

A New Dorothy: Strategies for Improving Engineers Without Borders Long Term Overseas Volunteer Program

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Table of Contents

Acknowledgements	
Table of Contents	
Executive Summary	6
Introduction	8
Goals of the Analysis	9
Methodology	9
LTOV Program Logic Model	11
Strategic Analysis	15
Value	16
Support	17
Capacity: Structural Analysis	18
Capacity: Operational Analysis	20
Strengths, Weaknesses, Opportunities, Threats (SWOT)	22
Recommendations	24
References	27
Appendix A: List of Individuals Interviewed	i
Appendix B: Comments from Partner Organizations	ii
Appendix C: Comments from EWB Volunteers	ix

Executive Summary

This report offers recommendations on how Engineers Without Borders (EWB) might strategically improve its Long Term Overseas Volunteer (LTOV) Program, a new initiative that sends recent engineering graduates to Western and Southern Africa to improve the capacity of local organizations to deliver their programming in the areas of water, agriculture, and rural energy.

While EWB's LTOV program is in a strong position, observations from the strategic analyses and from partner and volunteer interviews consistently relate to three themes for improving program impact:

- **partner engagement** to build program support
- **capacity-building focus** to create value
- **performance measurement integration** to evaluate program value

Based upon an initial program consultation, a documentation and literature review, eight program site visitations, and interviews with program staff, volunteers and partner organizations, a program logic model was developed that closely resembles EWB's current program documentation with the following key differences:

- Partner organizations have been highlighted as the primary beneficiaries of EWB's programming.
- Improvements in partner organization's technical and organizational capacity has been identified as the program's primary anticipated outcomes
- Improvements in the partner organization's designated outcomes as program's primary anticipated impact.

This implies that **EWB's principle focus should be on its partner organizations: understanding their needs, capacities, and motivations.** In effect, EWB's partner organizations could be considered 'the new Dorothy' as it is through the partner organizations that EWB will achieve its principle human development impact.

Recommendation 1: Partners as the new 'Dorothy'

It is recommended that EWB's internal focus shift towards its relationship with its partner organizations. EWB should develop a partner engagement strategy that includes: Improved expectations setting at the beginning of an LTOV placement, Identification of internal champions in the partner organizations to support EWB's capacity-building initiatives, Initiatives for on-going communications between EWB and partner organizations.

Additionally, a strategic analysis of EWB's LTOV program concluded that **Capacity-building, particularly data collection and analysis, report formatting and writing, and planning and management is valued by all stakeholders and should be the focus of EWB's LTOV program activities.**

Recommendation 2: Focus on a Few Core Capacity-Building Activities

Data collection and analysis, report formatting and writing, planning and management are areas that have been identified by partner organizations as valuable and are recommended as focus areas for EWB's capacity-building programming. It is recommended that EWB focus its programming on a few core capacity-building activities so as to enhance its program's capacity for impact. This recommendation requires re-aligning volunteer training to prepare volunteers for placements in these core capacity-building areas.

Moreover, to accurately assess the value of EWB's programming, it is necessary to track and measure program outputs, outcomes, and impacts. However to date, EWB has not conducted an impact analysis on its LTOV activities. Consequently the actual program value cannot be accurately described at this time. **It is strongly recommended that EWB develop a performance measurement system for its LTOV program so that it can better assess the value of its programming in the future.**

Recommendation 3: Integrate Performance Measurement

It is recommended that EWB implement a performance management system and integrate this system with current volunteer and NOOT responsibilities.

Introduction

Engineers Without Borders (EWB)

Canada is a student-based international development organization founded in 2000 to help people in developing communities gain access to technologies that will improve their lives. The organization raises awareness among Canadians about the impact of their daily actions on developing communities and sends youth volunteers overseas to help build technical knowledge and capacity among local entrepreneurs and organizations.

The Overseas Sending Program

Since 2000, Engineers Without Borders has been sending engineering students and recent graduates on internships with partner organizations in the developing world. Initially, the program was working all over the world through very diverse individuals and partner organizations, the only link being that they somehow involved engineering and organizational contacts of the founders or the volunteers themselves. During these first few years of operations, the organization gained experience in overseas sending and started to develop a better understanding of what might be possible in an overseas sending program. Building from this, the organization re-designed their overseas operations in 2003 into two central programs:

- **Junior Fellowship Program (JF):** a short-term (three month) program sending engineering students on a placement with the primary goal of increasing their awareness of human

development issues and growing the students' skills as development workers.

- **Long-Term Overseas Volunteer Program (LTOV):** a long-term (ten month or more) program sending recent engineering graduates on placements with a partner organization with the primary goal of 'achieving development impact.'

Additionally, since 2003 the group has sought to narrow the scope of their operations to two geographic areas: Western Africa and Southern Africa.

My Role

Since 2000, I have been working with EWB in various aspects of their organization: I helped to develop their overseas internship program, served on their Board of Directors, and help to secure and oversee the funding and hiring of their first full-time staff team.

In recent years, I have advised the organization on gender policy, mission and marketing, and their overall performance measures (financial and programmatic).

Based on my past involvement with the organization, it was requested that I offer advice and guidance as to how to improve the organizations long-term overseas programming.

Goals of the Analysis

The central question this analysis sought to address is

“How might EWB strategically improve its Long Term Overseas Sending Program?”

Specifically, it was requested that this analysis explore the program vision and goals, the external program and design, and the internal processes in place to implement the programming.

It is hoped that the analysis will help EWB to:

- **Improve their understanding** of the realities of their current long-term overseas programming
- **Refine (or redefine) goals** for their long-term overseas sending program
- **Refine its internal implementation processes** to best align (or re-align) with programming goals
- **Develop program evaluation tools** to measure program effectiveness in the future.

Methodology

EWB’s LTOV program was assessed using the following methodology:

- Initial Program Consultation
- Documentation and Literature Review
- Site Visitations
- Interviews
- Program Logic Identification
- Strategic Program Analysis

An **initial program consultation** was conducted with leadership of the organization and the LTOV program to gain a better understanding of their understanding of the program to date, their vision for the program in the future, and their impressions of what a strategic analysis of the program could accomplish.

The following **documentation and literature reviews** were conducted:

- Review of volunteer-based development initiatives in the technical sector conducted to learn of best practices and develop expectations for anticipated program impact.
- Review of program documentation of partner organizations, reporting of past and current EWB volunteers, past and current EWB strategic documentation
- Literature review on strategic management in public agencies and non-profits. *Specific literary resources can be found in the References section.*

Eight LTOV project sites were visited directly, where the day-to-day work of the partner organizations, the EWB Volunteers, and the villages where they conducted their programs was observed.

Location	Partner Organization	Sector
Livingstone, Zambia	CARE Zambia	Agriculture
Monze, Zambia	WaterAID	Water and Sanitation
Choma, Zambia	PROFIT (USAID)	Agriculture
Chipata, Zambia	International Development Enterprises (IDE)	Agriculture
Lilongwe, Malawi	Clinton Foundation	Water and Sanitation
Tamale, Ghana	Ministry of Agriculture, Northern Region	Agriculture
Tamale, Ghana	Community Water and Sanitation Agency (CWSA), Northern Region	Water and Sanitation
Accra, Ghana	Kumasi Institute for Technology and Enterprise (KITE)	Rural Energy

Site Visitations (conducted June-August 2006)

Staff, current volunteers, program alumni and partner organizations were interviewed around the program, its impact to date, and recommendations for program improvements.

Appendix A lists the individuals interviewed throughout the analysis. Appendix B contains an annotated summary of comments from EWB's partner organizations throughout the interview process, and Appendix C contains interview notes from the long-term overseas volunteers interviewed.

From this information, a **model of the LTOV program** was identified based upon the Kellogg Program Logic Model, highlighting the program's change theory, its primary and secondary stakeholders, in addition to the anticipated program results.

Informed by this model, the LTOV program is then **analyzed strategically using the Support, Value, Capacity model** as well as by identifying the program's **Strengths, Weaknesses, Opportunities, and Threats (SWOT)**.

LTOV Program Logic Model

My identification of EWB's program model relates closely to EWB's current documentation of its logic model with the following key differences:

- Partner organizations have been highlighted as the primary beneficiaries of EWB's programming.
- Improvements in partner organization's technical and organizational capacity has been identified as the program's primary anticipated outcomes
- Improvements in the partner organization's designated outcomes has been conceptualized as program's primary anticipated impact.

This implies that **EWB's principle focus should be on its partner organizations: understanding their needs, capacities, and motivations.** In effect, EWB's partner organizations could be considered 'the new Dorothy' as it is through the partner organizations that EWB will achieve its principle human development impact.

Below, the rationale for this programming model is clarified.

The management of Engineers Without Borders has identified the following assumptions that lay behind their motivation for creating the LTOV programming:

- 1) Development projects fail to have as much impact as they could because:
 - a. Implementing agencies don't function as well as they could
 - b. Funders don't design projects with a sufficient understanding of on-the-ground realities
- 2) EWB has a group of ready volunteers trying to find the best way to put their altruism and skills to use

- 3) EWB volunteers have the skills and ability to address the failures of development projects in 1).

Although a change theory has not been given consistent articulation within the organization, I would define the organization's theory for change as follows:

“Recent engineering graduates can offer value in international development by working directly with appropriate technology partners organizations to increase their technical and organizational capacities, improving their project outcomes.”

This theory-for-change highlights the following:

- Recent engineering graduates (the 'Volunteers') as the key program 'input'
- International development as the broad area of program activity
- Appropriate technology partner organizations as the programs target audience/primary beneficiaries
- Improvements in partner organization's technical and organizational capacity as principle program outcomes
- Improvements in the partner organization's designated outcomes as the broader program impact.

