

**YANGON UNIVERSITY OF ECONOMICS
MASTER OF DEVELOPMENT STUDIES PROGRAMME**

**ORGANISATIONAL DEVELOPMENT OF LOCAL CIVIL
SOCIETY ORGANISATIONS IN LAND SETOR;
HARD SYSTEM APPROACH**

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EMDevS-40 (15th BATCH)**

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A thesis submitted in partial fulfillment of the requirements for the
Master of Development Studies (MDevS) Degree.

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ABSTRACT

Civil Society Organisations(CSOs) are playing a crucial role from community level to national level not only basic need of human being but also policy reform. The objectives of this study are to identify current status and activities of Civil Society Organisations in land sector and analyse their Organizational Development in term of Hard System such as Strategy, Structure and System. This study uses Mckinsey 7S model. According to the findings, the current status or activities of CSOs in land sector being worked and supported in community level, state and regional level and national level promoting and supporting on land law and land right awareness, conflict resolution, dialogue, workshop and advocacy related land policies and laws in Myanmar. It is also found that most of the CSOs in land sector have positive situations in Hard System except funding model component. This study suggests CSOs in land sector to promote the coordination and networking one another. They also should improve the appropriate funding model and maintain the current positive situations in Hard System.

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LIST OF ABBREVIATIONS

ADB	Asian Development Bank
CSOs	Civil Society Organisations
COLDA	K'cho Land Development Association
EU	European Union
ED	Economic Development
FMO	Fund Management Office
FRDO	Famers' Rights and Development Organisation
GPI	Green Peasant Institute
INGOs	International Non-Government Organisation
IP	Implementation Partner
KII	Key Informant Interview
LCG	Land Core Group
LIFT	Livelihoods and Food Security Fund
LSLA	Large Scale Land Acquisition
LRC	Local Resource Center
LNGOs	Local Non-Government Organisation
MOAI	Ministry of Agriculture and Irrigation
MOHA	Ministry of Home Affair
MOECAF	Ministry of Natural Resources and Environmental Conservation
MSWRR	Myanmar Social Welfare, Relief and Resettlement
MIMU	Myanmar Information Management Unit
NLUP	National Land Use Policy
NGO	Non-Government Organisation
OD	Organisation Development
OECD	Organisation for Economic Co-operation and Development
RR/IP	Resource Rights for the Indigenous Peoples
SOL	Spring of Love
SRFU	Sagaing Region Farmers Union

SCT	Shwe Chin Thae Farmer Network
SDC	Swiss Agency for Development and Cooperation
TRA	Tanzania Revenue Authority
SPSS	Statistical Package for Social Sciences
USAID	United States Agency for International Development
YKS	YAE KYI SAN Social Organization
7s	Strategy, Structure, Systems, Shared Values, Style, Staff and skills

CHAPTER I

INTRODUCTION

1.1 Rationale of the Study

Development success depends not only on a vibrant private sector and efficient public sector but on citizen sector as well (P.Todaro & C.Smith, 2015). Civil Society Organizations(CSOs) is one of most important former sectors in citizen sector to contribute the country development. Whereas governments rely on authority to achieve outcomes, and private-sector firms rely on market mechanisms to provide incentives for mutually beneficial exchange, civil society actors, working through NGOs, rely on voluntary efforts and influence to promote their value and to future social and economic development (P.Todaro & C.Smith, 5015). Organisation development(OD) means a system-wide change effort. Organisation Development is *effective and healthy environment* of the Organisation and the people that work within them in a sustainable way. Civil Society Organisation(CSO); The multitude of associations around which society voluntarily organizes itself and which represent a wide range of interests and ties. These can include community-based organisations, indigenous peoples' organisations and non-government organisations(OECD). An organisation is not just a group of people, a workplace, a structure or system; it is a combination of these and many other aspects involved in its operation. If Organisation only deal with the hard systems/elements (*Strategy, Structure, System*) during change without paying attention to the soft systems/elements (*Share vision, Skill, Style, Staffs*), the change will not be sustainable. Organizations have a major role in our daily lives and therefore, successful organizations are a key element for the development of a nation.

Organization Development helps the use of resources to increase efficiency and increase productivity. It can be used to solve problems within the organization or as a way to analyze a process and find more proficient ways of doing things. Without Organizational Development as part of change management, Non-Governmental Organizations (NGOs) would have a difficult time developing effective change

management processes. Thus, Organisatioinal development is an important tool in managing and planning organizational growth.

Myanmar is the largest country in mainland Southeast Asia, with a land area of 676,000 square kilometers. Myanmar is divided administratively into seven states and seven regions. Nay Pyi Taw is the capital, with an official population of almost 1 million people and located 320 kilometers north of Yangon, the previous capital. According to the provisional results from the 2014 census, Myanmar now has a population of 51.4 million, with a diverse ethnic and religious makeup, including 135 officially recognized nationality groups, divided into eight national ethnic races.

Civil society can trace its origins in Myanmar back to village-level religious organizations, an early way in which local people came together and organized social or religious activities. Historically, these were informal arrangements, without any official registration or membership. Since then, religious organizations (Buddhist, Christian, Hindu, Muslim, and others) have set up social welfare and development programs, active locally and outside their communities.

Myanmar civil society has increased its collaborations and participation in regional and international initiatives, around issues as diverse as climate change, regional integration, business and human rights, gender equality, and international financial institutions(ADB, 2015). Now-a-day, CSOs engage not only basic need of human being but also policy reform. So, CSOs need to be strong institution by themselves in order to support effectively to country development.

1.2 Objectives of the Study

The main objective of the study is:

To examine whether Civil Society Organisations in Myanmar are strong institutions or not

with the following two subordinate objectives,

- (a) To identify the current status or activities of the Civil Society Organisations in land sector
- (b) To analyse the Organizational Development of Civil Society Organisations in land sector in term of Hard System such as Strategy, Structure and System

1.3 Method of Study

Descriptive method was mainly used for this study. It was based on primary data through personal interviews regarding the Organizational Development; Hard System Approach with sample participants from Myanmar Local CSOs from land sector operation and secondary data was sourced from MOHA, MSWRR, Local Resource Center(LRC) and Myanmar Information Management Unit(MIMU). The primary data collection for the study applied both qualitative and quantitative methods. This study will focus on the system theory by using McKinsey 7s model to analysis the organisational development of Civil Society Organisations in land sector of Myanmar.

1.4 Scope and Limitations of the Study

The study areas focus on Civil Society Organisations which must have at least three-year service of operation focusing on land sector program. The study will emphasize and focus on Organizational Development; Hard System such as Strategy, Structure and System. The study was conducted on 112 participants from twenty eight CSOs in Myanmar to analyse the Organizational Development and Key Informant Interviews were conducted with nine founders, Executive Directors and Board of Members from nine CSOs organizations to overview the CSOs in land sector.

1.5 Organization of the Study

This study is organized into 5 chapters. Chapter I mainly presents the introduction of the study by indicating the rationale of the study, objectives, methods, scope and limitations of the study and also organization of the study. Chapter II includes the literature review about Organization Development and the concept of Organization Development, history of Organization Development and 7s Model. Chapter III describes the Overview on Local Civil Society Organisations and Land sector Civil Society Organisations in Myanmar. Chapter IV deals with analysis of survey results on Organisational Development of Local Civil Society Organisations; Hard System Approach in Land Sector. Chapter V is concludes the study with conclusion and suggestions.

CHAPTER II

LITERATURE REIVEW

2.1 Definition and Role of Civil Society Organisations

Civil Society Organisation(CSO) can be defined as the multitude of associations around which society voluntarily organizes itself and which represent a wide range of interests and ties. These can include community-based organisations, indigenous peoples' organisations and non-government organisations(OECD). "Civil society is a sphere of social interaction between the household (family) and the state which is manifested in the norms of community cooperative, structures of voluntary association and networks of public communication ... norms are values of trust, reciprocity, tolerance and inclusion, which are critical to cooperation and community problem solving, structure of association refers to the full range of informal and formal organization through which citizens pursue common interests". "Civil society is composed of autonomous associations which develop a dense, diverse and pluralistic network. As it develops, civil society will consist of a range of local groups, specialized organizations and linkages between them to amplify the corrective voices of civil society as a partner in governance and the market". The key features of successful civil societies which emanate from various definitions include the following: separation from the state and the market; formed by people who have common needs, interests and values like tolerance, inclusion, cooperation and equality; and development through a fundamentally endogenous and autonomous process which cannot easily be controlled from outside.

Civil society has been widely recognized as an essential 'third' sector. Its strength can have a positive influence on the state and the market. Civil society is therefore seen as an increasingly important agent for promoting good governance like transparency, effectiveness, openness, responsiveness and accountability. Civil society can further good governance, first, by policy analysis and advocacy; second, by regulation and monitoring of state performance and the action and behavior of public officials; third, by building social capital and enabling citizens to identify and articulate their values, beliefs, civic norms and democratic practices; fourth, by mobilizing particular constituencies,

particularly the vulnerable and marginalized sections of masses, to participate more fully in politics and public affairs; and fifth, by development work to improve the wellbeing of their own and other communities.

The advocacy role of civil society is also important. It includes the role of identifying unaddressed problems and bringing them to public attention, in protecting basic human rights and in giving voice to the wide range of political, environmental, social and community interests and concerns. Beyond political and policy concerns, civil society also performs a broader expressive function, providing the vehicle through which artistic, spiritual, cultural, ethnic, occupational, social and recreational sentiments find expression. Opera companies, soccer clubs, book clubs, places of worship, professional associations constitute example of such forum, which enrich human existence and contribute to the social and cultural vitality of community life. Altogether, about 32 percent of the civil society workforce is engaged in performing the expressive function. CSOs are also important in creating what is increasingly referred to as 'social capital'. "Social capital is the web of associations, networks and norms (such as trust and tolerance) that enable people to cooperate with one another for the common good. Like economic and human capital, social capital is a productive asset that accumulates with use... the institutional arrangements and values which make up social capital constitute the foundation for good governance, economic prosperity and healthy societies" (Pasha, 2004).

2.2 Concept of Organisation Development

Organisation development means a system-wide change effort. Organisation Development also means effective and healthy environment of the Organisation and the people that work within them in a sustainable way. Therefore, Organisation Development is keys to ensuring that organisation and their people (Chenung & Linda, 2012).

The following definitions reveal the heart of the practice of OD, which is to improve the functioning of individuals, teams and the total organization:

- "Organisation Development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge" (Beckhard, 1969).
- Organisation development is a responds to change a complex educational strategy intended to change the benefits, attitudes, values and structure of organizations so

that they can better adopt to new technologies, markets, challenges and dizzying rate of change itself (Bennis, 1969).

- Organisation Development is a systematic process for applying behavioural science principles and practices in organizations to increase individual and organization effectiveness (French and Bell, 1999).
- Organisation Development is a process (and its associated technology) directed at organization improvement (Margulies, 1978).
- Organisation Development is all the planned interventions to increase organization effectiveness and health (Beckhard, 1969).
- Organisation Development is about building and maintaining the health of the organisation as a total system (Schein, 1988).
- Organisation revitalization is achieved through synthesizing individual, group and organisational goals so as to provide effective service to the client and community while furthering quality of product and work life (Lippitt and Lippitt, 1975).
- The goal of OD is to enhance organizational effectiveness by attending to both human and organizational needs (Rainey Tolbert and Hanafin, 2006).
- Organisation Development is an organizational process for understanding and improving any and all substantive processes an organisation may develop for performing any tasks and pursuing any objectives (Vaill, 1989).

