

*Recent Practices
In Monitoring and Evaluation*



MEASURING INSTITUTIONAL CAPACITY
Annexes

Recent Practices in Monitoring and Evaluation Tips explores a range of issues and discusses current experience and practices within USAID to help staff manage for results. Each paper covers a monitoring and evaluation topic in depth, complementing the shorter how-to guides that make up the bulk of the *Tips* series. *Tips* contains no new Agency policy or essential procedures. Rather, the *Tips* series provides guidelines, advice, and suggestions to USAID managers on how to effectively plan and conduct performance monitoring and evaluation activities.

Measuring Institutional Capacity TIPS 15 Annexes

Annex 1 DOSA Questionnaire

The [questionnaire](#) is only one part of DOSA and should be used in conjunction with resources available at: <http://www.edc.org/INT/CapDev/dosapage.htm>.

Annex 2 IDF Toolkit

The toolkit consists of three parts:

- [Institutional Development Framework](#)
- [IDF Calculation Sheet](#)
- [Institutional Development Profile](#)

Annex 3 Organizational Capacity Assessment Tool (OCAT)

Section Three of Participatory Monitoring, Evaluation and Reporting: An Organizational Development Perspective for South African NGOs contains the capacity assessment tools:

- [The OCAT Assessment Sheet](#) (pages 98-106)
- [Rating Sheet](#) (pages 108-115)
- [Categories and Stages of Organizational Development](#) (pages 70-85)

The complete document is available at: http://www.dec.org/pdf_docs/pnack432.pdf.

Annex 4 USAID/Madagascar Institutional Capacity Questionnaire

Annex 5 Organizational Capacity Building Monitor CRWRC's OCI tool from Asia

Discussion-Oriented Organizational Self-Assessment (DOSA)

Beryl Levinger and Evan Bloom

Date of self-assessment:

Facilitator:

Organization Password:

I. Human Resource Management

Discussion:

- a) When was our most recent staff training?
- b) How often over the last 12 months have we held staff training events?

1	We routinely offer staff training.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) For our three most recent staff training events, what evidence is there that they strengthened staff capacity and performance?
- b) To what extent were the areas of improved staff capacity relevant to our human resource needs?
- c) To what degree did these training events prepare staff to respond to our strategic objectives?

2	Our staff training directly contributes to the achievement of our organization's strategic objectives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) What are three primary, ongoing functions (e.g., monitoring and evaluation, proposal writing, resource mobilization) that we carry out to achieve our mission?
- b) To what extent do staff, as a group, have the requisite skills to carry out these functions?
- c) To what extent is the number of employees carrying out these functions commensurate with work demands?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3	We have the appropriate <i>staff skills</i> to achieve our mission.	1	2	3	4	5
4	We have the appropriate <i>staff numbers</i> to achieve our mission.	1	2	3	4	5

Discussion:

- a) Over the last 12 months, to what degree have the personnel and management practices noted below influenced the performance of new hires and veteran employees?
- b) Give examples of instances in which the practices listed below either contributed to or detracted from employee performance.

The following systems or practices contribute to good performance by our employees:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5	Recruitment	1	2	3	4	5
6	Compensation (salary and benefits)	1	2	3	4	5
7	Personnel evaluation	1	2	3	4	5
8	Promotion (professional advancement)	1	2	3	4	5
9	Grievance and conflict resolution policy	1	2	3	4	5
10	Staffing (allocation of tasks and responsibilities)	1	2	3	4	5
11	Supervision	1	2	3	4	5

Discussion:

- a) Over the last 12 months, to what extent have we experienced loss of competent staff?
- b) What factors contributed to this loss?
- c) For the same time period, what examples do we have of practices listed below that directly contributed to retention of competent staff?

The following systems or practices encourage appropriate levels of staff continuity and stability among our staff:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12	Recruitment	1	2	3	4	5
13	Compensation (salary and benefits)	1	2	3	4	5
14	Personnel evaluation	1	2	3	4	5
15	Promotion (professional advancement)	1	2	3	4	5
16	Grievance and conflict resolution policy	1	2	3	4	5
17	Staffing (allocation of tasks and responsibilities)	1	2	3	4	5
18	Supervision	1	2	3	4	5

Discussion:

- a) Consider three recent supervisor-supervisee interactions with which you are familiar (these examples should be *representative* of prevailing supervisory practices).
- b) To what degree did these interactions enhance the supervisee’s ability to meet organizational expectations?

19	Supervisory practices enhance our staff’s capacity to meet the organization’s objectives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

II. Financial Resource Management

Discussion:

- a) What practices and procedures do we have in place to help us avoid deficits?
- b) How often do we employ these practices and procedures?

20	We regularly use established procedures to maintain our revenue and expenses in balance.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) What are our organizational objectives this fiscal year and to what extent are these mirrored in our current budget?
- b) What *specific steps* of this year’s budget planning process facilitated consideration of mission and programmatic priorities?

21	The budgeting process leads us to allocate funds in a way that closely reflects our organizational priorities.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) How accurate were last year’s financial projections in relation to actuals?
- b) How timely is the distribution of reports on financial projections versus actuals?
- c) Do we have contingency measures currently in place if projected revenue fails to materialize?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
22	Our financial management practices lead to accurate financial projections.	1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
23	We regularly modify our program expenditures based on findings presented in our internal financial reports.	1	2	3	4	5
24	Our financial contingency measures prevent operational disruptions.	1	2	3	4	5

Discussion:

- a) What are three recent procurements?
- b) Did procurement follow written procedures?
- c) What was the impact of these procedures on costs?

25	Our procurement practices contribute to the effective use of resources.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) Over the past year, what problems, if any, have we had regarding delayed transfer of funds to the field or our partner organizations?
- b) What mechanisms are in place to ensure that money flows to the field or partner organizations in a timely manner?
- c) How effective are these mechanisms?

26	Our cash management procedures lead to the timely disbursement of funds.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) When was the last time we reviewed the level of reserves in relation to our annual operating budget?
- b) For how many months could we maintain our current level of operations if we were solely dependent on the reserves we currently have on hand?
- c) What concrete measures are we currently taking to enhance our reserves?

27	We work to establish cash reserves equivalent to 25% of our annual operating budget	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

III. Service Delivery

Discussion:

- a) What are three representative projects in our current program portfolio and who are the stakeholders in these projects?
- b) For the three projects identified, what are some concrete examples of stakeholder involvement in each of the processes listed below?

Stakeholders in our programs are engaged in:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
28	Assessing needs	1	2	3	4	5
29	Designing projects	1	2	3	4	5
30	Implementing projects	1	2	3	4	5
31	Monitoring projects	1	2	3	4	5
32	Assessing their impact	1	2	3	4	5

Discussion:

- a) For the three projects identified in the preceding question, to what degree are *traditionally under-represented* stakeholders (e.g., rural poor, women, ethnic minorities) engaged in the tasks listed below?

Traditionally under-represented stakeholders are engaged in:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
33	Assessing needs	1	2	3	4	5
34	Designing projects	1	2	3	4	5
35	Implementing projects	1	2	3	4	5
36	Monitoring projects	1	2	3	4	5
37	Assessing their impact	1	2	3	4	5

Discussion:

- a) For the same three representative projects, what impact indicators are we using to track progress toward meeting project objectives?
- b) To what extent does the evidence that we have in hand (e.g., internal and external evaluations) suggest that we are achieving intended impact?
- c) To what extent does the evidence that we have in hand suggest that we are enhancing the capacity of local organizations?

Our Projects:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
38	<i>routinely</i> use result-based indicators to track progress in achieving objectives.	1	2	3	4	5
39	are routinely monitored through internal evaluations.	1	2	3	4	5
40	achieve intended impact as demonstrated through internal and external evaluation.	1	2	3	4	5
41	enhance local organizational capacity as demonstrated through evaluation.	1	2	3	4	5

Discussion:

- a) For the same three representative projects, to what degree have we addressed each of the sustainability issues listed below?
- b) To which kinds of sustainability (environmental, economic, political, social, cultural) do we pay most attention?
- c) Least attention?

Throughout the project cycle (design, implementation, monitoring, and impact assessment), we give adequate attention to:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
42	Environmental sustainability (how project activities impact on the quality of water, air, soil and biodiversity).	1	2	3	4	5
43	Economic sustainability (how recurrent costs associated with project activities will be met).	1	2	3	4	5
44	Political sustainability (how project-supported innovations will be accommodated within the framework of existing laws, policies, and political institutions).	1	2	3	4	5
45	Institutional sustainability (how the long-term viability of institutions created through project activities will be maintained).	1	2	3	4	5
46	Cultural sustainability (how project-supported innovations fit within the framework of existing norms, values, roles, and practices).	1	2	3	4	5

Discussion:

- a) With respect to the same three projects, how have we delivered technical support to the field?
- b) To what degree has this technical support to the field been timely and appropriate?
- c) What discernible impact has this technical support had on meeting project objectives?

47	The <i>quality</i> of technical support for our field-based activities contributes to achievement of project objectives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

IV. External Relations

Discussion:

- Over the last 12 months, what kinds of information about our work have we shared with our constituency and the general public?
- In the context of *all* the information we present to our constituency and the general public, what relative priority have we assigned to information about our *impact*?
- How effectively do we demonstrate the impact of our work to constituency and the general public?

We routinely share information on our progress in achieving our mission through our communications with:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
48	Constituency	1	2	3	4	5
49	General public	1	2	3	4	5

Discussion:

- Over the last 12 months, to what kinds of donors (e.g., bilateral, major foundations, corporations) have we submitted narrative and financial reports?
- What is the quality of the information we have provided in these reports?
- To what degree have these reports increased donor confidence in our work?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
50	Timely external <i>financial reports</i> contribute to donor confidence in our programs.	1	2	3	4	5
51	Timely <i>narrative reports</i> contribute to donor confidence in our programs.	1	2	3	4	5

Discussion:

- a) Over the past 12 months, what has been the frequency and nature of our organizational contacts with policy makers?
- b) To what degree are these contacts part of an ongoing communication strategy?

52	We <i>regularly</i> engage relevant policy makers and institutions in dialogue related to our mission.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) Over the past 12 months, what specific linkages have we established or maintained with the private business sector?
- b) During the same period, to what degree have we offered companies the opportunity to assume a role other than that of donor?

53	We forge innovative linkages with the private business sector.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) What concrete measures have we taken over the last 12 months to diversify our funding?
- b) How effective have these measures been?
- c) To what degree is our organizational viability dependent upon the continued support of just a few large donors?

54	We take concrete measures to diversify our financial support.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) What is the approximate number of *current* donors in each of the categories listed below?
- b) How do current counts compare to last year's numbers?

The <i>number</i> of donors in each of the following categories is increasing:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
55	Private individuals	1	2	3	4	5
56	Corporations	1	2	3	4	5
57	Foundations	1	2	3	4	5
58	Public Sector/Government	1	2	3	4	5
59	Multilaterals	1	2	3	4	5

Discussion:

- a) What are the *current aggregate* levels of financial support provided by donors in each of these categories?
- b) How do the *current aggregate* levels of financial support compare to the levels from last year?

The <i>level of financial support</i> from donors in each of the following categories is increasing:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
60	Private individuals	1	2	3	4	5
61	Corporations	1	2	3	4	5
62	Foundations	1	2	3	4	5
63	Public Sector/Government	1	2	3	4	5
64	Multilaterals	1	2	3	4	5

Discussion:

- a) What is the *size* of the average contribution made by *current* donors in each of these categories?
- b) How do these averages compare to those of last year?

The <i>average size of contributions</i> from donors in each of the following categories is increasing:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
65	Private individuals	1	2	3	4	5
66	Corporations	1	2	3	4	5
67	Foundations	1	2	3	4	5
68	Governmental units	1	2	3	4	5
69	Multilaterals	1	2	3	4	5

Discussion:

- a) What are we spending this year to raise one dollar of private support?
- b) How does this cost compare to what we spent last year?

Our fundraising ratio (what we spend to raise one dollar of public or private support) is:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
70	Closely monitored	1	2	3	4	5
71	Improving (less money spent to raise one dollar of support)	1	2	3	4	5

Discussion:

- a) Over the past 12 months, what feedback on our performance have we gathered from donors, constituents, and/or the general public?
- b) What are some concrete examples of changes we have made on the basis of this feedback?

72	We <i>routinely</i> use feedback from the general public and our constituency to improve performance.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

V. Organizational Learning

Discussion:

- What information has flowed between senior management at Headquarters and non-supervisory staff (including field staff) over *the past month*? Typically, who initiated these communications?
- Is the prevailing flow of information top-down or bottom-up? Is information exchanged horizontally, e.g., between field offices?
- Typically, to what degree did you perceive this information to be useful?

Information flows freely:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
73	Across Headquarters units and functions	1	2	3	4	5
74	To and from field offices	1	2	3	4	5

Discussion:

- Over the last 12 months, what have been our organizational priorities? What information was available to us as we worked through these issues?
- To what degree was the information useful in achieving our organizational objectives?
- How typical are these examples of informational resources within our organization in terms of content and timeliness?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
75	Shared information is accurate.	1	2	3	4	5
76	Shared information is relevant.	1	2	3	4	5
77	Shared information is timely.	1	2	3	4	5

Discussion:

- a) Over the last 12 months, what data (qualitative and quantitative) have we routinely analyzed and reviewed?
- b) What are some concrete examples of how this data analysis has influenced our practice?
- c) To what extent does data analysis and review contribute to our organizational learning?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
78	We routinely collect and analyze data related to organizational priorities.	1	2	3	4	5
79	We modify our practices based on findings generated through data collection and analysis.	1	2	3	4	5

Discussion:

- a) Over the last 12 months, what are some of the most difficult organizational challenges that we have faced?
- b) To what degree have we used teamwork to resolve these issues?

80	We use teamwork effectively to achieve our organizational objectives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) Over the last 12 months what are three examples of staff participation (including field staff) in planning and decision-making?
- b) In each of these instances, how broad-based was this staff participation?
- c) In each of these instances, how influential was this participation in the overall decision-making process?