Informed by the Kellogg Foundation program logic framework (a format that Engineers Without Borders has effectively been promoting with its membership and internally), EWB's LTOV program model could thus be modeled as follows:

	Primary	Secondary
Inputs	Canadian volunteers - usually recent engineering graduates Partner organizations (current focus is either non-profit or public organizations in Southern and Western Africa)	EWB support staff Funding
Activities	Canadians volunteer with a partner organization. Tasks are based on a project description determined in conjunction with partner organization shortly after the volunteer arrives. It is recommended that activities focus to: <ul style="list-style-type: none"> • Data Collection and Analysis • Report Formatting and Writing • Planning and Management 	Volunteers live with low-income families and are encouraged to integrate into a family or low-income community environment for the program's duration.
Outputs	Number of volunteer placements conducted Capacity-Building Outputs: Based on volunteer's project description as well as a 'baseline' that is developed with a partner organization. This usually involves components of <ul style="list-style-type: none"> • Trainings held • Coaching sessions held 	Any technical outputs of the volunteers. This could involve: <ul style="list-style-type: none"> • Number of items installed • Analysis conducted or report produced • Number of sites visited/surveys conducted
Outcomes	Increased organizational capacity in partner organization	Increased capacity and learning of overseas volunteer Increased capacity and learning of EWB Any outcomes of the technical work being conducted Any outcomes with host families or with broader community
Impacts	Improved program outcomes in partner organization	Improved focus human development issues in Canada

EWB's primary goal in designing the LTOV program is affecting development outcomes in communities where partner organization works. However, EWB's leadership acknowledges that the programming also has the important secondary outcomes of increasing the capacity and learning of both the overseas volunteer and the organization at large. Not identified by EWB, but frequently identified by volunteers during the interview process, is the impact on the families and communities they reside in throughout the duration of the volunteer placement. No family or community members where volunteers resided were formally interviewed during this analysis; however, from informal time spent with this constituency it appeared that the program was impacting their perspectives on the role of westerners in their countries, making these individuals a worthwhile

constituency for EWB to consider while modeling their programming.

From this the EWB's LTOV program's **Key Stakeholders** can be identified as follows:

- The Volunteers
- The Partner Organizations (including individuals within those partner organizations)
- EWB itself

Secondary Stakeholders can be identified as:

- Family or community members where the LTOV volunteer resides
- The beneficiaries of programming undertaken by EWB's partner organizations (usually, community members)

PARTNER ORGANIZATIONS: THE NEW 'DOROTHY'

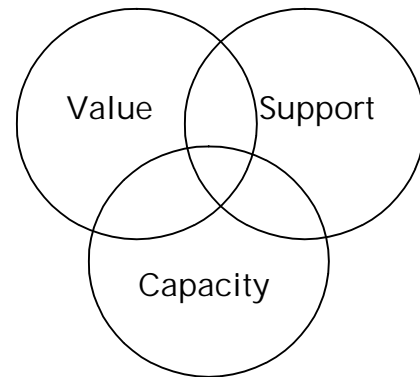
EWB communications traditionally highlight the individual developing community member, or 'Dorothy' as the primary beneficiary of EWB's programming and the desired focus of their work. While a commitment to impact on the individual poor is a laudable goal, this examination of the LTOV program shows that partner organizations, specifically individuals within those partner organizations, are where EWB is designed to be having its direct and primary impact. Based upon a strategic analysis of the current program model, it appears that the partner capacity-building model is one that EWB would do well to continue with. Consequently it is recommended that EWB's internal focus shift towards its relationship with its partner organizations.

Strategic Analysis

In his book “Creating Public Value”, Mark Moore describes an organizational strategy as a concept that simultaneously:

- 1) declares the overall mission or purpose of an enterprise
 - This is what highlights the **value** of the enterprise
- 2) offers an account of the sources of support and legitimacy
 - This **support** is required for the enterprise to thrive
- 3) explains how the enterprise will have to be organized and operated to achieve the declared objectives.
 - This **capacity** is required for value-creation to be operationally and administratively feasible

Over the years, experts at The Kennedy School of Government have come to see value, support, and capacity as key to non-profit and public performance.



This framework is useful for exploring EWB’s LTOV program as it can help to show inconsistencies between what partner organizations might want and what the LTOV program is seeking to and able to provide.

It is important to note that viewing EWB’s LTOV program from the framework of value, support, and capacity is not itself a strategy, but it does provide a starting point from which to understand the current alignment of the program from which to develop a strategy for moving forward.

Based upon a Strategic analysis of EWB’s LTOV program, it can be concluded that:

- All stakeholders value capacity building, particularly data collection and analysis, report formatting and writing, planning and management.
- To improve its support, EWB should develop a partner engagement strategy that emphasizes information sharing and communication.
- EWB currently has the capacity required to carryout its LTOV program, but requires some minor modifications to its volunteer training, and additional relationship building with partner organizations.

Value

To date, EWB has not conducted an impact analysis on its LTOV activities: consequently the actual program value cannot be accurately described at this time. ***It is strongly recommended that EWB develop a performance measurement system for its LTOV program so that it can better assess the value of its programming in the future.*** A performance measurement framework for the program is presented later in this assessment.

However, key stakeholder perceptions of value can be identified. Based upon interviews with key EWB stakeholders, it appears that all primary stakeholders agree the value of the LTOV program is as follows:

- Capacity-building with Partner Organization
- Principle of integrating into the cultural context
- Catered programming with the partner organizations
- Low cost of the volunteer labour to the partner organizations

Volunteers and partner organizations highlighted a few key skill areas where capacity building was valued:

- ***Data Collection and Analysis***
- ***Report Formatting and Writing***
- ***Planning and Management***

Additionally, volunteers and EWB management highlighted their own learning and growth as a core value of the program. However, partner organizations were unable to identify significant capacity development in the volunteers beyond field experience. Moreover, partner organizations were completely unable to identify any value to the program for EWB as an organization. ***As EWB looks to partner organizations as their area of primary program impact, it would be beneficial to inform and engage partners in the programs benefits for all stakeholders***, including the volunteers and EWB as a whole. This could be done through a quarterly update newsletter targeted to partners, more frequent visits between EWB officials and partner organizations, meetings amongst partner organizations in collaboration with EWB, and partner organization participation in EWB's annual conferences and seasonal retreats.

IN THEIR OWN WORDS: PARTNER ORGANIZATIONS

“With other groups it’s a project they come with, but the EWB volunteers come in, spend time with us & develop something according to our needs”

“If EWBs weren’t doing the work no one would be doing it... we couldn’t afford to do it otherwise”

LTOV program support can be broken down as follows:

- **Internal support** of EWB's staff, board, and volunteers
- **External support** of EWB's funders, the broader public, and partner organizations

In all of these constituencies support for the EWB LTOV program is apparent. However the dynamics of partner organization support has been identified as the least known and understood of all of these constituencies.

Based upon interviews with partner organizations, it can be concluded that:

Partner organizations are not homogeneous. While management may be supportive of having a volunteer, staff might not be (or vice-versa).

Organizations did not initially expect or support capacity building. For several

organizations interviewed, their expectations of volunteers had been to offer technical assistance rather than capacity-building assistance. Although the organizations acknowledged that the volunteers principal value was ultimately in capacity building, this had not been their initial expectation when becoming involved in the program.

Additionally, **many organizations are unaware of the breadth and scope of Engineers Without Borders.** Most partner organizations knew nothing about EWB outside of 'their volunteer' – for those who had negative experiences with their volunteer this significantly affected their support of EWB's programming. Several partner organization directors expressed an interest in feeling that they are 'part of an EWB network.' It is expected that for these organizations, receiving more updates and information from EWB would increase their support of the LTOV program.

To improve its support with partner organizations, EWB should develop a partner engagement strategy. This strategy should include:

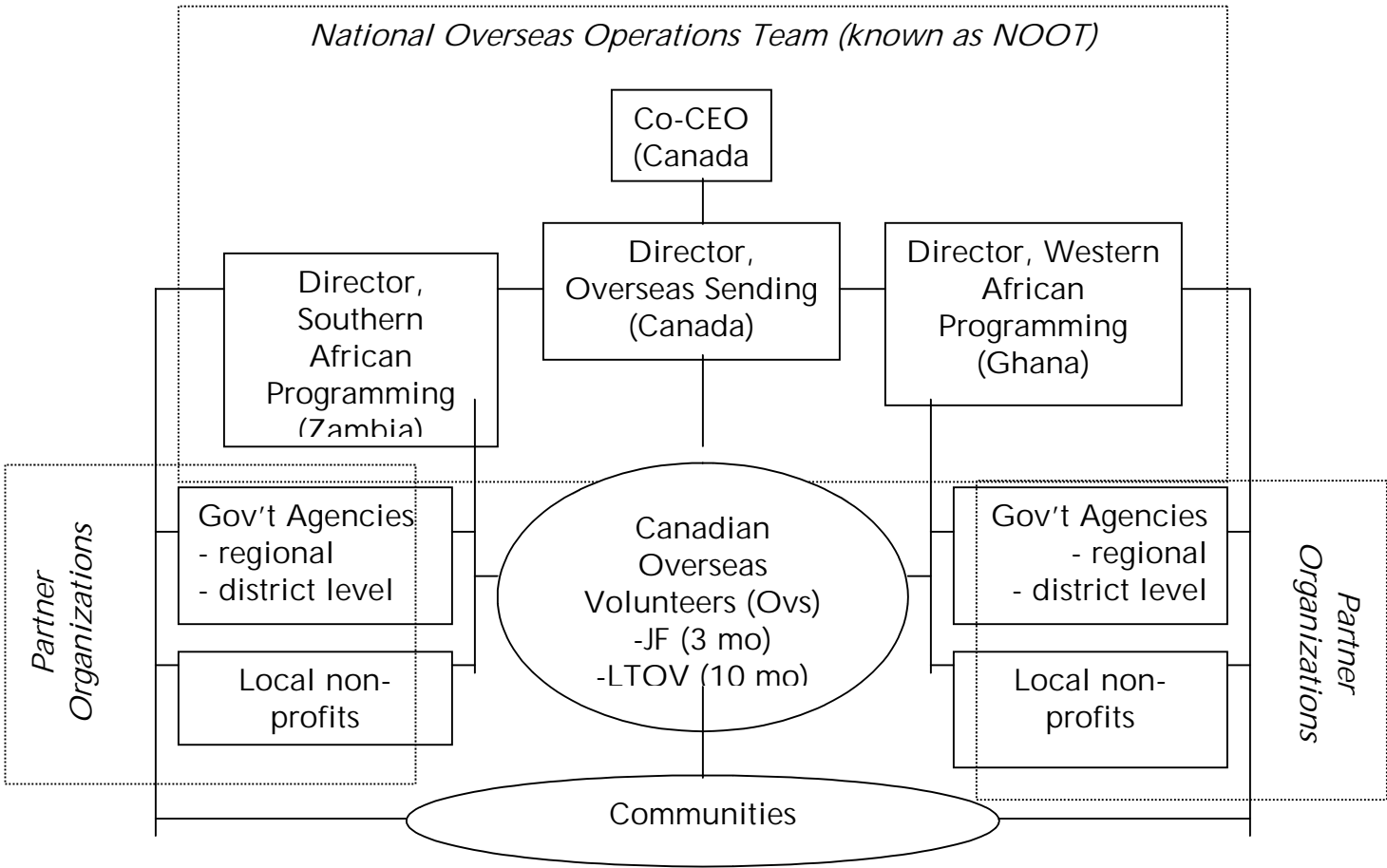
- Improved expectations setting at the beginning of an LTOV placement.
- Identification of internal champions in the partner organizations to support EWB's capacity-building initiatives.
- Initiatives for on-going communications between EWB and partner organizations: suggestions include a quarterly update newsletter targeted to partners, more frequent visits between EWB officials and partner organizations, meetings amongst partner organizations in collaboration with EWB, partner organization participation in EWB's annual conferences and seasonal retreats.

