
- validation of interest by the management of the organisation, and that:
 - they have understood the CDAIS approach, its concepts and participatory process,
 - they have provided elements describing their activities or projects, in line with the definition of ISS,
 - they have provided information about operational or strategic elements of their organisation that demonstrate the potential of the process to strengthen their capacities,
 - they are willing to host an external evaluation team,
 - the results expected by the organisation are in line with the expectations of the CDAIS project,
 - the CDAIS project schedule is in line with the organisation's availability.

Stage 1 / Step 2 Facilitators selected and engaged

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> Identify at least three to six facilitators to accompany each organisation in the coaching process 	<ul style="list-style-type: none"> List of individuals with profiles that fit the requirements as listed below 	<p>Lead actors</p> <ul style="list-style-type: none"> AFP NPC/CPM <p>Support</p> <ul style="list-style-type: none"> Global team

The facilitators of the coaching process should be engaged with clear terms of reference. Ideally a lead facilitator is engaged to coordinate the activities and ensure that the global methodology is adapted to the country context and used accordingly. Facilitators must have adequate resources to conduct the process, can gather, store and share data, and can write and share reports.

General profile of facilitators:

- Five to ten years of experience in the agricultural sector
- Knowledge of agricultural innovation systems in the country
- Knowledge of the CDAIS project
- Experience in organisational development
- Experience in participatory processes in research, extension or business.

The facilitators have the following responsibilities:

- Engage with the assigned organisations, especially the relevant people within the organisations
- Experienced and yet willing to learn more on facilitating an organisation to become an ISS provider
- Actively engage with other CDAIS facilitators, including the facilitators of innovation niche partnerships
- Collect data and information required for the four stages of the organisation coaching process
- Write reports of events conducted related to the process
- Work closely with the lead facilitator and the Agrinatura Focal Person (AFP).

Stage 1 / Step 3 Facilitators' training

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> Facilitators are trained to understand the coaching process and use the package of tools 	<ul style="list-style-type: none"> Facilitators with action plans to accompany the selected organisations 	<p>Lead actors</p> <ul style="list-style-type: none"> AFP Global team (if available) <p>Support</p> <ul style="list-style-type: none"> NPC CPM <p>Participants:</p> <ul style="list-style-type: none"> selected NIFs for organisation representatives of the selected organisation

Facilitators conducting the analysis are trained to use this guide and to understand the concepts and tools.

The facilitators will conduct the following activities:

- Brief introduction on CDAIS project (its objectives, activities, tools and teams)
- Brief update on country activities (where the project is coming from and what it has done so far)
- A quick refresher on the concept of agricultural innovation systems
- Introduction to the concept of ISS (definition and examples/exercises – to integrate into individual knowledge/understanding on how ISS applies to them or the organisation)
- An overview of the organisation coaching process (why and what) – defining the three capacity domains of ISS organisations

- Presentation of the organisations selected to be accompanied in strengthening their ISS capacities (who and why – including the selection criteria)
- Understanding and learning the four stages of conducting the coaching process (presentations, exercises)
- Understanding and learning the roles of facilitators in the process
- Learning the skills of interviewing people for the organisation coaching process
- Reviewing and adapting the interview questionnaires, understand the scoring and tools for analysing data
- Joint planning (roles, responsibilities, resources, timeframe).

(For a generic programme of the training, see Annex 1).

Stage 1 / Step 4 Work plan drafted and agreed by the CDAIS country team

After the training, the country team should agree on a work plan and a budget for conducting the coaching process for the organisation. This work plan should be realistic in terms of concrete activities, timing, the people engaged and their responsibilities, and the budget. A sample form of this work plan is shown below.

Table 2. Work plan and budget for an organisation coaching process

Steps	Activities	Responsibilities	Resources	Timeframe
Step 0. Management buy-in	<ul style="list-style-type: none"> Write letters to organisations Engage facilitators 	AFPs, CPM	0	2–3 weeks
Step 1. Kick-off workshop	<ul style="list-style-type: none"> Agree on participants to be invited Prepare logistics Prepare programme 	Lead Facilitator, CPM, AFP	Per diems	1 day
Step 2. Individual interviews	<ul style="list-style-type: none"> Make appointments with people to be interviewed Print interview guide Print flyers about the project 	Facilitators	Transport budget	1 month
Step 3. Data and information analysis	<ul style="list-style-type: none"> Collect all the data sheets used during the interviews Input the data into an Excel file Meet with the country team and discuss the results Agree on the way forward 	Facilitators, AFP, Monitoring, Evaluation and Learning (MEL) focal person	Per diems	2 weeks

STAGE 2

Organisational analysis

The strengthening of the organisation's capacity as ISS will depend on a joint analysis of its gaps and potential based on current challenges and opportunities. The Stage 2 provides details on this analysis composed of four steps:

- **Step 0** Management buy-in
- **Step 1** Kick-off workshop
- **Step 2** Rapid assessment through individual interviews
- **Step 3** Data and information analysis

Stage 2 / Step 0 Management buy-in

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<p>For the management team</p> <ul style="list-style-type: none"> • To understand the CDAIS approaches, context, objectives • To understand the participatory dimension of the analysis • To understand the objectives and expected results of the analysis • To understand the support needed by the facilitation team • To agree on the resources involved, timing and deadlines <p>For the facilitation team</p> <ul style="list-style-type: none"> • To know the context of the organisation • The reason for engaging in the process (e.g. is the organisation in the process of revising its strategy or developing new ISS?) 	<ul style="list-style-type: none"> • An organisational profile to present the organisation, filled in by the executive team • An agreement by the management team to engage in the process through a formal written collaboration agreement • A shared agreement on the expected results and implementation modalities documented in a work plan • A list of people (names and contacts) to interview (if individual interviews are accepted) • A list of people (names and contacts) to mobilise for a collective workshop 	<p>Lead actors</p> <ul style="list-style-type: none"> • NPC • Lead NIF organisation <p>Support</p> <ul style="list-style-type: none"> • AFP • NPC <p>Participants</p> <ul style="list-style-type: none"> • Head of the selected organisation

This step is the preparatory engagement of the facilitation team with the organisation's management. The main objective is for the management of the selected organisation to confirm they are interested in and committed to the process. This step has two perspectives – i.e. the management of the selected organisation and the facilitation team that will conduct the process. The management should understand the concepts and process of the CDAIS capacity-strengthening programme. The facilitation team should understand the context of the organisation and gain a general understanding of the management style and organisation strategy and its capacities related to ISS.

This step should enable the facilitation team to assess the type of organisation and gain general knowledge of it as an ISS provider – e.g. Is the organisation open to self-criticism? Are there tensions inside the organisation? Are the people identified interested and available to engage in the process? Is there sufficient knowledge of ISS in the organisation to provide pertinent information? Is there regular or continuous strategic reflection and action?

The management should see the advantage or benefit of the process – e.g. strengthening the organisation. The different stages of the process should be clear – i.e. participation, interviews, workshops, information to collect, joint analysis.

During this step, the facilitation team should also manage the expectations of the organisation's staff and keep them realistic. At the end of this step, the CDAIS facilitation team should be able to determine the next steps of the process.