81	Our senior management involves staff in participatory planning and decision-making.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) To what degree did meetings over the last month lead to progress in achieving organizational objectives?
- b) To what degree did these meetings promote organizational learning?
- c) What are some specific examples of learning that emerged from these meetings?

82	Our staff meetings directly contribute to organizational learning and mission achievement.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

VI. Strategic Management

Discussion:

- a) Over the last 12 months, in what strategic planning activities have we engaged?
- b) What conclusions about our operating environment did we draw as a result of these planning activities?
- c) What changes did we make in our operations to reflect an enhanced understanding of the environment in which we operate?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
83	We use strategic planning to examine ourselves in relation to our external environment.	1	2	3	4	5
84	We modify our strategic objectives based on findings generated through strategic planning exercises.	1	2	3	4	5

Discussion:

- a) What are three important activities/initiatives that we have initiated over the last 12 months.
- b) To what extent do these activities/initiatives reflect our strategic and operating plans?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
85	Our activities are developed and implemented in ways that are consonant with our strategic and operating plans.	1	2	3	4	5
86	We routinely track progress in achieving our strategic objectives.	1	2	3	4	5

Discussion:

- a) With respect to each of the areas listed below, what are some representative actions that our board has taken in the last 12 months?
- b) What has been the discernable impact of these actions on our organization?

Our board has contributed competently in carrying out such functions as:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
87	Fund raising	1	2	3	4	5
88	Public relations	1	2	3	4	5
89	Advocacy	1	2	3	4	5
90	Financial oversight	1	2	3	4	5
91	Policy definition	1	2	3	4	5
92	Strategic direction-setting	1	2	3	4	5
93	Representation to key constituencies	1	2	3	4	5

Discussion:

- a) What are the most important program and non-program decisions that our board, senior management, frontline staff (non-supervisory positions), and field staff have made in the last 12 months?
- b) To what degree have these decisions meshed with our mission, goals, and philosophy?

Commitment to our mission, goals, and philosophy is reflected in decisions made by:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
94	Frontline workers	1	2	3	4	5
95	Senior managers	1	2	3	4	5
96	Field staff	1	2	3	4	5
97	Board members	1	2	3	4	5

Discussion:

- a) What steps have we taken over the last 12 months to identify our constituency’s needs?
- b) To what degree are our constituency’s needs changing?
- c) What examples can we cite of programs that have been adapted over the last 12 months in order to meet the changing needs of our constituency?

98	We adapt our programs to meet the changing needs of our constituency.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

Discussion:

- a) Over the last 12 months, in what institutional partnerships (formal and informal) have we engaged?
- b) What concrete contributions have these partnerships made in helping us to achieve our strategic objectives?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
99	We actively engage in strategic partnerships with other organizations.	1	2	3	4	5
100	Our strategic objectives are achieved through partnerships with other organizations.	1	2	3	4	5

Institutional Development Framework

Resources	Criteria for Each Progressive Stage			
	Start Up	Development	Expansion/ Consolidation	Sustainability
OVERSIGHT/VISION				
Board	Board partially identified.	Board identified.	Board membership stable, or improving.	Board comprised of recognized leaders.
	Roles of members and of members vis à vis CEO are unclear.	Board understands role and how to relate to Executive Director.	Board assists organization through access to key people.	Board provides policy direction for political action, overall programming.
	Board not yet active partner.	Board becoming active. Contributes and pursues resources.	Board provides some leadership and committees formed, but only one or two active members.	Significant funds raised by Board and many members of Board play active role.
	Board may act as a drag on organization.	Board no longer a drag on organization.	Board able to help advance organization, but chair not yet able to take to higher level.	Active Board, with strong Chairperson, appropriate expertise, and ability to create collaboration for the advancement of the organization.
Mission	No Mission Statement. Group coalesces around general objectives, such as a commitment to environmental, health or development.	Mission Statement exists, but is unclear. Diverse portfolio of projects and proposals is not consistent with Mission Statement.	Mission Statement is clear and is generally consistent with portfolio. However, staff are not uniformly capable of articulating the Mission Statement and outsiders may not identify it with the organization.	Clear Mission Statement. It can be articulated by Board and staff and is consistent with portfolio. Outsiders identify the same mission with the organization.
Autonomy	Organization is the implementing agent of one donor.	Organization is able to respond to the interests of more than one donor and its Board.	Organization is able to obtain funding to support <u>its</u> program, in consultation with the Board.	In addition to managerial and financial autonomy, organization is able to advocate to government and private sector.

Resources	CRITERIA FOR EACH PROGRESSIVE STAGE			
	Start Up	Development	Expansion/Consolidation	Sustainability
MANAGEMENT RESOURCES				
Leadership Style	All leadership emanates from founder.	Leadership comes from founder and one or two Board members.	Vision increasingly comes from Board as Board members improve involvement.	All Board members contribute to leadership and development of the organization.
	Staff provide technical input only.	One or two staff provide organizational impetus, in addition to Executive Director.	Staff increasingly provide vital drive to organization.	Organization would survive without current Executive Director or Chairperson of the Board.
Participatory Management	Decisions handed down to organization from Exec. Dir. with little or no feedback.	Most management decisions taken by Executive Director and Board. Some input from one or two staff members.	Management decisions increasingly delegated to line managers.	Management decisions delegated to appropriate level of the organization.
	Decisions handed down to organization from Executive Director with little or no feedback.	Management decision criteria generally shared with Board, but other staff not included in process.	Decision-making is increasingly transparent to staff; some staff participation in actual decisions.	Transparent decision-making process; full staff participation in relevant decisions.
	Staff roles and responsibilities unclear and changeable.	Staff roles better understood, but fragmented.	Staff understand role in organization more clearly and how to participate in management.	Staff increasingly able to shape the way in which they participate in management.
	Poor intra-staff communications. Lack of formal and informal channels.	Modest amounts of staff communications. The emergence of formal channels for dialogue and decision making (such as staff meetings).	Communications are open and inter-hierarchical. Formal and informal channels established and utilized.	Organization periodically reviews communication flow to ensure free flow of information through both formal and informal channels.
Management Systems	No formal personnel systems (job descriptions, recruitment and hiring procedures, etc.) exist.	Some, but not all necessary, personnel systems exist. Informal employment practices persist.	Virtually all necessary personnel systems are institutionalized. Occasionally informal mechanisms are used.	Formal personnel systems are institutionalized, understood by employees and redress can be pursued.
	No formal file system exists.	Files are maintained, but are not comprehensive or systematic.	Files are systematic, and accessible, but significant gaps remain.	Files are comprehensive, systematic and accessible.
	Few administrative procedures formalized.	Administrative procedures increasingly formalized but no operating manual.	Administrative manual in place, although not up to date or considered the "Bible".	Administrative manual updated, as needed. Considered the arbiter of procedures.

Resources	CRITERIA FOR EACH PROGRESSIVE STAGE			
	Start Up	Development	Expansion/ Consolidation	Sustainability
MANAGEMENT RESOURCES				
<i>Planning</i>	Planning is predominately ad hoc and incremental.	Annual plans are developed and reviewed during course of year. Often not integrated into longer-term strategic plan.	Planning is expanded and more forward oriented, long term/strategic in nature and structured around Mission.	Based on Mission Statement, strategic plan development and annual plans continue as operative instruments with regular review of long term plans.
	Planning is top-down in orientation, Executive Director, and Board driven.	The participation of staff in planning is widened with contributions to decision making.	Beneficiaries provide information for planning but beneficiaries excluded from decision making.	Beneficiaries and staff contribute to planning <u>decisions</u> along with Exec. Dir./Board.
	Objectives set without assessment of resource requirements, nor consideration of environmental and important external factors.	Accomplishment of objectives tied to budget, but important environmental and external factors still overlooked.	Plans are based on budgets, and consideration of environmental and important external factors. But, organization does not review plan during implementation.	Annual and strategic plans are comprehensive and specific enough to permit accurate budgeting, and flexible enough to be modified as warranted.
	Organization does not produce workplans.	Workplans are drafted, but seldom used by management and operations staff	Workplans are used by management and operations staff, but not viewed as dynamic instruments to be modified, as warranted.	Workplans are viewed by management and operations staff as useful tools and are modified as required.
<i>Community Participation</i>	Organization involves the community only as recipients of the organization's program.	Organization draws on community leaders for advice and mobilization of their community members.	Organization draws on community leaders in planning, implementation and evaluation events.	Organization facilitates community group formation with formal structures to include broad cross-section of community. Groups participate fully planning, implementation, and evaluation. Contributing cash, material, labour, and management to create and maintain project results.
<i>Monitoring and Evaluation</i>	No formal evaluation mechanisms exist. Word of mouth and "gut" feelings are used.	Occasional evaluations are undertaken, usually at request of donor and implemented by outsiders.	Evaluation are initiated by staff; staff increasingly involved in their execution; some management decisions are taken based on data; M&E still isolated management function	Ongoing M&E system functioning and data analysis are integrated into decision-making.
	No feedback from beneficiaries/clients.	Informal channels for beneficiary/client feedback.	Formal mechanisms exist for beneficiary/client feedback but only via surveys and evaluations Women and marginalized groups not included.	Continuous feedback and input from beneficiaries/ clients where women and marginalized groups are clearly involved.

Resources	CRITERIA FOR EACH PROGRESSIVE STAGE			
	Start Up	Development	Expansion/ Consolidation	Sustainability
HUMAN RESOURCES				
Staff Skills	Too few people are filling too broad a range of technical skills.	Specialists are brought on (or contracted) for core skills areas, such as accounting and fundraising. Some gaps remain.	All core skills areas are covered with staff.	All skills areas are covered and capacity exists to contract out for other needed skills.
	Staff not fully capable of providing skills required of their positions.	Staff possess technical skills required of their positions. Still lack broader analytic, communication/ presentation, and management skills	In addition to having technical specialization required of their positions., staff possess broader analytic, communication/ presentation, and managerial skills	Staff recognized for excellence and provide expertise and assistance to outside organizations.
Staff Development	No conscious human resource development strategy or practice.	General direction provided for staff development.	Staff development needs assessment and action plan exist.	Professional development considered part of job performance.
	Little or no coaching, counselling, or training provided.	Some coaching and counselling, provided. Formal training still inadequate.	Staff receive adequate teaching, counselling and training, but mutual staff development still not integrated into program.	Intra-Office mentoring and guidance considered important part of job.
	Little or no recognition of employee performance.	Performance recognized informally, but no formal mechanisms exists.	Formal performance appraisal system established. Skills development not included in performance appraisal.	Employees participate in objective setting and know what is expected of them. Skills development is included in performance appraisal.
Organizational Diversity	Organization has little consciousness of importance of, or interest in, diversity.	Consciousness and interest increased, but still no policy regarding diversity.	Organization expresses commitment to diversifying staff via formal policy.	Active recruitment of women and minority ethnic groups for Board and staff.
	Staff is under represented by women and minority ethnic groups.	Some women and ethnic minority groups are on staff but rarely contribute to decisions.	Significant representation of women and minority ethnic groups among staff and participate in some decision making.	Composition of staff adequately represents women and minority ethnic groups where they participate effectively in decision making.
	Board is under-represented by women and minority ethnic groups.	Some women and minority ethnic groups are on Board but rarely contribute to decisions.	Significant representation of women and minority ethnic groups on Board and participate in some decision making.	Composition of Board adequately represents women and minority ethnic groups where they participate effectively in decision making.

Resources	CRITERIA FOR EACH PROGRESSIVE STAGE			
	Start Up	Development	Expansion/ Consolidation	Sustainability
FINANCIAL RESOURCES				
<i>Financial Management</i>	Financial reports are incomplete and difficult to understand. Organization often needs to be prodded to produce them.	Financial reports are clearer but still incomplete. Usually timely.	Financial reports are clear and complete, even as portfolio becomes more complex.	Reports and data system can quickly provide a sense of financial health. Report are always timely and trusted.
	Budgets are not used as management tools.	Budgets are developed for project activities, but are often over-or-underspent by more than 20%.	Total expenditure is usually within 20% of budget, but actual activity often diverges from budget projections.	Budgets are integral part of project management and are adjusted as project implementation warrants.
	No clear procedures exist for handling payables and receivables.	Financial controls exist, but lack a systematic office procedure.	Improved financial control systems exist.	Excellent cash controls for payables and receivables and established budget procedures.
	Audits are not performed.	External audits are only rarely performed.	External audits are performed frequently, but aperiodically.	External audits are performed with a regular, and appropriate, frequency.
	Funds are not separated for different projects within the program.	Project funds are separated, but some temporary cross-project financing may occur.	Standard procedure is to avoid cross-project financing and most funds are separated.	All project funds are separated and adequate controls exist to avoid cross-project financing.
<i>Financial Vulnerability</i>	Financing comes from only one source.	Financing comes from multiple sources, but 90% or more from one source.	No single source of funding provides more than 60% of funding.	No single source provides more than 40% of funding.
	Local fundraising (including goods and services) for operational income is untried or unsuccessful.	Up to 5% of unrestricted operating expenses are from memberships fees, revenues, trust funds, unrestricted gifts, earned interest and fees charged by the organization.	20% of unrestricted operating expenses are from membership fees,... and fees charged by organization.	40% of unrestricted operating expenses are from membership fees....and fees charged by organization. Some funds for capital or project expenditures also raised locally.
<i>Financial Solvency</i>	Project funding is insufficient to meet project management goals.	Funding is available to cover short-term project costs.	Funding is available for short-term costs and medium-term funding strategies exist.	All projects have long-term funding plans and current funds are adequate to meet needs of management plan.