Capacity: Structural Analysis

Does EWB have the capacity for its programming? According to Herman Leonard, capacity involves: People, money, skills, authority, space, knowledge, managerial infrastructure, and intellectual resources.

Based on this analysis, it appears that ***EWB currently has the capacity required to carry out its LTOV program, though it will have to be mindful of capacity requirements for its JF program and its effects on LTOV quality. Additionally, some minor modifications to its volunteer training, and relationship building with partner organizations will enhance EWB's capacity to deliver the program.***

EWB's current LTOV program structure is as follows:



People

The people that EWB recruits are undoubtedly their best asset. Partner organizations have emphasized volunteer's open-mindedness and willingness to collaborate as a key strength of the LTOV program. Overall the first characteristic that partner organizations would highlight about the program was the high caliber of people involved with EWB.

Money

While sustaining financial resources is an ongoing issue for any non-profit, EWB is currently in a sound financial position for the continuation or expansion of its LTOV program. However, several partner organizations have noted that volunteers do not bring additional resources to the organization when they come to volunteer, even though these volunteers can add to the financial costs of the organizations. *In some cases, cost sharing during an overseas placement (for organization costs like fuel, that increase when a volunteer comes) might be necessary.*

Skills

While partners are happy with the qualities of the volunteers, they have expressed that volunteers do not always have the hard skills that were initially expected. This idea appears to be linked to the notion that *partners do not have adequate expectations of the role of the volunteer at the beginning of a placement.*

In addition, volunteers have noted that they require additional skills to conduct capacity building within their office setting. Steps to address this issue have been highlighted in the *Operational Analysis*.

Authority

If EWB is to work on developing the capacity of other organizations, it requires

the authority of partner organizations. However at this time the expectation of several partners is that EWB volunteers will be performing technical functions. Additionally, some partner organizations described volunteers to be stubborn and unwilling to adhere to organizational policy. *It is essential that EWB work on realistic expectations setting with its partner organizations and conduct regular monitoring of placements so as to build their authority to capacity-build within these organizations.*

Space

Currently, EWB has not invested in overseas office space, and investment in overseas space does not appear to be necessary at this time.

Knowledge

EWB volunteers have expressed that they need more information to carry out program activities. A key concern is that knowledge is not being transferred from overseas staff to the national office – should a laptop be stolen the organization's internal memory will be destroyed. *It is recommended that EWB expand its current domestic information technology network to support overseas staff.*

Managerial Infrastructure

At this time, EWB's managerial infrastructure appears sufficient to carry out program activities, although *EWB will need to be mindful that expansion in its JF program does not encroach upon LTOV program capacity.*

Capacity: Operational Analysis

If capacity is available, then there may exist a challenge in the current program operations. In order to explore EWB's internal operations for program implementation, the steps to running the LTOV program were broken down by the National Overseas Operations Team (NOOT) and were evaluated.

Of these, the key areas that were identifies as needing work include:

- *Relationship building with Partner organizations (steps 5, 8, 11)*
- *Performance measurement (steps 12 and 13)*
- *Volunteer training (step 2)*

LTOV Program Step	Responsibility	Status
1. Volunteer Selection	NOOT	Excellent
2. Volunteer Preparation and Training	NOOT	Needs Work
3. Volunteer match to placement	NOOT	Acceptable
4. Initial Partner Selection	DxAP	Acceptable
5. Initial Partner Expectations Setting	DxAP	Needs Work
6. Partner Trust Building	DxAP, OV	Acceptable
7. Volunteer Knowledge/Skill/Attitude Building	OV, Partner Org	Acceptable
8. Partner/Project Diagnostic	OV, Partner Org	Needs Work
9. Placement Impact Plan Defining and Planning	OV, Partner Org, DxAP	Acceptable
10. Implementation of Impact Plan	OV, Partner Org	Acceptable
11. Communication with Partner Organization	OV, DxAP	Needs Work
12. Monitoring and Coaching	DxAP	Needs Work
13. Impact Evaluation	DxAP, Partner Org, OV	Needs Work

A Note on Performance Measurement.

Currently, the majority of performance measurement and evaluation that has been conducted for the LTOV program has taken the form of qualitative information and brainstorms (focus groups and one-on-one meetings) and 'keeping tabs' on the number of overseas volunteers who continue to stay involved in the organization. When documented, the purpose of measurement and evaluation in overseas programming has been for the benefit of the overseas volunteer. The information has not been retained by EWB for learning and continuous improvement purposes.

Given the size and scope of the LTOV programming it is not realistic to actually assess the full impact of operations overseas. ***However, EWB can do more to measure outputs and outcomes to evaluate its activities.***

EWB volunteers can work with each partner organization to create a 'baseline', record their capacity-building activities, and submit this information to EWB upon completion of the program. Following partnerships, organizations can be assessed for longer-term outcomes and

impact. Though EWB cannot mimic a real counterfactual, a story of 'plausible association' can be created: that EWB's interventions to improve capacity within partner organization have credibly contributed to improving their performance.

A note on Volunteer Training. Although EWB is recognized for its leadership in volunteer training in Canada, several volunteers noted that the current pre-program training does not include specific components on capacity building. In conjunction with the NOOT, a separate strategy meeting on training was conducted. A key outcome of that meeting was a commitment to the development of new volunteer training modules over the next two years, focusing on:

- participatory data collection
- organizational diagnostics
- gap analysis
- budgeting & financial management
- facilitator training
- monitoring & evaluation
- adult education
- mentoring/coaching

Strengths, Weaknesses, Opportunities, Threats (SWOT)

A SWOT analysis is a useful tool to assess the internal attributes and external conditions relevant to improving EWB’s LTOV programming. A SWOT identifies:

- **Strengths:** the internal attributes of the organization that are helpful to program goals
- **Weaknesses:** the internal attributes of the organization that are harmful to program goals
- **Opportunities:** external conditions that are helpful to program goals
- **Threats:** external conditions that are harmful to program goals

A summary of the LTOV program’s SWOT is as follows:

<p><u>Strengths</u> Volunteer Caliber Catered Programming</p>	<p><u>Weaknesses</u> Broad Capacity-Building Focus Weak knowledge of partners</p>
<p><u>Opportunities</u> Partner engagement Mutual learning</p>	<p><u>Threats</u> JF program encroachment</p>

Strengths

Overwhelmingly, partner organizations have highlighted EWB’s volunteers and catered programming as the program’s best assets. The selection of open minded, hardworking volunteers, combined with EWB program policies of community integration enables the volunteers to develop strong knowledge of local context during the program. This knowledge can then be leveraged through the development of volunteer activities in conjunction with the partner organization.

EWB’s policies of volunteer integration and catered programming are some of the LTOV program’s key benefits and should be actively continued.

Weaknesses

EWB’s weak knowledge of partners has been previously identified as an area of key focus. ***Increasing knowledge of partners (i.e. Partners as the ‘New Dorothy’) is a strategic recommendation of this analysis.***

In addition, while EWB has narrowed its geographic and broad thematic focus, capacity-building projects remain varied, making it challenging for:

- Volunteers to identify capacity-building opportunities

- Volunteers to be trained in potential capacity-building skills
- LTOV staff to monitor and support volunteers in capacity-building initiatives.

It is recommended that EWB focus its programming on a few core capacity-building activities so as to enhance its program's capacity for impact. Data collection and analysis, report formatting and writing, planning and management are areas that have been identified by partner organizations as valuable and are recommended as focus areas for EWB's capacity-building programming.

Opportunities

While partner knowledge has been identified as a key internal weakness, external partner engagement presents a key area of opportunity for EWB. ***The development of a partner engagement strategy that emphasizes information sharing and communication stands to significantly boost the LTOV program's potential for impact.***

Threats

One area where EWB should be wary of the risk of its JF program encroaching into LTOV programming and, as a consequence, the programs potential for impact.

Because of the structure of the JF program, it results in an influx of volunteers for a short time into EWB's partner organizations. Consequently this program does not appear to enjoy as much support with partner organizations. Additionally, the program requires substantial, year-round administrative time as well as valuable social capital within communities for what is ultimately a low-impact program for these constituencies (though high-impact for the volunteers themselves in terms of their learning). ***As EWB evaluates the direction of its LTOV programming, it should consider the relationship between the two programs and the impact that any additional JF program expansion may have on partner organization capacity and support.***

Recommendations

While EWB's LTOV program is in a strong position, observations from the strategic analyses and from partner and volunteer interviews consistently relate to three themes for improving program impact:

- **partner engagement** to build program support
- **capacity-building focus** to create value
- **performance measurement integration** to evaluate program value

Recommendation 1: Partners as the new 'Dorothy'

It is recommended that EWB's internal focus shift towards its relationship with its partner organizations. Partner organizations, specifically individuals within those partner organizations, are where EWB is designed to be having its direct and primary impact. To improve its support with partner organizations, EWB should develop a partner engagement strategy. This strategy should include:

- Improved expectations setting at the beginning of an LTOV placement.
- Identification of internal champions in the partner organizations to support EWB's capacity-building initiatives.

- Initiatives for on-going communications between EWB and partner organizations. Suggestions include:
 - a quarterly update newsletter targeted to partners
 - more frequent visits between EWB officials and partner organizations
 - meetings amongst partner organizations in collaboration with EWB
 - partner organization participation in EWB's annual conferences and seasonal retreats.

Recommendation 2: Focus on a Few Core Capacity-Building Activities

Data collection and analysis, report formatting and writing, planning and management are areas that have been identified by partner organizations as valuable and are recommended as focus areas for EWB's capacity-building programming. It is recommended that EWB focus its programming on a few core

capacity-building activities so as to enhance its program's capacity for impact. This recommendation requires re-aligning volunteer training to prepare volunteers for placements in these core capacity-building areas.