- If management is hesitant about engaging in the process, it is advisable not to conduct individual interviews; instead, conduct a participatory workshop to create greater awareness of agricultural innovation systems, ISS and the participatory process of organisational strengthening. Consider organising a participatory training session on agricultural innovation systems approaches before conducting the kick-off workshop.
- If the management is keen and confirms its engagement in and commitment to the process, individual interviews can be conducted with an agreed list of staff. The kick-off workshop and interviews are conducted.
- If the organisation is conducting its own organisational analysis or restructuring, discuss with management if the CDAIS facilitation team can interact and engage with the team in the restructuring process. The CDAIS facilitation team can then determine if the CDAIS organisation coaching process is complementary, different or opposing. This analysis will determine whether the CDAIS process can continue or not.
- If an ISS unit or department is about to be established within an organisation, ask the management if the facilitation team can add value to establishing the unit.

Stage 2 / Step 0 Management buy-in

If the unit or department is being established in response to an identified challenge or opportunity, try to analyse and understand the situation.

- If the organisation has a national mandate with hundreds of employees, select the most relevant unit/department to work with. Together with the management, identify the unit/department close to the concept or idea of ISS.
- If the list of staff to be engaged in the process is selected, identify or analyse their boundaries or limitations. It is important to have the support of the management throughout the entire process, from start to finish.

Preparations

1. Ask for a meeting with the management. Ask for an appointment with the head of the selected organisation. This could be the Director, Director General, Manager or Team Leader.
2. Print CDAIS global and country flyers.
3. Print Tool 1 and Tool 2 (see <https://cdais.net/guides-manuals>).

Activities

At the meeting with the management:

1. Topics to discuss with the management
 - a. Introduce the project and its progress to date (bring the CDAIS country flyer).
 - b. Explain the organisational coaching process (use the information in the introduction of this guide) and why an organisation analysis might be needed.
2. Things to do
 - a. Complete Tool 1 and sign Tool 2.
 - b. Agree on the programme to conduct the organisation coaching process.

Using Tool 1: Profiling the organisation

Tool 1 gathers basic information about the organisation.

The form contains four sections:

- Section 1. General information about the organisation – e.g. country, name of contact, type of organisation, etc. The information required in this section can be gathered before visiting the organisation. At the meeting the management should confirm or validate it.
- Section 2. General management and staff overview – e.g. historic records of the composition of the management team, number of administrative personnel, total staff (permanent and temporary)
- Section 3. Geographical location and coverage
- Section 4. General information on innovation support services. Ask the questions stated in this section based on the context of the organisation and the meeting.

Using Tool 2: Collaborative agreement to conduct the organisation coaching process

Tool 2 is signed after the preliminary discussion and if the organisation is convinced that it wants to participate in the process. Tool 2 is a formal document that the head of the organisation signs along with the Project Representative in the country. It describes the organisation coaching process – i.e. objectives, expected results, methodology used, roles and responsibilities of the CDAIS facilitation team, organisation, timeframe, terms of termination, etc.

What to do if...

The executive team is reluctant to open its organisation up to the team	Reassure them about the privacy of the results and the anonymity of questionnaires, and refer to the convention.
The executive team is afraid its workers may not give the 'right' answers	Clarify that there are no 'right' or 'wrong' answers.
The executive team is afraid of releasing the results during the final workshop	Organise the final workshop jointly with the management team. Ensure that they understand the objectives and expected outputs/results of each session.
The executive refuses to participate in the process	Withdraw the process.

Stage 2 / Step 1 Kick-off meeting (or focus group discussion)

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> Gain a shared understanding of the process – e.g. key elements of the process, key success factors, methods to be used and plan of operation 	<ul style="list-style-type: none"> Work plan for conducting the coaching process Appointments for individual interviews Dates for each stage of the process 	<p>Lead actors</p> <ul style="list-style-type: none"> Lead Facilitator organisation NPC/CPM <p>Support</p> <ul style="list-style-type: none"> AFP <p>Participants</p> <ul style="list-style-type: none"> Management and staff of the organisation concerned

Preparations

1. Agree with the management and the facilitation team on the date and programme for the workshop.
2. Invite all the relevant staff as agreed with the management (include a member of the management team).
3. Print sheet 1 of Tool3 (interview guiding questions and data sheets). All other basic information about the project can be printed for sharing with the interviewees.

Activities

1. Conduct the meeting with the following agenda or programme (this could be one or more days depending on the agreement with the management or the perceived need of the organisation):
 - a. Introduce the objective of the CDAIS project
 - b. Share the organisation coaching process
 - c. Present and discuss the interview process (key principles, data management and analysis)
 - d. Present and discuss the programme for the organisation coaching process
 - e. Agree on the plan for each stage of the coaching process.
2. Evaluate the meeting based on two questions:
 - a. What went well?
 - b. What could be improved?

Output

1. Workshop report, including results of the workshop evaluation
2. List of people to be interviewed and the corresponding appointments.

Stage 2 / Step 2 Rapid organisational assessment through interviews

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> • To conduct a rapid assessment of the organisation's current capacity to provide ISS • To engage the relevant staff in self-analysis and co-development of an action plan to change or improve the organisation 	<ul style="list-style-type: none"> • General overview of the status of organisation as an ISS provider 	<p>Lead actors</p> <ul style="list-style-type: none"> • NIF organisation <p>Support</p> <ul style="list-style-type: none"> • AFP <p>Participants</p> <ul style="list-style-type: none"> • Staff of organisation

Preparations

1. The guiding questions (Tool 3 – go to <https://cdais.net/guides-manuals>) for the interview are reviewed and adapted to the country context (translate if needed). This should have been done during the facilitators' training on the organisation coaching process (see Stage 1. Step 3. Facilitators' training). At the end of the training, each individual facilitator will have a full understanding of the three domains of capacity and their elements, and the guiding questions.
2. Print sheet 1 of Tool 3 (interview guiding questions and data sheets – find it at <https://cdais.net/guides-manuals>). All other basic information about the project can be printed for sharing with the interviewees.
3. Each facilitator who will conduct the interview understands their responsibilities – i.e.:
 - a. Understand and internalise the coaching process for the organisation – i.e. objectives, expected outputs/results and the roles and responsibilities of the team in the process
 - b. Have the skills to conduct a one-to-one individual interview in the organisation
 - c. Read and understand each question before conducting the interview. If needed, each facilitator creates notes to guide him/her in the interview process
 - d. Understand the logic of scoring (see Tool 3: Excel sheet 'scoring guide')
 - e. Knows how to take notes and store the information in the Excel sheet and database
 - f. Knows the name of the people he or she will interview – e.g. location, telephone number.
4. Review the list of people to be interviewed. Ensure that each facilitator is assigned to somebody in the list. Make appointments with interviewees.
5. Agree on how the interview is to be conducted (either by a team, pairs of facilitators or one to one) among the CDAIS team members. Ideally a pair of facilitators will conduct the interview, with one asking questions and the other taking notes. Assign NIFs to organisations or people to be interviewed within the organisations.