Resources	CRITERIA FOR EACH PROGRESSIVE STAGE			
	Start Up	Development	Expansion/ Consolidation	Sustainability
EXTERNAL RESOURCES				
<i>Public Relations</i>	Organization little known outside the range of its direct collaborators.	Organization is known in its own community, but does little to promote its activities to general public and key decision-makers.	Organization has contact with key decision makers and has developed some lines of communication with public.	Organization and its work is well known to public and policy makers. Able to engage decision-makers in dialogue on policy. It has a loyal constituency, and commands respect outside that constituency.
<i>Ability to work with local communities.</i>	NGO is located and directed from an urban centre a long distance from the field, or is based on top-down structure.	While still located in distant urban center, work is focused on field, and organization is viewed as ally of community.	From a field project base, community input is solicited for key decisions. Organization and efforts viewed as service provided to the community.	From the field project base, community's input is integrated into most management considerations. Organization viewed as a community resource.
<i>Ability to work with government bodies.</i>	Viewed as "we", "they". Tension is frequent between government and organization.	Relations are friendly. Collaboration occasionally occurs on specific tasks and projects.	Collaboration is frequent, usually on informal level. Relations are friendly, but imbalanced.	Formal and informal mechanisms exist for collaboration and are often used. Relations are as full partners.
<i>Ability to access local resources.</i>	Organization's projects have no relationship with local sources of credit; other resources, financial support or human resources.	Organization's projects draw support from local credit agencies, and/or government departments for technical expertise and financial support.	Organization's projects draw significant support from local credit and government agencies but sustaining project results depends on continued support of the organization	Organization's projects precipitate (create environment for) support from local agencies and community as contributions to project results and for sustaining project results.
<i>Ability to work with other NGOs.</i>	Organization does not have experience working with other NGOs. Not known or trusted by NGO community.	Organization increasingly known and trusted by NGO community, but little experience with collaboration.	Organization works with international or local NGOs, and participates in NGO networks but has not played a leadership role in promoting NGO coalitions and projects.	Organization plays leadership role in promoting NGO coalitions on projects and supports other NGOs and can help resolve NGO-NGO or NGO Govt conflict

Institutional Development Framework
 CALCULATION SHEET

Resources	Sub-title	Score		Comments
		Baseline	Follow up	
OVERSIGHT/VISION				
<i>Board</i>	Composition			
	Director-Board Relationship			
	Participation			
	Energizing			
	sub-average			
<i>Mission</i>				
<i>Autonomy</i>				
Average Score for Oversight/Vision:				
MANAGEMENT RESOURCES				
<i>Leadership Style</i>	Charismatic Leader			
	Staff Participation			
	sub-average			

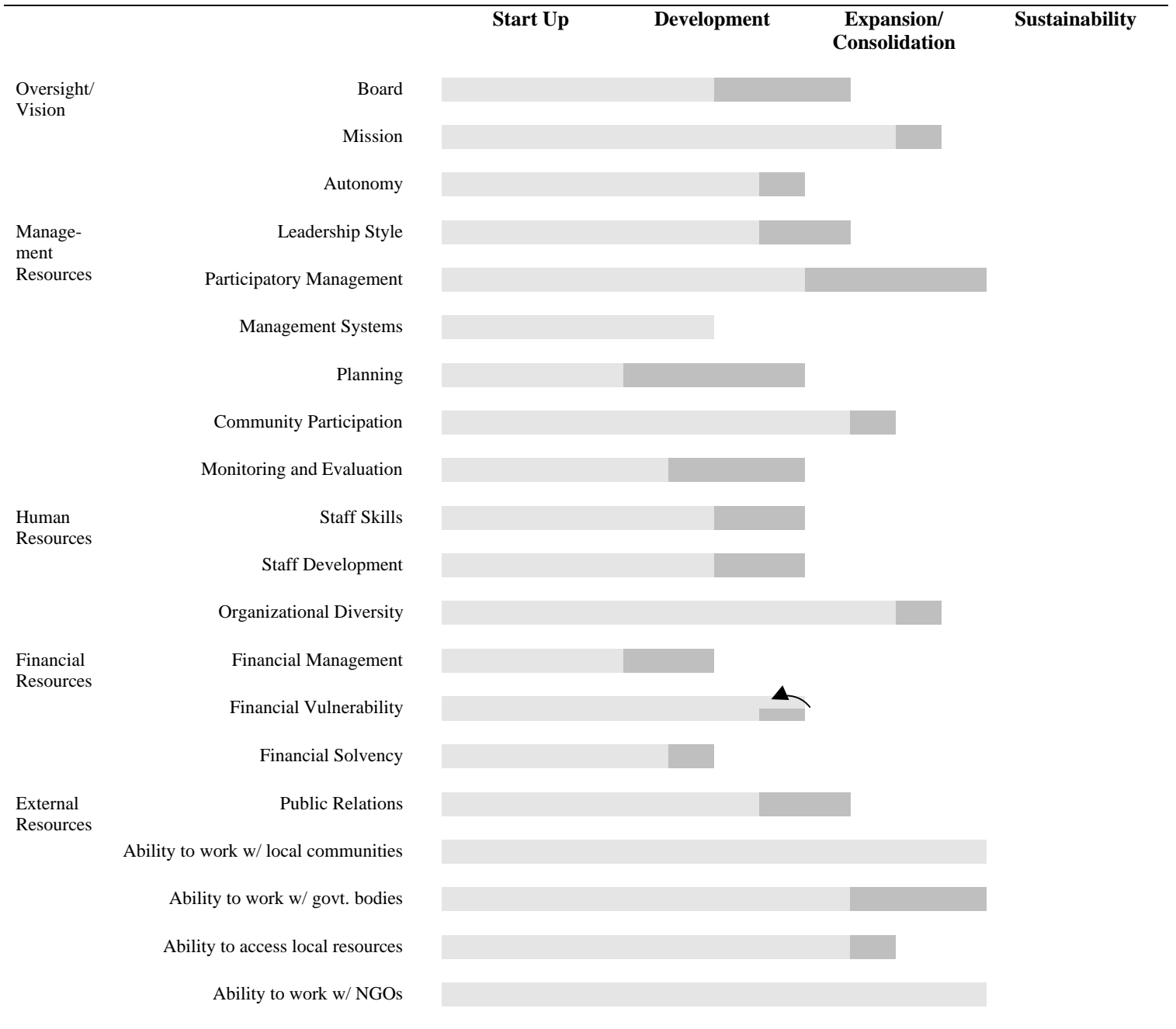
<i>Participatory Management</i>	Decision Delegation			
	Decision Transparency			
	Staff Roles Understood			
	Communication			
	sub-average			
<i>Management Systems</i>	Personnel			
	Files			
	Administrative Procedures			
	sub-average			
<i>Planning</i>	Systematic			
	Participatory			
	Integrated w/ objectives and budgets			
	Work plans			
	sub-average			
<i>Community Participation</i>				
<i>Monitoring and Evaluation</i>	Utilization			
	Beneficiary Participation			
	sub-average			
Average Score for Management Resources:				

HUMAN RESOURCES				
<i>Staff Skills</i>	Need match			
	Skill match			
	sub-average			
<i>Staff Development</i>	HR Strategy			
	Training			
	Appraisal			
	sub-average			
<i>Organizational Diversity</i>	Policy			
	Staff			
	Board Diversity			
	sub-average			
Average Score for Human Resources				
FINANCIAL RESOURCES				
<i>Financial Management</i>	Reports			
	Budgets			
	Controls			
	Audits			
	Separation			
	sub-average			

<i>Financial Vulnerability</i>	Diversity of Sources			
	Local Fundraising			
	sub-average			
<i>Financial Solvency</i>				
Average Score for Financial Resources:				
EXTERNAL RESOURCES				
<i>Public Relations</i>				
<i>Ability to work with local communities</i>				
<i>Ability to work w/ Govern't bodies</i>				
<i>Ability to access local resources</i>				
<i>Ability to work with NGOs</i>				
Average Score for External Resources				

Institutional Development Profile

An Illustration of a Fictional Organization



Legend

Baseline score

Second score

Section 3:

Applying the Organisational Capacity Assessment Tool (OCAT)

3.1 Introduction

OCAT's seven components of organisational effectiveness – governance, management practices, human resources, financial resources, service delivery, external relations, and sustainability – are the broadest or highest level of measurement of an organisation's capacity. Each of the components has a series of categories of organisational capacity and each of these, in turn, has a series of individual elements.

Doing an organisational assessment has a number of steps:

1. Determining, together with the NGO concerned, what needs to be assessed.
2. Choosing appropriate questions to elicit the information which is required for the assessment.
3. Collecting the information by means of interviews.
4. Transcribing the interview information onto the OCAT assessment sheet.
5. Transferring the scores for each element used onto the OCAT rating sheet.
6. Calculating a score for each category and component, using the “rolling up” method.
7. Reporting the results of the assessment on the OCAT rating report.

Using the OCAT methodology, ratings can be assigned to elements of organisational capacity to give an indication of an NGO's strengths and weaknesses in each area.

Although organisations have many elements in common with other organisations, each one is

Example	
Component	A. GOVERNANCE
Category	1. Board
Elements	<ul style="list-style-type: none"> a. Board provides overall policy direction and oversight b. Board provides accountability and credibility c. Board is capable of carrying out key roles such as policy formulation, fund raising, public relations, financial oversight and lobbying d. Board is composed of committed members who represent the varied interests of the stakeholders e. Mechanisms are in place for obtaining appropriate input from stakeholders f. Board executes its role of advocate for the community

different. Before an OCAT assessment can be undertaken, the organisation must agree on the OCAT elements which suit what it does. These will then form the basis of the assessment of that particular organisation. Once appropriate information has been gathered by means of discussions with all the people concerned, the

OCAT is introduced and an attempt is made to arrive at general agreement on the scoring of each component and the relevant elements. The scoring of the OCAT allows the findings of an assessment to be presented in a structured and consistent way.

Once the OCAT has been scored and discussed, the findings must be shared with the entire organisation including board members, the various stakeholders and community members, and government and funders where appropriate. This baseline of assessment results makes it possible to monitor the organisation's development. There should be continuous feedback on how the information is being used and what progress has been made in areas which need improvement.

OCAT assessment sheet rating scale	
①	Not applicable, sufficient information is not available to assess element
①	Needs urgent attention
②	Needs major improvement
③	Needs improvement on a wide scale
④	Needs improvement in limited aspects
⑤	Acceptable, room for some improvement
⑥	Acceptable, needs maintaining

3.2 Stages and characteristics of NGO development

The OCAT rating scale of 0–6 has been designed so that the ratings actually assigned to individual elements, when calculated at the category level, provide an indication of

where the NGO is in its stage of development for that particular category. This also holds true for the calculations made on ratings for categories falling under each component.

If a calculation of all the elements under the ‘financial reporting’ category of the ‘financial resource’ component gives a rating of 4, we could say that the NGO needs to improve financial

Stages of organisational development	
Nascent:	The NGO is in the earliest stages of development. All the components measured by OCAT are in rudimentary form or non-existent.
Emerging:	The NGO is developing some capacity. Structures for governance, management practices, human resources, financial resources and service delivery are in place and functioning.
Expanding:	The NGO has a track record of achievement; its work is recognised by its constituency, the government, the private business sector and other NGOs active in the same sector.
Mature:	The NGO is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks.

reporting in limited aspects. This may help to pinpoint areas which need improvement, but it does not lend itself to describing where the NGO is in its development in financial resources. To deal with this issue, OCAT equates ratings for categories and components to the four stages of development as described in the table (right).

Equating rating scale to stages of development	
Rating	Stage
0 to 1.4	Nascent
1.5 to 2.9	Emerging
3 to 4.4	Expanding
4.5 to 6	Mature