2.3 A brief history of Organisation Development

Organisational development (OD) is defined by practitioners and theorists in different ways, due in part to its complexity. Essentially, it is a deliberately planned, organisation-wide effort to increase an organisation's effectiveness and/or to enable an organisation to achieve its strategic goals. The concept formally emerged in the 1950s (though some theories date back to 1920) and is generally credited to psychologist Kurt Lewin. It encompasses both the theory and practice of planned, systemic change in the attitudes, beliefs and behaviour of employees through long-term training programmes. It is often described as action-oriented. Typically, it starts with careful organisation-wide diagnosis of the status quo and needs. It is inherently interdisciplinary, drawing upon techniques from the behavioural sciences, predominantly sociology and psychology (including theories of learning, motivation and personality). Emerging related fields include capacity development, systems thinking, complexity thinking, clinical epidemiology and organisational learning. There is increasing recognition that it is in fact

the network of relationships, and the collaboration between organisations and individuals operating in their social, political, cultural and economic contexts, often referred to as ‘institutions’, that generate real change. This means recognising that OD needs to include work at both the higher ‘institutional’ and lower ‘personal’ level to be effective. A useful table which provides an overview of the progression of different approaches to OD activities since the 1950s is included below the Table 2.1(Mackenzie & Gordon, 2016).

Table: 2.1 Predecessors of Organisation Development

Term	Decade	Capacity Building approach
Institution Building	1950s and 1960s	Provide public sector institutions Focus on and design individual functioning organisations Models transplanted from the North Training in Northern universities
Institutional strengthening and development	1960s and 1970s	Shift to strengthening rather than establishing Provide tools to improve performance Focus still on individual organisations and training in the North
Development management and administration	1970s	Reach target groups previously neglected Focus on improving delivery systems and public programmes to reach target groups
Human resource development	1970s and 1980s	Development is about people; emergence of people-centered development Key sectors to target are: education, health and population
New Institutionalism	1980s and 1990s	Capacity building broadened to sector level (government, NGO and private) Focus on networks and external environment Attention to shaping national economic behaviour Emergence of issues of sustainability and move away from focus on projects

Capacity Development	Late 1980s and 1990s	Reassessment of the notion of technical cooperation (TC) Stressed importance of local ownership and process Participatory approaches as the key Seen as ‘the way to do development’
Capacity development/ knowledge networks	2000s	Increased participation in capacity building Emphasis on continuous learning and adaptation Balancing results-based management and long-term sustainability Systems approach and emerging talk of complex systems Emphasis on needs assessment/analysis Spread of ICT-based knowledge networks Increased donor coordination

Sources: Blagescu and Young(2006) as cited in Mackenzie & Gordon (2016)

According to the table (2.1), early approaches to organizational development centered primarily on the implementation of humanistic ideals at work. The types of values emphasized included personal development, interpersonal competency, participation, commitment, satisfaction, and work democracy (French & Bell, 1999; Mirvis, 1988). The focus generally was within the workplace. Over time, however, there has been a shift in emphases. In comparison to its early formulations, organizational development pays much more attention to the larger environment in which the business operates and aims at helping businesses accomplish their strategic objectives, in part through organizational alignment with the larger environment (Bunker & Alban, 1996; Church & Burke, 1995; Mirvis, 1988, 1990; Seo, Putnam, & Bartunek, 2001). Early approaches placed considerable emphasis on individual and group development (Harrison, 1970), and although the terms "*whole organization*" was used, the types of change fostered by organizational development often focused more on the group (e.g., team building) or on other organizational subunits. Given the organizational environment of the 1980s and beyond, individual development and group development have been less emphasized unless they are treated within the context of large systems change and the adjustment of an organization to its larger environment. Such adjustment often involves radical departure from the organization's prior strategic emphases (Nadler, Shaw, &

Walton, 1995) and is sometimes referred to as *organizational transformation* (Nadler et al., 1995; Quinn & Cameron, 1988; Tichy & Devanna, 1986; Torbert, 1989) or *radical organizational culture change* (Cameron & Quinn, 1999). Despite the shifts that have occurred in the understanding of organizational development's focus, there remains an emphasis on organizational development as humanistically oriented—as concerned about the people who make up an organization, not just the strategic goals of the organization. Thus, for example, Church, Waclawski, and Seigel (1999) defined organizational development as the process of promoting positive, humanistically oriented, large-system change. By humanistic they mean that the change is "about improving the conditions of people's lives in organizations". Beer and Nohria (2000) included organizational development within the category of capacity-building interventions in organizations, not as primarily economically oriented. This shift in emphasis locates organizational development within the context of multiple types of organizational change efforts (Van de Ven & Poole, 1995). It cannot be discussed entirely separately from types of change that, at first glance, seem far removed from its emphases. However, there are still important distinctions between the practice knowledge and academic knowledge of organizational development and other types of planned change.

2.4 Lewin's Three Steps

This approach to organization change derives from the work of Lewin and his colleagues on how to overcome resistance to change and how to sustain change once it is made (Lewin, 1951). It starts from the premise that targets of change and the social processes underlying them are relatively stable when forces driving for change are roughly equal to forces resisting change. To change this status quo requires a three-step process: (1) 'unfreezing' the balance of forces that keep the change target stable; (2) 'moving' the change target to a new level or kind of behavior; and (3) 'refreezing' the balance of forces to reinforce the new behaviors and to keep them stable. This simple yet profound framework has guided OD practice for over half a century. It has led to numerous techniques for leading and managing change.

Unfreezing

This step underscores the need to assess the present situation before change is contemplated. Referred to as a 'force field analysis', this diagnosis examines the driving and restraining forces in the change application of od 35 situation that maintain the status

quo. It can reveal which forces are strongest (or weakest) and which are easiest (or hardest) to modify. Such information is essential for unfreezing the current situation and creating a readiness for change among organization members. For example, a force field analysis might discover that the key forces restraining change are members' lack of understanding about the need for change and strong group norms about task performance. Techniques to overcome these resistances, and thus to unfreeze the status quo, might include clearer and more direct communication about the rationale underlying the proposed changes and member participation in the change process itself.

Moving

This stage involves intervening in the situation to change it. OD includes a variety of interventions for improving organizations. These change programs address organization issues having to do with human processes, strategic choices, human resource management, and work designs and structures (Cummings & Worley, 2001). To implement these changes effectively, OD has devised methods for creating a compelling vision of the desired changes (Collins & Porras, 1994), developing political support for them (Greiner & Schein, 1988), and managing the transition from the current to the desired situation (Beckhard & Harris, 1987).

Refreezing

This final step involves making changes a permanent part of the organization's functioning. When this stage is ignored, organization changes rarely persist but regress to their previous stable state. Thus, refreezing calls for re-balancing the driving and restraining forces in the changed situation so it remains relatively stable. OD has discovered a variety of practices that can contribute to such permanence. Generally referred to as 'institutionalizing' change, these methods include: reinforcing organization changes by making rewards contingent on them; socializing existing members and newcomers into the beliefs, norms, and values underlying the changes; diffusing changes throughout the organization to provide a wider base of support for them; and sensing and calibrating the changes to detect deviations from desired changes and to take corrective actions (Goodman & Dean, 1982).

2.5 Five core theoretical bases that shape OD practices

There are two layers of theoretical roots: some of them are from earlier times (as signified by the depth of the root) and have exerted a lengthier influence on our thinking; some have emerged more recently (hence their roots are shallower), yet they have all made a significant impact on our practice. There are five core theories that impact significantly on the way OD practitioners work. Knowing the gist of these theories forms clear reference points in our practices across all OD consultancy phases.

It is important to clarify that while this is a theory chapter, it is not my aim to give a substantial academic appraisal of the theories. Instead the purpose is to signpost the direction of travel by giving sufficient description of the key points of each theory from a practitioner's perspective in bullet points within a grid. Deeper grounding in theory should be a longer-term goal for every practitioner. The robustness of your practice is dependent on how well you understand the complex intricacies of these diverse theoretical gems.

The five core theories we will cover are:

1. Systems theory
2. Action Research theory
3. Change theories: Field theory, Group Dynamics and Three-step Model of Change.
4. Social Constructionism: Appreciative Inquiry.
5. Complexity theories.

1. Systems theory

Ludwig Von Bertalanffy first articulated the principles of general Systems theory in 1950, and Katz and Kahn were the first to apply open Systems theory to organizations in 1966. According to French Bell (1999:82) Systems theory is one of the most powerful conceptual tools available for understanding the dynamics of organizations and organization change.

What is a 'system'? In OD terminology, it can be an individual, a team, a sub-unit, a division or a total organization. However, in order to study and understand how systems operate, we have to see them in relationship to each other. The following definitions of 'system' help to clarify the concept.

'A set of objects together with relationships between the objects and between their attributes' (Hall and Fagen, 1956).

'System as a set of elements standing in interaction' (Von Bertalanffy, 1956).

'An organized, unitary whole composed of two or more interdependent parts, components, or subsystems, and delineated by identifiable boundaries from its environmental suprasystem' (Kast and Rosenzweig, 1985).

'A system is an arrangement of interrelated parts. The words "arrangement" and 'interrelated' describe interdependent elements forming an entity that is the system. Thus, when taking a systems approach, one begins by identifying the individual parts and then seeks to understand the nature of their collective interaction' (Hanna, 1988).

2. Action Research theory

Kurt Lewin's planned approach to change comprised four elements: Field theory, Group Dynamics, Action Research and the Three-step Model of Change. Many tend to treat them as separate elements of his work, but Lewin himself saw them as a unified whole, all being necessary to bring about planned change (Allport, 1948; Bargal and Bar, 1992; Burnes, 2004; Kippenberger, 1998a; Smith 2001). While these four theories have suffered much criticism for being considered old-fashioned, they remain the theoretical pillars for OD practice.

Few social scientists can have received the level of praise that has been heaped upon Kurt Lewin. Tolman, in giving his memorial address for Kurt Lewin, stated that: Freud the clinician and Lewin the experimentalist - these are the two men whose names will stand out before all others in the history of our psychological era.

Edgar Schein (1980:239) referred to Lewin as: the intellectual father of contemporary theories of applied behavioral science.

At the heart of Lewin's work is his humanitarian commitment to build civil society by resolving conflict-whether religious, racial, marital or industrial. The key to resolving conflict-whether religious, racial, marital or industrial. The key to resolving social conflict, according to him, was to facilitate planned change through learning, and so enable individuals to understand and restructure their perceptions of the world around them. Here, I will focus on his first major theory, Action Research.

Action Research is a cornerstone of Organization Development, underlying both the theory and practice of the field. Lewin believed Action Research would address several needs and individual has during change simultaneously (Lewin 1947: 143-53):

- the pressing need for greater knowledge about the causes and dynamic of social issues;

- the need to understand the laws of social change;
- the need for greater collaboration and joint inquiry between the practitioners and those who are experiencing the change (system members);
- the need for 'richer' data about real-world issues to increase motivation for change;
- the need to discover workable, practical solutions to problems that are owned by those who are affected;
- the importance of staying in the learning stance throughout the change journey.

Lewin advised, 'no action without research: no research without action'. The significance of this theory is hard to comprehend until you come face to face with its practical utility in intervention. Almost nothing works as well as interventions derived from this theoretical perspective.

3. Lewin's change theories-field theory; Group Dynamics; Three-Step Model of Change

Lewin was the first psychologist to write about 'Group Dynamics' and the importance of the group in shaping the behavior of its members (Allport, 1948; Bargal and Bar, 1992). The word 'dynamics' comes from a Greek word meaning forces. So Group Dynamics refers to the forces operating in groups. It is the studying of these forces - what gives rise to them, what conditions modify them, what consequences they have, etc, that makes up the theory of Group Dynamics. Lewin's pioneering work on Group Dynamics not only laid the foundations for our understanding of groups but also helped us recognize the need to provide a process where by the members could be engaged in and committed to changing their behaviour.

Field theory is an approach to understand group behaviour by trying to map out the totality and complexity of the field in which the behaviour takes place. Lewin defines the term force a psychological construct. He believes that individual behaviour is a function of the group environment or 'field'. Consequently, changes in behaviour will stem from changes in the forces within the field.