Activities

1. Conduct interviews using sheet 1 of Tool 3: 'interview guide'. While conducting interviews ensure that:
 - a. the conversation focuses on the topic at hand – i.e. strengthening the capacity of the organisation to provide ISS. Ask questions using the guiding questions presented;
 - b. the conversation flows and is engaging, to allow free exchange of ideas and information. Avoid static or rigid questions posed directly from the questions listed. Ask open questions;
 - c. there are two ways to record the responses:
 - i. Allocating the response a score between 0 and 4, with 1 being the lowest. Note that such scoring remains biased based on individual perception of the responses. It is also influenced by different factors such as the environment and the interviewee's profile and analytical capacities.
 - ii. Capturing a quote that best explains the response. This is noted or written in the column beside the score. This is very critical as supporting information for the reason or logic for the scores; and
 - d. the information shared during the interview or conversation is registered according to the global data sheets and stored in an agreed database for easy access by all (in the case of CDAIS, <http://capacity.community> was used).
2. Review the organisation's key documents – e.g. strategic document, operational plan, annual reports, etc.
3. Analyse the responses together with the literature review. Enter the data in Tool 3, sheet 'Data & Graphs' (find it at <https://cdais.net/guides-manuals>).

Stage 2 / Step 2 Rapid organisational assessment through interviews

Using Tool 3: Individual interviews

Tool 3 is a tool for carrying out the organisational analysis. It covers the three domains of capacities for ISS organisations – i.e. to organise themselves, to relate to others and to deliver ISS. Each domain is further subdivided into elements. Each element has suggested criteria that could be adapted based on the country context. Each criterion has suggested questions to be adapted for the country context and used accordingly. There are 31 guiding questions for the interview.

Tool 3 is an Excel file. The sheet titled 'interview guide' must be printed for use during the individual interview. Each response is analysed and allocated a score of 0 to 4:

- 0** = not possible to evaluate. The responses are not provided or are impossible to confirm or verify
- 1** = insufficient. The response is 'no', negative, non-existent, not correctly used, not clear, not sufficient
- 2** = sufficient. The response is 'yes' with conditions – i.e. approximately, operational but could be improved, used but not maximised
- 3** = good. The response is 'yes', it exists, is used, results are satisfactory, the organisation is in the process of improving
- 4** = excellent. The response is 'yes', it exists, is used, operational with very satisfying results, there is no need for change.

The proposed categories will depend on the context in which they are used by the team in the organisation and country. It is most important that the team members agree on the categories of scores and are able to allocate these scores to the responses. Considering that the scores remain subjective, it is important that 'quotes' or qualifying comments from the interviewees are captured and noted in the column beside the scores.

After the interview, the notes are compared with the information obtained from the literature review. Scores are given using the 'score guide' found in one of the sheets of the Excel file.

Stage 2 / Step 3 Data and information analysis

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> Review the data and information gathered during the interview Input the data into Tool 3 (Excel file) Write a summary analysis of the results 	<ul style="list-style-type: none"> Semi-quantified analysis of strengths and weaknesses of the organisation to offer ISS 	<p>Lead actors</p> <ul style="list-style-type: none"> Lead NIF organisation <p>Support</p> <ul style="list-style-type: none"> AFP <p>Participants</p> <ul style="list-style-type: none"> NIF organisation

Preparations

- Gather all the individual interview sheets for the organisation.
- Input the data (if in written format) into the Excel file called 'Tool 3' in the sheet called 'Data & Graphs'. Use the following as filenames: [country][organisation#][name of organisation][tool3_data].
- Store the files at <http://capacity.community>. Each country has an allocated file repository under the space 'MEL' – 'coaching plans – organisation' within their country spaces (Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos, Rwanda).
- The results of the organisational analysis are translated into simple graphs or a table – i.e.:
 - Graphic presentation of scores for the capacity domains and their elements using Excel graphs. This is based on the scores of 0 to 4 for each question posed.
 - Graphic presentation of quotes using tag clouds – e.g. 'Wordart' or any other easy-to-use, free applications. 'Wordart' (www.wordart.com) is a graphic presentation of the quotes captured during the interview. It shows different sizes of words or phrases depending on the number of times they were mentioned in the quotes.
 - Create a table as shown in Table 1.
- Using one or two of either the graphic or table presentations and the additional literature review, the facilitation team can present to the management the perceived strengths and weaknesses of the organisation's capacity to deliver ISS.

Stage 2 / Step 3 Data and information analysis

Table 3. Consolidated information from the rapid assessment

Domain	Elements	Criteria	Compo- site score (0-4)	% with a score of 3-4	% with a score of 1-2	Striking quotes to describe the score
TO ORGANISE	Leadership	Encourages ideas	2.6			Leaders engage in routine activities
		Participatory decision making	3.0			Discipline biased
		Inspirational	3.1			Poor facilitation skills
		Transparent	2.8			Some irregularities in periodic meetings of staff
	Team	Multidisciplinary	3.3			Weak linkage among departments (commodities)
		Knowledge shared	3.6			-
		Management of conflicts	3.0			Policy gaps in addressing supporting staff; poor at achievements-based evaluation.
	Investment in staff	Staff are motivated	2.5			Depends on the leadership
		Policies on staff development	3.1			Brain drain; limited publications; poor at building staff capacity
		Staff ownership of tasks and decisions	2.7			Limited confidence in risk taking in research
	Culture	Learns from experience	3.2			Poor documentation
		Collaboration/ partnerships	3.0			Limited budget; discipline biased
		Risk taking	3.0			Weak systematic and strategic support

Stage 2 / Step 3 Data and information analysis

Table 3. Consolidated information from the rapid assessment

Domain	Elements	Criteria	Compo- site score (0-4)	% with a score of 3-4	% with a score of 1-2	Striking quotes to describe the score
TO DELIVER	Positioning	Core service clear	4.0			-
		Networking	3.3			Weak follow-up and supervision
		Addresses client needs	3.1			Poor linkage to global experience
	Competence	Aware of gaps in services	2.9			-
		Availability of technical skills	2.7			Capacity gaps on gender issues
		Communications with clients	2.4			Inadequate budget for communications
	Knowledge Management	Documentation and sharing	3.2			Limitations in local languages
		Flexibility to feedback	3.0			Slow feedback due to limited facilitating and joint work
		Responsiveness to feedback	3.1			Long process
TO RELATE	Communication	Strategy availability and awareness	2.4			Draft strategy not shared to be owned; insufficient budget
		Adequacy of channels	2.7			Limited use due to budget constraints
		Feedback mechanism	3.1			Poor capacity on monitoring and evaluation
	External intelligence	Fit to policy context	3.2			-
		Knowledge of others to influence	3.5			Lower than expected
		Organisation with similar services/products	3.1			Very limited exposure
	Partnership	Complementarity with others	3.1			Given services to others and not the other way around
		Partnership agreements	3.2			Limited follow-up
		Attendance at strategic events	2.7			Very limited exposure outside the organisation

STAGE 3

Joint action planning

The coaching process relies on actions jointly identified and discussed by the organisation and the facilitators. This is based on the results of stages 1 and 2. The main objectives of this stage is to develop a shared vision and collective plan to strengthen capacities in ISS and initiate a dynamic atmosphere for change among the key actors in the organisation.

The results of the organisational analysis are used as one of the elements of the joint planning to strengthen the organisation's ISS capacities. The other element is engaging the management and relevant staff in consultations and discussions so that the process is owned by the organisation itself. The facilitation team has the responsibility to create a dynamic atmosphere for change (as needed). It is proposed that a participatory workshop is organised for each organisation, involving the management and key staff. To achieve the above objectives, the following steps are proposed:

- **Step 1.** Presentation of the results of the organisational analysis to the management
- **Step 2.** Participatory visioning and planning (workshop)
- **Step 3.** Consolidating information for the first coaching plan.

