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"Grounding: Make It Real, Make It Count"
Applying the OECD DAC "6C Framework©" for individual coaching

1. Introduction – *"Why should I read this?"*

These are times of change and turbulence, and many people all over the world are experiencing increased upheaval and uncertainty, in terms of basic security, financial hardship and job loss. Due to fewer resources available and global instability, this may take the form of a need to "do more with less", leading to both increased uncertainty, redundancy, increased pressure and heavier workloads for those who retain their jobs.

This is not the least, but certainly the case in the global development sector, where, since the beginning of 2025 and throughout 2026, at least around 300,000 professionals have already lost or will lose their jobs within their field. In addition, large numbers of consultants and other service providers to larger agencies will find it increasingly challenging to secure contracts as overall Overseas Development Assistance (ODA) in 2025 decreased by more than 23% compared to 2024.[1] The OECD projects a further 5.8% decline in net ODA in 2026, not yet accounting for the additional strain from the current crisis in the Middle East.[2]

For individuals, teams and leaders, in the workspace it may manifest as unrelenting distraction and friction among colleagues. In one's private life, it may present in the form of increased worry, sleepless nights, and increased irritability with children or partners, as well as a tendency to be less social and to withdraw from friends with more secure jobs whom, we fear, may not understand the full scope of the changes affecting us.

Navigating such challenges necessitates grounded stability in both our professional and private lives. It requires authentic presence, resilience, the ability to truly listen,

[1] https://one.oecd.org/document/DCD(2026)8/en/pdf
[2] https://www.oecd.org/en/topics/official-development-assistance-oda.html#:~:text=The%20outlook%20of%20ODA%20suggests,crisis%20in%20the%20Middle%20East.

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be focused, to inspire, to create new possibilities and solutions; and ultimately, take responsibility for manifesting these in our actions and prioritisation – in short, leadership, at personal and organisational levels.

I can help you with this process!

Lindholt Consult has adapted and successfully utilises an already existing, globally recognised and universally applied assessment framework from the international development sector – the **Organisation for Economic Co-Operation and Development (OECD) Development Assistance Committee (DAC)**'s six **Evaluation Criteria (Evaluation; Coherence; Effectiveness; Efficiency; Impact; and Sustainability).**[3]

Adapting these collectively into our so-called **"6C Framework©"**, they form the foundation for a **forward-looking facilitated strategic reflection and coaching framework and approach**, which Lindholt Consult is now applying in a groundbreaking manner for individuals, organisations, teams and businesses. Although still early in the roll-out of the framework through individual and group facilitation, we are already seeing immediate positive outcomes – this approach works well in practice.

2. Method - *"Why applying the OECD DAC 6C Framework© for individual coaching ?"*

The intention of this concept paper is therefore to introduce this unique, innovative and focused approach to effectively **assist individuals in optimizing their overall direction, focus, performance and outcomes.**

For coaching and process facilitation purposes, whether in personal development, organisational or business projects and leadership, the 6C Framework© can be reframed into **a simple, human-centred approach**. This makes it accessible to any individual regardless of their background or role in life. Instead of abstract evaluation

[3] https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html

terms, the six criteria translate into a guiding review, process and questions for alignment, development and impact.

Using the 6C Framework© is like holding up a six-sided mirror: each side reflects a different dimension of growth and thriving. Together, they can help individuals, as well as organisations, teams, organisations and businesses see themselves clearly, maintain focus, act with purpose, and celebrate achievements with confidence.

In short, coaching from this foundation enables you to have the best possible conditions and clarity, for seeing your direction going forward in life and work as most relevant for you - and for the results to tangibly manifest as realistic results.

Furthermore, following the coaching process as described below, you will be able to continue to apply the understanding and the tools in such a way that you can adjust and apply it on your own going forward.

3. Approach – "*How do we do it?*"

Lindholt Consult and its CEO Lone Lindholt has a strong track of engagement with the development sector organisations and their clients, at all levels across several continents since the late 1980s, both working within different implementing organisations, and as an external evaluator and programme designer.