Recommendation 3: Integrate Performance Measurement

Overall, a review of EWB documentation has shown that while there is much internal discussion of impact with the staff team, there is little internal discussion of 'monitoring & evaluation' as key components of overseas activities: components that requires staffing, resourcing, and due consideration

throughout EWB's activities. It is recommended that EWB implement a performance management system and integrate this system with current volunteer and NOOT responsibilities. A sample performance management plan is as follows:

Sample Performance Measurement Plan

	Primary	Metric	Method of Assessment	Frequency of Assessment
Inputs	Canadian volunteers -	# of volunteers	NOOT to track	Annually
	Partner organizations	# and type of partner <ul style="list-style-type: none"> • government • non-government • level (district, national) • area of focus 	NOOT to track	Annually
Activities	Recommended that activities focus to: <ul style="list-style-type: none"> • Data Collection and Analysis • Report Formatting and Writing • Planning and Management 	Presence of activities plan with partner	NOOT Site visitation/interview with Partner	Mid-way through placement
		Volunteer updates on activities	Volunteer Reporting	Monthly
Outputs	Usually involves components of <ul style="list-style-type: none"> • Trainings held • Coaching sessions held 	Volunteer activities updates	Volunteer Reporting (compiled by NOOT)	Monthly
Outcomes	Increased organizational capacity in partner organization	Increase (from baseline) in knowledge in capacity-building area	Volunteer Survey	At beginning of placement and at end of placement
		Increase (from baseline) in behaviour in capacity-building area	Volunteer Observations <i>(for example, shadowing a field training)</i>	At beginning of placement and at end of placement
Impacts	Improved program outcomes in partner organization	Partner organization's program outcome metrics	Interviews Review of Annual Report	Every 3 years

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Appendix A: List of Individuals Interviewed

Engineers Without Borders

National Office Staff

Parker Mitchell, Co-CEO
George Roter, Co-CEO
Russ Groves, Outgoing Director, Overseas Sending
Levi Goertz, Incoming Director, Overseas Sending
Louis Dorval, Director, Overseas Programs (outgoing Director, Western Africa Programs)
David Damberger, Director, Southern Africa Programs

Brenna Donoghue, Director of Communications
Laura McGrath, Director of Education

Long-Term Overseas Volunteers

Luke Brown (CWSA Northern Region Ghana)
David Damberger (PROFIT)
Robin Fairnworth (Ministry of Agriculture Northern Region Ghana)
Mike Quinn (CARE Zambia)
Monica Ruicki (KITE Ghana)
Paul Slomp (IDE Zambia)
Jennifer Dysart, WaterAid Zambia

Partner Organizations

CARE ZAMBIA, Livingstone Office

Simon Mwanza, Office Director
Evans Mwangwe, Project Manager
Richard, CARE Zambia Driver
Celestina Lwatula, C-Safe Program
Tembi Sichone, C-Safe Program
Mwiya Bauda, Sikaunzwe Sorghum Project coordinator
Gertrude, Sikaunzwe Project Participant

CWSA Northern Region Ghana

Wigbert Y. Dogoli, Regional Director
James Ayikade, Extension Service Specialist
John Aduakye, Hydrogeologist
Gaeten Kuupoulo, Extension Services Specialist

Department of Agriculture Northern Region Ghana

Mr. Adongo, Regional Director
Mr. Shireef, Agricultural Program Director
Mr. Osmon, Acting Director, Nanumba South
Benjamin Wilson, Yendi District Director

PROFIT, Choma Office, Southern Zambia Region

Joshua Munkombwe, Regional Director
Enock Siankwilimba, Choma District Facilitator

KITE, Accra Office, Ghana

Harriet Amissah-Arthur, Director
Theo Gbena-Oduro, MFP Project Manager
Charles Agboada, Program Officer
Frank Atta-Owusu, Program Officer
Victoria Lyubytka-Hewlett, Admin Director

WaterAid, Monze Office, Zambia

Febby Busiku, Program Officer
Pederson Mada Beko, Nteme Well technician

Appendix B: Comments from Partner Organizations

These notes are a general compilation from numerous interviews with staff members and volunteers with EWB partner organizations.

Role of the Volunteers

What volunteers are best positioned to do

- Currently doing direct management support, a value-add
- Most of them are playing support roles, although some are doing more lead roles. Either one can be good or a problem though, depending on how long the person is staying, the nature of the work and the current gaps, and the person's skills. At the end of the day there needs to be someone who carries out the work though.
- Can work as any other staff, because they're resourced.
- Best positioned to be doing things like computer skills training and gap filling –
- Role of volunteers: often do research
- Best positioned to work at the Districts – they are the weakest link in the CWSA chain and improvements there will help everyone in their objectives.
- EWB things best positioned to do: small things, field work and data gathering or research work that no one has time to do
- Larger focus of improving Data collection is useful, but that having people do the smaller level things would help free up some time as well. Focus on being students, feels they stand to learn more but that that's okay because it will help them to contribute better into the future
- Impact through reporting – key deficiency is reporting capabilities. Volunteer is looking into that problem and will be able to contribute to helping to solve it
- Volunteers best positioned to do what they are doing now – going out in the districts, working with multiple levels

Role of Capacity-Building and Mutual Exchange

- Focusing on capacity and not coming in with a pre-programmed project
- EWB volunteers best positioned to do: exchange knowledge, capacity-building
- Capacity building aspect has unique features (dedication, commitment, attitude of the EWB volunteer) that are difficult to find locally. Feels

that for now, the model of sending flexible, energetic young volunteers positive but says that in a few years the model might need to be changed to achieve the capacity building objectives (i.e. right now staff wouldn't gain as much as they could from external training – they'd be wide-eyed and wouldn't know where to start to take things in. EWB people coming in gives them a start of something different, and with time could develop into something like overseas trainings and exchanges, etc)

- Spoke highly of the idea of the capacity building in monitoring and assisting at District Level
- Best positioned to do capacity-building (report writing, personal organization and planning, work ethic, etc) although right now they are still doing core organizational tasks (though more and more that's being transitioned out)
- Highlighted that the capacity building is great but only if there are people with the time to capacity-build – when there's no time to have someone just wanted to do the 'support' and not get into the meat of it can pull everyone behind
- Capacity building depends on the team and trust level of the team – does not like the barriers of westerner/non-westerner, strong need for us all to be considered people first
- Need to make sure that the locals have the power - need to keep that dynamic strong no matter what the programming. Should be working as equals, as peers though and should be learning both ways.

Displacing Local Labour?

- The westerners are changing the way things are done but that is a good thing. Not displacing local labour since could not afford it (supplanting important work)
- Does not see as displacing local labour when there would be no money to have someone in the role and would just mean more work for others.
- Displacing locals: need to make a strong team – each will have different skills – after awhile

there's been trust with the three to work (lots of mentoring there)

- Role of westerners is essential because Ghana needs them. Training Canadians now (having the young ones experience the culture, etc) will help Canada to do its job better in the future. Emphasized that Canada has a lot of opportunity (even an obligation) because of its role in the world: a wealthy intelligent country that did not colonize like the EU and that can bring in US perspectives in a nicer way and even tone down the US where necessary. Having Canadians come is very important and the work they are doing is important. Hinted that the current approach of development workers isn't very good and that programs like EWB can help to change that.

JF's

- JF's should be doing more research work, though can tell from their eyes that they really want a cultural experience (to go into the field)

- Jfs should be doing research while long-terms seem to be able to do more managerial support

Value-Add

- They come in with other organizational skills that are useful (particularly computer)
- Unlike other organizations, you don't need to pay and they integrate better.
- EWB different since coming in without a program and very willing to learn
- They are part of the team but can also look somewhat externally
- Different from other orgs in that they're young and want to support the work (and not do it themselves) but they apply the knowledge they have well.

Program and Volunteer Benefits

Volunteer Attitude: Open minded and Collaborative?

- Are more prepared, more open-minded
- Behave better
- Different because of the commitment they bring – their youthfulness and energy.
- What are doing well is instilling energy and enthusiasm
- EWBs very consultative
- EWB volunteers different because they are young and come in more open-minded, come in willing to listen (feels that's mostly from their age though and thinks that's a good thing)
- Different from other people in the office because they are so consultative – talk with them and learn from them
- Notes special characteristics of Canadians (all nice people) – doesn't see the EWB volunteers as different from the other Canadian volunteers but sees Canadian volunteers as better personalities and more integrative
- EWB/Canadians different from big donors – more collaborative & more open to learning and going in to the field

Organizational and Community Integration

- Different from other volunteer groups because of integration
- Feels that right now the only way to do the work is by sending the volunteers - no one will spread everything they know from a short training, workshops in Accra aren't adding anything, but having someone, over time, who's producing and making a contribution.
- Uniqueness of EWB (unstated). Others just do workshops, trainings in Tamale or locally, but EWB intends to stay in districts doing day-to-day work over a more extended period.
- Different because they actually stay, most come in and out of Tamale
- Starting to develop longer organizational relationship, worked very collaboratively, identified gaps & backstopped.

Catered Programming

- Catered to their needs and not to 'Oxford' or anything
- Other groups it's a project they come with, but the EWB volunteers come in, spend time with us & develop something according to our needs
- EWB volunteers coming here best (vs. our people going to other places) teachings will

reach more people that way. Best positioned to come in open-minded, identify gaps & work on that

- Their flexibility, position can be changed a few months into it

Low Cost

- If EWBs weren't doing the work no one would be doing it- they don't even have the money for admin capacity!
- Because EWB pays, the person is somewhat independent, somewhat different, means they have a lot of leverage to do things different
- Generally don't cost too much
- Benefits of EWB: cost sharing, saves money and work they do is given at no cost

Unique Skills

- Bring in both technical and social skills (despite being engineers mostly they know a lot about the soft side)
- Bring in unique skills, management training

Other

- Like the idea of westerners coming: lends validity and helps to draw out support more broadly for development programming in the north.

Positive Characteristics of Volunteers

Work Ethic

- Saw that they are incredibly hardworking and generally friendly
- Each one is very different, very individual. All are hard workers though
- Noted how they were each individuals but all very hardworking
- Hardworking (missionaries, makuas don't work as hard as the EWB)
- Doesn't let the stoppers stop him – keeps going through that
- Determination and hard work
- Willing to do manual labor
- Just have to give him a job and he does it
- Open-mindedness, hard worker, energetic, willing to take criticism and change
- They do their job and are dedicated to their job

Communication & Open mindedness

- Talking to people, always being curious
- Respectful and open
- Very down-to-earth
- Arrived very open minded and willing to learn about both technical aspects of the work and also about Ghanaian culture.
- Very open to learning and very interactive – communicates a lot.

