

ORGANISATIONAL

READINESS

WORKBOOK



Municipality:*Enter name of my municipality***Unit/Department***Enter name of my unit/department***ICLD Programme:***Enter name of ICLD programme***My project title:***Enter name of project title*

Introduction to the tool

The purpose of participation in ICLD's programmes is to contribute towards sustainable change for stronger local democracy. Through training individual participants and teams, the goal of the ICLD is to equip you as a participant with knowledge, experiences and tools to impact your local government's practices and policies. Democratic changes at the organisational level has a much better likelihood of being sustainable and to generate conditions in which citizens have access to their rights and can improve their living conditions. By increasing organisational readiness to address democratic issues in relation to your project, we can also improve the ability in your local government to address challenges in the future. The term organisational readiness refers to your local government's preparedness and willingness to address your project's/process issue and similar future issues democratically.

This tool will allow you to make an assessment and think about actions of how you can impact your own local government through your project or process. This tool focuses on how you can increase your local government's readiness to address your issue. So that your local government will have a better readiness in the organisation to address similar issues in the future as a result of the mark left by your project.

This tool serves as a complement to the LFA method, relating to steps 3, 4 and 5. Before using the tool, it is preferable that you have done at least step 3 in your LFA-planning so that you have thought about the problems that you wish to address. This tool is a simplified version of the identical version found in the ICLD's Problem-oriented workbook, and contains an identical matrix.

Assessing your organisational readiness at the outset of the project will also allow you to compare this baseline with the situation at the end of the project, the endline. This will help you to track organisational changes that your project has contributed to, as well as unexpected results that may have happened in the organisation. The ICLD will assess your results to monitor progress and evaluate how trainings can be improved in the future to strengthen participants as change-agents.

Step 1 – Define your issue

Define the issue that your project/process seeks to address. This can correspond to your project/process main problem that you defined during step 3 of the LFA-analysis, and can be something straightforward such as “lack of youth inclusion”, “lack of gender equality” or “lack of citizen participation in the budget process”.

If you haven't defined a single main issue, pick one out of those you have discussed so far. The issue should be linked to topics on local democracy, such as equity, participation, transparency or accountability.

Enter main issue/problem:

Step 2 – Self-assess your current readiness

Self-assess your organisation’s current readiness on each category in the matrix:

Which level would you assess that your organisation is currently at in the respective categories, from nascent (lowest) to advanced (highest)? Discuss with your team or with a colleague and pick the description that seems closest to your organisation. At the end of this workbook, you’ll find some guiding questions that may support your discussion. After assessing your readiness, reflect in your group discussion on whether that level of readiness currently has a positive, negative or neutral impact on the problem.

LG = Local Government

INTERNAL ISSUES	Nascent	Emerging	Intermediate	Advance	How is this situation affecting the problem you identified in step 1?
<p>1. Staffing and Cross-Boundary Collaboration</p> <p>Which of the following statements best describes the current situation related to staffing and human resources?</p>	[The issue] is nobody’s responsibility.	[The issue] is very few people’s responsibility.	[The issue] is the responsibility of all staff in one department.	[The issue] is the responsibility of individual staff-members in several departments who collaborate regularly.	Helping. Positive impact Neutral impact Hindering. Negative impact
<p>2. Policy Prioritisation</p> <p>Which statement best describes how policy on [the issue] is currently prioritized in your organisation (by senior staff)?</p>	Discussions are limited, [the issue] is not yet a priority for our LG.	Conversations are happening on [the issue] in some parts of our LG and it is viewed as an upcoming priority.	The issue] is a clear priority of our LG.	[The issue] is a declared a high priority and informs all relevant policies.	Helping. Positive impact Neutral impact Hindering. Negative impact
<p>3. Policy Planning</p> <p>Which of the following statements best describes how current policies are being used to tackle your chosen problem?</p>	Our LG does not currently have a policy on [the issue].	Our LG has certain general guidelines/ policies on [the issue], perhaps as a smaller part of other steering documents. Work has started to develop these.	Our LG is at an advanced stage in in crafting a policy on [the issue].	Our LG has officially adopted and published a policy on [the issue].	Helping. Positive impact Neutral impact Hindering. Negative impact