Stage 3 / Step 1 Presentation of the organisational analysis to management

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> Shared agreement between management and the CDAIS facilitation team on the next step of the organisation coaching process – i.e. design of the workshop 	<ul style="list-style-type: none"> Agreement on the workshop programme and a list of participants 	<p>Lead actors</p> <ul style="list-style-type: none"> Lead NIF organisation NIF assigned to the organisation <p>Support</p> <ul style="list-style-type: none"> AFP, CPM <p>Participants</p> <ul style="list-style-type: none"> Management of the organisation

Preparation

The CDAIS facilitation team consolidates the information from the organisational analysis. A summary report of the analysis is prepared containing the graphs and initial analysis based on the interviews and literature reviews.

Activities

1. Schedule a meeting with the management team to present the results of the organisational analysis.
2. Discuss with the management:
 - a. the results of the organisational analysis. These graphs/ figures and table are used as discussion points with the management. The results of the assessment are just an indication of the organisation's capacity as an ISS provider. It is not a complete assessment of the organisation as a whole, due to the small sample size. The initial results are presented to the management in preparation for the workshop with staff and organisation partners. The workshop programme and a list of participants are discussed and agreed with the management during this meeting;

- b. the workshop objectives, expected outputs and programme;
- c. the participants to be invited in the workshop (the respondents to the survey can be invited or not. Partners outside the unit or organisation can be invited or not); and
- d. the logistics of the workshop:
 - i. Dates and venue
 - ii. Roles and responsibilities
 - iii. Resources required and available.

Stage 3 / Step 2 Participatory visioning and planning

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> • To raise awareness of the need to strengthen the organisation as an ISS provider • To jointly plan the process of strengthening the organisation • To identify key individuals within the organisation to catalyse change 	<ul style="list-style-type: none"> • A draft coaching plan for the organisation • A facilitation team that could catalyse change within the organisation 	<p>Lead actors</p> <ul style="list-style-type: none"> • Lead NIF-Org <p>Support</p> <ul style="list-style-type: none"> • Coaching team <p>Participants</p> <ul style="list-style-type: none"> • Staff interviewed • Key staff that can influence change within the organisation

Preparations

1. Prepare the workshop materials:
 - Flipcharts
 - Coloured markers
 - Coloured paper (cut some into meta-paper, some into octagonal shapes)
2. Coloured Post-its.
3. Print the survey materials divided by the three domains (to organise themselves, to relate to others. and to deliver ISS).
4. Print the results of the rapid assessment presented as graphs (see Figure 4 as an example).
5. Print/draw on a flipchart the radar of each domain, indicating each element and criterion (See Figure 5 for an example).

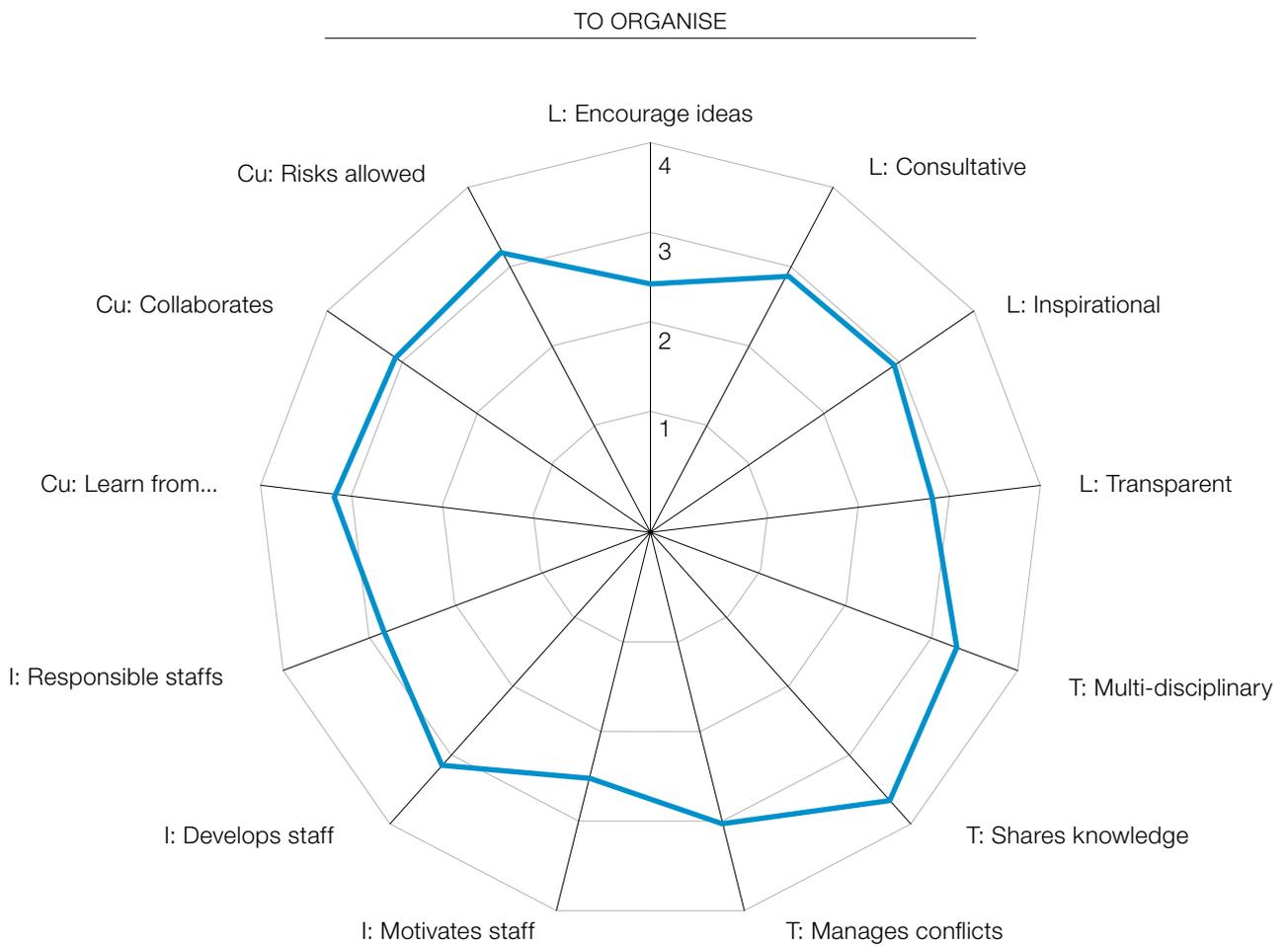
Activities

Below is a proposal for the workshop design (see Table 4: 'Workshop programme'). It is intended as an inspiration to shape individual workshops for an organisation. The workshop should fit into the organisation's culture but should inspire the sharing of ideas without barriers. It should be open and encourage staff and partners (if invited) to share their thoughts, doubts and inspirations.

It is proposed to have two parts to the workshop – i.e. i) awareness and appreciation/understanding among staff and management of the need for the organisational assessment and the results of the organisational analysis (Sessions 1-3); and ii) co-creation of the way forward to strengthen the organisation's capacity to provide ISS (Sessions 4-5). These two parts are described below. A detailed Facilitators' Guide is available at <https://cdais.net/guides-manuals>.