Coming from this background and drawing from our own experiences, in mid-2025 we realised that applying the 6C Framework© for the coaching of organizations, teams, businesses and even individuals merely require an appropriate re-framing of the explorative question for each.

For each of the six criteria we have successfully developed and utilised a corresponding number of questions designed to facilitate the explorative process – see below and in Annex 1.

This process and questions have been successfully utilized since Oct 2025, to great effect and with validated benefits within PivotiN, a collaborative online coaching programme designed in particular for individuals facing cutbacks in the development sector with possible loss of jobs and income, as well as from the business world in general.

For the context of **any individual as described above**, the following are a sample of **guiding questions** to facilitate the exploration:

- **Relevance:** *"Do I know my purpose in life? Do I have a strategy for fulfilling it?"*
- **Coherence:** *"Do I align with my context (internal/external)? Who are my enablers?"*
- **Effectiveness:** *"Do I have plans for achieving my (strategic) purpose? Do I keep my promises to myself and others?"*
- **Efficiency:** *"Do I understand and use wisely the full scope of my available resources, including capabilities, to fulfil my purpose? "*
- **Impact:** *"Do I have clarity about my values, and do I live by them? How do they inspire others?"*
- **Sustainability:** *"Do I want to, and can Icontinue, doing what I do, going forward?"*

From our experiences to date, we have already seen that a professional coaching process provides the support for people to engage most constructively with the exploration of these questions; .

When facilitating this process with any organisation, team, agency, business or individuals, Lindholt Consult's overall approach is essentially inquiry and coaching, i.e., "*I ask and you find the answers*", ensuring that the answers are true and valid for and resonate with your specific context.

At the same time, we will engage with participants in a deeper probe of each question until clarity is achieved and, not least, the outcome can be concretised for follow-up action.

A typical sequence will consist of 8 sessions of 1.5 – 2 hours, over the course of 2-3 months:

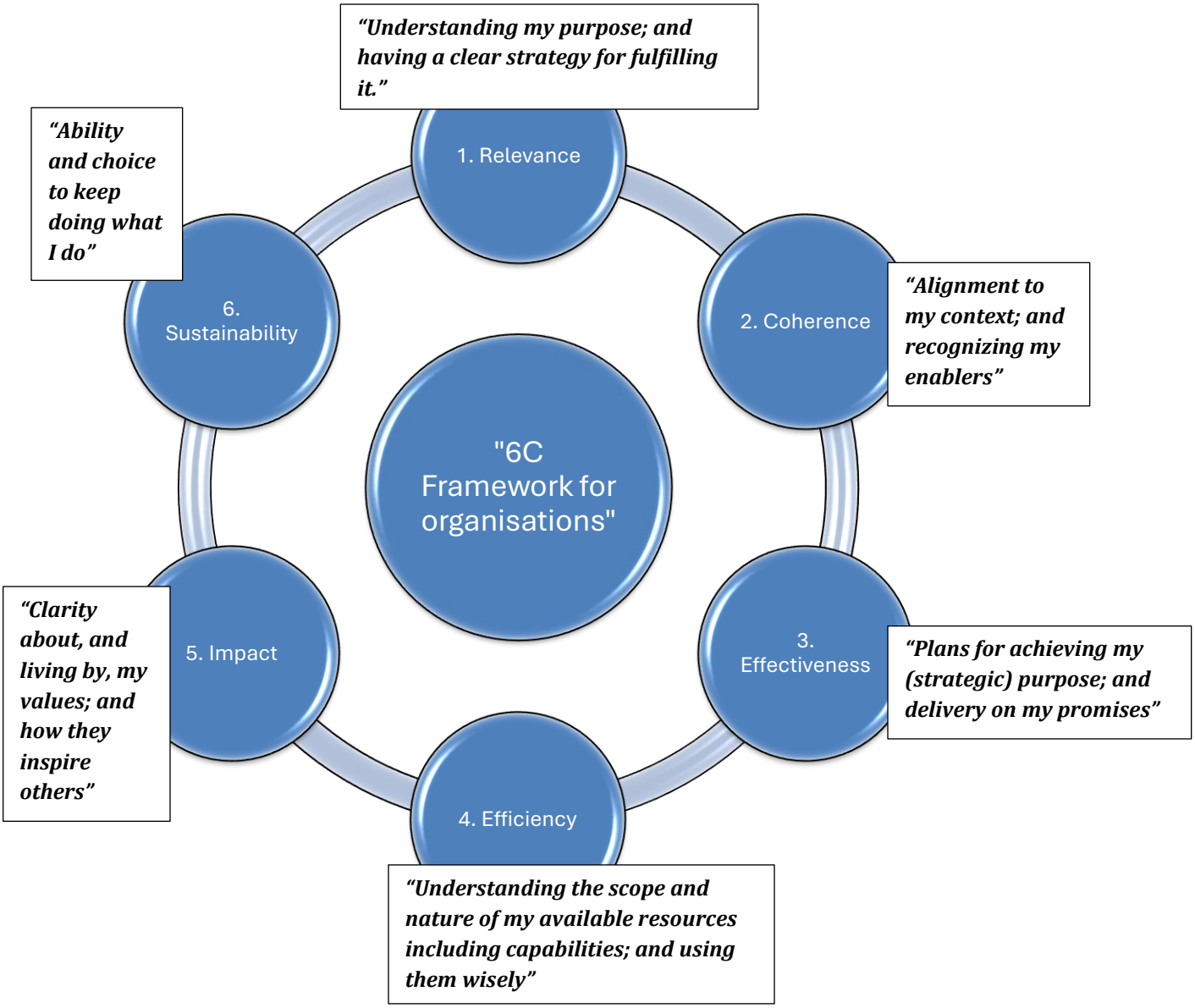
- one onboarding session, for initial matching of needs and expectations as well as introduction to key materials.
- six sessions, one for each of the criteria which will form the basis for the reflection.
- one wrap-up session, with summarising of outcomes, clarity of next steps and mutual feedback.