OCAT categories and stages of organisational development				
	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
GOVERNANCE				
Board	<p>No board or independent body exists to provide policy direction or oversight.</p> <p>The board does not differentiate between oversight and management roles.</p> <p>If the board is beginning to provide oversight, it may not represent the varied interests of stakeholders.</p> <p>The board is not assisting management to identify legislators, influence public opinion or raise funds.</p> <p>Board members seem to lack commitment.</p>	<p>Members of the board or independent body have been identified but have not yet assumed a leadership role.</p> <p>The board is attempting to micro-manage rather than provide oversight.</p> <p>The board is not influencing public opinion or legislators.</p> <p>The board is not aware of the needs of stakeholders or role they could play.</p>	<p>The board's membership is stable and functioning.</p> <p>The board is able to differentiate between its role and that of management.</p> <p>The board has some members who are leaders in relevant fields but it lacks broader representation.</p> <p>The board is aware of its responsibility to provide oversight and represent the interests of stakeholders but is not consistently doing so.</p> <p>Mechanisms for obtaining input from stakeholders are in place but not being used consistently.</p>	<p>The board provides overall policy direction and oversight.</p> <p>The board provides accountability and credibility.</p> <p>The board's composition includes leaders in the field of the NGO's mission who are capable of carrying out such roles as policy direction, fundraising, public relations, financial oversight and lobbying.</p> <p>Board is composed of committed members who represent the varied interests of the stakeholders.</p> <p>Mechanisms are in place to obtain appropriate input from stakeholders.</p> <p>Board executes its role of advocate for the community.</p>
Mission/ goal	<p>The NGO has a vague idea of its mission and the contribution it is attempting to make.</p> <p>The mission is understood by only one or a few members of the board or senior management.</p> <p>The activities carried out by stakeholders may have little relationship to the mission of the NGO.</p> <p>Implementation plans are developed by senior management without input from staff or stakeholders.</p>	<p>The mission may be clarified internally but it is not widely understood by the public.</p> <p>The mission is not reflected in planning or job functions.</p> <p>Planning is done by senior management with little input from staff and stakeholders.</p>	<p>The vision and mission are clear to staff, stakeholders and outsiders.</p> <p>Strategies and objectives are aligned with the mission.</p> <p>Implementation planning may be conducted by senior management and linked to the budgeting process with some input from staff or stakeholders.</p>	<p>The NGO has clearly articulated mission/goals which are understood by all stakeholders.</p> <p>Strategies are aligned with mission, realistic and take the form of clear objective statements as to how they can be achieved.</p> <p>Implementation plans are jointly developed by senior management, staff and other appropriate stakeholders.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
GOVERNANCE				
Legal status	<p>The NGO may or may not be legally registered according to local regulations.</p> <p>The NGO does not benefit from whatever fiduciary and taxation status is permissible under local law.</p>	<p>The NGO is registered but has not yet integrated financial and legal advice into planning and management decisions.</p> <p>The NGO is not in compliance with some local reporting and labour requirements.</p>	<p>The NGO has integrated appropriate expert advice into planning and management systems.</p> <p>The NGO is generally in compliance with local reporting, tax and labour requirements.</p>	<p>The NGO is properly registered according to local regulations.</p> <p>The NGO benefits from the financial and legal status permissible under local law.</p>
Stakeholders	<p>The NGO's links with the stakeholders are weak.</p> <p>The NGO views its community as passive beneficiaries rather than as potential partners.</p> <p>The NGO does not serve as an advocate for the community.</p> <p>The NGO is unable to identify key stakeholders.</p>	<p>The NGO's outreach to stakeholders is improving.</p> <p>Certain influential members of the community may be consulted or invited to participate in some decisions because they are seen to have a stake in the outcome.</p> <p>Some awareness exists of the possible role of the NGO as an advocate for the community.</p>	<p>The NGO's stakeholders are well defined and their needs and views are considered in planning and decision-making.</p> <p>The NGO is involved in lobbying and other advocacy functions on behalf of the community.</p> <p>The NGO is coming to view the community and other stakeholders as partners.</p>	<p>The NGO's stakeholders are well-defined.</p> <p>The NGO recognises the community and other stakeholders as partners.</p> <p>Community needs assessments results are integrated into the planning process.</p> <p>The NGO's mission and strategies are reviewed by stakeholders.</p>
Leadership	<p>There is an individual or a few individuals in the NGO who control most functions.</p> <p>Management style is directive and staff members primarily provide technical input.</p> <p>Management does not articulate clearly the NGO's purpose to staff.</p> <p>Board and senior management lack a clear understanding of their respective roles.</p> <p>Leadership lacks understanding of its responsibility to stakeholders.</p>	<p>Most decisions are made by the board, sometimes with input from one or two staff members.</p> <p>Staff has little understanding of how management makes decisions.</p> <p>Leadership is still seen primarily as directive and controlling, rather than enabling self-direction to employees and monitoring their performance.</p> <p>Leadership is aware of stakeholders but do not make themselves available.</p>	<p>Senior management's relationship to staff is more consultative and management decisions are delegated.</p> <p>Staff increasingly understand, but are not systematically involved in decision-making.</p> <p>Leadership understands that one of its primary roles is to provide overall direction and monitor performance, but it is still concerned with control.</p> <p>More effort is made by leadership to contact and involve stakeholders.</p>	<p>The board and senior management have a clear understanding of their roles and responsibilities as providers of overall direction.</p> <p>Leadership style of senior management is participatory.</p> <p>Senior management is responsible to all stakeholders.</p> <p>Leadership is accessible to all stakeholders.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
MANAGEMENT PRACTICES				
Organisational structure and culture	<p>The NGO has no clearly defined organisational structure and lines of authority and responsibility are not clearly defined.</p> <p>The NGO has no management policies.</p> <p>The NGO has no systems to measure congruence between stated mission and operational culture.</p> <p>The NGO has no system to ensure appropriate involvement of staff in decision making.</p> <p>The NGO has no operational systems to ensure mutual accountability.</p>	<p>The NGO has a defined organisational structure but lines of authority remain unclear and authority tends to be exercised by an individual or a few individuals.</p> <p>The NGO has developed systems and policies but they have not been implemented, are not regularly followed, nor have they been reviewed.</p> <p>Management policies do not yet reflect equality as defined by the South African Constitution.</p>	<p>The NGO has a defined organisational structure with clear lines of authority and responsibility.</p> <p>The NGO's administration places emphasis on the areas of responsibility but does not confer the necessary authority on individuals to permit them to operate effectively.</p> <p>The NGO is not effectively incorporating the organisational structure into assigned tasks nor using it to assess organisational development or ensure accountability.</p> <p>Management policies ensure regular audits of organisational development and reflect equality as defined in the South African Constitution.</p>	<p>The NGO has a defined organisational structure with clear lines of authority and responsibility.</p> <p>Management policies to ensure regular audits of organisational development are in place.</p> <p>Management policies reflect equality as defined by the South African Constitution.</p> <p>Systems are in place to regularly measure congruence between stated mission and operating culture.</p> <p>Systems are in place to ensure appropriate involvement of all levels of staff in decision making.</p> <p>NGO has operational systems to ensure mutual accountability.</p>
Planning	<p>The NGO carries out some planning but with little or no input from staff and stakeholders.</p> <p>The NGO makes decisions and plans activities without reference to the agreed-upon strategies to achieve the mission.</p> <p>There is little assessment of the resources required to undertake activities.</p> <p>Plans, once implemented, are neither reviewed nor modified.</p> <p>Resources are not planned for nor allocated properly.</p>	<p>Annual operating plans are developed and reviewed primarily by senior staff without reference to the previous year's planning, analysis of resource availability or other factors which could affect implementation.</p> <p>Annual plans are developed with limited input from stakeholders or staff.</p> <p>Monitoring is not taking place and plans, once implemented, are not being revised.</p> <p>Planning continues to be short term and is based on available resources.</p>	<p>Strategic and short-term planning is conducted primarily by senior management.</p> <p>Staff and stakeholders may have some input in the planning but they are not involved in decision-making.</p> <p>There are occasional reviews and revisions of implementation plans.</p> <p>Some attempt is being made to identify and allocate additional resources.</p>	<p>Inputs from appropriate stakeholders are taken into account during planning.</p> <p>Implementation plans reflect a strategic plan.</p> <p>Implementation plans are updated.</p> <p>Resources are planned for and allocated properly.</p> <p>Flexibility exists to adjust plans as a result of the monitoring process.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
MANAGEMENT PRACTICES				
Personnel	<p>There are no formal personnel procedures to administer salaries and benefits or to record personnel data.</p> <p>Formal employment procedures do not exist.</p> <p>Recruitment processes are not defined, transparent nor competitive.</p> <p>Management does not actively encourage mutual respect among staff.</p> <p>Recourse procedures do not exist.</p>	<p>Basic personnel administration systems exist but informal employment practices continue.</p> <p>Positions are not advertised externally and there are no common procedures for determining qualifications for employment, recruitment, hiring, and termination.</p> <p>Recourse procedures and mutual respect have not yet been integrated into the organisational culture.</p>	<p>The strategic value of human resources and the need to integrate personnel practices into the strategic planning process are not fully understood.</p> <p>All necessary personnel systems are formalised and implemented although occasionally informal mechanisms are used.</p> <p>Recourse procedures and mutual respect have been integrated into the organisational culture.</p>	<p>Selection criteria for staff are in place.</p> <p>The recruitment process is clearly defined.</p> <p>Recruitment processes are transparent and competitive.</p> <p>Job descriptions are clearly defined.</p> <p>Staff is deployed according to job descriptions.</p> <p>Management encourages mutual respect among staff.</p> <p>Staff are aware that recourse procedures for staff exist.</p>
Programme development	<p>Programme development is largely funder or staff-driven with little input from stakeholders and is managed on a project-by-project basis.</p> <p>Programme design, implementation, monitoring and evaluation, if done, are carried out based on funder requirements.</p> <p>Often the funder's system is not well understood, is poorly implemented and badly managed.</p> <p>Monitoring, evaluation and reporting activities are not included in the programme design.</p>	<p>Individual projects are developed within an overall programmatic framework.</p> <p>Occasional evaluations conducted at the request of funders are undertaken by outsiders.</p> <p>Stakeholders are involved only as recipients of a programme.</p> <p>No comprehensive system exists for determining the purpose and objectives of programmes/projects nor for monitoring and evaluation.</p>	<p>A comprehensive system exists for programme development and implementation.</p> <p>This system is sometimes one imposed by a funder, or may have been developed by the NGO itself.</p> <p>Either system can provide the information required by the funder and allows for monitoring and evaluation to be carried out by the staff.</p> <p>Stakeholders are consulted on programme design and are involved in implementation and evaluation.</p>	<p>Stakeholders and staff are involved in programme design, implementation, monitoring, and evaluation.</p> <p>Programme design incorporates monitoring, evaluation, and reporting activities.</p> <p>Programme modifications reflect use of monitoring, evaluation, and reporting findings.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
MANAGEMENT PRACTICES				
Administrative procedures	No administrative procedures or manuals exist. Administrative procedures are informal and NGO staff lack a common understanding of them.	Administrative procedures are increasingly formalised. Administrative procedures are not being fully utilised. No administrative procedures or manuals exist.	Administrative systems are formalised and functioning. Administrative procedures and manuals exist but are not referred to regularly.	Administrative procedures and manuals exist. Administrative procedures are adhered to. Procedures and operating manuals are updated regularly.
Risk management	No systems exist to protect the NGO against organisational abuses. Audit and stock taking, if conducted, are irregular. No external audit is carried out.	Systems are in place to protect against organisational abuses but have not been implemented. Audits and stock taking continue to be sporadic. External audits carried out at funders' request.	Systems are in place but continue to be used on an irregular basis. Audits and stock taking are now integrated into planning. External audits are carried out annually.	Systems are in place to minimise organisational abuses. Regular audit of inventory is conducted. Annual external audit reports include a review of management practices. Recommendations on management practices in annual external audit reports are implemented.
Information systems	No system exists within the NGO to collect, analyse or disseminate data. Information is collected randomly and manually. Information is not shared among stakeholders.	Data utilisation potential is not understood. A rudimentary electronic information system is in place but is not accessible to all staff. Computers are used primarily for word-processing and book-keeping.	An information system is operational and most staff have access to it. The information system is still primarily used for word-processing and book-keeping but individual staff understand and use data on an ad hoc basis. There is no mechanism for integrating information from the system into the NGO's planning process. There is no mechanism to disseminate or solicit feedback.	Systems exist to collect, analyse, and report data and information. Trained personnel are in place to manage information systems. Systems are used to process, disseminate, and solicit feedback of information.