- Capacity-building, focusing, and open-mindedness
- Open-minded, pleasant, good attitude
- Personable, spoke with people, also gender brought in men and women

Integration and Community Focus

- Very personable on the ground, a lot of energy.
- Went to field lots of times
- Volunteer spent time learning in village
- Field visits, frequently heard from people in villages how good his work was going
- Has the right approach with them
- Flexible, integrated well, went and lived in a village

Other

- Finds the volunteers very capable
- Organizational things (planning, structure), seeing things from the outside, providing management support:
- Interest, knows what not to talk about in public
- Knows what to say to whom
- Have helped us all to be faster in our jobs
- MFP programming taking off largely with their assistance

Program and Volunteers Drawbacks

Volunteer Attitude: Stubborn and Judgmental?

- Challenges with individuals and personalities - can tell by people's body language that they think badly if something doesn't go right (they are judging everything as 'African inefficiency' when many northern group have same challenges)
- Volunteers open-minded but perhaps a little stubborn – you need to convince him to change his mind but once it's changed he doesn't look back.
- Some have not really had the interest (want to travel, have not taken advice, were stubborn and have done things outside of company policy)
- To be honest some of them did not acknowledge that they were learning as well
- Some were even overly polite, overly 'cultural' - treating his like 'another culture' and just not being chill enough.

Volunteer Integration with Office Norms

- Strong volunteer reactions to some office norms like yelling (people now email in the office because they know yelling bothers the volunteer)
- Managing personalities in the office
- Integration with other office staff
- The way they 'hold themselves' (*implies dress*)
- Found that some weren't ready for the city life (*believed to imply dress*)
- Challenges in getting them to do timesheets and monthly reports (*mentioned several times*)
- EWB presenting things that they can improve upon – good to present it but difficult because many we already know and difficult to change

Lack of Experience

- Not experienced “experts” (recent graduates)
- Could improve upon level of experience, which he will get with time, though emphasized he came in well-trained for his age
- age & experience level of volunteers
- The regions find people young and want to ‘protect them’
- Don't have cultural knowledge

Volunteer Support

- Worried about the health insurance system for the volunteers
- When they come they can be stranded for some time, they're just plunked in with no knowledge about what they're going into
- Takes some time to settle if they don't immediately have housing and they don't produce during that time
- In Ghana people occupy themselves about each other and at 18 you are still considered a child and someone that everyone will bother about, though in America it does not seem so
- Worries that they are not given enough support at the beginning. Why aren't they given a house? Prevents them from being productive for the first few weeks

Fieldwork Expectations

- Expectations around fieldwork (sometimes)
- Impact of EWB doing fieldwork: they learn a lot about culture, they also draw a crowd, which can be positive. But they can also have a negative impact on the work: people in the communities may think that it is the obrunis that are in charge and might not come if its just the locals doing the training - it shifts the power dynamic.
- They'll give more deference to the whites and say it's them running the program, which can be hard to handle for the people who are really doing all the work
- Role of westerners – should be honest about the good/bad things they bring (particularly in the field). For example they help to get the people out (draw a crowd) but also sometimes you have to pay more for things and communities think it's the whites that brought the thing when it was us.

Risk Propensity

- Many didn't expect to live in the city and wanted to live very dangerously (poorly)
- Worries about them, level at which they are living. They are trying to live like the poorest of the poor but they're putting themselves in places that others are trying to move themselves out of. Feels that by having a ‘white’ live in conditions with poor toilets, etc, might send out the idea that its okay to live like that and that there might be no motivation to

improve it. Also they can get sick and he personally worries a lot about it.

- Has offered advice about where to live but his advice was not taken so since then he's not said anything more to the volunteers and just lets them do as they wish.

Short Term Programming

- Would like to see EWBs staying longer, working closer with the districts during productive time
- Short amount of time for shorter volunteers not as good if project isn't well-defined

Financing

- Transportation costs provided for EWB workshops are too low
- EWB doesn't bring any financial resources with them so if they lose core project funding they

might not even be able to pay for anything for the volunteer

Other

- Possible replacement of local labour (idea of twinning)
- Frustrated by volunteers always working on the same program, glad to see current volunteer getting involved in new things
- Volunteers are not coming with laptops - they need machines! Or EWB should just invest in a floating laptop or something
- Volunteer is doing too much, needs to focus more
- Many work too hard and need to develop personal lives

What Partner Organization Has Learned From the Partnership

General Management

- Learned all sorts of small things from EWB (management, strategy, new ways of seeing things)
- Professional: maintaining authority without being condescending
- Learned or been reminded about management-related things – project design, energy and enthusiasm, community commitment
- Brought in business planning, management skills, structuring white papers – calendars, strategizing, etc. It all existed before but just the emphasis
- Learned a lot about computers, management, organization
- Results-Based Management solely attributed to EWB

Planning & Strategy

- Planning (volunteer likes to plan things – doesn't do them "just so")
- Planning, programming
- Punctuality, planning: when they were going out into the field volunteer would ask 'what is the plan', would develop it and then they'd keep to it and is trying to think through this more since meeting volunteer
- Focusing – intends to apply this to the next project (will only try in a focused area rather than usual catchment)

- Quality over quantity seed has been planted
- Office culture has changed as a result of EWB's presence: more planning

Communications

- Holding Monday meetings
- Different ways of doing things (more direct communications, site visits, etc)
- Regular communications
- Idea of meetings every two weeks to share information, action items (item – how long – who/what/when)

Computers

(Highlighted by several partners generally)

- Learning to type from volunteer which will improve his efficiency (thinks will be able to start typing reports this quarter)
- Improved ICT skills
- Excel, Word, PowerPoint training sped up work tremendously

Field Work

- More site visits
- Personally felt motivated by seeing volunteer lift the cement and just go into the village, is now asking to spend more time in the village as well
- Capacity-building at local level
- Working in the field more

Other

- Learned relating to white people (not as unnerving as once thought)
- Learned about gender (involving men and women)

What Partner Organization Feels EWB has Learned From the Partnership

** This question was asked but none of the individuals interviewed provided answers to this question, and instead highlighted that their knowledge of the organization beyond the volunteers was limited.*

What Partner Organization Feels Volunteer has Learned From the Partnerships

Organizational

- Project management
- Running a project
- Volunteers are young and so they themselves are learning about organizations – but for us watching them do it brings in its own benefits
- Working in villages (was mentored to do this) – noted that saw volunteer’s approach change over time
- Learned how to relate to villagers better, hierarchies, communications
- Reaching them things about leadership, organizations, development

Cultural

- Learned local language
- Impact of EWB doing field work is that they learn a lot about culture

Technical

- Learned about agriculture (*mentioned numerous times*)
- Hydrogeology details, technical details of pumps and wells in the field.

Recommendations for Improvements

Increase Information-Sharing

- Give partners more information
- Disseminating that info within and across organization: what EWB does, where they operate, would like to see a pamphlet
- Would be open to more feedback & lessons learned discussions
- Emphasized need for it to feel more like a partnership, suggested better partnership & sharing of the vision
- Would like to see more direct communications with EWB, though knew if volunteer didn’t turn out well could turn elsewhere
- Knows a little about EWB, but not a lot
- Would like to receive more information about the organization
- Would like more info about other partner organizations, should receive more information exchange on other organizations activity

- Notes that would like more info about EWB’s Canadian program (notes was in Canada last year and had no idea that could have contacted EWB people in the area but wound up running into some)

More South-North Initiatives

- Highlighted that even if for every 10 Canadian volunteers, if there could be 1 or 2 Ghanaians it would be an even better help (could serve as cultural informants, also they would develop important skills which they deserve as well) These people don’t have to replace the Canadians but they can work side by side.
- Would be good to have some sort of exchange where Ghanaians can go abroad and learn and do the same in other place
- Would be nice to have 1 or 2 Ghanaians getting the positions or getting skills-building in Canada as well.

- It would be nice if 1 or 2 Ghanaians could go from time to time – those who you know could spread the impact. Good to have people coming, would also be interesting to partner with local schools (or students from Accra) why isn't there an EWB Ghana?
- Partnering with Ghanaian students would assist the program
- Joshua felt very positive about going to Canada and what he learned at the conference. Those activities are very important and should be encouraged, but not formalized
- I would like a closer relationship with EWB, an invitation to Canada would be nice!
- You should send me, I could learn a lot and bring it back!
- It is good that they come here but I would also like to have the opportunity for one of us to go to Canada and participate in trainings, or be able to see the office.

More Volunteer Skills

- The next step with the volunteers is management & supervision
- Would like to see them have more time management skills and report writing
- Facilitation, marketing, managing meetings, management and organization
- EWBers come in without knowing much culturally and they might need to be thinking more about that.
- They're okay, but more specific skills might be good
- I enjoy their commitment and business skills, and would like them to do more program design

Volunteer Attitude

- Bringing women can be better - more humble and willing to listen, seem to be taken in better by the communities, and better with power dynamics
- Awareness means deferring to the black person, the one who will be in charge in the long run, having discussions beforehand around how the visit will go, not bringing things up in the community that will jeopardize this person's authority, and do things that will generally be supportive (showing that they're in

charge) otherwise they'll go the next time and no one will listen to them

- Would like the volunteers to have more experience, managed expectations around travel and fieldwork, and an understanding that people can't be always perfect

Evaluate Impact

- Projects and impact should be measured more in terms of capacity developed rather than actual infrastructure implemented
- The impact on the ground can be difficult to show but easier to see over time. The volunteer has done a lot of work directly with villagers so it is easier to see
- Would be happy to complete forms and take part in performance Measurement, having this happen with partners on the ground is important

Push for Change

- Highlighted that if volunteer just comes into the systems then changes nothing. Need for EWB to have "ways of doing things" somewhat different of independent of partner org. so that something can be learned.
- There needed to be a bit of politics for it to change, but it needs to be closely monitored, if too many people get upset need to lay off the breaks
- EWB needs to find organizations where some change will be embraced

Other

- Shouldn't have anymore than two in the office (changes the dynamic and they are a small office)
- Might have been nice to have a formal presentation at the end with lessons learned
- Volunteer should spend more time in the office
- Volunteer was a lot in the field and other parts need attending to as well
- Would like lots of permanent CIDA funding for this type of program

Appendix C: Comments from EWB Volunteers

These notes were compiled during one-on-one interviews with EWB's Long Term Overseas Volunteers and were approved by the volunteers prior to publication herein.

