

## TOOL

# ORGANIZATIONAL ANCHORING OF THE INTERNATIONAL COMMITMENT

DECEMBER 2021

### WHY

International activities are more likely to succeed and create value for your organization and volunteers if your international engagement is supported and anchored organizationally.

### HOW

As an organization, it is useful to organize yourself so that you can easily anchor your international engagement. In this context, it is relevant to reflect on your own organization's development potential, and how your partnerships, volunteer exchange stays, etc. can support possible development processes and add value to your organization's work. The three-phase model can help you with these considerations:

### THE THREE-PHASE MODEL

The three-phase model analyses, describes and enables organizational anchoring based on three overlapping and interrelated phases. The model can help you understand how your international activities relate to the rest of the organization.

The three-phase model can be used by a project group, a board, an international committee or a secretariat. You should start with your current situation in the organization and with those people that need to be involved during the anchoring process. The three-phase model can be used both for new initiatives and for initiatives that are already well underway.

### THE THREE-PHASE MODEL



The three-phase model was developed by DUF's focus group on organizational anchoring in 2020

The following presents the three-phase model, which is based on the following interrelated phases:

### CLARIFICATION PHASE:

The clarification phase is about understanding the added value of international engagement for your organization's purpose and work. When everyone understands and argues the value of your international engagement, it is easier to anchor as it is prioritized and supported internally within the organization. At the same time, a good understanding of value can help motivate young volunteers to go on study trips or take the initiative to launch new international initiatives.

### QUESTION FOR THE CLARIFICATION PHASE:

Start with a self-reflection and ask yourself some questions about the initiative you are about to launch or are already doing.

Start with the questions that are appropriate for your international initiative.

- Why do you do international work?
- Why is this international project interesting?
- Why do we send volunteers on study tours/to international general assemblies?
- What do the volunteers and the organization get out of the international work, project, study trip, volunteer stay etc.?



### » EXAMPLES OF THE VALUE OF INTERNATIONAL ENGAGEMENT:

- It can help attract and retain volunteers
- It provides unique skills, especially in communication, facilitation and project management
- It develops young leaders
- It promotes an international outlook
- It creates popular support for development aid
- It helps to make young people visible as resources and to focus on democratically built organizations where young people have a real voice

### ANALYSIS PHASE

In the analysis phase, you establish a better understanding of your organization and organizational structure in relation to how you anchor your international engagement.

Here, you seek to understand and clarify what your organization already has in terms of formal documents, culture and practices, whether there is a link between international activities and the organization's other activities, and the ownership and involvement of volunteers. The analysis phase will help you navigate your organization and ensure that your international engagement adds value and is anchored in the best possible way.

### ? QUESTIONS FOR THE ANALYSIS:

Start by analyzing how your international engagement relates to your organization.

- How does your international activity/engagement interact with your purpose, vision, values and other national activities?
- What is the relationship between your international activity/engagement and national activities?

### ANALYSIS OF OWN ORGANIZATION:

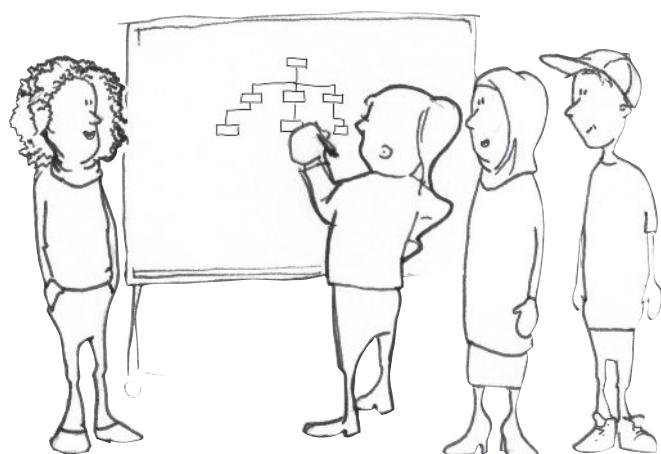
Start by drawing an organizational chart of your organization. Here, you may include formal structures and documents such as articles of association, strategy, volunteer policies. Moreover, you should also include your organizational set up: international project groups, international committees or international coordinators, executive committee, decision-making basis of the board, national activities, secretariat, etc.

The exercise aims to create a better understanding of your organization and to identify which formal docu-

ments and structures you need to deal with to ensure good anchoring. Then you answer the analysis questions, which you can also add to your organizational chart.

### ? ANALYSIS QUESTIONS:

- Is your international engagement part of your statutes/strategy/volunteer policy?
- Are your international activities a set practice/culture in your organization?
- Is the international work visible in your organization?
- Are the secretariat and the politically elected leadership aware of the organization's international work?
- Has the organization addressed/related to why it does international work?
- Who has decision-making authority over your international activities in the organization and how are they involved?
- Are there examples in the organization where international work has inspired national work and vice versa?
- Is the value of international engagement visible?



- Is there a link between purpose and vision (in each organization) in your international partnerships?
- Have you reflected on the desired development of the organization based on your international work?
- To what extent and how does international work contribute to learning and development in your organization?
- How and to what extent are volunteers/members of the organization involved in your international work?
- How to ensure ownership and motivation?

Once you have analyzed your organization and set-up, you will have a better understanding of how to ensure good anchoring. Now you know if your international activity makes sense for the organization and if it lives up to the organization's purpose. It helps you to understand what the rules are, who needs to be informed, who makes the decisions, how volunteers are involved and if and how there is a link between the national and the international.

### WHAT IS THE DIFFERENCE BETWEEN ORGANIZATION AND ORGANIZATIONAL SET-UP?

**Organization:** Focuses on the formal structures and is often referred to as an association of individuals, groups or the like. It is established to achieve specific goals, e.g., the pursuit of a particular professional or political interest. It can be a board, committees, statutes, etc.

**Organizational set-up:** Focus on the organizational actions, incidents, dramas, successes and relationships that actually take place. It can be decision-making, conversations, etc.

### IMPLEMENTATION PHASE

At this stage, the plan for your organizational anchoring is drawn up. Based on the above analysis, you can now fill out your plan to ensure that the right parties are involved, and the activity is prioritized and creates value for your

organization. The aim is for you to organize yourself in such a way that your international engagement manages to strengthen the organization and become an integral part of it.

PROJECT/INITIATIVE/ACTIVITY	WHO
Who should be informed? And who do we need to be in contact with during the project? Who is responsible for ensuring the organizational anchoring (management or project/volunteer group)?	
Who should be involved? And what is their power/decision-making basis?	
Who will lead the project? And who is responsible for what on the project?	
What value does the project/activity create for the organization?	
How can experience and knowledge from the project/activity be used in the organization?	
Which local chapter is associated with the project/activity?	
How can the international activity/project be integrated with national activities?	
What resources do the organization have available to carry out international work?	
What funding is available for international work? If the funding comes primarily from another organization (e.g. DUF), is it clear whether the organization itself will fund elements/parts of the international work?	