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
MANAGEMENT PRACTICES				
Programme reporting	<p>The NGO does not report on the results of activities or evaluations to stakeholders.</p> <p>The NGO is not sharing information based on lessons learned from activities and evaluations.</p> <p>The NGO does not have the ability to prepare regular activity or evaluation reports.</p>	<p>The NGO provides information on activities and evaluations only when requested or required by a funder.</p> <p>The NGO shares information on activities only as required.</p> <p>Report formats reflect funder needs.</p>	<p>The NGO does not yet have an effective system through which to share information on lessons learned from its experience.</p> <p>The NGO occasionally publishes the results of its activities and evaluations but it does not have a strategy for dissemination.</p> <p>The NGO has developed some flexible report formats to reflect needs of different stakeholders.</p>	<p>The NGO has the ability to produce appropriate reports.</p> <p>The NGO regularly prepares activity reports.</p> <p>The NGO regularly prepares evaluation reports.</p> <p>The NGO publishes and disseminates information on its operations.</p> <p>Reporting formats are flexible, varied and respond to stakeholder information requirements.</p>
HUMAN RESOURCES				
Human resources development	<p>The NGO does not conduct systematic appraisal of staff performance on which to plan for changes or improvements.</p> <p>The NGO is unable to plan for change to improve the performance of individuals through better work planning, training, development and promotion.</p> <p>There is little or no understanding of the relationship between staff performance and the achievement of NGO objectives.</p> <p>Personnel policies do not reflect equality as defined by the South African Constitution.</p>	<p>There is a good match between staff responsibilities and skill requirements.</p> <p>A staff appraisal system may exist but it is not necessarily based on job performance.</p> <p>The NGO has identified resources with which to conduct ad hoc training of staff.</p> <p>Personnel policies are not defined and do not yet reflect equality as defined by the South African Constitution.</p>	<p>The NGO has a performance-based appraisal system in place which is not always applied nor equitable.</p> <p>Staff are sometimes assigned and promoted according to their job performance.</p> <p>Staff development needs are assessed and used to develop training plans.</p> <p>Personnel policies reflect equality as defined in the South African Constitution.</p>	<p>A human resources development plan is in place.</p> <p>Staff training is based on capacity, needs and objectives.</p> <p>Opportunities exist to integrate skills acquired in training into the work environment.</p> <p>Job appraisals and promotions are performance-based and equitable.</p> <p>Personnel policies reflect equality as defined by the South African Constitution.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
HUMAN RESOURCES				
Human resources management	<p>The NGO has no particular process to determine the relationship between human resource needs and programme objectives.</p> <p>The roles and job responsibilities of existing staff are unclear and changeable.</p> <p>The limited staff are expected to carry out responsibilities beyond their expertise and some essential tasks are not done by anyone.</p> <p>Job descriptions and work responsibilities are not documented.</p> <p>Job performance is not assessed and there is no plan to improve staff performance.</p> <p>The relationship between staff performance and the achievement of NGO programme objectives is not understood.</p> <p>Salaries are not competitive nor do benefits exist.</p> <p>Standard tax and labour regulations are not being respected.</p> <p>No mechanisms exist for grievance or conflict resolution.</p>	<p>The NGO has no process to analyse nor to identify work requirements and job functions.</p> <p>There is the beginning of a link between senior staff responsibilities and expertise but some gaps continue to exist in skill requirements.</p> <p>Job descriptions do exist, based on a supervisor's idea of the work to be accomplished.</p> <p>A job performance system may exist but it is not necessarily based on performance as defined in a job description.</p> <p>The NGO has identified some resources for ad hoc training of staff.</p> <p>Some benefits exist but salaries are not competitive.</p> <p>The NGO is respecting some existing tax and labour regulations.</p> <p>Procedures for grievance or conflict resolution are in place but not utilised.</p>	<p>Jobs are well-defined and documented in job descriptions and work assignments.</p> <p>All core skills required to perform job functions exist within the NGO.</p> <p>A performance-based appraisal system is in place and staff are assigned and promoted according to performance.</p> <p>Some human resource planning does take place but is still not integrated with job performance or the strategic planning process.</p> <p>A training plan exists based on an assessment of staff development needs.</p> <p>Salaries and benefits are structured but not fully competitive.</p> <p>Tax and labour regulations and requirements are generally respected.</p> <p>Grievance and conflict procedures are randomly followed.</p>	<p>Job descriptions are documented and updated.</p> <p>Job descriptions are respected.</p> <p>Clearly established links exist between staff capacity and the NGO mission.</p> <p>Salaries are clearly structured and competitive.</p> <p>The benefits policy is documented and implemented.</p> <p>The NGO conforms to standard tax and labour regulations and requirements.</p> <p>Supervision occurs on a regular basis.</p> <p>Grievance and conflict resolution procedures are used when necessary.</p> <p>Health and safety policy is in place.</p>
Diversity	<p>The staff and board do not represent the diversity of the community nor the interests of stakeholders.</p>	<p>No policy exists but among some levels of the NGO there is some awareness of and interest in the value and need for representation from the various members of the community.</p>	<p>Policies exist to diversify the board and staff but their composition does not yet fully reflect that of the community.</p>	<p>The diversity of the community is reflected in the composition of the board and staff.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
HUMAN RESOURCES				
Work organisation	<p>There is little understanding of the need to organise work beyond issuing directives.</p> <p>No mechanisms are in place to co-ordinate work activities of different staff.</p> <p>There is little understanding of what it means to work as a team.</p> <p>Meetings are irregular, do not have a pre-determined purpose and agenda, are dominated by interests of a few, and do not reach concrete conclusions.</p> <p>Staff provide technical input only and are not involved in or informed of decisions.</p> <p>No formally recognised lines or mechanisms exist for intra-NGO communication.</p>	<p>Work is organised by supervisors.</p> <p>Little attention is paid to work flow or to consciously organising work beyond work plans.</p> <p>Individual, unit or project work plans are developed but these plans are not co-ordinated across functions.</p> <p>Regular meetings of staff are conducted according to known procedures.</p> <p>Selected staff are consulted on some decisions.</p> <p>Intra-NGO communication is conducted on an informal basis.</p> <p>Consciousness is developing on the part of staff and management that communication breakdowns and overlaps occur.</p>	<p>A top-down mentality continues to dominate and senior management make most major decisions.</p> <p>A variety of work methods are utilised.</p> <p>Staff are recognised as being able to make useful suggestions about how their own work should be organised.</p> <p>Team work is encouraged and work plans are shared across units and work sites.</p> <p>Communication is open and inter-hierarchical and links organisational unit/project structures.</p> <p>Staff know how to participate in meetings and are aware of how decisions are made.</p>	<p>Staff meetings are held regularly.</p> <p>Staff participates in management decisions.</p> <p>Team work is encouraged.</p> <p>Information is shared freely among all staff members.</p> <p>Staff teams are encouraged to take initiative and be self-motivated.</p>
FINANCIAL RESOURCES				
Accounting	<p>The NGO's financial procedures are incomplete.</p> <p>The NGO's accounts are not yet set up for individual projects and operating funds are not separated.</p>	<p>Basic financial recording systems are in place.</p> <p>Account categories exist and project funds are separated but some cross-project funding takes place.</p>	<p>Most of the NGO's funds are separated and it generally tries to avoid cross-project financing.</p> <p>Financial procedures and reporting systems are in place and function partially.</p>	<p>Financial procedures and reporting systems are in place and function fully.</p> <p>Account categories exist for separating project funds.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
FINANCIAL RESOURCES				
Budgeting	<p>Budgets are inadequate and if they do exist are produced due to funder requirements.</p> <p>The use of budgets as a management tool is not understood and the reliability of projections is questionable.</p> <p>The NGO has no budget controls in place.</p> <p>The NGO has no financial unit to prepare and manage budgets.</p>	<p>Budgets are developed for project activities but are often over or underspent.</p> <p>The executive director or accountant are the only staff who know and understand budget information.</p> <p>Budget controls are not in place.</p>	<p>Total expenditures often diverge from budget projections.</p> <p>Department and organisational unit heads are consulted by financial manager(s) about budget planning and expenditures.</p> <p>The budget reflects programme plans.</p> <p>The budget is controlled on an ongoing basis.</p>	<p>The budgeting process is integrated into annual implementation plans.</p> <p>A financial unit responsible for the preparation management and implementation of the annual budget exists.</p> <p>Annual financial projections are made.</p> <p>The annual budget is implemented.</p> <p>The budget is controlled on an ongoing basis.</p>
Stock controls/ audit	<p>The NGO has no clear procedures for handling payables and receivables nor do procurement or stock controls exist.</p> <p>No audits or external financial reviews are performed.</p>	<p>The NGO has established financial controls but has not yet implemented procedures.</p> <p>Independent audits or external financial reviews are rarely performed and then only at the request of a funder.</p> <p>Stock controls have not been established nor implemented.</p>	<p>The NGO has adequate financial and stock control systems.</p> <p>Independent audits or external financial reviews are performed periodically at funder's request.</p> <p>Internal audits are being conducted on an ad hoc basis.</p>	<p>Stock control systems exist.</p> <p>Stock controls are followed.</p> <p>Procurement systems are in place.</p> <p>Procurement systems are being used.</p> <p>Internal audits are conducted on a regular basis.</p> <p>External audits are conducted on a regular basis.</p> <p>Expenses are controlled by project allocations.</p>
Financial reporting	<p>The NGO has no system for reporting on its financial status.</p> <p>If financial reports are produced they are donor-driven.</p> <p>Financial reports are inaccurate, incomplete, difficult to understand and not produced in a timely fashion.</p> <p>If financial reports exist they are not used for planning or review purposes.</p>	<p>The NGO has a system in place to produce financial reports but these are still produced in response to funder demand.</p> <p>Financial reports are not timely or complete enough to be used in long-term planning.</p> <p>Financial reports are not reviewed by the fiscal committee of the board.</p>	<p>The NGO occasionally produces accurate and complete financial reports which it makes available to the board and management.</p> <p>The NGO uses financial reports, when available, in long-term planning.</p> <p>Annual financial reports are prepared by external auditors and disseminated.</p>	<p>An annual financial report is prepared by a registered firm of auditors and is published and disseminated.</p> <p>Report includes balance sheet and attachments</p> <p>Report is reviewed by the fiscal committee of the board.</p> <p>Report is used for planning and review purposes.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
FINANCIAL RESOURCES				
Diversification of income base	<p>The NGO is dependent on one funding source.</p> <p>The NGO lacks capacity to diversify funding base or tender for contracts.</p> <p>The NGO has no cost-recovery or income generation activities.</p>	<p>The NGO is aware of the need to diversify its funding base but has not yet developed a plan or strategy to do so.</p> <p>The NGO has not yet developed the capacity to tender for contracts.</p>	<p>The NGO has identified more than one international funder but has yet to develop local contacts.</p> <p>The NGO has developed a plan for cost-recovery and income generating activities but has yet to implement activities.</p> <p>The NGO has skills to tender for contracts but has yet to win any bids.</p>	<p>The NGO has multiple funders.</p> <p>A cost-recovery/income generation plan is in place.</p> <p>The NGO has the ability to tender for, and has won, contracts.</p> <p>The NGO has a strategy to diversify funding sources.</p>
SERVICE DELIVERY				
Sectoral expertise	<p>The NGO has some good ideas about how to meet needs of target groups.</p> <p>The NGO has little operational or programme experience.</p> <p>The NGO has no sectoral expertise or track record.</p>	<p>The NGO has increasing expertise in a targeted sector but is not yet recognised as an expert.</p> <p>The NGO has the capacity to access additional expertise as required in a targeted sector.</p> <p>The NGO continues to deliver services which do not always reflect the changing needs of stakeholders.</p>	<p>The NGO is recognised as having significant expertise in its targeted sector and is being invited to contribute to sectoral discussions.</p> <p>The NGO is able to deliver effective and appropriate services to stakeholders.</p> <p>The NGO is beginning to build fee-for-service and other cost recovery mechanisms into its service delivery.</p>	<p>The NGO has relevant sectoral expertise.</p> <p>Its expertise is recognised by the full range of stakeholders.</p> <p>The NGO is capable of adapting programme and service delivery to the evolving needs of stakeholders.</p>
Stakeholder commitment/ownership	<p>The NGO's services are defined by funders or managers with no involvement from stakeholders.</p> <p>The NGO's programmes (since they do not reflect actual needs) are not efficient, adequate, cost-effective nor timely.</p> <p>The NGO is not providing capacity building training/technical assistance to stakeholders.</p>	<p>The NGO seeks stakeholder input into defining services but does not do so in a systematic or comprehensive manner.</p> <p>The NGO has identified resources for ad hoc training of stakeholders in programme and technical areas.</p> <p>The NGO's programmes are not efficient, adequate, cost-effective or timely.</p> <p>The NGO has not identified resources to support the organisational capacity building of stakeholders.</p>	<p>The NGO has mechanisms in place to involve its stakeholders in project planning and implementation and monitoring and evaluation.</p> <p>The NGO has plans to transfer management responsibilities to stakeholders and to provide training and organisational development support to build its capacity.</p> <p>Programmes are becoming more efficient, adequate, cost-effective and timely.</p>	<p>Programme priorities are based on actual need.</p> <p>Programme priorities and services are defined in collaboration with stakeholders.</p> <p>Programmes are efficient, adequate, cost-effective, timely.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
SERVICE DELIVERY				
Assessment	<p>The NGO does not have a system to monitor and evaluate its programme/project achievements.</p> <p>The NGO has no mechanism with which to determine impact indicators, establish baseline measures or assess the impact of its activities.</p>	<p>The NGO is able to assess individual projects to determine if projected activities took place as planned, and if specific project objectives were achieved, but the results are not used for programme adjustment.</p> <p>The NGO has no baseline data or system to monitor its activities.</p> <p>Results and indicators were developed at the request of funders.</p>	<p>The NGO has identified indicators without stakeholder involvement, collected baseline data with which to monitor project activities, but is not using the collected data for project modification.</p> <p>The NGO is aware of the need to develop assessment capacity to measure impact, but has not established a system.</p>	<p>Collaborative development of indicators.</p> <p>Indicators have been identified for each programme objective.</p> <p>Baseline and impact data are analysed regularly.</p> <p>Results of impact evaluations are used to make adjustments to the programme.</p> <p>Results are disseminated as appropriate/relevant.</p>
Marketing and awareness building	<p>The NGO makes no effort to market programmes to stakeholders.</p> <p>The NGO does not educate nor build awareness among stakeholders.</p>	<p>The NGO has no awareness of the need to market programmes.</p> <p>The NGO is educating and building awareness on an ad hoc basis based on available resources, not stakeholder need.</p>	<p>The NGO has undertaken marketing activities but still lacks a strategy.</p> <p>The NGO has a plan to build awareness and educate stakeholders.</p>	<p>Programmes are actively marketed to stakeholders.</p> <p>The NGO actively educates and builds awareness among stakeholders.</p>
EXTERNAL RELATIONS				
Stakeholder relations	<p>The NGO's agenda is largely funder- and management-driven with little or no input from stakeholders.</p> <p>The NGO is located in an urban centre and its headquarters are a long distance from where it carries out activities, making it difficult to involve stakeholders effectively.</p> <p>The NGO develops systems and programmes in a top-down manner.</p>	<p>The NGO's work is focused in the field and it is viewed as an ally by stakeholders.</p> <p>The NGO has growing credibility with its target stakeholders and with funders interested in the same programme sectors.</p> <p>The NGO is not yet viewed as a partner by stakeholders.</p>	<p>The NGO operates from a field project site.</p> <p>The NGO involves stakeholders in decision-making.</p> <p>The NGO views stakeholders as being responsible for providing counterpart resources.</p> <p>The NGO provides resources to enable target communities to develop organisational capacity.</p>	<p>The NGO is seen as credible by stakeholders.</p> <p>The NGO is seen as a valuable resource by stakeholders.</p> <p>NGO-stakeholder relationship is one of partnership for a common purpose.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
EXTERNAL RELATIONS				
Inter-NGO collaboration	<p>The NGO does not have experience in working with other NGOs, either local or international.</p> <p>The NGO is not known or trusted by the NGO community.</p> <p>The NGO has no plans to work in collaboration with other NGOs active in the same region or same sector.</p> <p>The NGO has little understanding of its role in advocacy or development of public policy.</p>	<p>The NGO is increasingly known and trusted by others in the NGO community but as yet has little experience in working collaboratively with others.</p>	<p>The NGO works with international or other local NGOs.</p> <p>The NGO participates in and supports NGO networks, but as yet does not play a leadership role in any NGO coalitions.</p> <p>The NGO has undertaken random advocacy activities.</p>	<p>The NGO networks and shares resources with national and international NGOs.</p> <p>The NGO plays a role in promoting coalitions/networks.</p> <p>The NGO participates in advocacy activities.</p>
Government collaboration	<p>The NGO does not collaborate with government agencies working in the same sector or geographical area.</p> <p>The NGO's relationship with government is adversarial.</p>	<p>The NGO has identified common interests which it shares with government and relations are friendly.</p> <p>The NGO collaborates with different government agencies or representatives on issues or activities in specific sectors.</p>	<p>The NGO's relationship with government is friendly and often informal.</p> <p>The NGO is sometimes called upon by government to carry out specific projects or collaborate on sectoral issues.</p>	<p>The NGO has contacts with decision makers.</p> <p>The NGO is able to engage in dialogue with policy makers.</p> <p>The NGO and government exchange resources.</p> <p>The NGO's activities and recommendations are integrated into government's development plans.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
EXTERNAL RELATIONS				
Funder collaboration	The NGO sees funders as a resource to finance activities and has not yet developed a relationship or made contributions to funder forums or agendas.	The NGO has received funding but has yet to establish a track record or to acquire sufficient credibility to be invited to participate in funder forums.	The NGO has a proven track record, has established its credibility and is invited by funders to contribute to discussions on sectoral issues.	The NGO has diversified contacts within the funding community. The NGO is seen as a credible and valuable resource by funders. The NGO has opportunity to engage in open and frank dialogue with funders.
Public relations	The NGO is not well known outside the range of its activities or stakeholders. The NGO has no clear image which it articulates or presents to the public. The NGO has not prepared a document for dissemination that provides information about its objectives or activities.	The NGO is known in its own community, but does little to promote its activities with the public or with key governmental decision makers. The NGO understands that public relations are important but has no ability to carry out PR activities.	The NGO has limited contact with key decision makers and has limited lines of communication with the public. The NGO has clear ideas on issues but has yet to develop them into a policy platform.	The NGO engages in public relations and has a positive image among stakeholders. The NGO's objectives and goals are understood by stakeholders. Information is disseminated on the NGO's activities.
Local resources	The NGO tends to view the private business sector with suspicion and distrust. The NGO does not work in co-operation with any part of the private sector to draw on resources, technical expertise or influence. The NGO's programmes are not based on local resource availability. The NGO is not an active participant in civil society activities.	The NGO has begun to identify local support in addition to that which it receives from stakeholders. The NGO seeks technical assistance from some private sector and government resources. The NGO purchases goods and services from the private sector.	The NGO draws support from the local private sector and government agencies but projects still depend on continued support from external funders. The NGO has recruited individuals from the private business sector to serve on its board or as technical advisors. The NGO is actively engaged with other civil society organisations.	The NGO has relations with the private sector for technical expertise, material and/or human resources. The NGO participates in community partnerships. The NGO has structures in place to facilitate working relations with civil society.