Lewin's Three-step Model - unfreezing, movement, refreezing - is highly related to Field theory. Lewin believes that our behaviour was based on a quasi-stationary

equilibrium supported by a complex field of driving and restraining forces. The equilibrium needs to be destabilized first (unfreezing) before new behaviour can be adopted. So the concept includes unfreezing (destabilising the status quo), movement (creating the motivation to learn-aided by Action Research approach), and then refreezing (seeks to stabilize the group at a new quasi-stationary equilibrium in order to ensure that the new behaviours are relatively safe from regression).

4. Social Constructionism - Appreciative Inquiry

A major focus of Social Constructionism is to uncover the ways in which individuals and groups participate in the creation of their perceived reality. It involves looking at the ways social phenomena are created, institutionalized and made into tradition by humans. A socially constructed reality is one that is seen as evolving mainly through dialectical interaction, and reproduced by people acting in their interpretations and their knowledge of it. This is different from 'realism', which is the doctrine that the external world exists independently of our representations of it, which include perceptions, thoughts, language, beliefs and desires.

The origins of Social Constructionism are in the work of Mead (1934) who found that children learn to interact with others by assimilating a shared system of symbolic presentation, which in turn helps them to derive meaning from the social situation. Her work went in parallel with that of Vygotsky in the early 1930s who believed that children internalize dialogue with others and then gradually acquire understanding of the social and cultural meanings of their environment. These meanings mediate the relationship between language and cognition. The fact is, we cannot know the situation on its own terms, but as most anthropologists remind us, only through the conceptual and linguistic structures of our own culture. The lesson for us is to discover how people make sense of the world, not what the world is.

Constructionism became prominent in the US with Peter Berger and Thomas Luckmann's 1966 book, *The Social Construction of Reality*. They argued that all knowledge, including the most basic, taken-for-granted common sense about everyday reality, is derived from and maintained by social interaction.

The significance of this theory for practitioners is its belief that if reality is socially constructed, then it can be modified by injecting alternative conversations, stories and narratives into the system. Also, change leaders need to accept that reality is not one-

dimensional and hence their job is to work with the diverse meaning of the change from the various stakeholder groups.

5. Complexity theories

Increasingly over the last two decades, both academics and practitioners have come to view organizations through the lens of complexity theories and this has a profound impact on our view of how the organization operates naturally and how they should be structured and changed. The work of Pascale et al (2000: 1-2) described complexity science this way:

There are entering another scientific renaissance... also known as 'complexity science', this work grapples with the mysteries of life itself, and is propelled forward by the confluence of three streams of inquiry: 1) breakthrough discoveries in the life sciences eg, biology, medicine, and ecology: 2) insights of the social sciences eg, sociology, psychology, and economics and 3) new developments in the hard science (for example, physics, mathematics, and information technology). The resulting work has revealed exciting insights into life and has opened up new avenues for management.

The work of complexity and chaos theories was derived from different disciplines in natural science which range as far and wide as astronomy, chemistry, evolutionary biology, geology and meteorology where they have shown that disequilibrium is a necessary condition for the growth of dynamic systems (Prigogine and Stengers, 1984).

Black (2000) emphasizes that under the umbrella of Complexity theory there are actually a variety of theories, ideas and research programmes that hold diversity of viewpoints about what complexity is and therefore he thinks we must use the term 'complexity theories' as it is not a singular concept.

The translation of Complexity and Chaos theory on organizations and leadership are championed by people like Stacey et al(2002), Stacey (2003), Wheatley (1992), Black (2000) and Morgan (1997). They challenge how the organization should view change and its way of operating. In the words of Richard Pascale, 'Stated simply, when societies, communities and organizations encounter the need for adaptive change (that is, change that departs from the trajectory of 'business as usual') social engineering doesn't work. And it never has (Pascale, 2006).

Under this view, organizations, like complex systems in nature, are seen as dynamic non-linear systems. The outcome of their actions is unpredictable but, like turbulence in gases and liquids, it is governed by a set of simple order-generating rules.

Therefore leaders and change agents need to accept they cannot manage change, all they can do is to support the organization to move towards the 'edge of chaos' and self-manage their change journey(Cheung and Linda, 2011).

2.6 McKinsey's 7-S Framework

Well known in the private sector is McKinsey & Company (McKinsey), a global management consulting firm that serves businesses, governments, nongovernmental organisations and not-forprofits. McKinsey works with clients to help improve their performance and realise their most important goals, much of which can be described as Organisation Development. McKinsey developed the 7-S Framework in the 1980s in response to queries from clients (including CEOs from Philips and IBM) about how to evolve and change against a backdrop of competing demand for changing technology products, globalisation and increasing need for mergers and acquisitions. The framework is composed of three hard elements (strategy, structure and systems) and four soft elements (shared values, style, staff and skills).

The model can be applied to many situations and is a valuable tool when organizational design is at question. The most common uses of the framework are:

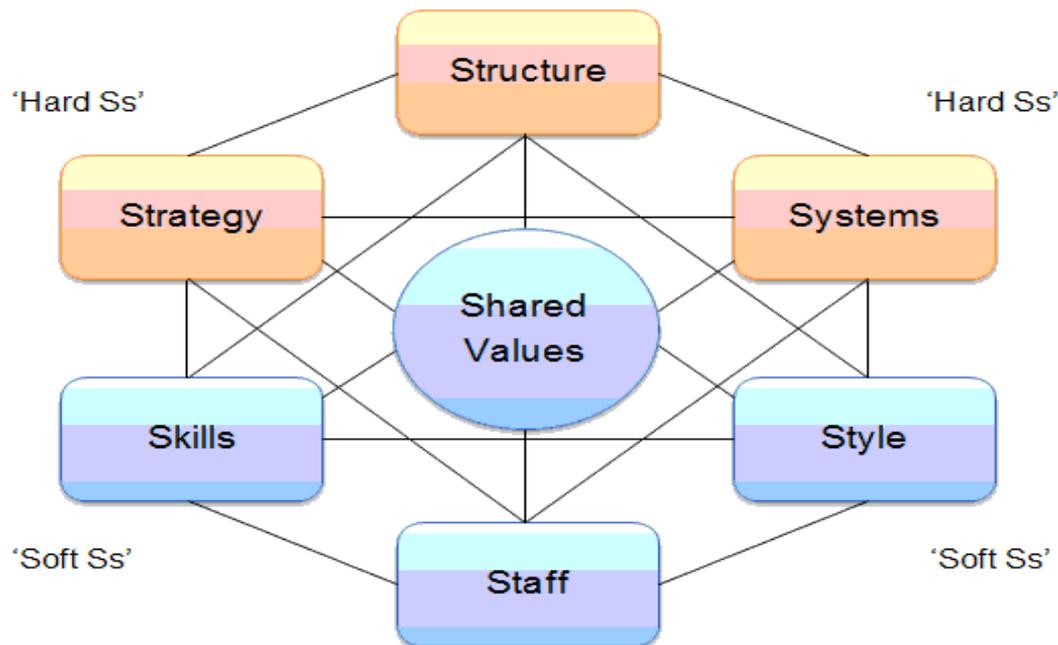
- To facilitate organizational change.
- To help implement new strategy.
- To identify how each area may change in the future.
- To facilitate the merger of organizations.

Seven(7s) elements

“McKinsey 7s model is a tool that analyzes firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve its objectives.”

In McKinsey model, the seven areas of organization are divided into the 'soft' and 'hard' areas. Strategy, structure and systems are hard elements that are much easier to identify and manage when compared to soft elements. On the other hand, soft areas, although harder to manage, are the foundation of the organization and are more likely to create the sustained competitive advantage.

Figure: 2.1 McKinsey's 7-S Model



Source: McKinsey 7s model as cited in Mackenzie & Gordon (2016).

The Hard System

Strategy

Strategy is a plan developed by a firm/organisation to achieve sustained competitive advantage and successfully compete in the market. In general, a sound strategy is the one that is clearly articulated, is long-term, helps to achieve competitive advantage and is reinforced by strong vision, mission and values. Strategy comprises the following components.

- Overall strategy
- Goals/performance targets
- Program relevance, and integration
- Program growth and replication
- New program development
- Funding model

Structure

Structure represents the way business divisions and units are organized and includes the information of who is accountable to whom. In other words, structure is the organizational chart of the firm. It is also one of the most visible and easy to change elements of the framework. The structure covers the following components such as;

- Board governance
- Organizational design
- Interfunctional coordination
- Individual job design

Systems

Systems are the processes and procedures of the company/organisation, which reveal business' daily activities and how decisions are made. Systems are the area of the organisation that determines how process is done and it should be the main focus for managers during organizational change. The system covers the stated components below.

- Planning systems
- Decision making framework
- Financial operations management
- Human resources management – management recruiting,
- Development, and retention
- Human resources management – incentives
- Knowledge management

The Soft System

Style

The culture of the organisation, the way people behave and comprising two elements:

1. Organisational Culture: the dominant values, beliefs and norms, which develop over time and become relatively enduring features of organisational life - “the way we do things round here.”
2. Management Style: the style of leadership adopted, what managers do and the way they do things, rather than what they say.

Staff

The people, their skill sets and their levels of capability; it also encompasses talent management and staffing plans.

Skills

The ability to do the organisation's work; it should reflect overall performance of the organisation - what it does well, how it shifts and develops to exceed in new areas.

Shared Values

A set of traits, behaviours, and characteristics the organisation believes in – these values would be evidenced in its culture and work ethic, and are often described in the organisation's mission and vision statements. Placed in the middle of the model to emphasise their importance being central to the development of all other elements. The company's structure, strategy, systems, style, staff and skills all stem from why it was originally created, and what it stands for. As the values change, so do all the other elements.

The framework is based on the premise that for an organisation to perform well these seven elements should be aligned and mutually reinforcing. The model helps staff or management leading OD activities to identify what needs to be realigned to improve performance, or to maintain motivation during organizational change. Whatever the type of OD activity, whether restructuring, new processes, new systems, change of leadership, or other, the model can be used to understand how organisational elements are interrelated, and so ensure that the wider impact of changes made in one area is taken into consideration. The 7-S Framework helps to analyse a current situation (Point A), a proposed future situation (Point B) and to identify gaps and inconsistencies between them. It is then a question of adjusting the elements of the 7-S Framework to ensure that the organization works effectively towards the desired endpoint. McKinsey also provides some checklists to help explore the situation in terms of the 7-S Framework. These should be applied first to determine the status quo (Point A) situation, and important in how they approach the task, and where to put their efforts and resources. This has been applied in several Whitehall Departments by the Institute for Government.

2.7 Review on study of Organisational Development (OD)

Empower Myanmar (2013) in the study of Effectiveness of LIFT support in strengthening civil society, LIFT support has been almost completely focused on systems, skills and staff. The 7s model suggests this is insufficient to achieve lasting organizational impact unless there is also a focus on strategy, style and values. The model also suggests

that, given the centrality of organizational values, it is possible that this may be the best predictor of output-5 interventions when it comes to the development of civil society beyond an increase in the technical skill-set of local organisations”. The study-team concurs that while not having the opportunity to meet with other LIFT partners, the collective experience of many of the respondents suggest this sample of five is particularly values-driven. The study suggested that the values-based practice may be the best predictor that output 5 support will be effective and FMO/IP staff are unlikely to see strengthening in CSO’s unless they are able to look beyond the organizational components they directly support.

Libenth (2017) in his thesis “Application of Mckinsey 7s Models Approach in Effective Monitoring of Revenue Collection in TRA: Case of Kinondoni municipality” the results of the research indicated that influence effective monitoring on revenue collection in TRA starting with 7s only three variables which are statistically significant over the other four variables at the 95% level. In his research, he concluded that greater percentage of agree and strongly agree indicate the majorities of respondents Strong agreed with how strategy is working and the problem with collecting revenue. For the structure, the majority responded on high rate that structure is working in a good way and better. Therefore, Majority of respondents agreed and followed by strongly agree meaning that the system is very active and positive situation.