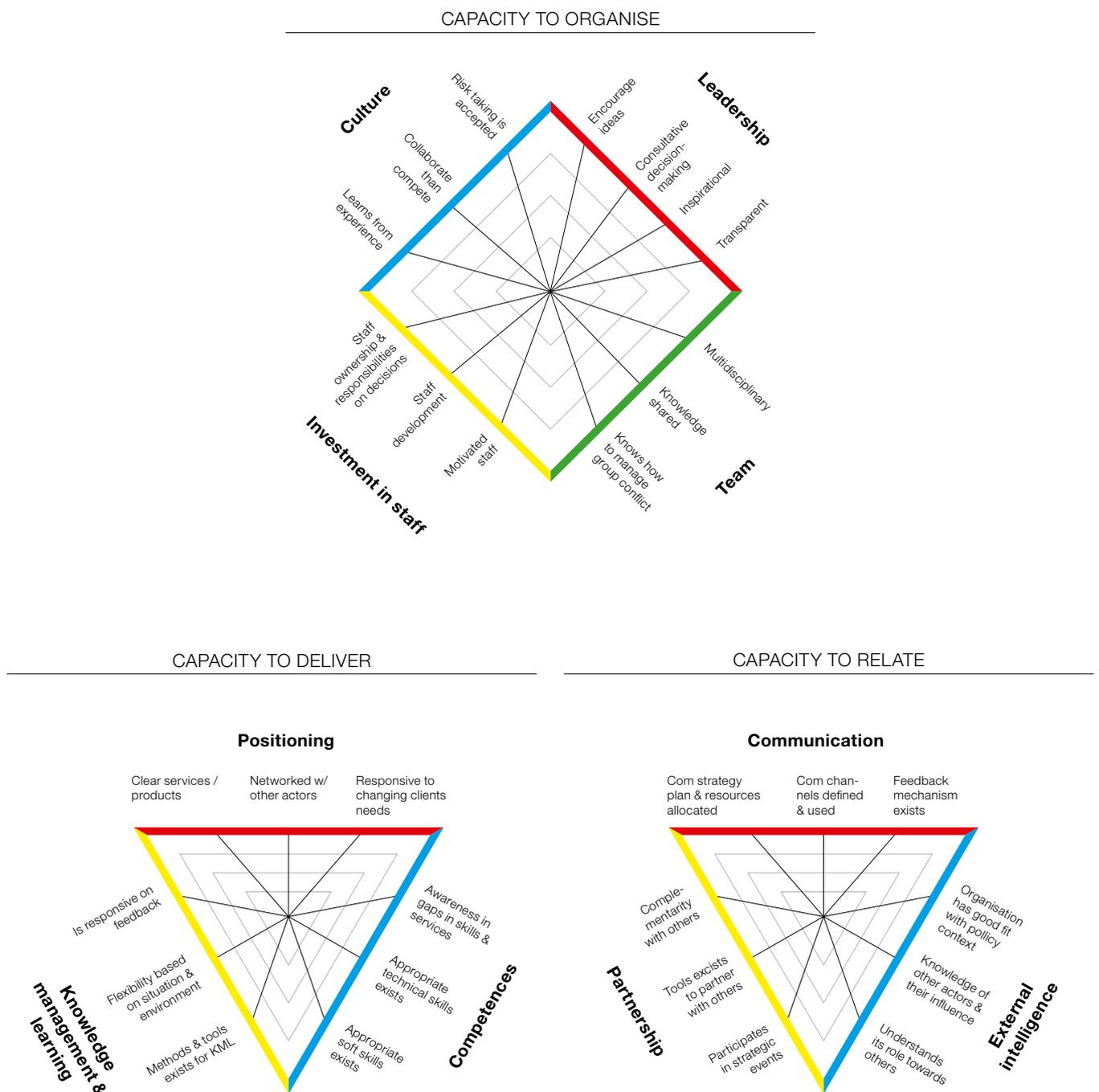
Stage 3 / Step 2 Participatory visioning and planning

Figure 4. Example of a capacity radar from Ethiopia



Stage 3 / Step 2 Participatory visioning and planning

Figure 5. Radar graph of a capacity domain



Stage 3 / Step 2 Participatory visioning and planning

Table 4. Workshop programme

Time	Topics/sessions	Expected output	Suggested approaches and exercises
Session 1. Setting the scene			
About 30 minutes	Welcome and introduction of participants (especially if there are external participants)	Participants get to know each other, including the trainer or capacity development expert	Participants introduce themselves (name, experience in related field, expertise)
About 30 minutes	Objectives of the workshop (from the organisers and participants)	Shared understanding among participants and facilitators on what they expect from the workshop	Asks participants to write on paper their own personal expectations. Stick the responses on the wall and group similar responses together. Check how they can be covered (or not) in the programme.
Session 2. Shared language			
About 1 hour	Innovation support services: capacity domains and elements	<p>Shared understanding on:</p> <ul style="list-style-type: none"> • innovation support services • capacity domains of an ISS organisation • elements of each capacity domain <p>Solid knowledge on ISS and its terminologies for participants to use with consistency throughout the process</p>	<p>Presentation and discussion of case studies from one of the niches where they have challenges accessing ISS.</p> <p>Presentation of the ISS definitions, capacity domains and elements (refer to Part 1)</p> <p>Use Figure 6 to demonstrate the organisation coaching process.</p>
Session 3. Divergence: broadening perspectives and appreciating differences			
About 1 hour	Perceptions of the organisation's capacity to deliver ISS	Participants become aware and appreciate different perspectives on how the organisation is delivering its ISS	<p>Group work to define the status of each capacity domain.</p> <p>Presentation of the results of individual interviews using the radar and tag cloud.</p> <p>Compare the two results and analyse the commonalities or differences.</p>
Session 4. Co-creation: developing options by engaging and collaborating			
About 2 hours	Developing group outputs	<p>Participants are encouraged to work together to define options to improve the organisation's ISS delivery</p> <p>Relationships are built</p> <p>Teams are established</p>	Visioning exercises – e.g. future backwards
Session 5. Convergence: deciding which ideas could work, prioritising and refining			
About 1 hour	Options for decisions	<p>Define clear options for decisions to strengthen the organisation's capacity as an ISS provider.</p> <p>Elements for the coaching plans are defined – i.e. vision, actors of change, progress markers, activities with required resources, timeframe and responsibilities for follow-up</p>	<p>Coaching plan</p> <p>Card clustering</p>

Stage 3 / Step 2 Participatory visioning and planning

Workshop Part 1. Session 1. Setting the scene

This session is to put the participants at ease. If protocol dictates, a formal opening could be made by the head of the organisation or unit. At the opening, the management shares its views on the process, highlighting the added value or importance of this process towards achieving the organisation's strategic objective. The facilitator confirms the objectives of the process, emphasising that this workshop is just part of the coaching process. S/He introduces the workshop programme as shown in Table 4.

Workshop Part 1. Session 2. Shared language

The objective of this session is to introduce the participants to the concepts of ISS and their domains and elements, and how they can be provided by a particular organisation. The concepts are easier understood by discussing a case study from the country. The case study could be one of the innovation niche partnerships on which the project is working. The discussion looks into the various services expected by the actors of the partnerships. These are then related to the ISS capacity domains and their elements.

Workshop Part 1. Session 3. Divergence group work

The objective of this session is for the participants to become aware of and appreciate the different perspectives on how their organisation is currently delivering its services and products. The facilitator explains the coaching process proposed and how, through joint learning, their organisation can become an ISS provider or strengthen its existing capacity. S/He explains using a flipchart (see Figure 6 as an example).

