

CARE Bangladesh

Transition Management Plan

(Revised November 2003)

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Summary of Objectives and Outputs

Obj #1: Build organizational capacity in rights-based programming

- Functional, cross-unit RBA programming team
- New programming strategies & guidelines
- Pilot initiatives
- Process for sharing RBA experience with others

Obj #2: Cast organizational change in a positive light for staff, donors and gov't

- Change Management Unit
- Non-traditional learning/training strategy
- Open forums
- Performance management innovations
- Donor and Government support for change

Obj #3: Introduce the “program” approach with a regional focus

- Program strategy papers & processes
- Non-hierarchical partnerships
- Regional programming teams
- New funding for regional programming
- Traditional & non-traditional technical assistance

Obj #4: Adapt office systems to facilitate implementation of RBA

- New external communications protocol
- Internal communications linkages, systems, and practices
- Updated finance, admin, IT, and HR systems
- New accountabilities

Color Scheme Index



= Activities completed. Indicated in the Status column.

= Activities underway. Indicated in the Status column.

= Activities not commenced, or where no progress has been made. Indicated in the Status column.

= Key Strategic Levers for moving ahead the TMP process. Indicated in the Outputs column.

= Key actions that can be taken autonomously at the field office level. Indicated in the Responsible column.

Work Plan #1: Operationalizing RBA

Objective	Output	Activities	Status	Responsibility	FY04			
					1	2	3	4
Objective # 1 Build capacity in rights-based programming.	Output 1.1: Trained RBA Programming Team in place. (Team members selected from different projects, programs, regions and departments, under functional rather than line management.)	1.1.1 Form a resource team from a cross-section of projects, whose role is to clarify and promote internally the “what” and the “how” of RBA.		ACDs, theme coords ¹				
		1.1.2 Inform all staff of the existence of the team, who the members are, and what its activities and objectives are.		CD, ACDs,				
		1.1.3 Conduct periodic orientation and refresher courses for team members, equipping them to train other staff and provide input to project DM&E.		ACDs, theme coords				
		1.1.4 Appoint and train key field-based staff to anchor the RBA Programming Team at field-office level.		Theme coord FOMTs				
		1.1.5 Build capacity of the Education Unit to participate in RBA Programming, while also developing its own technical credibility.		Education Coord				
	Output 1.2: New RBA programming strategies and guidelines² , applicable at all levels, developed and implemented.	1.2.1 Develop operational guidelines for conducting RBA “program audits” and other RBA tools.)		ACDs, theme coords (+Ed)				
		1.2.2 Train project staff and partners to use and apply the guidelines in program design and implementation.		ACDs, theme coords (+Ed)				
		1.2.3 Implement the guidelines in practice, identifying where changes in ongoing project interventions will be necessary.		ACDs, theme coords (+Ed)				
	Output 1.3: New RBA pilot initiatives underway.	1.3.1 Develop proposal/concept note guidelines for obtaining internal grants to small initiatives in the new approach.		Theme Coords				
		1.3.2 Review the proposals and select 4-5 for funding each year.		Theme coord				
		1.3.3 Provide technical support to these initiatives.		Theme coord				
		1.3.4 Assess progress, document learning, and explore with staff and donors the possibility of scaling up these initiatives.		ACDs, theme coords				
	Output 1.4: Process for sharing RBA experience with others.	1.4.1 Agree with a handful of other organizations to review each other’s RBA tools and resource materials, and to attend each other’s RBA-focused events.		ACDs, theme coord,FOMT				
		1.4.2 Participate in local, issue-based alliances and networks that focus on RBA issues relevant to what is being addressed in CARE programming.		ACDs, theme coord,FOMT				

¹ Consisting of the Rights & Social Justice Coordinator, Governance Coordinator, and Gender Coordinator

² Tools developed to-date include:

- “Guiding Principles for Rights-Based Programming”
- “Building Blocks and Guiding Questions for Rights-Based Program Design”
- “RSJ ‘Taking Stock’: Methodological Guidelines for Rights Assessment in Projects”