Ravanfar (2015) in his thesis “analyzing the organizational structure of Qeshm free zone” the results of the research indicated that Qeshm free zone organizational structure based on 7-S McKinsey is unfavorable, with the elements of common value, clerks and structure having the worst conditions. According to the research findings, it is recommended that managers of Qeshm free zone pay more attention to internal environment of organization and ways to improve it.

Torraco, Hoover and Knippelmeyer (2005) “University of Nebraska ”, "Organization Development and Change in Universities” in his thesis the five cases reviewed, each in a unique university setting, are at different stages of OD. Since the phases of OD-based change entail different challenges during each phase, the universities in earlier phases (e.g., entry and start-up) show different features than those where OD has become more established. Few cases seem to follow the cycle of participatory action research represented by the action research model (French, 1969; Beer, 1980). Most cases show the early engagement of the change agent(s) with the system through some form of contracting and further probing of the possible changes envisioned for the system. Only a

few cases go beyond the assessment and feedback phases (Babson, Cornell, Rutgers). Babson completed a major curriculum revision. In the Minnesota example the parties became stalled in the process of determining the nature of the problem to be addressed and by disagreement over the mutual expectations of each party for responsibility in the change process. Across all five university cases, OD-based change is on-going, although at different phases, and continuing collaboration is needed to gain commitment to initiate change (in cases at earlier phases) and to institutionalize change (in cases at later phases).

CHAPTER III

OVERVIEW ON MYANMAR CIVIL SOCIETY ORGANISATIONS

3.1 Myanmar Civil Society Organisations

Civil society structures in Myanmar traditionally existed at the local level within religious groups, emerging from Buddhist and Christian-led social welfare activities and focusing on poverty, health, and the daily needs of communities. Particularly in areas of weak central government control and armed conflict, civil society often filled the state's service-delivery role. There are three types of civil society organizations in Myanmar: community-based organizations, and local and international nongovernment organizations (NGOs). The community-based organizations are informal or voluntary associations formed at the village level to perform social and religious functions, including health, education, and social services. Many of them are religious-based and provide support for funerals and family or community emergencies. They do not normally have paid staff, and members are typically beneficiaries.

After Cyclone Nargis devastatingly struck the southern portion of the country in 2008, and more recently with the change in government and democratic reforms, civil society experienced a profound evolution in structure, resources, stakeholders, and modalities. New networks are now forming, and existing networks are expanding. There are increased local, national, and international partnerships; civil society and government are beginning to interact more openly and constructively, and legal frameworks for participation are in some areas liberalizing.

Since the 2010 elections, political "space" has continued to open around the country, especially in urban areas, with additional resources and stakeholders helping networks and coalitions form and flourish, and the government increasingly accepting a role for civil society. Civil society is becoming more active, engaging local, national, and international communities as well as the Myanmar government. A rise in independent media and investigative reports, protests, and public awareness events by civil society is leading to increased transparency, awareness, and engagement in civic life in Myanmar. Still, legal and practical restrictions remain in many areas, where authorities continue to

view civil society activity with suspicion. In a number of cases, farmers, activists, and journalists have been charged, convicted, and imprisoned for taking part in peaceful protests or exposing government activities. Many development-oriented civil society organizations continue to implement programs that are focused on service delivery. A limited number of these programs are carried out in partnership with the government. Large international NGOs and a limited number of local development NGOs have registered with the government or have a memorandum of understanding with one or more ministry. Increasingly, a number of local and international NGOs enter into memorandums of understanding with government ministries, primarily around development work and social welfare related to agriculture, health, and education.

In 2014 and after considerable civil society consultation, Parliament passed an Association Registration Law and signed into law by the President that clarifies NGO requirements for registration with the government, including voluntary registration procedures for local and international NGOs and no restrictions or criminal punishments for organizations that choose not to register.²² Laws drafted with the assistance of the International Labour Organization and approved since 2011 and 2012 have dramatically expanded rights to freedom of association and collective bargaining for workers in Myanmar.

Although there are non-government or other statistics on these groups, one estimate puts the number of community-based organizations in Myanmar at 214,000. Local NGOs typically originate from cities, townships, or population centers and maintain connections with communities. These groups are usually unregistered with the government, often have paid and skilled staff, and are increasingly connected to regional and national NGO networks, and/or with international NGOs. In ethnic areas, many local NGOs have links to ethnic armed groups. Several large NGOs are registered with government ministries and at times work with the government and development agencies to implement projects in diverse sectors, including health care, rural development, education, and agriculture. Estimates vary widely on the number of local NGOs in Myanmar. An article claimed more than 10,000 such groups, while another study conducted in 2003 by Save the Children - the first detailed look at civil society in Myanmar - estimated there were 270 local NGOs at that time. Regardless of the number, there is a vibrant and growing nongovernment sector encompassing a range of interests and approaches throughout the country. In 2011, there were 120 organizations which worked for social development, peace building and civic engagement. In 2016, there were

about 500 organizations worked for social development, civic engagement, advocacy and peace building. Now a day, studies have counted community based organization in Myanmar is more than 214,000 which always fill service-delivery roles. In 2014, more than 250 local organizations in Myanmar have met and urged the government to take account of actions on law reform and enforcement, peace building and conflict management, media freedom, governance and accountability, economic reform and effectiveness of international development assistance. Later on, CSOs in Myanmar conducted series of consultations to promote peace building and democratic governance through People's Forums, Peace Forms and CSOs Forums. EU also created spaces of consultation with CSOs in 2015 and 2018 to know the concerns of CSOs in Myanmar on development sectors. (ADB,2015)

3.2 Civil Society Organisations in Land Sector

There was a genealogy of large-scale land acquisition processes relating to agricultural development in Myanmar. During the colonial period, the British introduced the problematic notion of waste land, arguing that it should be a prime target for agricultural investment. The post-independence nationalization of land and the establishment of State farms (and State-owned enterprises) were promoted until the military coup in 1988. At that time the military used the State lands to promote large-scale agricultural development in various ways, leading to the expropriation / displacement of existing users and smallholder farmers. The new Vacant, Fallow and Virgin Land Law, approved by the quasi-civilian government in 2012, offered the possibility of granting VFV land (waste land) to domestic and foreign investors. As such, this action should be seen in a longer historical trend of dispossession of smallholder farmers. (San Thein & Hlwan Moe&Jean&Celine /2019). Land tenure continues to be a highly contested issue in Myanmar. The land administration system is fragmented, with a multiplicity of tenure arrangements managed by local authorities. Both deed registration and ownership registration lack resources and upkeep in the smaller township offices, meaning there are many errors, inconsistencies and omissions that require attention. In addition, there are few accurate and up to date maps to specify boundaries. (LIFT/2019). Therefore, CSOs are helping and supporting related land sector issue in community and policy reform in Myanmar.

There are twenty eight local land sector Civil Society Organizations which are actively operating across Myanmar(LCG/2019). Their operation spreads across Myanmar

and the distribution of location are eight organizations in Yangon followed by five in Sagaing, two each in Tanintharyi, Chin, Shan and Ayeyarwaddy and one each in Magway, Bago, Mandalay, Kayah, Rakhine, Mon and Kayin respectively as follows.

Table 3.1 Distribution of Location by Land Sector CSOs

No	Organisation Name	State/Region
1	Land Core Group	Yangon
2	Paung Ku	Yangon
3	Land in Our Hand(LIOH)	Yangon
4	Karuna Mission Social Solidarity	Yangon
5	Metta Development Foundation	Yangon
6	WE Generation Network	Yangon
7	POINT	Yangon
8	Open Data Myanmar	Yangon
9	Shwe Chin Thae Farmers Network	Sagaing
10	Sagaing Region Farmers Union	Sagaing
11	Right and Peace	Sagaing
12	Resource Rights for the Indigenous Peoples	Sagaing
13	Makury Naga Youth Federation	Sagaing
14	Farmer Right and Development Organisation	Magwe
15	Yae Kyi San -Social Organisation	Bago
16	Kayan New Generation Youth	Kayah
17	Dewai Development Association	Tanintharyi
18	Southern Youth Development Organisation	Tanintharyi
19	Peace and Justice	Madalay
20	THAZIN	Rakhine
21	Mon Region Land User Network	Mon
22	K'cho Chin Women Organisation	Chin
23	K'cho Land Development Association	Chin
24	Sar Mue Htaw	Kayin
25	Farmers and Land Worker Union	Shan
26	Spring of Love	Shan
27	Association of Human Right and Defense	Ayeyarwady
28	Green Peasant Institute (GPI)	Ayeyarwady

Source: Land Core Group,2019

There are some noteworthy Civil Society Organizations focused on Land Sector in Myanmar and the following information is perceived during the desk interview with the leaders such as Chief Executive Officer, Chairman, and Executive Director of such organizations.

3.2.1 Land Core Group (LCG)

Land Core Group (LCG) is a not-for-profit, civil society organisation promoting fair and equitable land governance in Myanmar. In 2010, the Land Core Group emerged from the Food Security Working Group (FSWG) as a coalition of individuals and organisations interested in advancing land rights of smallholders and indigenous communities in Myanmar. In 2015, LCG formally separated from FSWG and became an organisation in its own right. Despite being a young organisation, LCG has established itself as a key player within a network of individuals and organisations creating change in land policy and legislation in Myanmar. LCG Vision is for the people of Myanmar, including men and women smallholders, indigenous communities and other vulnerable land users, to fully enjoy equitable access to, use of, and control over land and related natural resources. LCG Mission is to promote equitable land and natural resource rights and use in the formulation and implementation of policies and laws to strengthen people's ability to effectively claim their land rights through formal and informal mechanisms and to serve as a hub for research, information, and coordination for land-related work in Myanmar.

LCG work with Government, Parliament, and civil society networks to reform policy, law, and procedures that impact people's rights to their land – particularly women and men smallholders and indigenous communities – and promote the implementation of pro-poor aspects of the law. LCG focus is on the following aspects of land tenure governance are Tenure security for smallholder farmers, Recognition and protection of customary tenure, Gender equity in land governance, Just resolution of land grabbing. Throughout our work, LCG promote greater accountability of Government, Parliament and other land governance institutions to smallholder men and women and indigenous communities.

To achieve objectives, LCG make use of two distinct, but interrelated strategies:

- 1. Tactical Multi-Stakeholder Engagement:** Engaging Government and Parliament and opening spaces for civil society and other stakeholders to participate in policy processes.
- 2. Strengthening Civil Society:** Building capacities within the civil society sector to promote improved land tenure security and contribute to policy and law reform processes.

Table 3.2 Land Core Group’s Key Outcomes from 2010 - up to date

Process	Key Outcomes from 2010 - up to date
<p>Tactical Multi-Stakeholder Engagement</p>	<ul style="list-style-type: none"> • Parliament and the Government enact and implement equitable laws and procedures protecting men and women smallholders’ and indigenous communities’ individual and collective access to, use of, and control over land and land-based natural resources. • The practice of consulting with civil society actors and communities in legislative and policy development is normalized within Government and Parliament. • Private companies conduct proper assessments and consultation and undertake informed decision making before investing in land and natural resources.
<p>Strengthening Civil Society</p>	<ul style="list-style-type: none"> • Smallholders and community groups claim and defend their land rights based on an informed understanding of existing mechanisms. • Civil society actors effectively contribute to the formulation and revision of policies, laws and regulations related to land and land-based natural resources. • Enhanced knowledge and increased access to information contributes to stronger advocacy on land tenure and smallholder land rights.