Steps for the group work include the following.

1. Divide the participants into three groups:
 - a. Group 1. Staff only (if there are participants from outside the organisation) to discuss 'capacity to organise'
 - b. Group 2. Mix of staff and partners to discuss 'capacity to deliver'
 - c. Group 3. Mix of staff and partners to discuss 'capacity to relate'
2. Assign a facilitator to each group. Ensure that the facilitator is briefed of the task before the session.
3. Give each group member a copy of the questionnaire on the relevant domain. Ask them to respond. The facilitator should collate all responses and gather the composite score. Display the results on the radar chart as shown in Figure 5.

Workshop Part 2. Session 4. Co-creation: Visioning

This session allows the participants to work together to define options to improve their organisation's capacity to deliver or provide ISS. It could also build or strengthen relationships among individual staff members and management. Teams can be established that will serve as the core for strengthening the organisation's ISS capacity.

Based on future backwards methods (<https://cognitive-edge.com/methods/the-future-backwards/>), below are the suggested steps to identify options for the organisation to strengthen its capacities to deliver ISS:

1. Stick three sheets of flipchart paper on the wall.
2. In plenary agree if all the domains require strengthening, by using the concluding statement of Session 3. If all domains are to be addressed, then write each statement on the green hexagonal paper. It is possible that only one or two domains require strengthening.
3. Assign a group to each domain (if there are several selected). Ask each group to look at the 'current state' of the domain. Assess and agree on the causes of this current state. Use the results of Session 3 as reference. If possible, relate these situations to a functional capacity. Write each cause on a piece of hexagonal paper. Stick it on the left of the 'current state'. See Figure 7: Step 1.
4. Ask each group to imagine an 'ideal/heaven' state and a 'worst case scenario/hell' state. Write each on the different-coloured hexagonal card. Place this on the top of the sheet (for the 'heaven' scenario) and the bottom of the sheet (for the 'hell' scenario). See Figure 7: Steps 2 and 3.
5. Ask each group to go back to the 'heaven' and 'hell' statements. Start with the 'heaven' statement, and determine a few key determining elements to reach that 'heaven' status. Identify at least five of them. Conduct the same exercise for the 'hell' statement. During the analysis, regularly check the 'cause' statements that should be solved. See Figure 7: Steps 4 and 5.
6. Given the results of the exercise, determine a realistic vision for the organisation. See Figure 7b: Step 6.

Stage 3 / Step 2 Participatory visioning and planning

Workshop Part 2. Session 5. Convergence

This is the concluding session of the workshop. The participants define and agree on clear and realistic ways to strengthen their organisation's capacity as an ISS provider. Elements for the coaching plans are defined – i.e. priority objectives, actors of change, progress markers, activities with required resources, timeframe and responsibilities (see Figure 8 as an example of the output of this session).

Below are the suggested steps (see also the Guidelines for the coaching process for innovation partnerships):

1. Read again the participants' vision of the organisation as an ISS provider (as developed in Session 5). Ask them to confirm this vision. Inform them that the CDAIS project will just initiate a few steps in the process of strengthening its capacities as an ISS provider.

2. Build the coaching plan as follows:
 - a. Looking at the results of the three groups, determine a realistic vision of the unit/organisation to strengthen its ISS capacity.
 - b. From the results of the three groups and the vision, identify at least three priority objectives.
 - c. From each of the priority objectives, identify the 'actors of change', and for each of the 'actors' determine the progress markers (expect to see, like to see, love to see).
 - d. From each of the priority objectives and the 'expect to see', determine the activities, resources, timeframe and responsibilities. See Figures 8 and 9. This should show:
 - i. Why – contains the visions and priority objectives
 - ii. Who – key actors of change
 - iii. What – progress markers
 - iv. How – action plan.
3. Conclude by reviewing the vision, priority objectives, actors of change, progress markers and activities. A report is drafted based on the information gathered from the workshop.

Figure 6. Towards becoming an ISS

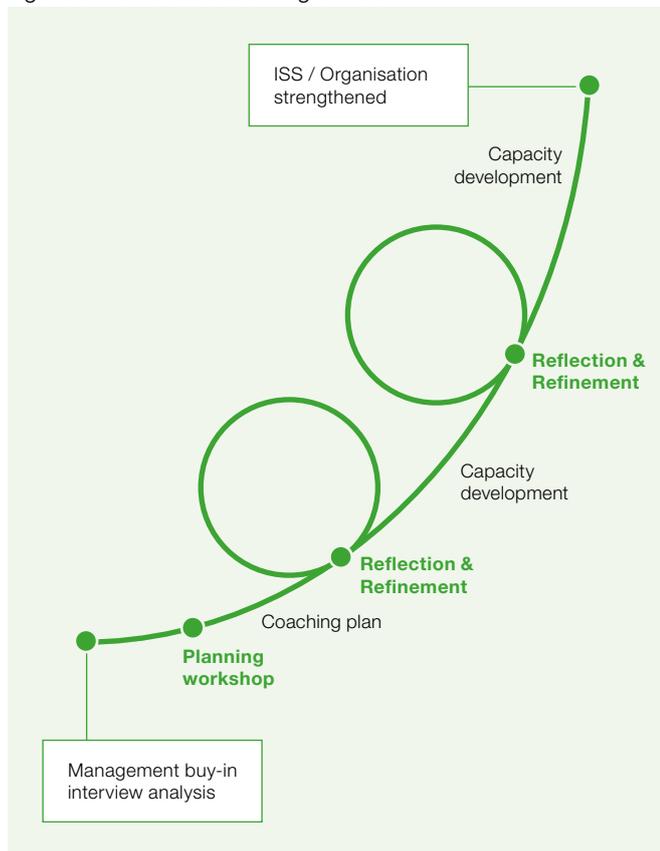
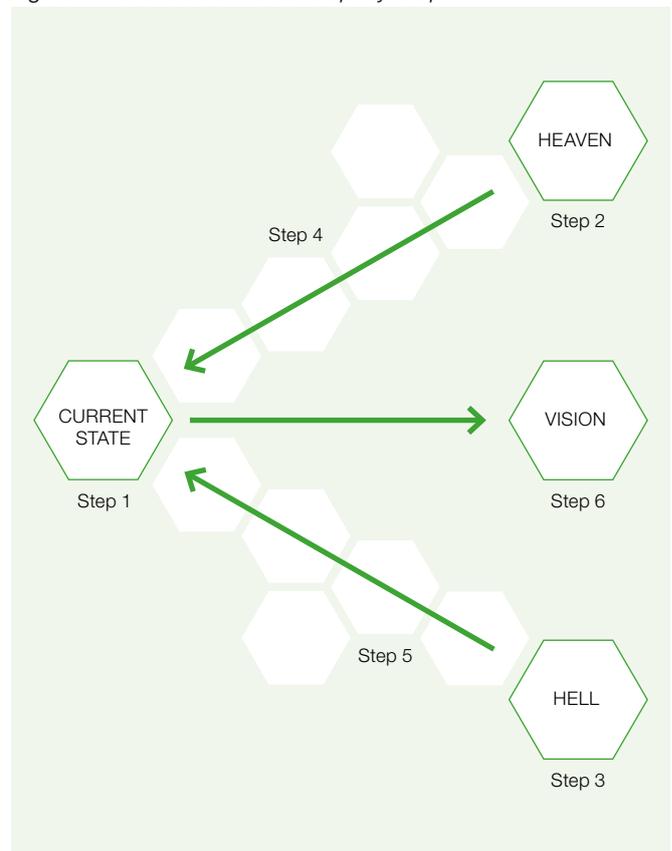