Luke Brown

Failures of Development System

- Development system as Donor-driven vs. Dorothy-driven
- Sees there as being time gaps and money gaps. Most problems are recognized but the donors aren't filling it (example of capacity building at district level – known but lack of sexiness)
- Lack of time sometimes overrides people's abilities – great people exist but are just strapped for time (doing too many things, not enough of them)
- EWB has unique characteristics in areas that most development system workers don't have: personal interest to work out of a job, fresh-faced youthful idealism (optimism). Because of these EWB has the ability to fill gaps in an organization (EWB provides volunteers with the flexibility to step in and leverage these)

Capacity Building

- Capacity Building as external stimulation of internal motivation – to stimulate an internal drive in another person such that it helps to drive other person forward to develop and seek out new Knowledge, Skills and Attitudes.
- A westerner can help to pull out needs for capacity development that people likely already know about but don't have time, resources or freedom to act upon
- Thinks of capacity-building as a process that's already occurring. Most of African governance systems are like fresh buildings, fresh structures. Their capacity would develop naturally with time so he sees his role as a 'catalyst'
- Hurdles in Capacity: time for its own development, lack of personnel
- Also notes that capacity building involves thinking outside of the box – but thinking outside of the box often requires building on the ideas and knowledge of other people. With new structures (e.g. decentralized governmental systems) there

hasn't been the "build-up time" to encourage innovation. Also, the innovation that does occur is sometimes stunted by institutional roadblocks (so for instance, a DWST can come up with a great idea for improving monitoring, but has no funds to implement it because lack of federal transfers). Finally, based on what he's heard from others the educational system in Ghana isn't structured to encourage this type of outside the box thinking but is more about rote memorization.

- Explicit vs. Implicit capacity development: Implicit capacity development was emphasized during training (through ideas like farming work onto JF's). Feels the decision might be case-by-case, depending on volunteer and partners. Felt neither explicit nor implicit would have impacted regional CWSA office and will have to see at District (intends to start with explicit approach)

Role of the EWB Volunteer

- Technical and tangible skills (computer, groundwater quality measurement), office management skills
- Behavioral enhancement as a form of capacity building (i.e. critical thinking, etc)
- The notion of enthusiasm as a vector – has a magnitude and a direction. EWB stands to be able to influence both ('emotional capacity-building' – a passion for Dorothy)
- Providing an outsiders perspective because haven't had the time/baggage
- Challenging perceptions of western volunteers in general – also with family members & neighborhood. Feels that this is beneficial but is unsure if it is truly a positive impact – perhaps an impact in that it is the change in perception?
- With EWB volunteers, primary driving force is a commitment to our work (and sometimes a direct commitment to Dorothy, if Dorothy has been found). Has certainly met some highly dedicated volunteers from other NGOs; however, the

proportion is decidedly lower than that with EWB, where she sees an almost 100% dedication to the job (this includes both thoughtfulness and actual in-the-office work)

Key Success Factors

- Louis' support (guidance, coaching, mentoring). In particular Louis' frameworks for seeing the work
- Personal traits: openness to learn (the patience to speak to anyone that would speak to him), building relationships with people was where the learning and the information would come (building trust enough to get the 'bitching'). Noted that on paper, a project would look solid (sustainable, gender-sensitive, private sector involvement with permanent governing body), but then seen through the eyes of the people he'd built personal relationships with you could start to see and understand the problems
- Feels more comfortable with the project because he took time – taking the time to seek outside help, talking to co-workers, and simply taking time to think
- He built trust by 'working his butt off' and then gained the support of his director to find a niche
- Also jobs that have been done have been done well – thoughtfulness and thoroughness

Gender

- Gender at Dorothy-level related to classic 'who is Dorothy' question – the most vulnerable? Being female is a major factor in denying choice, so based on EWB's ethics deserved to have choices expanded more because they're the most disadvantaged
- Gender and partner selection- thinks it would be a good idea based on EWB's values given "all other things being equal"
- Gender and EWB volunteers: hasn't felt it's a barrier – but it is difficult for him to gain an understanding of women and their livelihoods. Notes that attention for women volunteers is more intense and gender-related
- Notes that questions around gender are country-specific – at least in Ghana some capacity for female development
- Gender has not been mainstream part of his personal thinking while doing his work – only when outstanding women come along that thought of it
- Gender mainstreaming vs. explicit gender work: Whatever is best for Dorothy

- During his training was workshop from Karen (gender and sustainability workshop) where gender mainstreaming was highlighted and supported. Observed that EWB used almost entirely implicit training for gender issues (worked into case studies). Highlighted that in wat-san sector (where Dorothy is primarily women) it makes sense to be explicit with gender programming

Areas for Improvement

Personal:

- Stressed over the small details of day-to-day life trying to meet 'EWB mythological ideal'. Looking at the others coming in and comfort level and they seemed more at ease – seems they haven't been stressing to the same degree. He would have tried to have more confidence in himself at the beginning
- First got here his approach was regional level capacity building – now he sees that wouldn't have worked. That being said he doesn't think would have changed his relationship-building, etc
- Wasn't initially well received at CWSA (they didn't want a long term volunteer), perhaps still could have worked more to get considered as CWSA staff

EWB:

- Training could cover PRA in greater detail -- specifically more practice and more detail on various interview techniques. Information gathering is such a universal component of any EWBers experience, and such an integral part, that thinks it should have more time dedicated to it than a single half-day session.
- Learning style training focused on wasn't set up for self-reflective people, rather was set-up for more 'on-the-fly' people. Idea of people who 'step-up' and 'step-back': with EWB emphasis is on stepping up, but step-backness an important characteristic in the development worker – (assuming role of development worker as facilitating existing capacity). Things that could improve this: individual reflection time, small group work, individual learning, etc
- Dispelling the "mythological EWB volunteer" archetype which leads to a lot of stress on some volunteers. One way to do this is to diversify the stories that the training team tells: e.g. when using examples in training from EWB volunteers in the

field, ensure that the focus isn't on three key volunteers (this should be easier now that we have two NOOT staff members dedicated to supporting ALL volunteers, and thus having

detailed access to more volunteers' projects)

David Damberger

** Because of David's role on the NOOT, I tried to only ask him questions from the perspective of his placement. However, particularly with respect to his opinions on gender, his comments reflect his experiences offering support to the Southern African volunteers in recent months.*

Capacity-Building

- Personal Capacity-building: Finding where someone's at, fostering strengths & creating opportunities. Making aware of and challenging a person's weaknesses. Also being there for a person – an emotional component – you have to care about the person improving. Notes that can't be doing the job just because it's a job
- Organizational Capacity-building: was only worker for IDE so was building – structures, activity plans, M&E. Once he went to PROFIT structures existed, but change was seeing where his strengths were, where the organizational gaps were & jointly (as a team) figuring out where to go
- Noted that PROFIT needed business thinking & business skills. First it was an attitude hurdle – people grow up with anti-business perspective. NGOers (Zambians) often blame government, multinational corporations, multilateral organizations, but now they are asked to consider them as part of the solution. Had to explain, then prove, then increase knowledge to develop this change in attitude
- Wanted to create a culture that was self-reflective & seeking feedback – pushing them to do it. Sometimes made mistakes & was able to talk to Joshua who wouldn't admit but slowly came out “ maybe you could have...”
- Explicit vs. implicit capacity building: Notes his coworker “knew” building capacity. Feels the term capacity building is too one-way, prefers teambuilding. Notes every situation is different, but that in any learning process you need to be self-aware. There are small things you can do
-
- without this but faster and more productive when people want it (explicit capacity-building). Notes that

skillful language and characteristics are required to set the stage for capacity building when it is not initially desired.

Role of the EWB Volunteer

- Volunteer vs. Consultants: notes that although some could be consultants, EWB's asset base is currently volunteers and not consultants. They have little experience, knowledge, or education – just passionate people. However, we have some who can be though - we could build consultants, but not with current programming. Notes that in the overseas context he often uses the term cooperants because it allows him to explain the role of the EWB volunteer more clearly.
- Pro-Dorothy Attitude: notes that, although important, expats often push a development ideal and sometimes lack empathy and awareness of different consequences. Notes that also development compromise is tough it's required - you're doing a short-term compromise for potential long-term benefit. It is a practical, pragmatic decision

Key Success Factors

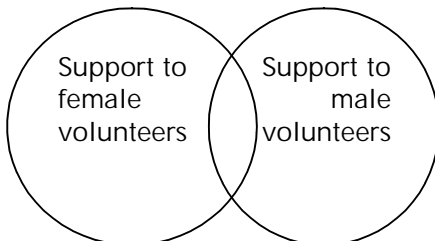
- Open, flexible new work environment – was there to start something new, not build off of something old. Very good energetic environment
- Fantastic Coworker – Joshua, open, free, strong, knowledgeable & capable (a good team member). Both Josh and Dave have strong ideas and were willing to express them – they worked together and complemented each other well
- Dave's team player capabilities: the ability to drop your values, ability to empathize with other persons and make different decisions that aren't always the 'right' decision. Short-term losses for big-term gains
- Was a hard worker in a team of hard workers

Gender

Gender and NOOT

- Highlighted a 'Cowboy Attitude' : a women could do the tasks, but Louis & Dave don't live gender-friendly lifestyles (travel, lack of close relationships, ruggedness)
- Highlighted the perception of others (important because of role-modeling) and decision-making and operating. In this respect there is a need female role models – women seen to be overseeing decisions, and female ideas coming to forefront
- Noted the need for multiple and different styles of female leaders in the organization– need many to break down stereotypes. Notes that different styles of male leaders also useful (perhaps himself and Levi) but not sure if perception of this is as important right now
- Highlighted the need for women in the reality of decision-making as well. Need more outside viewpoints (more structure, analytical). Laura is a good example of bringing outside ideas – with NOOT this is still a challenge. Ultimately this is a matter of time vs. openness though. Notes that should a female replace Russ the position is very HR-ish and might not address this issue.

Gender and Volunteers



- Support requirement for each overlap in terms of characteristics but in some ways can be generalized as different
- Women: usually want to 'chat' more –setting is a nice placed to eat & talk. Usually want to talk more about feelings, relationships, people, political issues, development philosophy from people's perspective
- Men: usually setting is a more 'fun active' place. Usually want to talk more about project details, development philosophy from technical perspective.