Source: Land Core Group, 2019

A defining achievement was an unprecedented public consultation process for the National Land Use Policy (NLUP), undertaken from 2013 to 2015 by LCG and other CSOs, in cooperation with the Ministry of Environmental Conservation and Forestry (MoECAAF), SDC, USAID, and the EU. As a result of that process, the NLUP incorporates a number of progressive elements that advance the rights of women and men smallholder farmers and indigenous communities. Our work on the NLUP also set the foundation for our later involvement in the implementation of the NLUP. But, CSOs have difficulty with coordination and networking each other.

3.2.2 Green Peasant Institute (GPI)

GPI is a non-profit organization founded and registered (registration No. 2/Ayeyarwady/008) in October 2012. The organization's personnel include farmers, activists, agricultural experts and youth and is based in Ayeyarwady Region. Today it is working with various partner organizations from all over the country. Farmers know their rights, use their knowledge and share that knowledge among themselves in their attempt to achieve sustainable development. Our Objectives are (1) To help farmers understand laws and policies that concern their lives and livelihoods. (2) To ensure that farmers enjoy rights and protection as stated by law. (3) To ensure the participation of farmers in the formulation of new laws and policies and the revisions of old ones.

GPI organizes workshops and awareness raising activities on the topic of land law, land rights and land use rights while it also cooperates with partner organizations from other states and regions on similar activities. It also works in other areas: giving law and policy recommendations to protect the land use rights of local farmers; doing advocacy work; providing legal support to farmers who are fighting to have land tenure security and land use rights; working with paralegals to resolve land issues; providing voter education to contribute the country's democratization process; giving support to migrant workers and landless farmers; and implementing income generation projects for local communities and giving new agricultural knowledge to local farmers.

GPI is now serving on the Steering Committees of Food Security Working Group (FSWG) and Access to Justice Initiative (A2JI). It is also a board member on the Small Grant Fund Board under GRET's CSO Strengthening and Food Security Development Program. Over the past few years, it has been consistently producing trainers for legal empowerment, paralegals to provide legal service and trainers for good agricultural practices in its attempt to bring about land use rights and sustainable development. Organizational organogram includes full time staffing and part-time staffing as well as their positions. GPI program activities are Land Law Land Rights TOT Training, Land Law Land rights Awareness Training, Peasant Youth Development training, Policy Advocacy Regional and National level, Research, workshop, Good Agriculture Practice training, Value change training, Legal aid program, and Landlessness Peasant Migration program.

Table 3.3 GPI's annual activities lists of year, sex and program(2014 to 2018)

Activities	No	Male	Female	Total
Land law/right awareness	67	1491	939	2430
Workshop or Dialogue	20	2043	1020	3063
TOT training	7	124	95	219
Consultation Meeting	3	250	140	390

Source: Green Peasant Institute, 2019

In addition to these as organisation achievements, GPI has also cooperated with partner organizations and LNGOs to advocate and contribute to the formulation of the National Land Use Policy. It has also combined recommendations for the revision of old and irrelevant laws that concern farmers and presented them to the representatives of Amyotha and Pyithu Hluttaw, and relevant ministers.

3.2.3 K'cho Land Development Association (COLDA)

K'cho Land Development Association (COLDA) was formed in July 2014 in Mindat, Chin State. The organization is non-political, non-profit and non-sectarian and social development oriented organization committed to seek safe and secure environment for the vulnerable people from all townships in Southern Chin State so that they are living with dignity and security. The organization COLDA has got official registration from District General Administrative Department with the Reg; number of **5/Mindat/003**. The organization has a good relationship with local authority and government departments. COLDA Vision is committed to seek safe and secure social environment for the vulnerable people from Southern Chin State so that they are living with dignity and security. COLDA is dedicated to ensure achieving its vision through accomplishment of its mission through- 1) Promoting locally appropriate livelihood options, 2) Improving environmental conservation measures, 3) Strengthening education services, 4) Providing health services, 5) Responding to natural disasters and 6) Promoting social protections. COLDA is implementing its program in line with its programming principles that of 1) seek sustainability, 2) non-discrimination, 3) collaboration with stakeholders, 4) accountability and transparency and 5) equity and equality. The organization is dedicated to implement 4 programs 1) DRR and Climate change program, 2) Livelihood Program,

3) Health and Education Program and 4) Policy and Accountability Program. DRR and climate change program focuses on emergency response and recovery and environmental conservation activities while livelihood program ensure the activities implementation related to Agriculture, Income generations and Land Tenure sectors. Health and Education Program promotes the activities on Primary Health Care and Formal and Informal Education interventions. Policy and Accountability Program, as of the last dedicated program, ensure policy and law enforcement and quality and accountability integrations to the program.

Table 3.4 COLDA’s annual activities lists of year, sex and program(2015 to 2018)

Activities	No	Male	Female	Total
Land law/right awareness	40	579	291	870
Workshop or Dialogue	339	52	343	395
TOT training	1	8	7	15
Gender and Customary Awareness	38	759	732	1491
Health Awareness	27	10	15	25
Women Right Meeting and Workshop	12	120	180	300
Research	1	25	45	70
Other Kits Support	183	100	83	183

Source: K’cho Land Development Association, 2019

The achievement of COLDA includes the awareness on customary and indigenous right and humanitarians support to community, participated and advocated the regional and national government in policy and law reform process.

3.2.4 Shwe Chin Thae(SCT) Farmer Network

Shwe Chin Thae(SCT) Farmer Network is a non-profit, non-governmental network organization in Shwe Bo District, Sagaing Region. Shwe Chin Thae Farmer Network vision committed to promote and protect the rights of marginalized people especially farmers by organizing and mobilizing them in 8 townships of Shwebo district such as Shwebo, KhinOo, Depae Yin, Kant Palu, Wetlet, Tan Zae, Ye Oo and KyuneHlaw townships.

The network was established on 9th June 2013 and focusing on land grabbing issues, inadequate agriculture loan from the government, insufficient number of draught

animals in the area, limited agricultural knowledge and technique, misunderstanding and limited cooperation between government institutions and farmers. Mission of the organization are to solve land grabbing issues prevailing in the area, improve living standard of farmers and promote and protect the rights of farmers and work for their best interest.

The program activities that we are implementing at the target area are delivering land rights and land law trainings, participated in national land use policy consultation process organized by government , organized “District Farmers Conference” in 2013 and “District Farmers Conference” in 2014 and advocating local government institutions concerning with natural disaster affected farmers.

Table 3.5 Shwe Chin Thae Farmer Network’s annual activities lists of year, sex and program (2013 to 2019)

Activities	No	Male	Female	Total
Land law/right awareness	183	3747	1757	5504
Workshop or Dialogue	3	83	39	112
TOT training	2	24	26	50
Agriculture awareness	4	143	35	178
Human Right Training	2	63	4	67

Source: Shwe Chin Thae, 2019

The achievements of Shwe Chin Thae Farmer Network includes TOT Trainings on Land Law/Right and redelivering to the rest of the community, successfully formed 8 Farmer Leaders from 8 different townships and facilitated the farmers to raise their voice for rights unlike the former situation, organized strong farmers groups locally in 8 townships, participated and recommendation on National Land Use Policy and other land related law and policy workshop, conducted knowledge sharing trainings for farmers in Shwe Bo District, in 2013 and supported to community coordinate with the authorities to help lands devastated by natural disasters. But, CSOs have difficulty with coordination and networking each other.

3.2.5 Resource Rights for the Indigenous Peoples – RR/IP

Resource Rights for the Indigenous Peoples – RR/IP was formed in 2012 as a fulfillment of the longing desire of the indigenous Naga peoples who are threatened with

the violation and abuse of their rights to natural resources, culture and their existence. RR/IP functions and operates in Nagaland with more than 100 members across the Naga inhabited areas. RR/IP functions with the learned and experienced members in the field of indigenous affairs, anthropology, community development activities and related research activities. RR/IP vision is Indigenous Naga peoples as part of Indigenous Peoples' community in the world have the rights to their natural resources, culture and identity mentioned in the UN Declaration on the Rights of the Indigenous Peoples (UNDRIP), 2007. By safeguarding and maintaining their natural resources, culture and identity, they exercise their basic rights to develop and manage their sustainable livelihood, wellbeing and security of the families in particular and of the communities in general. **RR/IP** promotes Indigenous Rights through empowering community and building capacity in order to enable them to participate in the decision making process for managing their natural resources, culture and identity.

RR/IP being an indigenous rights group has conducted several awareness campaigns and workshops on Indigenous Rights such as right to natural resources, right to culture and identity and other fundamental rights of the Indigenous Peoples, and on REDD+, Extractive Industry Transparency Initiative (EITI), research work for Customary Land Tenure System in relation to National Land Use Policy (Draft). In collaboration with MRLG, RR/IP coordinates with and leads other ethnic CSOs for documentation of Customary Land Tenure System in the respective ethnic regions. RR/IP has also done a number of activities in collaboration with Eco-Dev, Paung Ku, LCG, NISC (Naga International Support Center, the Netherlands) and NPMHR (Naga People's Movement for Human Rights, India).

Table 3.6 RR/IP's annual activities lists of year, sex and program(2012 to 2014)

Activities	Number	Male	Female	Total
TOT training	1	150	200	350
Awareness	1	300	250	550
Workshop or Dialogue	1	30	20	50
Research	-	-	-	-
Consultation Meeting	1		30	
Workshop or Dialogue	6	500	400	900
Research	2	50,000+	30,000+	80,000+
Consultation Meeting	4	500	600	1100

Source: Resource Rights for the Indigenous Peoples, 2019

The achievement of RR/IP are awareness raising on indigenous rights to Naga peoples, gender knowledge improved, more space for women, providing civic education, policy advocacy points for land policy change in Myanmar. But, CSOs have difficulty with coordination and networking each other.

3.2.6 Farmers' Rights and Development Organisation(FRDO)

Farmers' Rights and Development Organization was formed on 31st. January 2014. Starting from 2012, the organization had been providing training on Land Laws across the 21 townships in Magway Region and a committee was formed in order to organize a Farmers Union. Eventually, in 2014 January, the Farmers Union was formed successfully with the trained farmers representatives from the Township. Later on, Farmers' Rights and Development Organization was formed when it was noticed that the challenges faced by the farmers is beyond their capability to get solved by themselves. Not only Farmers' Union for Magway Region was formed but also Farmers' Union for Sagaing Region was organized on March 27, 2016 after providing related trainings for 31 times in 21 Townships. Moreover, Farmers' Union for Bago Region was also established in completion of farm land law trainings in 20 Townships. Technical support and legal assistance were provided for Farmers' Union for Mandalay Region and the same for that of Kayin Ni (Kayar) State.

The Origin of Farmers' Rights and Development Organization was formed with the aim of emerging such organization in Magway Region and middle part of Myanmar, strong existence of the emerged Farmers' Organization to represent as one Farmers' Organization in the whole Myanmar. The activities of the Organization were being prioritized by the development of farmers which is 70% of the country's overall population and including the urgent issue of seized lands. Awareness raising trainings and research assignments has been taken in terms of reserving the devastated environment. The activities of the Organization are providing the trainings and workshops on farm land law and Land regulations related to farmers, lobbying to Hluttaw for the purpose of releasing new laws or amendment of the existing ones, providing the farmers with the required support in order to get back their seized lands. forming local Farmers' Union, intervene between the Government and Farmers for the negotiation process, conducting technical trainings on agriculture.

Table 3.7 FRDO’s annual activities lists of year, sex and program(2012 to 2019)

Activities	Numbers	Male	Female	Total
Land law/right awareness	90	2789	1221	4010
TOT training	1	15	15	30
Workshop or Dialogue	13	744	296	1040

Source: Farmers’ Rights and Development Organization, 2019

The achievement of FRDO are land issues among the farmers have declined as they have gained awareness on farming land law and capable of resolving the disputes legitimately, issues have been resolved in a team by the Farmers’ Union and Leaders and proactive farmers have been organized through Farmers’ organizations and farmer leaders by sharing knowledge of farm land regulations and law among themselves.