Figure 7. Future backwards step-by-step



Stage 3 / Step 2 Participatory visioning and planning

Figure 8. Structure of the discussion to develop the coaching plan

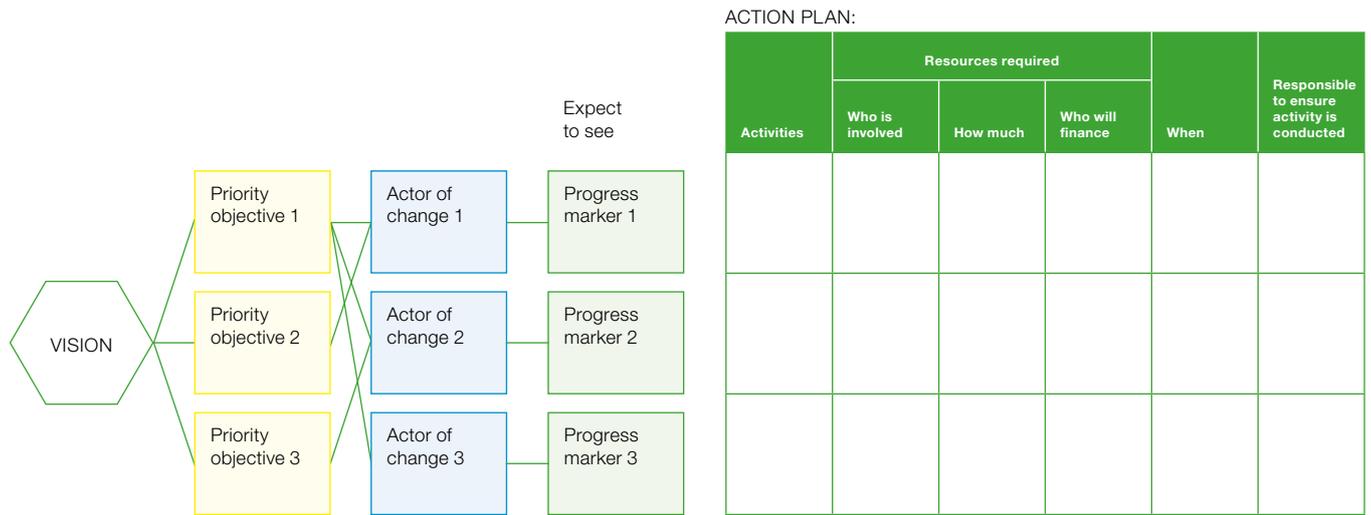
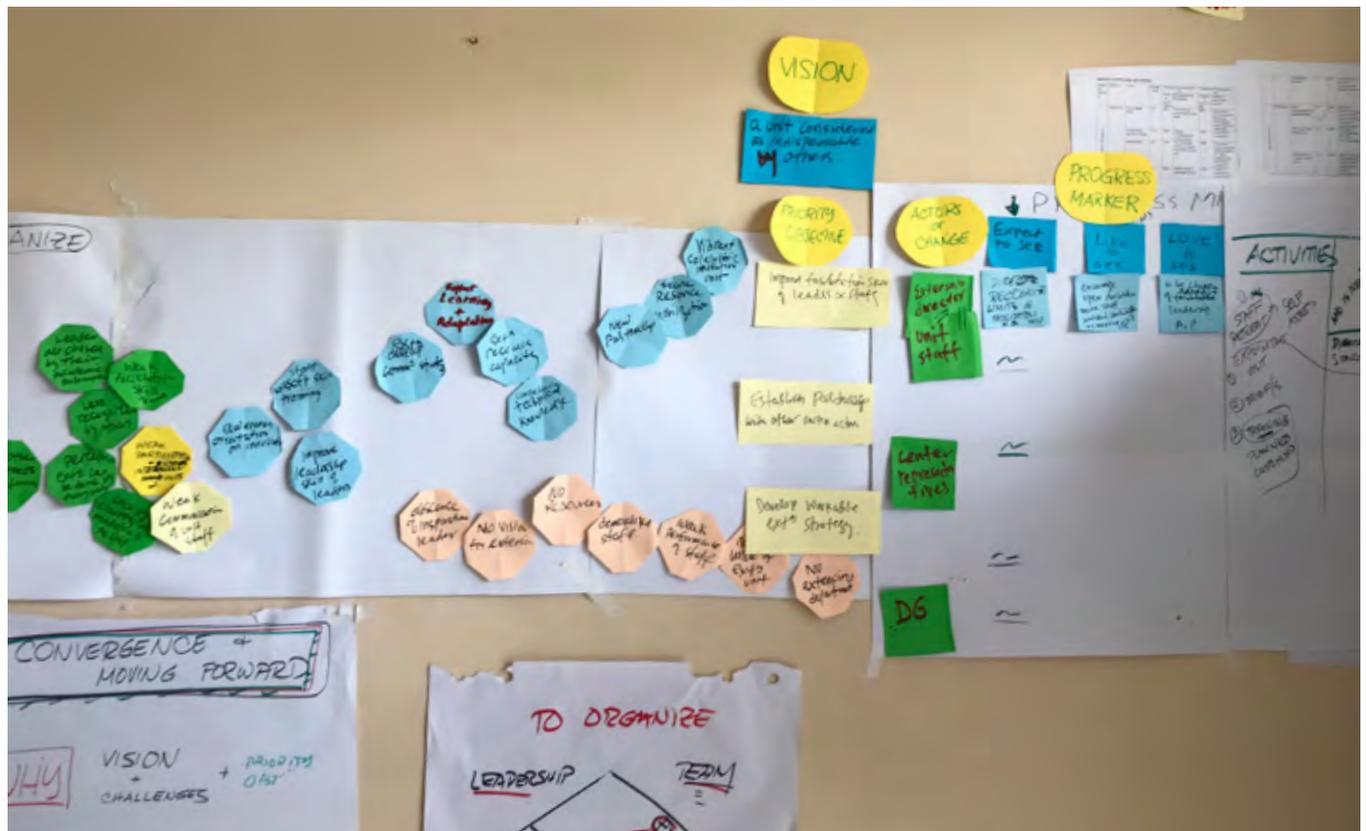


Figure 9. Future backwards and coaching plan, an example from Ethiopia



STAGE 4

Action, reflection and refinement

After what was likely to have been an intensive joint analysis and planning, activities are conducted as planned. Activities will vary, but the focus is to strengthen the organisation's capacity to provide ISS. Initial activities could include a simple gathering of key staff to better understand the concepts and their needs. Or it could involve negotiation with management to prioritise certain investments or policies to strengthen a team's capacity to provide ISS.

Stage 4 / Step 1 Review and agreement on the coaching plan

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> Shared agreement between management and the CDAIS facilitation team on the implementation of the action plan (including financial support, roles and responsibilities) 	<ul style="list-style-type: none"> Agreement on the action plan 	<p>Lead actors</p> <ul style="list-style-type: none"> Lead NIF organisation <p>Support</p> <ul style="list-style-type: none"> Agrinatural Focal Person Relevant capacity development experts <p>Participants</p> <ul style="list-style-type: none"> Relevant/concerned staff of the organisation

Preparation

The CDAIS facilitation team consolidates the information from the workshop. The action plan is reviewed and finalised for presentation to the management of the organisation.

