

ANNEX

Some example trajectories

A selection of capacity-development trajectories delivered together with partner organisations across Latin America, Africa and Asia.

01 OSA / 5C / Org Resilience with Conviventia ● COLOMBIA

The OSA was conducted through a quick organizational scan covering five core components, followed by facilitated reflection sessions using the 5C model and Organizational Resilience factors. The goal was joint learning and capacity strengthening. Activities occurred in late September 2024 and involved broad Conviventia representation including HRM, finance, M&E, leadership, and programme staff. Conviventia was already in a process of strategic planning, so they conveniently used the sessions as reflection moments within their overall strategic planning process. **Core partners can make use of key reflection moments with WD in their own strategic processes to maximize the benefits!**

02 OSA / 5C / Org Resilience with leadership transition focus ● UGANDA

A 2 day OSA trajectory was complemented with a 2 day practical workshop leading AMG Uganda through the 5C and Org. Resilience reflection questions. As the organization is in a transition phase a short leadership training was added and extra focus on that element of the 5C approach was handled. The 5C conversation brought clarity into crucial areas of capacity strengthening that should take place in the organization giving the team an overview of where to invest and the leadership training initiated internal mindset change – staff seeing themselves as leaders ignites an attitude of growth.

03 OSA / 5C / Org Resilience with TUNADO ● UGANDA

The OSA at TUNADO used interviews, document review, and scoring to assess organizational standards, followed by facilitated reflection sessions on the 5C capabilities and Organizational Resilience. Conducted over two days (7–8 May 2025), it engaged senior management, board representatives, and key staff to generate shared insights and learning priorities. **After the 5C reflection the CEO mentioned he wished more staff of the organization could be involved as the process of discussing these topics with external facilitation provides a great learning opportunity and experience as a team!**

04 OSA / 5C / Org Resilience with leadership transition focus ● BANGLADESH

The OSA at CSS was conducted through preparatory desk research, a partner self-assessment, and onsite interviews with management, staff, and board members. A two-day program included a facilitated reflection session introducing the 5C model and organizational resilience with CSS's senior management. Participants jointly explored strengths, gaps, and improvement priorities. A short leadership training was added.

05 OSA in combination with Greiner Model analysis ● SIERRA LEONE

The OSA at CTF, EFSL and CES combined interviews, document review, and structured scoring with a Greiner Model reflection to assess organizational maturity, growth dynamics, and priorities for the next phase. The process engaged leadership and key staff in a joint discussion on systems, leadership, delegation, financial resilience, and learning capacity. It helped the organization recognize that it is moving from a phase of direction toward delegation, while still needing (amongst others) stronger role clarity, middle-management ownership, and performance systems. The exercise also created a shared basis for organizational learning and for shaping practical growth priorities. Time needed: 2½ day per organization.

**06 ADP – Strategy map** ● UGANDA

In May 2025, a two-day facilitated workshop at ADP guided the senior team in diagnosing the organization's current position, reviewing SWOT outcomes, and co-creating a first version of the strategy map. The method combined vision- and mission-based dialogue with structured facilitation on priorities and enablers. Participants included Julius, Paul (facilitator), Moses (CEO), and the senior management team. The sessions demanded full-day engagement and resulted in a shared strategic direction.

07 FDB – Strategy map ● CHAD

The facilitator used an interactive, workshop-style method combining plenary reflection and group exercises to surface vision, ambitions, and key processes. The goal was to co-create a clear, shared strategic map. The session lasted approximately one to one-and-a-half days in February 2023 and involved FDB leadership, program staff, and the external facilitator working collaboratively to structure priorities and define capacity and improvement actions.

08 Shared resource center involvement ● BURKINA FASO

The SRC in Burkina Faso paid visits to Benkadi consortium members to ensure that financial reporting and internal control systems improved to comply with high donor standards. This has led to a very smooth and high quality reporting process without delays and built capacity of the respective organizations to apply in other projects.

09 Knowledge management strategy / system ● BENIN

A 5 day workshop was requested by and developed with DEDRAS to assist in creating a knowledge strategy and system, connected to the positioning of DEDRAS and their strategic vision on localization for the organization. The workshop was a mixture of learning about the theory of a knowledge/learning strategy, actually doing exercises of developing learning questions and objectives and practicing in such a way that this could be replicated by program teams in their interaction for example with communities. DEDRAS fully paid for this 5 day training. The workshop generated learning in-house between programs, some of which had actually not interacted at a program level. Through the interaction, staff and leadership gained insight into clarity on vision for the organization, where gaps exist and how policy concepts like localization require much more work and reflection than only developing documents. And in the process of developing learning objectives and outcomes there is an inherent review of programs and what an organization aims to achieve. The process ignites in an organization process of reflection, collaboration and teamwork. **One crucial final comment – implementation and follow up requires clear direction from the senior leadership to ensure a solid Return on Investment on processes.**