3.2.7 YAE KYI SAN(YKS)- Social Organization

Yae Kyi San- Social Organization was formed in February, 2011 at Bago, Bago Region. It was originated based on the five villages in Delta and nowadays its operation has expanded already 9 villages namely Aung Myin Soon, Win Ka Baw, Nat Ye Kan, Hin Thar Kone Ward, Kam Myint, Htan Taw Kyi, Ku Htaung, A Seik Taung and Thit Saint Kone Village. Ye Kyi San vision is to develop an agriculture and environmental friendly based sustainable social community. Yae Kyi San mission are to support and coordinate in local land issues and environment, support and participate in land issues and reserving the environment and develop a modern civil society which adheres to the local traditions. There are several activities and program of Yae Kyi San which are trainings on land and environment, development of group ownership forest, raising awareness on mining the natural resources, protection of wild animals, human lives effected by wild animals are properly taken care in coordination with the local authorities, providing supports in Land Issues and coordination in organic agriculture system with partners.

Table 3.8 Yae Kyi San’s annual activities lists of year, sex and program (2015 to 2019)

Activities	Number	Male	Female	Total
GPS training	1	48	16	64
Land law/right awareness	1	45	20	65
TOT Training	1	22	5	27
Land law/right awareness	16	466	71	537
Land law/right awareness	8	193	59	252
Community Meeting	6	174	24	198
Land law/right awareness	20	511	115	626
Forum/Workshop	1	122	22	144
Farmer Meeting	5	100	240	340
Forum/Workshop	1	40	11	51

Source: Yae Kyi San, 2019

Yae Kyi San Social Organisation is successfully formed and registered now as Local CSOs in Bago Region. Yae Kyi San awarded to farmer about the Land Law/Policy and land related Law/Policy and conducted the regional level workshop with Hluttaw, Government, CSOs and farmer in Bago Region. Yae Kyi San has formed MATA task force to watch EITI process and successfully formed community forests coordinate with villagers from Asait Taung, Ku Taung and Nat Sat villages.

3.2.8 Spring of Love (SOL)

SOL is an organization formed with Akha youth from different religions, Catholic, Baptist, Buddhist and Animists from Eastern Shan State. In 2010, SOL organized youths regardless of religions and started fund raising program in the events like Akha New Year. Besides, some local donors also contributed for SOL. With the local contribution, SOL has been providing social services to 11 target ethnic villages in the remote areas of Kengtung Township. Spring of Love (SOL) has got official registration in 2016 and well operated for community social problems. The main social services provided by SOL are mobile clinic, Voter Education and land law education. Since the beginning, SOL has also been organizing other youths and uplifting their morale by holding events such as football tournament and conducting education sessions on drug and human trafficking. The main programs of SOL are youth development and land law/right awareness in community.

Table 3.9 Spring of Love’s annual activities lists of year, sex and program(2015 to 2018)

Activities	Number	Male	Female	Total
TOT training	1	10	10	20
Land law/right awareness	4	64	53	117
TOT training	1	10	8	18
Land law/right awareness	18	320	204	524
Land law/right awareness	33	653	391	1044
Land law/right awareness	30	469	377	846

Source: Spring of Love, 2019

Spring of Love has got great achievement in community which are – farmer are aware the Land Law/Policy and land related Law/Policy, farmer can solve the land and related issue with authorities, farmer share the knowledge to other and they can protect land related issue their self from monopoly of business men.

3.2.9 Sagaing Region Farmers Union (SRFU)

Sagaing Region Farmers Union (SRFU) is a registered organization in Sagaing Region. It was officially registered on 7th September 2016 with the purpose of finding solutions to the problems and challenges faced by the farmers by working along with them. SRFU vision solves the issues of lands grabbing, promoting farmland related awareness to farmers by giving trainings, helping the farmers to be compensated for the farmlands effected by natural disasters, efforts to have grabbing land returned to the owners, arranging meetings for farmers to meet with authorities, parliament members, local CSO, farmland activists and farmland specialists. The missions of SRFU are 1. to develop sustainable farmers’ union with the democratic rights for actions, 2. Farmers themselves will be capable enough to initiate the Farmers’ related issues and for the development of the farmers representatives, 3. to recover the lost farmers’ rights, 4. to develop the socio-economic lives of farmers and 5. to strengthen the farmers’ involvement in social, economic and political role of the country. SRFU conducted community level awareness trainings, regional level workshop, Hluttaw Training in Sagaing Region, National level workshop related with land and agriculture program. SRFU also rganized village mapping activity for youths and adults in 9 villages of Tan Sae Township.

Table 3.10 SRFU’s annual activities lists of year, sex and program(2016 to 2019)

Activities	Number	Male	Female	Total
TOT training	1	10	15	25
Land law/right awareness	30	877	243	1120
Farmer Meeting	5	55	45	100
Land law/right awareness	30	806	276	1081
Land law/right awareness	30	650	250	900
Farmer Meeting	5	55	45	100
Farmer Meeting	15	200	52	252

Source: Sagaing Region Farmers Union (SRFU),2019

The achievements of SRFU are helping to farmers by collaborating with local farmers and Regional Government in order to get compensation amount of 100,000 kyat per acre by Shwe Nagar Company in the case of 1900 acres lands damaged in Kalay and Watlet Townships by the use of Top One fertilizers marketed by the company. Only 8000 acres of farmland out of 30000 acres in the 7 villages under Tin Thar Village Tract, Kalay Township in Kalay District were granted form 7. In order to get Form 7 to the rest of the farmlands, a working committee was formed with Regional government, Pithu Hluttaw,Regional Hluttaw, Local authorities and farmers’ unions a project is being implemented to irrigate water from Manipura River to those farm lands. This project will benefit the local farmers’ community to raise their living standards as well as a way of providing food security to the country. Hluttaw, local authority and department heads and more than 300 farmers from Shar Kwe Village and Thit Seint Village have attended the dispute meeting where land issue being taken place in those two villages. Participated and solution to the land dispute is that taken action as per the arable land policy will hamper their agriculture activites for rainy season and instead regulations of distribution methods in accordance with the arable were agreed and implemented for the two parties. But, CSOs have difficulty with coordination and networking each other.

CHAPTER IV

SURVEY ANALYSIS ON ORGANISATIONAL DEVELOPMENT

This chapter analyses and presents the findings of Organisational Development of Local Civil Society Organisations; Hard System Approach in land sector.

4.1 Survey Profile

The case study of 121 senior staff from twenty eight land sector local Civil Society Organisations were selected to study the Organisation Development; Hard System Approach. The local CSOs with at least three years of operation in Land Sector of Myanmar were selected for the study. The participants of 112 senior staffs were interviewed by using individual survey structure questionnaire to analysis the Organisational Development of Civil Society Organisations; Hard System Approach and 9 Key Informant Interviews (KII) to chief executive directors, chairman and board of directors to overview the land sector CSOs from seven regions and six states across Myanmar. The study was conducted in May and July 2019. The case study reflected unique characteristics of Strategy, System and Structure in each land sector local CSO on their Hard System approach in the role of Organization Development.

4.2 Survey Design

The target population of this study was total 121 participants of 28 organisations from land sector local civil society organisation in Myanmar. There are 600 senior staff from 28 Civil Society Organisations. Data for the study was collected from both primary and secondary sources. The precise sample size was derived 4 participants as quota from each organisation for survey questionnaires and 9 participants as chief executive directors, chairman and board of directors for Key Informant Interview from 28 Civil Society Organisations.

4.2.1 Determination of Sample Size

The following formula, Yamane (1973) was used for sample size determination.

$$n = \frac{N}{1 + N(e)^2}$$

n = Sample Size

N = Total Number of Population (600)

e = Error (0.1) (e= 0.1 means 90% level of significant)

From above vales sample size “n” was calculated as follow:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{600}{1 + 600(0.1)(0.1)}$$

$$= 86$$

Therefore, the required total sample at the survey area is 86 and 112 senior staffs were selected for this study.

4.3 Data Analysis

Data analyses were assisted by the aid of Statistical Package for Social Sciences (SPSS) and excel depending on data demand and presentation. Descriptive analysis was used to analyze data to produce frequencies and percentage of different components involved in the study. Data was presented through different ways, Pie and chart tools (column) to facilitate easy understanding of findings.

4.3.1 Demographic Data

This study captures demographic data of the targeted Civil Society Organizations in land sector such as names, locations as well as gender of the respondents.

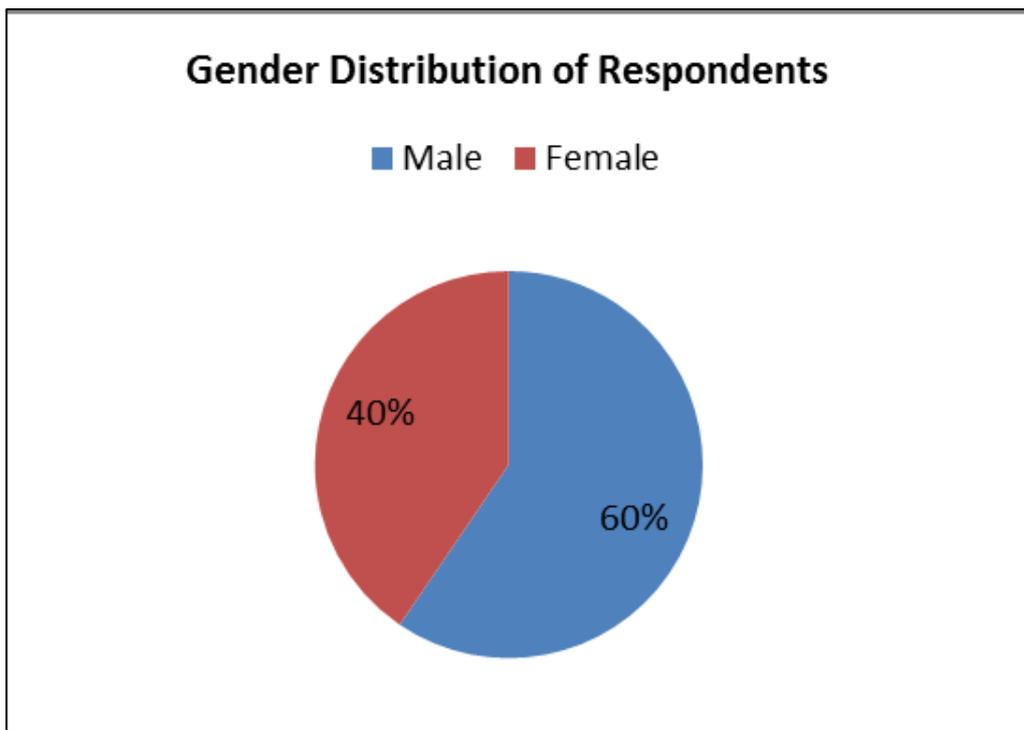
4.3.2 Numbers of Land Sector Civil Society Organisations in Myanmar

The study targeted total twenty eight local land sector Civil Society Organizations which are actively operating across Myanmar. Their operation spreads across Myanmar and the distribution of location are highest with eight organizations in Yangon followed by five in Sagaing, two each in Tanintharyi, Chin, Shan and Ayeyarwaddy and one each in Magway, Bago, Mandalay, Kayah, Rakhine, Mon and Kayin.

4.3.3 Gender distribution of Respondents

The study approached total 121 respondents representing twenty eight local land sector CSOs and it involve d 60% of male and 40% female. The data presents that there is no prominent gender inequality in the senior levels in the targeted Civil Society Organizations. The results in the Figure 4.1 present the proportional of gender of respondents involved in the study.

Figure: 4.1: Gender Distribution of Respondents



Source: Field Data, (2019)

4.3.4 Reliability of the survey instrument (Questionnaire)

The study also tested the reliability of the survey instruments so that the desired and valid results are acquired. The Cronbach's Alpha has been used to check the consistency. The reliability of a measure indicates the extent to which it is without bias in ensuring consistent measurement across time and various items in the instruments. The Cronbach's Alpha coefficient for each variable was used to measure the internal consistency of the scales adopted in the survey. The Cronbach's Alpha value of each variable is presented in Table 4.1.