Activities

1. A meeting is organised with the management team to present the final action plan.
2. Discussion leads to agreement on how the activities are conducted, financed and monitored.
3. If no agreement is made or resources are lacking, other partners are considered to engage for additional support.

Stage 4 / Step 2 Action, reflection and refinement of the coaching process

 OBJECTIVES	 OUTPUTS	 RESPONSIBILITIES
<ul style="list-style-type: none"> • Implement the agreed activities • Monitor the changes achieved • Conduct regular reflection and refinement 	<ul style="list-style-type: none"> • Coaching process initiated and documented 	<p>Lead actors</p> <ul style="list-style-type: none"> • Lead NIF organisation <p>Support</p> <ul style="list-style-type: none"> • Agrinatural Focal Person • Relevant capacity development experts <p>Participants</p> <ul style="list-style-type: none"> • Relevant/concerned staff of the organisation

The CDAIS project uses a common methodology for joint learning of groups. For this stage in the coaching process, the same method of Reflection and Refinement (R&R) is recommended as in the coaching process for the innovation niche partnership. The method is called the ‘ORID facilitation framework’ and it will allow and encourage staff of the organisation to actively drive their own capacity development and change (www.bridgew.edu/sites/default/files/relatedfiles/ORID-discussion-method-6.3.14.pdf).

The R&R are moments in the coaching process where the ‘actors of change’ identified in the previous section pause to reflect, analyse and refine their action plans. They assess whether the activities conducted are contributing to or hindering progress towards achieving the agreed objectives or vision of the organisation as an ISS provider.

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Organisation coaching process

Generic training programme

Training workshop for National Innovation Facilitators (organisation)

Day 1

Time	Topics/sessions	Expected output	Suggested approaches and exercises
30 minutes	Welcome and introduction of participants	Participants get to know each other, including the trainer or capacity development expert. Participants are welcomed as CDAIS team members.	Participants introduce themselves (name, experience in related field, expertise)
30 minutes	Objectives of the training (from the organisers and participants)	Shared understanding among participants and trainers on what they expect from the training	Ask participants to write on paper their own personal expectations. Stick the responses on the wall, and group similar responses together. Check how they can be covered (or not) in the programme.
10 minutes	Workshop agenda	Participants understand the schedule of the training.	Presentation of agenda on a flipchart, not PowerPoint! This will allow regular checks on progress as well as flexibility in the programme.
30 minutes	Brief on CDAIS and AIS	General understanding of the CDAIS project (e.g. objectives and expected results)	Presentation on CDAIS and AIS
30 minutes	The organisation coaching process – overview	General understanding of the objectives and phases of the organisation coaching process (why it is different from the niche partnership coaching process)	Presentation and discussions
1 hour	Organisations selected	Gain understanding and knowledge on why the three organisations were selected	Presentation and discussions
1.5 hours	Concept of ISS	Understanding of ISS (why is it important in AIS and CDAIS)	Presentation on ISS with examples (if possible, use examples from the country). Use the table of examples from Part 1 of the Guide.
1 hour	Capacity domains, elements and criteria for an ISS provider	Understanding of the domains, elements and criteria for an ISS provider	Presentation and interactive discussions on the elements and criteria. Encourage participants to share experiences to explain why they are important.
1 hour	Three stages of conducting the organisation coaching process Stage 1: organisational analysis Stage 2: joint visioning and planning Stage 3: action, reflection and refinements	Understand the stages and resources required (people, time and knowledge)	Presentation and discussions

Organisation coaching process

Day 2

Time	Topics/sessions	Expected output	Suggested approach and exercises
30 minutes	Recap of Day 1	Trainer gains a quick view of what participants understood from the previous day and checks if the programme has to be adjusted.	Ask participants to share what they learnt the previous day. Avoid having a recital from their notes.
1-2 hours	Stage 1. Organisational analysis Step 0: management buy-in Step 1: kick-off workshop Step 2: rapid assessment Step 3: data and information analysis	General understanding of the steps to be conducted for the organisational analysis	Presentation and discussions. Use Part 2 of the Guide, where details of this process are explained. Give copies of this guide to the participants.
2-3 hours	Review of the interview guide Capacity to organise Capacity to deliver Capacity to relate	Participants review, adapt and internalise the meaning of each of the questions for each domain, element and criterion.	Create three groups. Each domain can be assigned to a group. The groups review each question and adapt it to the country context. Present the results to the plenary for validation.
1-2 hours	Conducting an interview	Presentation on theories and practices. Participants learn how to engage people in an interview.	Create pairs. Role-play an interview with different types of people – e.g. researcher, farmer, businessman, policy maker. Give feedback on the experience at the plenary.
30 minutes	Interview guide	Participants learn how to take notes during the interview.	Print the interview guide and ask participants to practise with colleagues.
1-2 hours	Data and information analysis	Participants learn how to use the Excel file to input the data from the interview and read the analysis provided.	Share the soft copies of the Excel file with the participants. Share a sample questionnaire with scores and notes. Ask participants to input the information into the Excel file.

Day 3

Time	Topics/sessions	Expected output	Suggested approach and exercises
30 minutes	Recap of Day 2	Trainer gains a quick view of what participants understood from the previous day and checks if the programme has to be adjusted.	Ask participants to share what they learnt the previous day. Avoid having a recital from their notes.
1 hour	Planning the organisational analysis Resources Support Timing	Participants have a work plan stating their responsibilities and the resources available.	Ask participants to identify the: activities and steps involved in conducting the interviews; resources required; and timeframe for each activity.
30 minutes	Workshop evaluation; Close	Training workshop is evaluated on how effective it is and how it can be improved.	Ask participants to write on separate sheets: what was good; and what could be improved.

Request to engage in the organisation coaching process

The table below is an excerpt from the Excel files for the CDAIS organisation coaching process

Date of request

Day	Month	Year

Section 1. General information about the organisation

Ref	Item	Response
1	Country	
2	Name of the contact in the organisation	
3	Position in the organisation	
4	Name of the Legal Representative of the organisation	
5	Type of the organisation (private for profit, private non-profit, public, etc.)	
6	Category (use the same category for the CNA-Niche)	
7	Mission of the organisation	

Section 2. General management and staff overview

Ref	Item	Response		
		2017	2018	2019
8	Management team (number of staff)			
9	Administration staff (number)			
10	Technical staff (number)			
11	Permanent (number)			
12	Temporary (number)			
13	TOTAL			

Request to engage in the organisation coaching process

Section 3. Geographical location and coverage

Ref	Items	Response
14	Year	
15	City	
16	Telephone number	
17	Fax number	
18	Email address	
19	Website address	
20	Year established	
21	Reference document for the creation of the organisation	
22	Types of clients or users	
23	Areas of intervention (themes, geographical locations)	

Section 4. General information on innovation support services

Ref	Items	Response
23	What are the innovation support services currently provided by the organisation?	
24	What are the innovation support services that the organisation would like to provide in the future?	
25	Who are the partners of the organisation to conduct, strengthen its ISS?	
26	What sources of funding (donors/investors) are available for the organisation to conduct ISS (competitive funding, grants, public subsidy, etc.)?	

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COLOPHON

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