In addition, follow-up sessions may be scheduled over the following months as relevant and desired.

For details on Lone Lindholt and Lindholt Consult's background, capacity and experience in this field, see overview in Annex 2.

For details on the OECD DAC criteria, their history and conceptualisation, see Annex 3.

Annex 1 "6C Framework©" coaching for individuals – outcomes



Annex 2 Lone Lindholt & Lindholt Consult's profile, facilitation and coaching

Dr Lone Lindholt

CEO, Lindholt Consult

Education and training/certification

- Master (1988) and PhD (1994), Law (University of Copenhagen)
- Certified life, stress and team coach, Denmark (2015-2021)
- Diploma, Modern Journalism (New York University and Rolling Stones, Yellowbrick) (2026)

Professional experience (summary)

- Chief Technical /Senior Sectoral Advisor, Support Programme for Rule of Law, Access to Justice and Good Governance, Lao PDR (full-time base in Vientiane), Luxembourg Aid and Development (2021-2024)
- Lindholt Consult (2013 – 2021; and 2025 - to date)
- Senior Legal Advisor, The Danish Institute for Human Rights (1997-2013)

Basic information

- Citizenship, residence and company registration: Denmark.

Full-time base and licensed to work in Laos (Vientiane) (March 2021 to date).

Language

- Danish, English, German, French

Facilitation and coaching

Process facilitation for and coaching of organisations/networks, teams and individuals (internal staff and external partners) has been an integrated and central aspect of my senior positions and consultancy career since 1997.

My overriding approach is always to conduct initial intake assessments of the needs of the "partner(s)", so that they are in the center, and are coached/encouraged to be clear on what they want and need from the process and communicate this with others who will be involved.

As a facilitator, my role is then to ensure that, together, we achieve this. My style is supportive, warm, humorous, inquisitive – and very results-oriented. Balancing participation and ownership with time management and progression towards

desired outcomes requires a respectful, "presence" AND consistently being supportive with a firm guiding hand.