INTERNAL ISSUES	Nascent	Emerging	Intermediate	Advance	
<p>4. (If applicable) Policy Implementation</p> <p>Which of the following statements best describes how relevant policies are implemented?</p>	<p>The policy for [the issue] exists on paper but our LG staff is not aware of it.</p>	<p>Our LG has made an implementation plan, but it has not been carried out yet.</p>	<p>The policy is mostly implemented, but with some inconsistencies.</p>	<p>The policy is well known among the staff and implemented.</p>	<p><i>How is this situation affecting the problem you identified in step 1?</i></p> <p>Helping. Positive impact</p> <p>Neutral impact</p> <p>Hindering. Negative impact</p>
<p>5. Political Commitment</p> <p>Which statement best describes the current commitment of local politicians to the issue?</p>	<p>Local politicians rarely speak about [the issue].</p>	<p>Some local politicians show a commitment to addressing [the issue], but generally most politicians aren't prioritizing it.</p>	<p>Many politicians show a commitment to addressing the issue, but there isn't a clear consensus on what to do.</p>	<p>Many politicians show a commitment to addressing [the issue] and there's a consensus on what to do.</p>	<p>Helping. Positive impact</p> <p>Neutral impact</p> <p>Hindering. Negative impact</p>
<p>6. Information Processing</p> <p>Which statement best describes how information is being collected and analysed to understand whether progress is being made?</p>	<p>Our LG doesn't have the information or tools to understand if progress is being made.</p>	<p>Our LG is collecting and processing some information to understand if progress is being made, but this isn't clearly linked to planning and decision making.</p>	<p>Our LG is collecting and processing some information to understand if progress is being made, and this is sometimes being used to improve our planning and decision making.</p>	<p>Our LG is collecting and processing a lot of information to understand if progress is being made, and this is actively being used to improve our planning and decision-making.</p>	<p>Helping. Positive impact</p> <p>Neutral impact</p> <p>Hindering. Negative impact</p>
EXTERNAL ISSUES	Nascent	Emerging	Intermediate	Advance	
<p>7. Community inclusion</p> <p>Which of the following statements best describes how your organisation includes community members and organisations on [the issue]?</p>	<p>Our LG seeks feedback from community members and organisations, but this generally occurs after major decisions have been made by experts and internal staff.</p>	<p>Our LG consult with community members and organisations are consulted early/often and their feedback is seriously considered, with important decisions being made by experts and internal staff.</p>	<p>Our LG has a real desire to allow community members and organisations to influence major decisions but managing and acting on participatory processes has been challenging.</p>	<p>Our LG view community members and organisations as key partners in making major decisions on [the issue] and our processes of involving them have worked well.</p>	<p><i>How is this situation affecting the problem you identified in step 1?</i></p> <p>Helping. Positive impact</p> <p>Neutral impact</p> <p>Hindering. Negative impact</p>

EXTERNAL ISSUES	Nascent	Emerging	Intermediate	Advance	
<p>8. Inclusion of minorities and underrepresented groups</p> <p>Which of the following statements best describes how your organisation includes underrepresented and minority groups on [the issue].</p>	<p>No explicit effort is being made by our LG to include underrepresented/ minority groups</p>	<p>Some effort is being made by our LG to include underrepresented/ minority groups</p>	<p>Our LG works proactively to reach out to, and involve, underrepresented or minority groups on the issue.</p>	<p>Our LG is successful in reaching out to, and involving, underrepresented or minority groups on the issue.</p>	<p><i>How is this situation affecting the problem you identified in step 1?</i></p> <p>Helping. Positive impact</p> <p>Neutral impact</p> <p>Hindering. Negative impact</p>
<p>9. Information sharing</p> <p>Which of the following statements best describes how your organisation shares information with the public?</p>	<p>Residents have very little access to information about our LG's work and results for projects/ policies on [the issue].</p>	<p>Residents have access to some information about our LG's work and results for projects/ policies on [insert issue], but it is not easily accessible.</p>	<p>Work has started to improve accessibility. Residents can easily access information about our LG's work and results for projects/ policies on [the issue].</p>	<p>Residents have easy access to updated information about [the organisation's] work and results for projects/ policies on [the issue]. There are well-known channels for the public to submit questions about the information.</p>	<p>Helping. Positive impact</p> <p>Neutral impact</p> <p>Hindering. Negative impact</p>

Step 3 – Select your two categories of focus

Look at the different categories to the left of the matrix (listed 1-9).

Based on your issue, select from the matrix two categories that you think are most relevant for your organisation to make progress in, in order to improve its readiness to address your issue. Out of these two, at least one category should be an external issue. Your choice can be based on areas that you perceive as challenges currently, areas where you see that you have the best ability to influence or areas that you think correspond best with your project/ process focus. The categories that you assessed as having “neutral impact” may not be as relevant to choose as the ones that currently have a negative impact.

INTERNAL ISSUES

1. Staffing and Cross-Boundary Collaboration
2. Policy Prioritisation
3. Policy Planning
4. (If applicable) Policy Implementation
5. Political Commitment
6. Information Processing

EXTERNAL ISSUES

(select at least one of these)

7. Community inclusion
8. Inclusion of minorities and underrepresented groups
9. Information sharing

Step 4 – Set a target to enhance your organisational readiness

Category of focus 1

Enter the first category of focus that you picked:

Elaborate and motivate your choice and assessment. Why did you think that this category is of most relevance? What is the current situation in your organisation and what are the current barriers to making further progress?

At the end of your project/process, which level do you think that your project/process should impact your organisation to reach? This should be a level that's realistic but ambitious based on the impact that your project can achieve.

Nascent

Emerging

Intermediate

Advanced

How will you reach your target? What activities or action can you take as part of your project/process to make progress for your organisation towards the target? List at least two actions/activities that will be part of your project/process.

Category of focus 2

Enter the second category of focus that you picked:

Elaborate and motivate your choice and assessment. Why did you think that this category is of most relevance? What is the current situation in your organisation and what are the current barriers to making further progress?

At the end of your project/process, which level do you think that your project/process should impact your organisation to reach? This should be a level that's realistic but ambitious based on the impact that your project/process can achieve.

Nascent

Emerging

Intermediate

Advanced

How will you reach your target? What activities or action can you take as part of your project/process to make progress for your organisation towards the target? List at least two actions/activities that will be part of your project/process.

When you've fully filled out the digital workbook, please send it to the ICLD by e-mail monitoring@icld.se or through this button:

Thank you for completing this exercise!

During your project/process, you will receive support from the ICLD to make sustainable changes to your organisation. You will return to this tool during your project and conduct a workshop again at the end to evaluate the changes that your project has managed to contribute to.

This tool was developed by the ICLD with inspiration from the City Leader Guide on Equitable Economic Development from the Bloomberg Harvard City Leadership Initiative. Special thanks to LaChaun Banks for supporting the ICLD in this development.