Work Plan #2: Planning & Preparing for Change

Objective	Output	Activity	Status	Responsibility	FY04			
					1	2	3	4
Objective # 2 Cast organizational change in a positive light for staff, donors, and Government.	Output 2.1: Change Management Unit (CMU) up and running.	2.1.1 Obtain sufficient funding for setting-up and operating such a unit, and recruit the required CMU staff.		CD				
		2.1.2 Name a Working Group to support/promote the activities of the CMU		CMU				
		2.1.3 Link the unit with external resource persons such as the CARE-Atlanta L&OD Unit staff and ARMU's ILCA Coordinator.		CD, ILCA				
	Output 2.2: New learning strategies implemented, using non-traditional training approaches for promoting change.	2.2.1 Disseminate information on change in int'l development and on how organizational change can assist in addressing the root causes of poverty.		CD				
		2.2.2 Develop a self-directed learning package on organizational change, with different formats, methodologies, and interactive learning exercises.		CMU				
		2.2.3 Orient staff to the package, using routine forums like FOMT, EMT, PCMs, and encourage them to use the package in their routine work.		CMU, ILCA FOMTs				
		2.2.4 Initiate experiential learning events for CARE senior staff thru 1-2 week living experiences with communities of the poor.		CMU, Prog coords,				
		2.2.5 Initiate a process to provide staff temporary assignments to projects that have successfully introduced change, to gain firsthand experience.		Prog coords, FOMTs				
		2.2.6 Formulate and implement a training plan, encompassing all the above forms of learning, that is linked with the new LRSP.		HRD, CMU				
	Output 2.3: Open forums conducted for staff to express their questions and anxieties about change.	2.3.1 Encourage discussion on organizational change at major CO meetings, through 'letters to the editor' section of HR newsletter, web and e-mail based discussion forums and in confidential Suggestion Boxes.		CMU, ILCA FOMTs				
		2.3.2 Use interviews to prepare case studies of how staff at different levels of responsibility have successfully initiated and participated in organizational change; pretest and disseminate through open forums.		CMU				
		2.3.3 Monitor the results of 2.1.4.1 and 2.1.4.2; send out summaries of the issues raised; and inform staff on follow-up actions taken.		CMU, ILCA				
	Output 2.4: The Performance Management process adapted on a pilot basis.	2.4.1 Develop performance planning tools promoting change, and pilot these tools in 1 field office.		CMU				
		2.4.2 Introduce team based incentives & recognition program for teams in the forefront of change.		CMU, GM/HR				
	Output 2.5: Donor and Government support for change at CARE enhanced.	2.5.1 Assemble a Donor Relations Team (DRT) among staff who are supportive of change and have a firsthand knowledge of at least one major donor, and assign this team to develop strategies to enhance donor support.		CD				
		2.5.2 Conduct an annual CARE-Donor-GOB Round Table Meeting.		CD, DRT				
		2.5.3 Document the major development themes, strategies, terminologies, and organizational priorities of Government and all major donors.		DRT				
		2.5.4 For those donors less "friendly" to change at CARE, implement a strategy to try to raise their awareness and obtain more support.		DRT				
		2.4.5 Systematically ensure that staff participate in relevant donor and GOB forums and platforms, to indicate CARE's interest in the strategies of others.		ACDs				

Work Plan #3: Introducing the “Program” Approach

Objective	Output	Activity	Status	Responsibility	FY04			
					Q1	Q2	Q3	Q4
Objective #3 Introduce the “program” approach with a regional focus.	Output 3.1: Program Strategy Papers/Processes (PSP) developed.	3.1.1 Circulate guidelines and good examples of PSPs to staff and partners.		ACDs				
		3.1.2 Identify the most appropriate areas/populations for PSPs, given existing programming experience and indications of staff/partner interest.		ACDs				
		3.1.3 Conduct livelihoods assessments and tap into other studies and data.		Prog coords				
		3.1.4 Meet with potential stakeholders (central and local Government, NGOs, local leaders and communities, private sector, institutions, etc.) in potential regions/areas to build rapport and seek input for PSPs.		Prog coords, FOMTs				
		3.1.5 Organize participatory planning workshops to move ahead on PSPs.		Prog coords				
		3.1.6 Draft 4 PSP concept papers, seeking feedback at each stage.		ACDs				
	Output 3.2: Partnerships conducted and managed more collegially.	3.2.1 Conceptualize and pilot a new, less hierarchical approach to partnership.		ACDs, Part				
		3.2.2 Introduce training and incentives to motivate staff to change their behavior and attitudes in regard to partnership.		ACDs, Part coord				
		3.2.3 Adapt management system to minimize risk without heavy-handedness.		ACD/F&A				
	Output 3.3: Regional Programming Teams formed and activated.	3.3.1 Identify field offices (or clusters of FOs) where staff are interested in regional programming and where the conditions are suitable for PSPs.		ACDs Prog coords				
		3.3.2 Train the above staff in a variety of approaches to regional programming and provide back-up support to get the process moving.		ACDs Prog coords				
		3.3.3 Form teams of staff and stakeholders at the above field offices begin to plan and implement locally managed regional programming.		FOMTs				
	Output 3.4: Funding for regional programming mobilized.	3.4.1 Raise donor awareness on PSPs and Regional Programming Teams through clear, concise position papers and briefings.		CD, ACDs				
		3.4.2 Frame new concept papers and proposals to donors as part of larger program strategies, indicating the financial implications of such structures.		ACDs				
		3.4.3 Adapt budget format/procedures to accommodate regional programs, facilitating donor funding of components that fit within a larger program.		Budget Mgr				
	Output 3.5: Access to technical assistance on regional programming and the traditional sectors ensured.	3.5.1 In each field office pursuing regional programming, establish contact with local experts and institutions experienced in the “program approach”.		FOMTs				
		3.5.2 Link with regional, national and global networks that are experienced in developing PSPs and in implementing regional programming.		ACDs, Prog coords				
		3.5.3 Compile a list of internal and external experts in health, agriculture, education, and other technical areas who are interested in the interface on the ground between their sectors and what others are doing.		ACDs, Prog coords				
		3.5.4 Develop a system that can “deliver” one of these individuals to a project or field office that requires an injection of external TA.		ACDs, Prog coords				