Also, my role drawing on all my background and experience is not (necessarily) to provide the technical expertise, but instead to facilitate the process being effectively delivered to participants and stakeholders, by "asking the right questions", leading the inquiry and exploration, and ensuring that all key points are summarized and captured within the time frame.

Since 2025, a key systematic approach cutting across both facilitation and coaching has been my forward-oriented application of the "*OECD DAC Six Evaluation Criteria* (6C) *Framework*". I have already seen, in my own life an in working with clients, how immensely useful and helpful this framework is for focused exploration and actionable follow-up.

1) With respect to **facilitation**, my experience includes:

- Design and implementation of all forms of **capacity strengthening, learning and exchange activities and programmes** (e.g., workshops and seminars, both long and short). This includes e.g., preparation, agenda design (including as specific to the Lao context), participant and speaker identification, active facilitation, summary of findings and follow-up, reporting etc. – throughout my entire career, including especially with Luxembourg Aid and Development (2021-2024) and with the Danish Institute for Human Rights (1997-2013).

  This has involved engaging with a broad scope of individuals, stakeholders ranging from partners in the field to senior agency and organisational staff and teams, board level and diplomatic leadership, as well as the corporate sector – in Europe, Asia, Africa and the Middle East.

- As above, but with a particular focus on **strategy and action planning** development as well as other aspects of **organisational** strengthening. This requires an even higher degree of stakeholder participation and ownership, and the facilitation will include various modalities and "tools" drawn from my coaching experience.

  Specific successful examples include strategy facilitation for the Global Alliance of National Human Rights Institutions, the Asia-Pacific Forum of National Human Rights Institutions, Oxfam, and University of Pretoria.

- A related yet distinct aspect of my long-term competence is **project and programme development**, including scoping, formulation, framework and Theory of Change development; and participatory mid-term and final reviews and evaluations.

- Lastly, I include a new area of expertise under development, **"Story telling for Impact illustration".** Drawing on my new Diploma in Modern Journalism (2026), coupled with appreciation for the challenge of documenting Impact in project reviews/evaluations, the aim is to facilitate the narratives of the stakeholder (partners and beneficiaries), capturing and documenting them in such a way that the value added by an intervention is honestly reflected and allowed to accurately present itself.

2) In terms of **coaching**, I also have a solid base of qualifications and experience:

- I am an internationally (ICI) accredited life-, team and stress coach (EmpowerMind and Bjarne Toftegaard) (2015-2021)

- Actually, all of the facilitation for **teams and organisations** outlined above have involved some degree of coaching of partners and stakeholders, i.e., providing an explorative space, asking questions and allowing the answers to organically unfold; and ensure that they are captured and form the basis for focused action and follow-up.

- In addition, I have undertaken a number of **individual** coaching processes, both in Denmark and, more recently Transformational Coaching, in Laos. Focus has particularly been on addressing issues relating to stress (as certified), burn-out and PTSD with clients in the social welfare system in Denmark.

Also, as mentioned briefly, earlier, since early 2025 a key focus has been on supporting individuals in navigating change and uncertainty, including my own unexpected agency job loss, especially in the context of the development sector "melt-down" globally and in Laos as part of a unique programme called PivotiN (created and delivered together with my business partner Steve Sharpley). As mentioned above, the 6C framework © has proven highly effective as a systematic framework for the process, in combination with a close adaptation to the needs of each coachee, their work/life situation, and their reflections on desired change.

For all the above, the process may include in-person engagement with both teams and individuals; as well as online via Zoom/teams.

References can be provided upon request.

For details, see LinkedIn profile (https://www.linkedin.com/in/lone-lindholt-0b18906/) with full CV and references.