- Notes women more insecure of their roles, doing right things, pushing too hard, not as self-aware (underestimate their capacities) – coaching has to be 'softer' because it might hurt them more. They are self-aware, but feelings go 'deeper' – possibility of getting defensive when admitting vulnerability.

Gender and Partners:

- Gender already plays a role – some partners actively want male/female (sometimes leaders experiences). Asks of a partner if they want male/female, but always places someone who has the character traits required first and foremost. Based on discussions Sara perceived Dave's incorporation of gender considerations with respect to partner selections as iterative, participatory, impact-focused, with consideration of volunteer wellbeing.

Gender and Dorothy:

- Targeting women (big philosophical point) very important (education, political standpoints) – studies pinpointing this. Although is ought to be a special priority, it shouldn't trump other considerations. Notes that at the end of the day gender considerations must also produce results

Areas for Improvement

EWB

- EWB people are humble but the organization may be arrogant
- Language a challenge – pressure not to say things that are fluffy – can only prove through results

Other Comments

- Noted the importance of getting the headspace of supervisors – need to get the head office to know you're communicating. Notes that as EWB there is an element of selling services – balance of selling though (what's good for org and what's not good for org in terms of drawing too much attention to yourself, etc)
- Importance of learning by doing – encouraging volunteers to get out and do a survey

Jenn Dysart

Capacity Building

- Approach: stepped back at first – recognized Mrs. Simonga (contractor with water Aid to facilitate community workshops) was very confident and offered suggestions and asked questions to encourage fore planning. She was cautious: didn't immediately question how it was done, but watched and learned (could almost do a gap analysis of it) – she spent approximately 6 months doing this because of switching offices but ultimately thinks 3-4 months at this level is okay
- Notes that WaterAid was going through organizational adjustments when she arrived and so was hard to have capacity-building impact with so much change. Also notes that the previous co-worker was more difficult to work with. She tried to prepare plans for week but the co-worker wasn't receptive to it. Instead, she focused on impacting the partners through working with them on trainings. Highlights that any capacity-building model needs to be flexible to meet the realities of what happens in a placement
- Community Capacity Building: would visit communities to monitor progress, as a result some communities now speeding up latrine building efforts It is anticipated that if they've seen that WaterAid monitors it might affect behaviours (building faster). She feels that this has accelerated the work but feels it is unsustainable (she puts the push on – but should be an ongoing things that the VWash are the coordinators and should be doing the monitoring, not someone from the outside)
- Not sure if you could categorize engineers as capacity-builders (hasn't worked with non-engineers). Notes she doesn't feel she was equipped to do capacity-building
- Program officer level has greatest potential for capacity building impact since works with head office and also on the ground. Program Officers are given a lot of flexibility, whereas head office is more working with the donors. Even if there's good idea at another level if the Program Officer doesn't buy in on it, it won't actually happen on the ground.

Role of the EWB Volunteer

- Likes that people don't come from development background (maybe too theoretical) – when you come into something new you have a whole new different way of looking at things – our engineering background doesn't taint us.
- Engineers/EWB are more adventurous and into integrating (making them unique)
- Had to work to disprove opinions of westerners, by establishing a power dynamic that is not as pronounced

Key Success Factors in the Work

- Saw the success factors in her work were: reporting, punctuality, perception of volunteers (living in the village) in contrast with past volunteers, research in peri-urban, trust building (notes is a new relationship though)

Gender

- Preferred character traits that won't be looked at in a positive light in women. EWB encourages outspokenness, drive, opinionated force (strong personalities) Men often accepted like that, women like that not often accepted.
- Most of the women volunteers are quiet leaders (not the 'convincers') What we see as important might not attract attention with EWB and that might be linked with gender
- Mentioned a need for mentorship from other women who had spent time in Africa

Areas for Improvement

EWB

- Notes she doesn't feel she was equipped to do capacity building. Recommended training in the following areas: how to identify gaps in programs, partner management, facilitator training, office management, what makes an effective office environment (weekly meetings, strategic planning)

Robin Farnworth

Failures of Development System

- Disconnect between donor & what's happening in the field: for example, demo packages, “cashew groups” – not sure of other sectors but with these projects the money coming to project is delayed and you have to be on time for agriculture because it is seasonal
- Government and insufficient funds: rather than lots of half done projects would like to see one or two completed but the system does not allow for that
- Having people in the industry care about the industry and work themselves out of a job – lead by example and having champions

Capacity Building

- Someone developing their knowledge, skills, and attitude in a way that's positive for development. This is facilitated through groups or one- on-one interaction.
- Her work consisted of individual capacity building (with Mr. Shareef), group workshops (with AEAs), and facilitating people's sharing/collaboration (with DFSN) though notes that the DFSN work was only two meetings and might not be sustainable.
- Notes that except for Adult Education, all other training areas (RBM and general consulting) were district identified, and all were explicit. Engaged in implicit capacity-building to introduce ideas about gender and Dorothy focus
- Notes that some have the attitude that education is just for personal benefit - mostly just to get ahead. She would really want to choose people with more heart for capacity building, someone to be believed in.
- Most trainings/capacity building happen through people going away on courses – with this there is nothing enforcing the link (i.e. Yendi training on advocacy with members). If EWB were to go that direction, would need to be 'packaged' to promote the link, though prefers the idea of having a 'presence' in the office to reinforce training ideas.

Key Success Factors in the Work

- Brought focus onto results so people understand it. Many districts seeing the use of EWB now (in terms of trust & moving forward) what made it work was being insistent, “stepping on people's toes to get to a place where I'd actually be doing something.” She saw small changes in attitude, and leveraged them by piggybacking on stuff in place
- Initial program was to shadow RDO's until December – she felt four months of learning was too much so she changed it to “learning by doing”
- Notes that MOFA's image of EWB vastly improved which has laid the groundwork for Christian to be successful.

Gender

- Gender: sees it at different levels but when she first hears the word gender she thinks of community level
- Notes there are barely any women in MOFA and it has been challenging for all women who've been there (workplace harassment, establishing credibility and authority, viewed as “little girls”, etc.)
- Things/qualities EWB celebrates are mostly masculine traits she suspects. Noted how EWB leaders and models all men – all of her coaching was from men – some gendered aspects of living overseas that they will never understand. Noted that although there were women on national office team they could talk to it wasn't their full-time job so she'd only go to them in 'emergencies.'
- Pre-departure training mostly about “menstrual cycle” and marriage proposals – very surface physical stuff – didn't go into the full aspects of being a white woman in Africa

Areas for Improvement

EWB

- Training: Robin would have liked to have seen more info on monitoring & evaluation, more on management, diagnosing an organization, how to find out information on an organization. Notes she would like to see more training throughout placement (1-2 weeks getting an article sent out,

like development digest) rather than just at beginning,

- Building up a life – Robin really only had work & family, she also had to move cities, making it difficult to build up a life during her placement
- Where EWB should focus its energies: mitigating bad in projects or turning good projects great. Ideally at all levels of an org, but if had to choose one it would be district (closest to grassroots so mostly likely to get to Dorothy)

MOFA Project

- Notes that MOFA project is participatory at partner level not farmer level (assumption that by MOFA doing what it's doing better will impact Dorothy, but it may not be doing the right thing)
- Notes that model from Yendi just thrown into other districts, the process in Yendi should have been modeled rather than the result

- Successes from project: learning what works, realities in DADUs; lessons for future with MOFA & using model for other organizations; innovation/attitudes of JFs
- Stuff she's leaving with EWB: report of lessons learned and toolkit of setting things up
- MOFA as a model for EWB: Potentially, but with changes and caveats (phase-in, different activities and limits, focus on process not the project), be very picky with districts or very open about projects, more contribution from partner (from District and Regional, potential financial but also human support/buy-in), also notes challenges of seasonality and group interactions (time of year when Jfs available doesn't work well)

Mike Quinn

Failures of Development System

- Highlighted 'implementation' as the principle problem of development, saw design as less of a problem
- Design of a project seems to be quite good – there are really smart people thinking about projects but implementing the same as always – they use different words and language but the actions remain the same
- Highlights the lack of resources as one of the reasons why the same mistakes are made (people, money, tangible assets like vehicles, etc)
- Noted that the design was often good but then organizations are only ever provided a fraction of the resources

Capacity Building

- Cooperatives are the organizations the he's having the capacity building impact with
- Sees capacity building at many different levels: organizationally, personally, etc and noted the establishment of contact farmers and the different individuals in the coops and at the farms
- 'me working by myself doesn't mean I'm not building capacity'
- Saw the best way to build capacity in his work at this time would be results and recognition in the field

- Josephine may need to focus more specifically on the capacity-building of the cooperatives

Role of the EWB Volunteer

- Engineering degree is helpful – noted that other Care people have comment on it – offers a practical approach whereas traditional volunteer partnerships are with social science people. There is an interest at Care to see what an engineering approach can add to projects (even non-traditional ones like agriculture)
- Focus on the field, on having impact, integration

Key Success Factors

- Generating hype, marketing the program
- Regular communication (sometimes going above 'traditional' lines of communication) through weekly email updates and participation in weekly office meeting for program coordinators, and regular reporting
- Able to access higher organizational levels as an external volunteer
- Since reporting to head office project is getting more hype since higher-ups just generally more aware of it

- Project is on-target and within budget (needed to work hard to make this happen)
- Since 'independent' - freer to try to things and challenge the traditional way of doing things in the organization - others have more at stake and have different concerns when challenging status quo, also other staff can't speak up as high in the organization, and when they are higher up have different concerns (job security as well as appearance with their staff)
- The pairing of Mike and Bong – Bong focus more on the implementation on the marketing and purchasing end (mostly in Lusaka) while Mike was more focuses on the implementation with the farmers
- No real exchange with other staff and seeing how they act in the field
- Ideas might not get fed back into project through project staff
- Would like to see more lessons learned, reporting, trust building and capacity building in the cooperatives

Organizational (EWB):

- More training in business, entrepreneurship & marketing
- Budgeting & financial management
- Possibility of doing these training when people come back for holidays (like in December) so that it's not all before their placement

Gender

'Dorothy' Level:

- Difficult, hopes that Josephine can play more of a role
- Has not made gender a specific point of focus but has also not discriminated based on gender when in the field (talks to whoever arrives first)
- Feels that gender needs to be separate, that someone should 'own' gender in an organization, critical that 'gender mainstreaming' will make gender concerns no one's responsibility.