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
EXTERNAL RELATIONS				
Media	The NGO has no relationship with the media, nor is its work known to them.	The NGO's activities are not known outside of its community. The NGO does not yet know how to access or use media to inform the public about its work.	The NGO has contacts in the media which it uses when it wishes to inform the public about an important issue. The NGO has received some attention and has been consulted by the media on relevant issues.	The NGO has a strategy to work with the media. The NGO has received positive media attention. The media consults with the NGO on relevant issues.
SUSTAINABILITY				
Programme/ benefit sustainability	The NGO stakeholders do not see or feel that they benefit from services or programmes. The NGO has no understanding or plan for continuity. The NGO is not working with local institutions. The NGO is not involved in skills-transfer activities.	The NGO stakeholders recognise the benefits from services and programmes, but do not yet have the means to continue them without assistance from the NGO. The NGO has yet to develop relationships with, and is not providing capacity building assistance to, local organisations.	The NGO stakeholders recognise the benefits of, and are involved in, decision-making for services and programmes but continue to rely on assistance from the NGO. The NGO has developed relationships with local organisations, is providing training and technical assistance to build capacity, but as yet has no phasing-out strategies.	The NGO's programmes are supported by those being served. There is a sense of ownership of benefits by the community. The NGO has developed systems for the continuation of its programme activities in accordance with changes in the community. The NGO has developed systems for continuation of its programme in the medium and long-term. The NGO has developed programmatic phasing-out strategies. The NGO ensures that local-level skills transfer takes place.

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
SUSTAINABILITY				
Organisational sustainability	<p>The NGO lacks a shared vision and skills to interact with other development partners in civil society</p> <p>The NGO has no understanding of its role as a partner in development.</p> <p>The NGO is not involved in coalitions and networks.</p>	<p>The NGO has a shared vision but as yet lacks the understanding and skills to interact with other development partners.</p> <p>The NGO is a member of coalitions and networks but is not yet able to provide leadership.</p>	<p>The NGO has a clear vision of its role and the skills necessary to participate in development activities.</p> <p>The NGO participates in NGO networks and coalitions, but is not yet playing a leadership role in the NGO community.</p> <p>The NGO is acknowledged to have expertise in a sector, but is not recognised as a leader nor consulted by funders or government.</p>	<p>The NGO has a shared vision of its role in society.</p> <p>The NGO is a member of key NGO networks.</p> <p>The NGO shares information in a proactive manner.</p> <p>The NGO is a participant in a dynamic development arena.</p> <p>The NGO has linkages with international NGOs, education institutions, government entities, research institutes, parastatals, civic institutions, and the private sector.</p> <p>The NGO has capacity to review its structures in response to organisational development needs.</p> <p>The NGO is aware of legislation affecting the NGO sector.</p> <p>The NGO contributes to the development of an enabling environment For the development of the NGO sector.</p>
Financial sustainability	<p>The NGO has limited capacity to access funding and does not recognise the need to diversify its resource base.</p> <p>The NGO has limited capacity to develop project funding proposals or respond to tenders.</p> <p>The NGO has not developed contacts or relationships with the local resource base.</p>	<p>The NGO has begun to understand the need to develop alternative resources but has no concrete direction or plan.</p> <p>The NGO has no relations with local government or private business sector organisations.</p> <p>The NGO is able to develop project funding proposals but does not have ready access to the funder community.</p> <p>The NGO does not have skills required to tender.</p>	<p>The NGO has begun to explore alternative resources through developing relationships with government and the private business sector.</p> <p>The NGO has secured alternative resources such as in kind and commodities donations and membership fees.</p> <p>The NGO has begun to diversify its funding base and to develop cost-recovery mechanisms and programmes.</p> <p>The NGO has tendered for contracts but has won very few bids.</p>	<p>The NGO has the ability to access diversified resources to contribute to its activities.</p> <p>The NGO has, where appropriate, fee-for-service and/or other cost recovery mechanisms built into service delivery.</p> <p>The NGO has a fund raising strategy and has the capacity to implement this strategy.</p> <p>Local fund raising opportunities have been identified.</p> <p>The NGO has capacity to develop proposals and respond to tenders and wins many bids.</p>

	Nascent organisations	Emerging organisations	Expanding organisations	Mature organisations
SUSTAINABILITY				
Resource base sustainability	<p>The NGO's operating funds come from only one source and are raised for one short-term project at a time.</p> <p>The NGO has little understanding of the need to eventually become self-supporting and has not yet attempted to identify local resources.</p> <p>The NGO's funding is insufficient to meet plans or to provide project services.</p>	<p>The NGO has funding to cover short-term project costs and overhead costs.</p> <p>The NGO can prepare a multi-year programme budget but is still dependent on a single funder.</p> <p>The NGO is beginning to become aware of local resource generation possibilities but has not yet identified or mobilised them.</p>	<p>The NGO has funds for short-term expenses but has also developed a medium-term funding plan and strategies.</p> <p>The NGO is not dependent either for overhead or for programme expenses on a single funder.</p> <p>The NGO is able to recover a percentage of core costs through locally generated resources membership dues, fee-for services, regular fund-raising, etc.).</p> <p>The NGO has identified and accesses local resources from government and the private sector.</p>	<p>The NGO has identified a local resource base.</p> <p>The NGO has implemented a resource diversification plan.</p> <p>The NGO has plans to access additional resources to finance existing activities.</p>

OCAT interviews

The OCAT assessment sheet should not be brought into an assessment interview – OCAT is not a questionnaire. Evaluators should become thoroughly familiar with the contents of the sheet before conducting the interview. Ranking should be completed only after the interview and after the interviewer has had the opportunity to discuss the proposed rating with other assessment team members. The suggested list of questions in this section may help to stimulate the discussion needed to gather the information for the assessment.

Because the objective of an OCAT interview is diagnostic, it is important that evaluators use either an open-ended, informal method, or the guided interview ‘Some questions you can ask an NGO’ on page 88. This allows respondents to speak freely without shaping their responses to what they think the interviewer might like to hear. The evaluator’s role is to listen and not to judge – the quality of the assessment is determined to a large extent by the interviewer’s ability to listen with an unbiased ear and attitude. The assessor’s role during an interview is to understand how the organisation views itself, not to make recommendations about how it could function more effectively or to debate the merits of its approach.

Unstructured informal discussions

In this type of interview, information is freely exchanged between the evaluator and the person being interviewed. There is a spontaneous generation of questions that flow from the conversation. This type of interview is responsive to individual differences and situational changes. Questions can be individualised to suit the context and the language of the interviewee. The evaluator is less likely to be perceived as an adversary since the interview will take on the air of a discussion among equals, not an interrogation by an outsider. This style may require more time to get the necessary information and it may take several conversations with different sets of persons to arrive at a comprehensive picture. The interviewer does not ask the question in the same way to each group. The amount of data is larger and more difficult to analyse as the responses from different groups may not be applicable to the same measure.

Guided or thematic interview

In this type of interview there is an instrument that consists of a list of topics or issues to be discussed and inquired into during the

course of the interview. The questions in the 'Some questions you can ask an NGO' guided interview on page 88 may be asked in random order to fit the flow of the discussion. This technique is focused in that the evaluator gathers the same information from the different persons interviewed. This approach is more systematic than the unstructured, informal discussion.

Avoiding bias in interviews

Interview questions can be framed in a number of ways to obtain the information needed. In constructing questions, take care not to frame them in a way that suggests a response, do not lead the person towards a certain type of answer. Using an open-ended question with no specified response provides more information about how the individual views the organisation and more options for clarifying those perceptions. Such questions permit those being interviewed to answer in their own language without restricting answers in any way. In contrast, close-ended questions tend to limit individual responses because a specific answer is required from the interviewer.

Interviewing tips

Regardless of the interview method or questioning format, interviewing involves asking questions, listening to and recording responses, and following up with additional appropriate questions. Some issues to consider in developing interviewing protocols and interviewing are as follows:

- Begin the interview with non-controversial questions.
- Start with questions that are straightforward and easy to answer.
- Follow with questions about interpretations, opinions, feelings about behaviours / action.
- Place knowledge questions in the context of programme activities and experiences – if this is not done, interviewees may feel like they are being tested.
- Ask background and demographic questions last – they can be boring.
- Have nothing with you except the materials needed for the interview.
- Establish rapport as quickly as possible with the interviewee.
- Explain your evaluation goals.
- Explain your role.
- Explain that information from the interview is confidential.
- If you want to tape the interview, ask for permission to do so.
- Think about the interview from your respondent's point of view.
- Make interviewees feel comfortable.

- Make the interview as pleasant as possible.
- Show interest in your interviewee – you are asking for help and information, you need to know what they know.
- Do not interview when you are becoming tired, frustrated and irritated. Avoid getting into a debate with the person.
- Allow the person time to think, then listen carefully to what they have to say.
- Be objective.
- Do not answer for the respondent.
- Do not rush onto the next question.
- Note concerns raised by the respondent.
- Use content-neutral problems to explore issues in-depth, for example, “Tell me more about that”. Keep the purpose of the interview in mind.
- End the interview by asking if there are any other relevant and important issues that were not covered in the interview or if there is anything that they want to ask you.
- Be sure to write the date, place, time, and respondent’s identity on the first page of your interview notes. Number the pages.
- Review your notes and make sure they are legible.
- Make sure that every question that should be answered has a response.
- Do not share previously collected data with the interviewee.

Guided interview: Some questions you can ask an NGO

Suggestions were made on page 66 for organising and implementing an organisational assessment using OCAT. Once the assessment team has been chosen, it selects items from the OCAT assessment sheet starting on page 98 which are appropriate for the NGO in question. It then has to collect the information for the assessment. Team interviewers should not carry the OCAT assessment sheet with them to the interviews, and they should not score the NGO during the interview sessions. This does not mean, however, that they must remember every item for which they would like to score the NGO. Instead, they might want to formulate questions designed to stimulate the kind of discussion which will provide the information. The sample questions below are provided for that purpose.

Careful consideration has been given to providing sample questions for every component of the OCAT. This does not mean, though, that every question must or should be asked by the interviewers. The interviewers may find that by asking one or two key questions relating to each OCAT component, sufficient discussion in the topic area will occur to make asking further questions in that area unnecessary.

Governance

Board

- Who constitutes the board or independent body overseeing the NGO?
- If there is no board or independent body, who oversees the management of the NGO?
- Are there members of the board or independent body who represent the diverse interests of the stakeholders?
- How does the board or independent body play a role in policy setting, planning, fundraising, conducting public relations, lobbying, overseeing the management and in monitoring the performance of the NGO?
- How does the board or independent body gather information about the needs and aspirations of the stakeholders and integrate this information into planning?
- Are there particular examples of instances where the board or independent body members have had to account to the NGO's stakeholders?
- Has the board undertaken advocacy activities on behalf of the stakeholders?

Mission/goals

- Which documents define the NGO's mission or goals?
- Are goals of the NGO achievable, given the economic, social, and political environment?
- Who defines the mission and goals of the NGO?
- To what extent do the implementation plans reflect the NGO's mission and goals?
- To what extent do the people in the organisation share the same understanding of the NGO's mission or goals?
- To what extent do the people in the organisation see it serving, in major ways, purposes that are different from those stated?

Legal status

- Does the organisation have legal status as a registered NGO?

Stakeholders

- What evidence is there that the NGO reflects the needs of the community that it serves?
- Does the NGO undertake periodic surveys of its community to determine if they are satisfied with activities or services?
- When does the NGO call upon stakeholders for advice in implementing current or future activities?

- What is the relationship between the NGO and its stakeholders?

Leadership

- What person or group constitutes top management?
- What understanding does top management have of its role and responsibilities?
- Has management ever articulated the need for training in particular skills and knowledge necessary for the performance of its duties and responsibilities?
- How does top management involve staff in setting direction for the NGO and determining policies and procedures?

Management practices

Organisational structure

- Does the NGO have an organisational chart or documentation that describes roles, functions and responsibilities of all individuals?
- When last were the NGO's management policies reviewed/ updated?

Planning

- Who in the NGO is responsible for writing short and long-term work and implementation plans?
- Who is involved in the planning of events and the making of decisions?
- Are activities planned and decisions made in alignment with the strategies that have been identified for achieving the mission of the organisation?
- What are the procedures for recruiting and employing NGO employees?

Personnel

- See Human Resources on page 91 and 92.

Programme development

- Are the NGO board or governing body and staff familiar with project documents?
- How often are needs assessments conducted?
- Who is responsible for programme development?

Administrative procedures

- What are the procedures for recording, filing, purchasing and intra-office communications?

- Are there some obviously unhelpful systems, policies or procedures?
- How often are administrative manuals reviewed and updated?
- Are there systems and procedures that deal with staffing issues?

Risk management

- Do external audit reports include a review of management practices?
- Are recommendations on management practices implemented?
- Has the NGO taken any steps to protect itself against staff abuse of resources?

Information systems

- Who is responsible for the NGO's monitoring, evaluation and reporting activities and what is/are the responsibilities of the person/s?
- How is the collection, analysis and dissemination of information organised in the NGO?
- How does the NGO use the information generated by the monitoring, evaluation and reporting system?