Annex 3 OECD DAC six evaluation criteria - details

1) Background – "*What are The Six Evaluation Criteria and where do they come from?*"

During the 1990s, global funding for development activities increased at multi- and bilateral levels under a broad scope of modalities. The purpose of this funding and the projects and programmes was to improve the living standard – including in diverse areas such as rural infrastructure, health, water and sanitation, governance, and gender equality – of people in the global South. However, with "aid fatigue" and domestic fiscal pressures in the donor countries increasing, this also fuelled an increasing need to standardize aid assessment and improve the quantity, quality, and developmental effectiveness of international development assistance.

In response, the OECD DAC in 1991 adopted the first evaluation criteria framework. The aim was to ensure that development projects and programmes are aligned with actual needs, produce intended outcomes, maximize cost-effectiveness, and generate long-term, sustainable benefits.

The five original 1991 criteria were **Relevance, Effectiveness, Efficiency, Impact** and **Sustainability**. In 2019 - as a result of a general assessment of the Criteria in view of their use, and to ensure alignment with the increased demand for coordination within the global development sector – a sixth criterion, **Coherence**, was added. Lastly, to ensure further clarity on their uniform interpretations, definitions for all of them were developed in 2002.[1]

The criteria address six complementary aspects, designed to comprehensively enable the systematic evaluation of stand-alone interventions, i.e., programmes and projects, through basic questions addressing each of these:

- **Relevance** *("Is the intervention doing the right things"?)*
- **Coherence** *("How well does the intervention fit?")*
- **Effectiveness** *("Is the intervention achieving its objectives?")*
- **Efficiency** *("How well are resources being used"?)*
- **Impact** *("What difference does the intervention make?");* and

[1] https://one.oecd.org/document/DCD/DAC/EV(2022)2/en/pdf

- **Sustainability** (“*Will the benefits last?”)*

As stated by DAC:

"*The criteria should be viewed **as a set of lenses through which one can understand and analyse any intervention**. They provide **complementary** perspectives, giving a holistic picture of the intervention, its implementation, and its results.*

*Together, they **describe the desired attributes of all development interventions**—policies, programs, and projects—that should be relevant to the context, coherent with other interventions, achieve results efficiently, and have positive, lasting impacts for sustainable development*."[i]

This reflects the original intent behind their creation: not only to develop a systematic framework **but also to ensure it remains broad, foundational and adaptable enough to be applied to any development program or project, regardless of funding modality, scale, or thematic focus.**

From the outset, it was also made clear that the criteria should be applied in accordance with two overriding Principles: 1) The criteria should be **applied thoughtfully** to support high-quality, useful evaluation; and 2): Use of the criteria **depends on the purpose of the evaluation**.[2] These caveats aim to ensure that the framework avoids becoming rigid or static, rather than dynamic and adaptable to the context in which it is to be applied. A significant part of the success and viability of the framework can be traced back to the successful implementation of these principles in mid-term and final project assessments, and it is also on this basis that the application of the framework beyond the development context becomes viable.

A key strength of this framework is that it **addresses both strategic and operational dimensions**. It enables an effective and comprehensive, systematic assessment, reflection and adjustment process, which focuses directly on your personal situation, and enables effective follow-up.

2) Application - “*Looking forwards, not just backwards*”

As the global development sector experienced a massive **disruption** since the beginning of 2025, when the US significantly scaled back their substantial financial

[2] https://one.oecd.org/document/DCD/DAC/EV(2022)2/en/pdf

contributions worldwide, the appreciation of the value of evaluation practices that are merely "**hindsight-oriented**" also began to lessen. As each external review or evaluation represents an investment of resources (financial as well as internal agency staff time etc.), the need to make them worthwhile is increasingly discussed among global stakeholders. This has therefore given validation to the shift of also using the Criteria in **a forward-looking strategic manner**.