Table 4.1 Cronbach's Alpha value of variables

Variables	No. of items	N	α
Strategy	15	112	0.897
Structure	10	112	0.847
System	16	112	0.867

According to the Nunnally (1978) and De Vellis (2003) a minimum level of 0.70 for the scale of variable is considered as being high reliability. The above table 4.1 shows that all the variables are highly reliable because of Cronbach's Alpha value.

4.3.5 Correlation Analysis

In this section, Pearson's correlation is employed to examine the relationship between the Strategy, Structure and System. To test the relationship, in this section, the mediator in this study is treated as a dependent variable. Correlation coefficients are able to provide a numerical overview of the direction and strength of the linear relationship between the Strategy, Structure and System. Pearson's correlation coefficients (r) range from -1 to +1 for the indication of positive or negative correlation. According to Pallant (2007), the size of the absolute value formulates information on the strength of the relationship. The findings of the correlations between the Strategy, Structure and Systems are summarized and presented in Table 4.2. However, according to the table 4.2, the strength of association among the variables are weak uphill (positive) linear relationship among Strategy, Structure and Systems because $r = 0.460, 0.434, 0.423 < 0.50$ (Rumsey, 2016).

Table 4.2 Correlations between the Strategy, Structure and System

		Strategy	Structure	System
Strategy	Pearson Correlation	1	.460 ^{**}	.434 ^{**}
	Sig. (2-tailed)		.000	.000
	N	112	112	112
Structure	Pearson Correlation	.460 ^{**}	1	.423 ^{**}
	Sig. (2-tailed)	.000		.000
	N	112	112	112
System	Pearson Correlation	.434 ^{**}	.423 ^{**}	1
	Sig. (2-tailed)	.000	.000	
	N	112	112	112

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, 2019

* $p < 0.05$, ** $p < 0.01$

Note: $P < 0.01$ is the range of values that contains with a 99% confidence the 'true' correlation coefficient.

$P < 0.05$ is the range of values that contains with a 95% confidence the 'true' correlation coefficient.

4.4 Organisational Development; Hard System of Myanmar land sector's Local Civil Society Organisations

4.4.1 Strategy

The study identified the quantitative results of the 112 respondents on 15 questions that measure the degree to which participants acquire the intend of Overall strategy, Goals/performance targets, Program relevance, and integration, Program growth and replication, New program development and Funding model based on the components of Strategy. The responses were analyzed by a five-point Likert scale, with presents 1=Strongly Disagree to 5=Strongly Agree. The following table 4.3 presents the quantitative results of the survey respondents.

Table (4.3) Data from the responses of the respondents on Strategy

	N	Minimum	Maximum	Mean	Std. Deviation
Overall Strategy	112	2	5	3.84	.665
Goals/performance Target	112	2	5	3.62	.738
Program Relevance and Integration	112	2	5	3.92	.725
Program Growth and Replication	112	2	5	3.42	.790
New Program Development	112	1	5	3.76	.830
Funding Model	112	1	5	2.96	1.094
Overall	112	2	5	3.63	.684

Source: Field Data, 2019

According to the table (4.3), it can be found out that the mean of Overall Strategy is 3.84. Therefore, the Civil Society Organizations in Land sector have clear, coherent medium- to long-term strategy that is both actionable and linked to overall mission, vision, and overarching goals; strategy is broadly known and consistently helps drive day to day behavior at all levels of organization. So, it can be concluded that Civil Society Organizations in Land sector have positive situation in overall strategy.

In terms of Goal/performance Target, the mean is 3.62 and it can be analyzed that the CSOs have limited set of quantified, genuinely demanding performance targets in all areas; targets are tightly linked to aspirations and strategy, output/outcome-focused (i.e., results of doing things right, as opposed to inputs, things to do right), have annual milestones, and are long-term nature; staff consistently adopts targets and works diligently achieve them. Hence, it can be stated that Civil Society Organizations in Land sector have positive situation in Goal/performance target.

In terms of Program Relevance and Integration, the mean is 3.92 and it can be analyzed that all programs and services of CSOs are well defined and fully aligned with mission and goals; program offering are clearly linked to one another and to overall strategy; synergies across programs are captured. Therefore, it can be stated that Civil Society Organizations in Land sector have positive situation in Program Relevance and Integration.

In Program Growth and Replication, the mean is 3.42 and it can be analyzed that CSOs conducted frequent assessment of possibility of scaling up existing programs and when judged appropriate, action always taken; efficiently and effectively able to grow existing programs to meet needs of potential service recipients in local area or other geographies. Therefore, it can be stated that Civil Society Organizations in Land sector have positive situation in Program Growth and Replication.

In the case of New Program Development, the mean is 3.76 and it can be analyzed that CSOs in land sector conducted continual assessment of gaps in ability of existing programs to meet recipient needs and adjustment always made; ability and tendency efficiently and effectively to create new, truly innovative programs to the needs of potential service recipients in local area or other geographies; continuous pipeline of new ideas. Thus, it can be stated that Civil Society Organizations in Land sector have positive situation in New Program Development.

In terms of Funding Model, it is found out that the mean of Funding Model is only 2.96. Therefore, CSOs in land sector is not highly diversified funding across multiple source types; organization insulated from potential market instabilities (e.g., fully developed endowment) and/or has developed sustainable revenue generating activities; other nonprofits try to imitate organization's fund-raising activities and strategies. Thus, it can be stated that Civil Society Organizations in Land sector have negative situation in Funding Model.

In the analysis of Strategy as a whole, the overall mean score is 3.63 whereas the standard deviation is 0.684. It indicated that the Strategy of land sector CSOs in Myanmar was positive. Therefore, we can conclude that most of the Local Civil Society Organisations have positive situation in Strategy.

4.4.2 Structure

The study identified the survey results of the 112 respondents on 10 questions that indicate the degree to measure the components of Structure such as Board governance, Organizational design, Inter-functional coordination and Individual job design. The responses were analyzed by a five-point Likert scale, with presents 1=Strongly Disagree to 5=Strongly Agree. The following table 4.4 presents the quantitative results of the survey respondents.

Table (4.4) Data from the responses of the respondents on Structure

	N	Minimum	Maximum	Mean	Std. Deviation
Board Governance	112	1	5	3.64	.985
Organizational Design	112	2	5	3.78	.596
Inter-functional Coordination	112	1	5	3.47	.859
Individual Job Design	112	2	5	3.81	.704
Overall	112	3	5	3.69	.520

Source: Field Data, 2019

According to the table (4.4), it is found out that the mean of Board Governance is 3.64. Therefore, it can be analyzed that legal board, advisory board and managers work well together from clear roles; board fully understands and fulfills fiduciary duties, size of board set for maximum effectiveness with rigorous nomination process, board actively defines performance targets and holds CEO/ED fully accountable, board empowered and prepared to hire or fire CEO/ED if necessary, board periodically evaluated in Civil Society Organisations. Therefore, it can be concluded that most of the Local Civil Society Organisations have positive situation in Board Governance.

In terms of Organizational Design, the mean is 3.78 and it can be analyzed that CSOs in land sector, roles and responsibilities of all organizational entities (e.g., headquarters, regional and local entities) are formalized, clear and complement each

other, organization chart is complete and reflects the current reality. Thus, it indicated that Civil Society Organizations in Land sector have positive situation in Organizational Design.

In Inter-functional Coordination, the mean is 3.47 and it can be analyze that CSOs in land sector have constant and seamless integration between different programs and organizational units with few coordination issues, relationships are dictated by organizational needs (rather than hierarchy or politics). Thus, it can be stated that Civil Society Organizations in Land sector have positive situation in Inter-functional Coordination.

In the case of Individual Job Design, the mean is 3.81 and it stated that CSOs in land sector, all the roles have associated with dedicated positions, all individuals have clearly defined core roles which must be achieved and an area of discretion where they can show initiative and try to make a difference, core roles are defined in terms of end-products and services rather than activities, the individuals have the ability to define their own activities and are empowered to continuously reexamine their jobs. Thus, it can be stated that Civil Society Organizations in Land sector have positive situation in Individual Job Design.

In the analysis of Strategy as a whole, the overall mean score is 3.69 whereas standard deviation is 0.520. It indicated that Structure was in positive. Therefore, it can be concluded that most of the Local Civil Society Organisations in Land Sector have positive situation in Structure.

4.4.3 Systems

The survey results of the 112 respondents on 16 questions measure the degree to which participants acquire the intend of the components such as Planning systems, Decision making framework, Financial operations management, Human resources management – management recruiting, development, and retention, Human resources management – incentives, and Knowledge management under System. The responses were analyzed by a five-point Likert scale, with presents 1=Strongly Disagree to 5=Strongly Agree. The following table 4.5 presents the quantitative results of the survey respondents.

Table (4.5) Data from the responses of the respondents on System

	N	Minimum	Maximum	Mean	Std. Deviation
Planning System	112	2	5	3.53	.735
Decision Making Framework	112	2	5	3.91	.546
Financial Operation Management	112	1	5	3.62	1.042
HR Management Recruiting	112	1	5	3.45	.938
Development and Retention	112	2	5	3.64	.669
HR Management Incentives	112	1	5	3.03	1.078
Knowledge Management	112	1	5	3.54	.599
Overall	112	2	5	3.61	.543

Source: Field Data, 2019

According to the table (4.5), it is found out that the mean of Planning systems is 3.53. Therefore, it can be analyzed under Planning System is that there are Regular planning complemented by ad hoc planning when needed, clear, formal systems for data collection in all relevant areas, data used systematically to support planning effort and improve it. Therefore, we can conclude that most of the Local Civil Society Organisations have positive Planning systems.

In term of Decision Making Framework, the mean is 3.91 and it can be analyzed that CSOs in land sector have clear, formal lines/ systems for decision making that involve as broad participation as practical and appropriate along with dissemination/ interpretation of decision. Therefore, it can be stated that most of the Local Civil Society Organisations have positive Decision Making Framework.

In the case of Financial Operation Management, the mean is 3.62 and it showed that CSOs in land sector have robust systems and controls in place governing all financial operations and their integration with budgeting, decision making, and organizational objectives/strategic goals; cash flow actively managed. Therefore, it can be

concluded that most of the Local Civil Society Organisations have positive Financial Operation Management.

In HR Management Recruiting, the mean is 3.45 and it showed that CSOs in land sector have well-planned process to recruit, develop, and retain key managers, CEO/executive director takes active interest in managerial development, individually tailored development plans for brightest stars, relevant and regular internal and external training, job rotation, coaching/feedback, and consistent performance appraisal are institutionalized, proven willingness to ensure high quality job occupancy and well connected to potential sources of new talent. Therefore, it can be concluded that most of the Local Civil Society Organisations have positive situation in HR Management Recruiting.

In Development and Retention, the mean is 3.64 and it showed that the management in CSOs in land sector have actively interested in general staff development; well-thought-out and targeted development plans for key employees/positions; frequent, relevant training, job rotation, coaching/ feedback, and consistent performance appraisal institutionalized, proven willingness to ensure high-quality job occupancy, continuous, proactive initiatives to identify new talent. Therefore, it can be concluded that most of the Local Civil Society Organisations have positive in Development and Retention.

In term of HR Management Incentives, the mean is 3.03 and it indicated that CSOs in land sector have well-designed, clear, and well accepted incentive system, which includes competitive salary (partly performance-based), attractive career development options, opportunities for leadership and entrepreneurship, system effective in motivating staff to over-deliver in their job. Hence, it can be analyzed that most of the Local Civil Society Organisations have positive HR Management Incentives.