Other Comments

- Notes that stuff is broken but 'no one is fixing it' – frustration that leadership and ownership isn't taken with small things around the office
- Highlighted the impacts of living with 'locals' and the impacts of that when bad stuff happens to the families you are living in
- Importance of both humility and confidence to just go and get the work done - a difficult combination

Areas for Improvement

Placement (personal):

Monica Ruicki

Failures of Development System

- Developed world have an agenda that's in their own interest (catered to benefit them) history of being agenda-driven, driven by politics (example of the multifunctional platform - the longer-term problem is that there's no markets for their goods - some micro factors influencing but also some macro-level things as well
- Not being community-driven – this is where EWB might be able to help. Development becoming grassroots is a fallacy – it's not community-oriented.
- Her experiences in Timor, Ghana were service-based. It was participatory and assessing needs, but it's not truly community-driven. Doing something service-based is much easier than

community-based. There is very little commitment to the community members in service-based programs, whereas in community-based programming, building a relationship can have risks & consequences. Also is it easier for 'donor' to control service-based projects. For community-based it's harder to get funds, its exhausting. There is always the tendency to think you can impact more in a larger geographic area – so then you take a blanket approach. Ultimately, service-based development is a 'survival of the fittest'

- In development a lot of different forces with different ideas of what development looks like.

Capacity Building

- Need to be willing to admit that you lack capacity/have to have the desire to improve

- They have the desire to improve at KITE but what is lacking is initiative – they are interested but lack time and energy, always fighting fires since no planning (a vicious circle)
- Although real lack of good critical analytical skills (as a result of education system she believes)
- Knowledge sharing (exchange of knowledge & skills) (one-sided look as empowerment)
- Has made it a point of identifying and addressing bottlenecks around management. One way was monthly trainings (not her directly capacity building but setting systems to do it), also informal ways (some as “problem fixers”) and formal ways (retreats, project analysis).
- Doesn’t see herself as coming in with these particular skills – but has knowledge of how to gain access to info on these skills
- If capacity-building is stated explicitly, the organization might be open to it, if it is being conducted covertly there are huge risks (cites as an example EWB volunteers involvement in the MFP program – if had been explicit in their capacity-building role might have been able to take on the role of an official partner rather than being viewed as just ‘tagging along’)
- Likes the approach of doing diagnostic with an organization, including a gap analysis
- Thinks EWB should move away from larger organizations towards the really miniscule community-based organizations. Should find organizations that have really good approach and have really big hearts but just lack resources and so play more of a role of an extra resource. Those types are lacking capacity that EWB can offer (proposals, computers, networking, etc) Questions how much EWB can really do with taking a massive organization and trying to change their approach
- Notes that to do capacity building the organization needs to be open to it. Some organizations don’t see the value of bringing in a fresh young graduate. This can be really hard on the volunteer (losing hope, not wanting to be a part of it)

Role of the EWB Volunteer

- To bring Pro-Dorothy attitude or capacity (thinks both are difficult on the motivation of the volunteer – particularly with respect to infusing pro-Dorothy approach). Notes organization could have good things – like good office culture (which is important for a placement), but ultimately we don’t want to be a bad resource for a very bad program.

		Pro-Dorothy Attitude	
		Yes	NO
Capacity	No		
	Yes		

- Model of infusing EWB at every level (as with MFP): need to be clear of what the role of the EWB volunteers is and stick to it. Will they all have a similar role and work towards same goal? If so will behave more as consultants, which could cause trust problems. Feels that MFP volunteers should be more as part of an organization

Key Success Factors in the Work

- Her dedication to Dorothy & trying to make best decisions based on that
- Her willingness to put a lot of time and energy into the work (Dorothy being bottom line gives push to work hard and be creative in approach)
- Creativity is key – trying to challenge the way things are done & how I can do it in a better way.
- Notes high level of trust in the office (so ability to provide recommendations)
- Developing 4 work streams & focusing & prioritizing – once was able to do that felt happier & more at ease – had something to work towards
- Highlights July retreat: was reminded of what good development work means – being reminded of what sorts of other projects there are – really motivating & inspiring. Also felt like EWB had a much better idea by July retreat and in a way she felt much more comfortable with.

Gender

- Gender & EWB Support: Hard to say since hasn’t received much support period – most support has been geared towards the work. Should be thinking about it: you can make arguments around equality for chapters or marketing, but for overseas you need the woman on the team – you are sending women into a highly gendered space. They need one woman on team so any overseas volunteers can talk to her – hopefully someone that would be open to having any kind of conversation. Thinks that that’s a priority – no. 1 reason would be to provide women’s support.

- Notes that women would probably like more health-related support – glad that they now have a women’s health session
- Notes that women can be isolated in technical positions, but also any position would be difficult because of how men in general treat women, being a white woman and the baggage you bring. Highlighted that she knows some volunteers haven’t made any girlfriends.
- Highlights that gender is very important in development work and is difficult to implement (example of WACSO which is apparently a gender program but not by any means at all)

Areas for Improvement

Personal

- Would have gone through more of a diagnostic at the beginning of the placement. She wanted to start working but feels she could have valued the learning period more - feels she could have done more shadowing, working with people & helping them do their tasks, doing the busy work (playing the intern role), then move on to do a diagnostic

EWB

- Trainings: Language training (provide some in advance - Peace Corps does one month of language); business management (bus. Plan, etc.); impact chains, participatory data collection, diagnostics beyond SWOT, more on development issues (like the history of development session only focused more on trade or other ‘hot button’

issues). Very much enjoyed the session on farming.

- Ideally send learnings periodically and catered to a person’s situation
- Doesn’t feel engaged in EWB’s development theory – the theory can feel “laid down”
- Notes that EWB volunteers lacked humility in their approach in the past and that’s had bad impact

Other Comments

- On impact: Impact means something different to everyone. In everything you do – there is some sort of impact. More a question of where you want to have impact or what kind of impact you want to have. Feels that people define impact in such a way that it’s hard to achieve in the span of their placement. Feels that getting the message of impact too much in EWB – approaching “impact burnout”
- On Dorothy: feels EWB defines Dorothy as the rural poor, but to her Dorothy is a lot more and a lot different than that. Since volunteers are living in urban poverty might need to introduce idea of Dorothy as love of humanity, and also create urban-rural links (people perceive impact only as doing something about rural poverty)

Paul Slomp

** Because I did not have the opportunity to meet and talk with Paul's co-workers for his previous position, and considering that he is about to embark on a new position with the Clinton Foundation, I did not follow the standard interview format. Instead, I outlined the goals of my assessment, showed him my questions, and invited him to comment where relevant. Despite this I have tried to organize the comments similarly to the other interviews.*

Failures of Development System

- Development projects lasting 2-5 years (the 'project model') then funding ends. From a micro perspective, this length of project time only translates to being able to get financing for a business for 6 months (notes that his parents got a 25 year loan to start their business) – it is impossible to plan in such a small cycle
- Development is centralized in a 'useless manner'. In the centralization model everyone goes to the centre to get information – but right now the system is only centralized through funding. Notes that USAID relationship with implementer is bad, DFID okay, and a relationship would be good where a donor designates one person to the implementation partners team – this would remove the secrecy

Role of the EWB Volunteer

- People within EWB are there because of Dorothy ('EWB exists because Dorothy exists') – with other orgs, people within institutions are not working for Dorothy. Because of this connection, EWB people have adopted the "Robert Chambers" approach about directly involving Dorothy in those decisions
- Excited about work with Clinton Foundation – is a donor/high level implementer – at this point EWB can play a role in project design and sit at the table where implementation is discussed, also able to talk about money allocation – can choose to distribute to field office. In the context of Clinton Foundation there exists the potential to foster a healthier donor-implementer relationship.
- As an EWB person, is aware of the issues between donors and implementers and is potentially able to influence the way the whole process is shaped. EWB is willing to learn from the ground, and could also apply the same techniques at a policy level (where the gap might be even bigger).

Gender

- Feels there needs to be woman on NOOT. Notes that the way the NOOT staff all take in information is similar and feels that a female can challenge that.
- Notes that he has had a tough time relating to needs of women while abroad. He can support women volunteers through listening but can't understand. Notes that women also need to get support from someone who understands and who can come up with relevant ideas for them as they're coping with problems
- Would like to see more professional development around gender (to establish comfort levels with ideas, terminology, and discussing gender issues)

Areas for Improvement

EWB

- Training: Being at bottom rung of hierarchy and being effective professionally, more professional development (though is now happening more through overseas support – facilitation, report-writing, etc), specifically internal social report-writing
- Integration: Noted idea of the 'poster child' and potential self-selection. Noted that it is important to step outside of comfort zone – but an individual's comfort zone isn't necessarily EWB's comfort zone. Potential for history to have contributed to this image – even though EWB says an inclusive message in trainings around integration – stories come out still and that automatically sets a mold.
- EWB culture: Volunteer humility is high but organizational humility a challenge. But in an overseas program organizational humility is necessary as well. There is a risk of putting EWB on a pedestal over other organizations/people. Not necessarily a thing but an attitude – PR people need to be aware of it, during training, EWB needs to emphasize not only what can be learned from individuals but what EWB can learn from its partners. This attitude might be okay internally but as soon as other orgs get a sense it can be very bad (could be why CF meeting in Lilongwe was so bad).

- Notes that generally, important to create a softer organizational feedback environment. Within the organization personal feedback very soft, whereas organizational feedback very hard. Internally, characteristic response to feedback is with 'why?' 'what are the points that make it so?' – not immediately open and accepting as with personal feedback. Noted that organizational feedback is challenging because it is one way and what might be sensitive to one person is not sensitive to another. However, notes that the enabling environment for organizational feedback might be part of what's keeping some people from stepping up in the organization.
- Opportunities for Impact: In training, taught the development snail, with a focus on 5 areas. But for measuring progress in field, it is very project sided.

Other Comments

- Growth and 'institutionalization': AS EWB grows it is trying to institutionalize lessons that other

people have gained. In doing so may be failing to recognize the consequence: current volunteers learning so much from previous OVs & not experiencing for themselves (learning basics through experience) - an example is integration. Overall volunteers becoming more task-oriented rather than task creators

- Integration: highlighted idea of integration as cultural integration and poverty integration – there is more and more legislating of what this means which is good to increase the impact on project or community (potentially), but decreases the potential for personal growth impact. So there is more and more legislating of what these means, but Paul thinks it's the search for that is very important. However this depends on the ultimate goals of the programs - does EWB want to train development workers or have on-the-ground impact? The answer might be different for the different programs and so the policies and 'legislating' might be different.