Work Plan #4: Adapting Management Systems

Objective	Outputs	Activity	Status	Responsibility	FY-04			
					Q1	Q2	Q3	Q4
Objective #4 Adapt office systems and accountabilities to facilitate LRSP implementation.	Output 4.1: A new external communications protocol introduced.	4.1.1 Identify the most important audiences for external communications; review the existing system for informing them about change in CARE; and pinpoint where gaps and bottlenecks exist.		ACD/F&A, ERM				
		4.1.2 Survey external stakeholders on their satisfaction/dissatisfaction with the existing system, as well as any recommendations they have for improvement.		CD, ERM				
		4.1.3 Identify and implement the necessary improvements within an external relations protocol.		ACD/F&A				
	Output 4.2: Internal communications processes overhauled.	4.2.1 Install communications infrastructure (e-mail, voice mail, fax, etc.) and fine-tune mail systems at all CARE offices.		IT Head				
		4.2.2 Build staff capacity to use the infrastructure & systems correctly.		IT Head				
		4.2.3 Implement a strategy to change in the habits and attitudes of senior staff about sharing information with colleagues.		ILCA Team, FOMTs				
		4.2.4 Enlist a pool of competent translators for translating important documents from English to Bangla and vice versa.		GM/HR, ILCA				
		4.2.5 Conduct a survey to assess the degree to which communications systems are keeping all staff informed about organizational changes.		ILCA, FOMTs				
	Output 4.3: Finance, Admin, IT, and HR systems updated.	4.3.1 Conduct a study to assess degree to which existing Finance, Admin, and IT systems are in sync with the new LRSP's principles and approaches.		ACD/F&A, FOMTs				
		4.3.2 Where systems are not in sync with the LRSP, introduce the necessary adjustments, and revise manuals as required.		ACD/F&A FOMTs				
		4.3.3 Introduce a new user-friendly IT system that links the field to appropriate data bases, web pages, and other external sources of info.		IT Head				
		4.3.4 Revise the HR manual such that HR policies and procedures assist in attracting, retaining, and motivating staff around the LRSP.		GM/HR				
		4.3.5 Establish a process to monitor annually the degree to which F&A&HR systems continue to support LRSP principles and structures.		ACD/F&A, FOMTs				
	Output 4.4: Accountabilities brought into line with the LRSP	4.4.1 Review existing accountabilities, including the delegation of authority, and make adjustments to reflect new, LRSP-related considerations.		ACD/F&A, Prog coords				
		4.4.2 Orient staff on the adjustments resulting from Activity 4.4.1, and revise Job Descriptions as required.		GM/HR, FOMTs				

Positions/Teams Responsible for TMP Implementation

Job/Team Title	Activities for Objective #1: RBA Operationalization	Activities for Objective #2: Planning/Preparing for Change	Activities for Objective #3: Regional Programming	Activities for Objective #4: Management Systems
Country Director	1.1.2	2.1.1, 2.1.3, 2.2.1, 2.5.1, 2.5.2	3.4.1	4.1.2
Asst. Country Directors/Program	1.1.1, 1.1.2, 1.1.3, .2.1, 1.1.2, 1.2.3, 1.3.4, 1.4.1, 1.4.2	2.4.5	3.1.1, 3.1.2, 3.1.6, 3.3.1, 3.3.2, 3.4.1 3.4.2, 3.5.2, 3.5.3, 3.5.4	
ACD/Admin & Finance	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.3.4	2.4.5	3.2.1, 3.2.2, 3.3.1, 3.3.2	4.1.1, 4.1.3, 4.3.1, 4.3.2, 4.3.5, 4.4.1 4.4.2
Theme Coords (RSJ/Gov/Gender)	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.4.1, 1.4.2			
Education Coordinator	1.1.5 1.2.1, 1.2.2, 1.2.3			
Change Management Unit		2.1.2, 2.2.2, 2.2.3, 2.2.4, 2.2.6, 2.3.1 2.3.1, 2.3.3, 2.4.1, 2.4.2		
Field Office Management Teams	1.1.4, 1.4.1, 1.4.2	2.2.3, 2.2.5, 2.3.1	3.1.4, 3.3.3, 3.5.1	4.2.3, 4.2.5, 4.3.1, 4.3.2, 4.3.5, 4.4.2
Program Coordinators		2.2.4, 2.2.5	3.1.3, 3.1.4, 3.1.5, 3.3.1, 3.3.2, 3.5.2 3.5.3, 3.5.4	4.4.1
Donor Relations Team		2.5.2, 2.5.3, 2.5.4		
Budget Manager			3.4.3	
Partnership Coordinator			3.2.1, 3.2.2	
General Manager/HR		2.4.2		4.2.4, 4.3.4
HR Development Manager		2.2.6		
External Relations Manager				4.1.1, 4.1.2
Head of IT				4.2.1, 4.2.2, 4.3.3
ILCA Team		2.1.4, 2.2.3, 2.3.1, 2.3.3		4.2.3, 4.2.4, 4.2.5