Programme reporting

- How does the NGO design, plan, and evaluate its programme activities?
- How does the NGO report on programme activities?

Human resources

Human resources development

- How long ago was the human resources development plan reviewed and updated?
- Have there been instances where staff members lacked sufficient skills to carry out programme implementation?
- How often is a staff member appraised?
- Who has participated in in-country or foreign skills enhancement training over the past year?
- How does the human resources development plan reflect equality as defined in the South African Constitution?

Human resources management

- Who is responsible for documenting and reviewing job descriptions?

- Are the tasks allocated according to the skills of the staff in the organisation?
- Have there been instances of conflict or grievances between or among staff over the past few years and, if so, how were they handled?
- What policies exist for determining recruitment, salaries and benefits?
- What incentives or rewards are offered by the organisation?
- Are salaries and benefits comparable with other NGOs?
- What is the role of staff in budget development?

Work organisation

- How often are staff meetings held?
- Are agendas for meetings distributed to staff members in advance and are minutes for each meeting available?
- Over the past year, has the NGO organised teams of staff members for the purpose of addressing any special issues or problems?

Diversity issues

- In what ways is the diversity of the NGO's community reflected in the composition of the staff?

Financial resources

Accounting

- Are there basic procedures in place for the recording and reporting of financial information?
- Is there a policy manual or documented guidelines that cover accounting procedures, a standard chart of accounts, approval authority for financial transactions, and guidelines for controlling expenditures?
- What mechanisms are in place to ensure separation of project funds?

Budgeting

- How often does the NGO conduct a budgeting process and does it coincide with the preparation of the annual operating plan?
- What system is in place to ensure that the NGO has the necessary cash to meet its needs in a timely manner?
- Does the fiscal committee of the board review the financial reports?
- Are there controls in place to prevent expenditure of funds in excess of approved, budgeted amounts?

Stock control audits

- Are there adequate requisitioning, purchasing, and stock control procedures in place?
- Are the pay, petty cash, transport, and procurement needs of the NGO and of the members, if appropriate, met as required?
- How often are internal and external financial audits conducted?

Financial reporting

- What type of financial reports does the NGO prepare for funders?
- How frequently are financial reports produced for funders?
- Have funders ever complained about either the insufficiency or tardiness of financial reports?
- When was the last independent audit or external financial review of the NGO and what was the outcome?
- How well is the organisation performing in terms of financial analysis/cost effectiveness?

Diversification of income base

- What is the NGO's funding source?
- Does the NGO have cost recovery / income generation plans?
- What is the NGO's future funding strategy?

Service delivery

Sectoral expertise

- For what areas of expertise is the NGO particularly well known?
- What requests have been submitted to the NGO for the expansion or extension of the programmes to new target areas?
- Has the NGO changed areas of focus over the past years?

Stakeholder ownership

- How do participants in NGO projects contribute to the design, management and evaluation of their projects?
- To what extent do mutually developed plans exist for the community to assume management responsibility for service delivery?

Assessment

- Does the NGO have mechanisms for integrating results of programme evaluations into its planning process and for adapting and changing programme direction and approach in response to information received?

- What types of indicators are identified to measure achievements of results and how is base line data collected?
- How does the organisation use information generated out of monitoring and evaluation activities?

Marketing and awareness building

- Does the NGO have a marketing strategy?
- How does the NGO raise awareness of its activities among its stakeholders?

External relations

Stakeholder relations

- What is the state of the relationships between the NGO and its different stakeholders?
- Is the NGO situated in reasonably close proximity to the community it serves?

Inter-NGO collaboration

- How does the NGO collaborate with other NGOs?
- Does the NGO establish national or international linkages with other NGOs?
- Has the NGO recently developed any coalitions with other NGOs?
- Does the NGO engage in advocacy activities?

Government collaboration

- How does the NGO participate in government planning processes and structures?
- What is the state of its relationships with relevant sections of the government?

Funder collaboration

- What is the state of relationships between the NGO and its funders?
- Has the NGO participated in policy making dialogues with funders over the past year?

Public relations

- To what extent is the NGO well known to the general public?
- Has the NGO undertaken specific public relations activities over the past year?
- What type of information does the NGO publish and disseminate to the general public?

Local resources

- What, if any, relationship does the NGO have with the private sector?
- How does the NGO promote collaborative efforts with other sectors of the community, both private and public?

Media

- What use does the NGO make of mass media resources to disseminate information about itself and its achievements?

Sustainability

Programme/benefit sustainability

- How can the NGO demonstrate that the community it serves are active participants in programmes and activities?
- Are there examples of NGO programmes for which management responsibility was eventually assumed by communities?
- What are the NGO's programme phase-out procedures?
- Do the phase-out procedures include skills transfer?

Organisational sustainability

- How is the NGO's vision similar or different from other NGOs working in the same sector?
- Of which, if any, coalitions is the NGO a member?
- Are any of the current programmes conducted in partnership with international NGOs, universities, research institutes or other groups?
- What organisational development needs does the NGO have?

Financial sustainability

- What percentage of programme costs is the NGO recovering from the community?
- Does the NGO have a fee-for-services cost structure?

Resource base sustainability

- What are the existing sources of the organisation's financial resources?
- Is there a longer-term business/funding/resource development plan for the needed financial resources?
- What awareness does top management show of the sources and mechanisms available for securing funding?
- Is there a realisable plan for long-term support of the programmes?
- What strategies does the NGO have to diversify its funding base?

3.3 Processing and analysing the data

Using the OCAT assessment sheet

Having identified the areas for organisational capacity assessment and collected the necessary information through interviews, the data must be recorded in a structured way. The OCAT assessment sheet provides a means of recording the results of an organisational assessment.

The sheet is designed to be practical. It is structured around the seven *components* for organisational effectiveness (A–G). Each component is then broken down into *categories* (numbered in sequence) and each category contains a series of *elements* (lettered alphabetically, a, b, c,...). Each element has a rating box next to it. Assessment team members darken the circle of the agreed-upon rating. A rating

of 0 next to an element indicates that the issue was not applicable, or insufficient information was obtained in order to provide an accurate ranking.

It is recommended the assessment sheet be photocopied directly from this book and used as the basis of the assessment. The sheet may be modified in terms of content, but its basic structure should not be changed. For example, the assessment team may decide to eliminate certain categories from an assessment because they do not apply to the organisation. If this is done categories *should not* be renumbered. If new categories are added, they should be placed at the end of the component's categories and numbered in sequence. This is to avoid any confusion when the time comes to transfer assessment sheet data to the OCAT rating sheet, discussed later in this handbook.

South African NGO Organisational Capacity Assessment Tool Assessment Sheet	
Name of NGO:	
Date of assessment:	
Conducted by:	
Rating scale	
①	Not applicable or sufficient information is not available to assess element
①	Needs urgent attention
②	Needs major improvement
③	Needs improvement on a wide scale
④	Needs improvement in limited aspects
⑤	Acceptable, room for some improvement
⑥	Acceptable, needs maintaining

A. GOVERNANCE	
1. Board	
a. Board provides overall policy direction and oversight	① ② ③ ④ ⑤ ⑥
b. Board provides accountability and credibility	① ② ③ ④ ⑤ ⑥
c. Board is capable of carrying out key roles such as policy formulation, fund raising, public relations, financial oversight and lobbying	① ② ③ ④ ⑤ ⑥
d. Board is composed of committed members who represent the varied interests of the stakeholders	① ② ③ ④ ⑤ ⑥
e. Mechanisms are in place for obtaining appropriate input from stakeholders	① ② ③ ④ ⑤ ⑥
f. Board executes its role of advocate for the community	① ② ③ ④ ⑤ ⑥
2. Mission/goals	
a. NGO has clearly articulated mission/goals	① ② ③ ④ ⑤ ⑥
b. NGO' s mission is understood by all the stakeholders	① ② ③ ④ ⑤ ⑥
c. Strategies are aligned with mission	① ② ③ ④ ⑤ ⑥
d. Strategies take the form of clear objective statements as to how they can be achieved	① ② ③ ④ ⑤ ⑥
e. Implementation plans are jointly developed by senior management, staff and other appropriate stakeholders	① ② ③ ④ ⑤ ⑥
3. Legal status	
a. NGO is registered according to relevant legislation	① ② ③ ④ ⑤ ⑥
b. NGO benefits from the best financial and legal status permissible under South African law	① ② ③ ④ ⑤ ⑥
4. Stakeholders	
a. NGO is able to identify key stakeholders	① ② ③ ④ ⑤ ⑥
b. There is recognition of the stakeholders as partners	① ② ③ ④ ⑤ ⑥
c. Results of stakeholder needs assessments are integrated into the planning process	① ② ③ ④ ⑤ ⑥
d. Stakeholders are involved in the review of NGO' s mission and strategies	① ② ③ ④ ⑤ ⑥
5. Leadership	
a. Board and senior management have a clear understanding of their respective roles and responsibilities as providers of overall direction	① ② ③ ④ ⑤ ⑥
b. Leadership style of senior management is participatory	① ② ③ ④ ⑤ ⑥
c. Senior management is accountable to key stakeholders	① ② ③ ④ ⑤ ⑥
d. Leadership is accessible to all stakeholders	① ② ③ ④ ⑤ ⑥

B. MANAGEMENT PRACTICES	
1. Organisational structure and culture	
a. NGO has an organisational structure with clearly defined lines of authority and responsibility	① ② ③ ④ ⑤ ⑥
b. Management policies are in place to ensure regular audits of organisational development	① ② ③ ④ ⑤ ⑥
c. Management policies reflect equality as defined in the South African Constitution	① ② ③ ④ ⑤ ⑥
d. Systems are in place for regular measure of congruence between stated mission and operating culture	① ② ③ ④ ⑤ ⑥
e. Systems are in place to ensure appropriate involvement of all levels of staff in decision making	① ② ③ ④ ⑤ ⑥
f. NGO has policies and procedures in place to ensure mutual accountability to key stakeholders	① ② ③ ④ ⑤ ⑥
2. Planning	
a. Inputs from appropriate stakeholders are taken into account during planning	① ② ③ ④ ⑤ ⑥
b. Implementation plans reflect a strategic plan	① ② ③ ④ ⑤ ⑥
c. Implementation plans are updated	① ② ③ ④ ⑤ ⑥
d. Resources are planned for and allocated properly	① ② ③ ④ ⑤ ⑥
e. Flexibility exists to adjust plans as a result of the monitoring process	① ② ③ ④ ⑤ ⑥
3. Personnel	
a. Selection criteria for staff are in place	① ② ③ ④ ⑤ ⑥
b. Recruitment process is clearly defined	① ② ③ ④ ⑤ ⑥
c. Recruitment processes are transparent and competitive	① ② ③ ④ ⑤ ⑥
d. Job descriptions are clearly defined	① ② ③ ④ ⑤ ⑥
e. Staff is deployed according to job descriptions	① ② ③ ④ ⑤ ⑥
f. Management encourages mutual respect among staff	① ② ③ ④ ⑤ ⑥
g. Recourse procedures for staff exist	① ② ③ ④ ⑤ ⑥
4. Programme development	
a. Stakeholders and staff are involved in programme design, implementation, monitoring and evaluation	① ② ③ ④ ⑤ ⑥
b. Programme design incorporates monitoring, evaluation and reporting activities	① ② ③ ④ ⑤ ⑥
c. Programme modifications reflect use of monitoring, evaluation and reporting findings	① ② ③ ④ ⑤ ⑥

B. MANAGEMENT PRACTICES	
5. Administrative procedures	
a. Administrative procedures and manual exist	① ② ③ ④ ⑤ ⑥
b. Administrative procedures are adhered to	① ② ③ ④ ⑤ ⑥
c. Procedures and operating manuals are updated	① ② ③ ④ ⑤ ⑥
6. Risk management	
a. Systems are in place to minimise organisational abuses	① ② ③ ④ ⑤ ⑥
b. Regular audit of inventory is conducted	① ② ③ ④ ⑤ ⑥
c. Annual external audit reports include a review of management practices	① ② ③ ④ ⑤ ⑥
d. Recommendations on management practices in annual external audit reports are implemented	① ② ③ ④ ⑤ ⑥
7. Information systems	
a. Systems exist to collect, analyse and report data and information	① ② ③ ④ ⑤ ⑥
b. Trained personnel are in place to manage information systems	① ② ③ ④ ⑤ ⑥
c. Systems are used to process, disseminate and solicit feedback of information	① ② ③ ④ ⑤ ⑥
8. Programme reporting	
a. NGO has the ability to produce appropriate reports	① ② ③ ④ ⑤ ⑥
b. NGO regularly prepares activity reports	① ② ③ ④ ⑤ ⑥
c. NGO regularly prepares evaluation reports	① ② ③ ④ ⑤ ⑥
d. NGO publishes and disseminates information on its operations	① ② ③ ④ ⑤ ⑥
e. Report formats are flexible, varied and respond to stakeholder information requirements	① ② ③ ④ ⑤ ⑥
C. HUMAN RESOURCES	
1. Human resources development	
a. Human resources development planning is in place	① ② ③ ④ ⑤ ⑥
b. Staff training is based on capacity, needs and strategic objectives	① ② ③ ④ ⑤ ⑥
c. Opportunities exist to integrate skills acquired in training into the work environment	① ② ③ ④ ⑤ ⑥
d. Job appraisals are performance based and equitable	① ② ③ ④ ⑤ ⑥
e. Job promotions are performance based and equitable	① ② ③ ④ ⑤ ⑥
f. Personnel policies reflect equality as defined in the South African Constitution	① ② ③ ④ ⑤ ⑥