Using the 6C Framework© in this manner, is a logical fit and could, as an example, mean that:

- **Relevance** becomes a question of strategic planning review and consolidation within a changing context to ensure the ability to meet requirements and demands (-> *purpose, applicability* and *alignment)*.
- **Coherence** is then a matter of "fitting into the future landscape" by ensuring both internal alignments, e.g. between different teams' plans; as well as mapping out potential synergies with other organisations' upcoming initiatives to form a stronger collaborative ecosystem rather than competing (-> *integration* and *consistency*).
- **Effectiveness** aims towards ensuring future objectives, mainly by identifying and mitigating risks that could prevent the achievement of goals, and setting realistic, adaptive targets, including a robust Monitoring/Evaluation/Accountability/Learning (MEAL) frameworks including Key Performance/Success Indicator[3], and developing adaptive management frameworks that allow for changing strategies, e.g., adaptive programming if intermediate results are not pointing toward the desired long-term outcome (-> *progress* and *results*).
- **Efficiency** involves addressing the need to optimize future resources, both in terms of adapting to shifting conditions as per the previous criteria, and within a possible context of changes in the availability of these, both in terms of finance and human capacity, "doing more with less", including effective risk management (-> *energy* and *resources*).
- **Impact** involves thinking beyond immediate results to the broader, long-term consequences of the strategy as adapted (-> *added value* and *ripple effects*).

[3] Key Success Indicators (KSIs) or Key Performance Indicators (KPIs) are quantifiable metrics used to evaluate the success of an organization, employee, or project in meeting objectives. They focus on critical, long-term health and strategic goals (KSIs), which are qualitative, holistic, and forward-looking, guiding the "why"; or tactical operational performance (KPIs), which are always quantitative, specific, and reflective of "how much".

- **Sustainability** relates to ensuring lasting benefits, focusing on the long-term viability of the benefits, capacity building, and ownership by local stakeholders, including exit/transfer strategies (-> *durability* and *resilience*).

In this manner, and in addition to supporting meaningful individual life coaching, **the 6C Framework© translates powerfully into a broad range of stakeholders – including:**

- organisations and **teams within these,** not just into the broader humanitarian/development sector, including e.g., United Nations agencies, but in principle to all larger or smaller non-profit organisations and associations and foundations.

- **the commercial sector, be it larger corporation or small/medium enterprises**. It provides a suitable and empowering framework both for general strategic guidance and continuous optimization of ongoing business operations, as well as design, mid-term and final evaluations of time-bound projects. Businesses operating at any scale and irrespective of sector can in this manner use them to **sharpen overall decision-making and adaptability**, especially under profound and rapid contextual change and volatility, **maximize Return on Investment (ROI),** and ensure projects deliver sustainable value.

For individuals, organisations, teams and companies alike, the 6C Framework provides a suitable and empowering framework both for general strategic guidance and continuous optimization of ongoing organisational operations, as well as design, mid-term and final evaluations of time-bound projects.

Regardless of focus, scope or scale of their operations, organisations can utilise this framework and the facilitated process that we offer to **sharpen overall decision-making and adaptability**, especially under profound and rapid contextual change and volatility, **maximize value for money for funders, donors and investors,** and ensure that their programmes and projects deliver sustainable value to intended partners and beneficiary stakeholders.

As described above, using the 6C Framework© in a broader organisational context reframes evaluation from a purely post-mortem exercise into **a strategic management tool**. The clear benefits include increased **clarity**, as people understand where they stand and why; **confidence**, as regular reflection builds assurance in decisions and direction; **efficiency**, as resources are used wisely,

reducing stress and burnout as endemic symptoms amongst management and staff; **impact**, as efforts are connected to meaningful outcomes, not just outputs; **resilience**, as long-term sustainability is built into the process; and **harmony**, as actions align with values, strategies, and wider commitments.

There are no consolidated figures for the **number of times** the framework has been applied for evaluation purposes, indicatively, the DAC Evaluation Resource Centre (DEReC) has compiled a record of more than 4,000 reports in their database since 1991 until today.[4] The actual figure may likely be significantly higher, considering the vast number of international bi- and multilateral donors and agencies applying the criteria for the evaluation of their extensive portfolio of engagements.

The 6C Framework in this way represents a **solid, theoretically based, robust and comprehensively field-tested platform for quality assurance** of interventions of any type and scale.

[4] https://www.oecd.org/en/about/programmes/dac-evaluation-resource-centre---derec.html