In Knowledge Management, the mean is 3.54 and it showed that CSOs in land sector have well-designed, user-friendly, comprehensive systems to capture, document, and disseminate knowledge internally in all relevant areas. All the staff are aware of systems, knowledgeable in the use, and make frequent use of them. Hence, it can be concluded that most of the Local Civil Society Organisations have positive Knowledge Management.

In the analysis of System as a whole, the overall mean score is 3.61 whereas the standard deviation of 0.543. It indicated that Structure was positive in land sector CSOs in Myanmar. Therefore, it can be concluded that most of the Local Civil Society Organisations have positive situation in System.

4.4.4 Situation on Hard System (Strategy, Structure, System)

Table (4.6) Data from the responses of the respondents on Hard System (Strategy, Structure, System)

	N	Minimum	Maximum	Mean	Std. Deviation
Strategy	112	2	5	3.63	.684
Structure	112	3	5	3.69	.520
System	112	2	5	3.61	.543
Overall	112	3	5	3.66	.562

Source: Field Data, 2019

Strategy of is a plan developed by a firm/organisation to achieve sustained competitive advantage and successfully compete in the market. In general, a sound strategy is the one that is clearly articulated, it is long-term, and it helps to achieve competitive advantage and is reinforced by strong vision, mission and values. According to the table (4.6), the mean for Strategy is 3.63 whereas the standard deviation is 0.684. It indicated that Strategy was positive in land sector CSOs in Myanmar. Hence, it can be concluded that most of the Local Civil Society Organisations have positive situation in Strategy.

In term of Structure, the mean is 3.69 whereas the standard deviation is 0.520. It can be analyzed that CSOs in land sector structure represents the way business divisions and units are organized and includes the information of who is accountable to whom. In other words, structure is the organizational chart of the firm. It is also one of the most visible and easy to change elements of the framework. Therefore, it can be concluded that most of the Local Civil Society Organisations have positive situation in Structure.

In terms of System, the mean is 3.61 whereas the standard deviation is 0.54. The land sector CSOs systems are the processes and procedures of the company/organisation, which reveal business' daily activities and how decisions are made. Systems are the area of the organisation that determines how process is done and it should be the main focus for managers during organizational change. In this regard, it can be concluded that most of the Local Civil Society Organisations have positive situation in System.

In the analysis of Hard System as a whole, the overall mean score is 3.66 whereas the standard deviation is 0.562. It indicated that Hard System (Strategy, Structure, System) was positive in land sector CSOs in Myanmar. Therefore, it can be concluded that most of the Local Civil Society Organisations have positive situation in Hard System (Strategy, Structure, System).

CHAPTER V

CONCLUSION

This chapter is to make a conclusion and to summarize the final findings of the research. In this chapter the findings and suggestions of this study are discussed. Finally, some suggestions for future research are presented.

5.1 Findings

The study focuses on the situation of Organisational Development of Local Civil Society Organisations; Hard System Approach in Land Sector. Particularly, this study tried to measure and evaluates the situations of Organisational Development of Local Civil Society Organisations; Hard System Approach by using Mckinsey 7S model including Strategy, Structure and System to results. The major objective of this study is to identify the current status or activities of the Civil Society Organisations in land sector and to analyse the Organizational Development of Civil Society Organisations in land sector in term of Hard System such as Strategy, Structure and System.

Regarding the overview of the Local Civil Society Organisations in land sector, they have the organisational vision, mission and specific objective in each organisations and most of them are registered. They are playing in critical role on community awareness related land laws and policies including customary and indigenous right in Myanmar. CSOs are helping to local community which includes land acquisition involving companies, the government and military organizations are effectively returned and to get compensation to the farmers who are entitled to it and customary land tenure right. Land Sector CSOs are also organized dialogue and workshop with farmers, government department and related stakeholder, advocacy with nation level government on land related policy and law reform such as National Land Use Policy, Vacant, Fallow and Virgin Land Law, Land Acquisition Act, 2012 Farm Land Law and other land related laws. They are also enhanced knowledge and increased access to information contributes to stronger advocacy on land tenure and smallholder land rights and engaging

Government and Parliament and opening spaces for civil society and other stakeholders to participate in policy processes.

The analysis of the study found that in one element of Organisation Strategy level, the study showed that most of the Local Civil Society Organisations have positive situation in Strategy. But, one component of the Organisation Strategy is funding model which was negative situation in finding. Because majority of the respondents reported Strongly Disagree, Disagree and the mean score was less than 3 on the funding model.

For Organisation Structure, in accordance with the survey data, numbers of respondents identified Agree, Strongly Agree with high percentage and the mean score was more than 3 on the structure. It must be noted that Structure is the highest positive situation in Hard System/Elements such as Strategy, Structure, and System in Local Civil Society Organisations.

According to the findings, majority of the respondents reported Strongly Agree, Agree and the mean score was more than 3 on the System. Therefore, from the findings, the research study shown that most of the Local Civil Society Organisations in Land Sector have positive situation of Structure.

From the findings the shown that majority of the respondents reported Strongly Agree, Agree and the mean score was more than 3 on the Hard System such as Strategy, Structure, and System. Therefore, the study presented that most of Civil Society Organisations in Land Sector have positive situation in Hard System/Elements such as Strategy, Structure, and System) in Myanmar.

5.2 Suggestions

Local Civil Society Organisations in Land Sector are needed to promote the coordination and networking each other for more efficiency and effectiveness of land sector.

According to the majority of respondents, Strategy is positive situation in Civil Society Organisations in Land Sector. Therefore, the Civil Society Organisations in Land Sector should maintain the positive situation in Strategy in order to be strong institutions. However, according to the findings, the Civil Society Organisations in Land Sector should develop the appropriate funding model for their sustainability without depending on donors.

In terms of Structure, it is also positive situation in Civil Society Organisations in Land Sector. Therefore, the Civil Society Organisations in Land Sector should maintain the positive situation in Structure in order to be strong institutions.

According to the majority of respondents, System is positive situation in Civil Society Organisations in Land Sector. Therefore, the Civil Society Organisations in Land Sector should maintain the positive situation in System in order to be strong institutions.

In terms of the Organisational Development of CSOs, future study should be conducted on using the other Soft System elements such as shared values, style, staff and skills.

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APPENDIX A

Questions for Key Informant Interview

**Organisational Development of Civil Society Organisations in Land Sector;
“Hard System Approach”**

Gender –

Position –

Organisation Name-

Brief Survey to overview the Civil Society Organisations in Land Sector

1) Please briefly explain about your Organisation ?

2) Could you describe your implementing programs ?

3) Could you clarify Annual Activities Results which you implemented ?

4) Could you describe your Organisation achievements ?

APPENDIX B

Survey Questionnaire

Organisational Development of Civil Society Organisations in Land Sector; “Hard System Approach”

Gender –

Position –

Organisation Name-

Put Tick mark (√) in the relevant Box

Strategy						
No		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1	Our Organization has clear, coherent medium- to long-term strategy. <i>(If Disagree/Strongly Disagree move to question no. 4)</i>					
2	The strategy is both actionable and linked to overall mission, vision, and overarching goals.					
3	The strategy is broadly known and consistently helps drive day to-day behavior at all levels of organization.					
4	Goals or performance targets are limited set of quantified, genuinely demanding performance targets in all areas. <i>(If Disagree/Strongly Disagree move to question no. 7)</i>					
5	Targets are tightly linked to aspirations and strategy, output/outcome-focused, have annual milestones, and are long-term nature.					
6	The staff consistently adopts targets and works diligently achieve them.					
7	All programs and services are well defined and fully aligned with mission and goals; <i>(If Disagree/Strongly Disagree move to question no. 9)</i>					

8	Program offerings are clearly linked to one another and to overall strategy; synergies across programs are captured.					
9	Program Growth is frequently assessed by possibility of scaling up existing programs and when judged appropriate. <i>(If Disagree/Strongly Disagree move to question no. 12)</i>					
10	Action is always taken in order to replicate the findings.					
11	We are efficiently and effectively able to grow existing programs to meet needs of potential service recipients in local area or other geographies					
12	In order to develop new program, continual assessment of gaps in ability of existing programs to meet recipient needs and adjustment always made. <i>(If Disagree/Strongly Disagree move to question no. 14)</i>					
13	We have the ability and tendency efficiently and effectively to create new, truly innovative programs to the needs of potential service recipients in local area or other geographies; continuous pipeline of new ideas					
14	Our funding model is highly diversified funding across multiple source types; organization insulated from potential market instabilities. <i>(If Disagree/Strongly Disagree, skip next question)</i>					
15	We have developed sustainable revenue generating activities; other nonprofits try to imitate organization's fund-raising activities and strategies					

Structure						
No		Strongly Agree	Agree	Neither Agree Nor	Disagree	Strongly Disagree
1	Our organization has the formal Legal board/ Executive Committee. <i>(If Disagree/Strongly Disagree move to question no. 5)</i>					
2	The formal Legal board/ Executive Committee and managers work well together from clear roles; board fully understands and fulfills fiduciary duties;					
3	In our organization, the size of board is set for maximum effectiveness with rigorous nomination process.					
4	The Legal board/ Executive Committee actively defines performance targets and holds CEO/ED fully accountable; board empowered and prepared to hire or fire CEO/ED if necessary; board periodically evaluated					
5	In Organization Design, roles and responsibilities of all organizational entities (e.g., headquarters, regional and local entities) are formalized, clear and complement each other. <i>(If Disagree/Strongly Disagree move to question no. 7)</i>					
6	Our organization chart is complete and reflects current reality.					
7	In terms of inter-functional coordination, constant and seamless integration between different programs and organizational units with few coordination issues. <i>(If Disagree/Strongly Disagree move to question no. 9)</i>					

8	The relationships between different programs and organizational units are dictated by organizational needs (rather than hierarchy or politics)					
9	While designing the jobs for individuals, all roles have associated dedicated positions; all individuals have clearly defined core roles. <i>(If Disagree/Strongly Disagree, skip next question)</i>					
10	The individuals have the ability to define their own activities and are empowered to continuously reexamine their jobs.					

System						
No		Strongly Agree	Agree	Neither Agree Nor	Disagree	Strongly Disagree
1	Regular planning is complemented by ad hoc planning when needed. <i>(If Disagree/Strongly Disagree move to question no. 4)</i>					
2	Clear, formal systems are used for data collection in all relevant areas.					
3	Collected data is used systematically to support planning effort and improve it					
4	We have the clear, formal lines/ systems for decision making. <i>(If Disagree/Strongly Disagree move to question no. 6)</i>					
5	The Decision making framework involves broad participation that is practical and appropriate along with dissemination/ interpretation of decision.					
6	Under Financial Operations Management, robust systems and controls in place governing all financial operations and their integration with budgeting, decision making, and organizational objectives/strategic goals. <i>(If Disagree/Strongly Disagree move to question no. 8)</i>					
7	Cash flow is actively managed in our organization.					
8	For management recruiting, we have well-planned process to recruit, develop, and retain key managers. <i>(If Disagree/Strongly Disagree move to question no. 11)</i>					
9	CEO/executive director takes active interest in managerial development.					

10	Our organization individually tailored development plans for brightest stars.					
11	Management is actively interested in general staff development. <i>(If Disagree/Strongly Disagree move to question no. 13)</i>					
12	We have well-thought-out and targeted development plans for key employees/positions.					
13	We have well-designed, clear, and well accepted incentive system; includes competitive salary (partly performance-based), attractive career development options, opportunities for leadership and entrepreneurship. <i>(If Disagree/Strongly Disagree move to question no. 15)</i>					
14	The incentive system is effective in motivating staff to over deliver in their job.					
15	Under Knowledge Management, we have well-designed, user-friendly, comprehensive systems to capture, document, and disseminate knowledge internally in all relevant areas. <i>(If Disagree/Strongly Disagree, skip next question)</i>					
16	All staff is aware of systems, knowledgeable in their use, and make frequent use of them.					