C. HUMAN RESOURCES	
2. Human resources management	
a. Job descriptions are documented and updated	① ② ③ ④ ⑤ ⑥
b. Job descriptions are respected	① ② ③ ④ ⑤ ⑥
c. Clearly established links exist between staff capacity and the NGO mission	① ② ③ ④ ⑤ ⑥
d. Salaries are clearly structured and competitive	① ② ③ ④ ⑤ ⑥
e. Benefits policy is documented and implemented	① ② ③ ④ ⑤ ⑥
f. NGO conforms to standard tax and labour regulations and requirements	① ② ③ ④ ⑤ ⑥
g. Supervision occurs on a regular basis	① ② ③ ④ ⑤ ⑥
h. Grievance and conflict resolution procedures are used when necessary	① ② ③ ④ ⑤ ⑥
i. Health and safety policy is in place	① ② ③ ④ ⑤ ⑥
3. Work organisation	
a. Staff meetings are held regularly	① ② ③ ④ ⑤ ⑥
b. Staff participates in management decisions	① ② ③ ④ ⑤ ⑥
c. Team work is encouraged	① ② ③ ④ ⑤ ⑥
d. Information is shared freely among all staff members	① ② ③ ④ ⑤ ⑥
e. Staff are encouraged to take initiative and be self-motivated	① ② ③ ④ ⑤ ⑥
4. Diversity	
a. Diversity of the community is reflected in the composition of the board and staff	① ② ③ ④ ⑤ ⑥
D. FINANCIAL RESOURCES	
1. Accounting	
a. Financial procedures and reporting systems are in place	① ② ③ ④ ⑤ ⑥
b. Account categories exist for separating project funds	① ② ③ ④ ⑤ ⑥
2. Budgeting	
a. Budgeting process is integrated into annual implementation plans	① ② ③ ④ ⑤ ⑥
b. Financial unit responsible for the preparation, management and implementation of the annual budget exists	① ② ③ ④ ⑤ ⑥
c. Annual financial projections are made	① ② ③ ④ ⑤ ⑥
d. Annual budget is implemented	① ② ③ ④ ⑤ ⑥
e. Budget is controlled on an ongoing basis	① ② ③ ④ ⑤ ⑥

D. FINANCIAL RESOURCES	
3. Stock control	
a. Stock control systems exist	① ② ③ ④ ⑤ ⑥
b. Stock controls are followed	① ② ③ ④ ⑤ ⑥
c. Procurement systems are in place	① ② ③ ④ ⑤ ⑥
d. Procurement systems are being used	① ② ③ ④ ⑤ ⑥
e. Internal audits are conducted on a regular basis	① ② ③ ④ ⑤ ⑥
f. External audits are conducted on a regular basis	① ② ③ ④ ⑤ ⑥
g. Expenses by sector are controlled	① ② ③ ④ ⑤ ⑥
4. Financial reporting	
a. Annual financial report is prepared by a registered firm of auditors	① ② ③ ④ ⑤ ⑥
b. Report includes a balance sheet	① ② ③ ④ ⑤ ⑥
c. Report includes attachments	① ② ③ ④ ⑤ ⑥
d. Report is reviewed by the fiscal committee of the board	① ② ③ ④ ⑤ ⑥
e. Report is used for planning and review purposes	① ② ③ ④ ⑤ ⑥
f. Annual financial report is published and disseminated	① ② ③ ④ ⑤ ⑥
5. Diversification of income base	
a. NGO has multiple funders	① ② ③ ④ ⑤ ⑥
b. A cost recovery/income generation plan is in place	① ② ③ ④ ⑤ ⑥
c. NGO has the ability to tender for contracts	① ② ③ ④ ⑤ ⑥
d. NGO has a strategy to diversify funding sources	① ② ③ ④ ⑤ ⑥
E. SERVICE DELIVERY	
1. Sectoral expertise	
a. Relevant sectoral expertise exists within the organisation	① ② ③ ④ ⑤ ⑥
b. Expertise is recognised by the full range of stakeholders	① ② ③ ④ ⑤ ⑥
c. NGO is capable of adapting programme and service delivery to changing needs of stakeholders	① ② ③ ④ ⑤ ⑥
2. Stakeholder commitment/ownership	
a. Programme priorities are based on actual need	① ② ③ ④ ⑤ ⑥
b. Programme priorities and services are defined in collaboration with stakeholders	① ② ③ ④ ⑤ ⑥
c. Programmes are efficient, adequate, cost effective, timely	① ② ③ ④ ⑤ ⑥

E. SERVICE DELIVERY	
3. Assessment	
a. Collaborative development of indicators	① ② ③ ④ ⑤ ⑥
b. Indicators have been identified for each programme objective	① ② ③ ④ ⑤ ⑥
c. Baseline and impact data are analysed regularly	① ② ③ ④ ⑤ ⑥
d. Results of impact evaluations are used to make adjustments to the programme	① ② ③ ④ ⑤ ⑥
e. Results are disseminated as appropriate/relevant	① ② ③ ④ ⑤ ⑥
4. Marketing and awareness building	
a. Programmes are actively marketed to stakeholders	① ② ③ ④ ⑤ ⑥
b. Organisation actively educates and builds awareness among stakeholders	① ② ③ ④ ⑤ ⑥
F. EXTERNAL RELATIONS	
1. Stakeholder relations	
a. NGO is seen as credible by stakeholders	① ② ③ ④ ⑤ ⑥
b. NGO is seen as a valuable resource by stakeholders	① ② ③ ④ ⑤ ⑥
c. NGO-stakeholder relationship is one of partnership for a common purpose	① ② ③ ④ ⑤ ⑥
2. Inter-NGO collaboration	
a. NGO networks and shares resources with national and international NGOs	① ② ③ ④ ⑤ ⑥
b. NGO plays a role in promoting coalitions/networks	① ② ③ ④ ⑤ ⑥
c. NGO participates in advocacy activities	① ② ③ ④ ⑤ ⑥
3. Government collaboration	
a. NGO has contacts with decision makers	① ② ③ ④ ⑤ ⑥
b. NGO is able to engage policy makers in dialogue	① ② ③ ④ ⑤ ⑥
c. Exchange of resources occurs between NGO and government	① ② ③ ④ ⑤ ⑥
d. NGO activities and recommendations are integrated into government's development plans	① ② ③ ④ ⑤ ⑥
4. Funder collaboration	
a. NGO has diversified contacts within the funding community	① ② ③ ④ ⑤ ⑥
b. NGO is seen as credible by funders	① ② ③ ④ ⑤ ⑥
c. NGO is seen as a valuable resource by funders	① ② ③ ④ ⑤ ⑥
d. NGO has opportunity to engage in open and frank dialogue with funders	① ② ③ ④ ⑤ ⑥

F. EXTERNAL RELATIONS	
5. Public relations	
a. NGO engages in public relations	① ② ③ ④ ⑤ ⑥
b. NGO's objectives and goals are understood by stakeholders	① ② ③ ④ ⑤ ⑥
c. NGO has a positive image among stakeholders	① ② ③ ④ ⑤ ⑥
d. Information is disseminated on the NGO's activities	① ② ③ ④ ⑤ ⑥
6. Local resources	
a. NGO has relations with the private sector for technical expertise, material and/or human resources	① ② ③ ④ ⑤ ⑥
b. NGO participates in community partnerships	① ② ③ ④ ⑤ ⑥
c. Structures are in place to facilitate working relations between NGO and civil society	① ② ③ ④ ⑤ ⑥
7. Media	
a. NGO has a strategy to work with the media	① ② ③ ④ ⑤ ⑥
b. NGO has attracted positive media attention	① ② ③ ④ ⑤ ⑥
c. Media consults the NGO on relevant issues	① ② ③ ④ ⑤ ⑥
G. SUSTAINABILITY	
1. Programme/benefit sustainability	
a. Programmes are supported by those being served	① ② ③ ④ ⑤ ⑥
b. Sense of ownership of benefits by the community	① ② ③ ④ ⑤ ⑥
c. Programme activities can continue due to changes in community	① ② ③ ④ ⑤ ⑥
d. NGO has developed systems for continuation of its programme in the medium and long-term	① ② ③ ④ ⑤ ⑥
e. NGO has developed programmatic phasing-out strategies	① ② ③ ④ ⑤ ⑥
f. NGO ensures that local level skills transfer takes place	① ② ③ ④ ⑤ ⑥
2. Organisational sustainability	
a. NGO has a shared vision of its role in society	① ② ③ ④ ⑤ ⑥
b. NGO is a member of key NGO networks	① ② ③ ④ ⑤ ⑥
c. NGO shares information in a proactive manner	① ② ③ ④ ⑤ ⑥
d. NGO is a participant in a dynamic development arena	① ② ③ ④ ⑤ ⑥
e. NGO has linkages with international NGOs, education institutions, government entities, research institutes, parastatals, civic institutions and the private sector	① ② ③ ④ ⑤ ⑥
f. NGO has capacity to review structures in response to organisational development needs	① ② ③ ④ ⑤ ⑥
g. NGO is aware of legislation affecting the NGO sector	① ② ③ ④ ⑤ ⑥
h. NGO influences NGO-enabling environment	① ② ③ ④ ⑤ ⑥

G. SUSTAINABILITY	
3. Financial sustainability	
a. NGO has the ability to access diversified resources to contribute to its activities	① ① ② ③ ④ ⑤ ⑥
b. NGO has a fee for services and/or other cost recovery mechanisms built into service delivery where appropriate	① ① ② ③ ④ ⑤ ⑥
c. NGO has a fund raising strategy	① ① ② ③ ④ ⑤ ⑥
d. NGO has capacity to implement the fund raising strategy	① ① ② ③ ④ ⑤ ⑥
e. Local fund raising opportunities have been identified	① ① ② ③ ④ ⑤ ⑥
f. NGO has capacity to develop proposals and respond to tenders	① ① ② ③ ④ ⑤ ⑥
4. Resource base sustainability	
a. Local resource base has been identified	① ① ② ③ ④ ⑤ ⑥
b. Resource diversification plan is in action	① ① ② ③ ④ ⑤ ⑥
c. Plans to access additional resources to finance activities exist	① ① ② ③ ④ ⑤ ⑥

Using the OCAT rating sheet

The OCAT rating sheet facilitates processing the results of a single organisational capacity assessment, or tracking the results of up to four different assessments for the same NGO. Once the assessment sheet has been completed, the individual element ratings are transferred to the rating sheet for calculation by the 'rolling up' method.

All elements under a category are added up and the average is worked out to the nearest single decimal place. If one or more elements for a particular category have not been rated, then they are not included in the calculation. This also applies to calculating the average for a component. Categories for which there is no average must not be included in calculating the rating for the component.

Calculating averages for categories and components

For categories:	Add the rating score of all elements under each category and divide by the number of elements that have actually been rated. Do not include elements that have not been rated. Write the result to one decimal place in the category box.
For components:	Add the rating scores of all categories under each component and divide by the number of categories that have been rated. Do not include categories for which there is no rating. Write the result to one decimal place in the component box.

Rolling up

'Rolling up' is an important part of scoring an OCAT assessment. Ratings for individual categories are derived from the elements within that category; and ratings for individual components are derived from the ratings from the categories within that component.

The rolling up method has several advantages:

1. It allows the assessment team, and/or the NGO itself, to observe and almost immediately identify, especially at the component level, where the strengths and weaknesses in the organisation's capacity lie. If, for example, the results of an assessment indicate that an NGO's capacity appears to be particularly weak in the financial resources component, each category falling under this component can be examined to further pinpoint a specific area of weakness.
2. It allows individual elements to be studied further to get to the source of the weakness, so that corrective measures can be taken to improve the NGO's capacity in that area.
3. It allows for a comparison of an NGO to itself over time as separate assessments are carried out. Another advantage is

that the method can provide substantiated evidence, particularly important to the funding community, that the interventions chosen to correct a particular weakness may have had a positive impact on the NGO if, over time and with subsequent assessments, ratings at the category level increase. The OCAT rating sheet should be photocopied and the element ratings from the assessment sheet transferred onto it.

Example:

	1st assessment	2nd assessment
A. GOVERNANCE	3.1 (average of all individual governance category scores in this example – board, mission/goals, legal status)	
1. Board	3.4	
a. Board provides overall policy...	4	
b. Board provides accountability and...	4	
c. Board is capable of carrying out key roles...	3	
d. Board is composed of committed members...	3	
e. Mechanisms are in place for obtaining...	3	
f. Board executes its role of advocate...	(not included, therefore board elements total is divided by 5, not 6)	
2. Mission/goals	3.4	
a. NGO has clearly articulated mission...	5	
b. NGO' s mission is understood by all the...	3	
c. Strategies are aligned with mission, ...	3	
d. Strategies take the form of clear...	3	
e. Implementation plans are jointly...	3	
3. Legal status	2.5	
a. NGO is registered according to...	2	
b. NGO benefits from the financial and...	3	

Pact	
Organisational Capacity Assessment Tool: Rating Sheet	
Name of NGO:	
Date of 1st assessment:	Conducted by:
Date of 2nd assessment	Conducted by:

	1st assessment	2nd assessment
A. GOVERNANCE		
1. Board		
a. Board provides overall policy direction and...		
b. Board provides accountability and credibility.		
c. Board is capable of carrying out key roles...		
d. Board is composed of committed...		
e. Mechanisms are in place for obtaining...		
f. Board executes its role of advocate...		
2. Mission/goals		
a. NGO has clearly articulated mission...		
b. NGO' s mission is understood by all the...		
c. Strategies are aligned with mission, ...		
d. Strategies take the form of clear...		
e. Implementation plans are jointly...		
3. Legal status		
a. NGO is registered according to...		
b. NGO benefits from the financial and...		
4. Stakeholders		
a. NGO is able to identify key...		
b. There is recognition of the stakeholders...		
c. Results of stakeholder needs...		
d. Stakeholders are involved in the review of ...		
5. Leadership		
a. Board and senior management have...		
b. Leadership style of senior management...		
c. Senior management is accountable...		
d. Leadership is accessible to all...		

	1st assessment	2nd assessment
B. MANAGEMENT PRACTICES		
1. Organisational structure and culture		
a. NGO has an organisational structure...		
b. Management policies are in place to ensure...		
c. Management policies reflect equality...		
d. Systems are in place for regular measure...		
e. Systems are in place to ensure appropriate...		
f. NGO has policies and procedures in...		
2. Planning		
a. Inputs from appropriate stakeholders...		
b. Implementation plans reflect a strategic...		
c. Implementation plans are updated.		
d. Resources are planned for and allocated...		
e. Flexibility exists to adjust plans as a...		
3. Personnel		
a. Selection criteria for staff are in place.		
b. Recruitment process is clearly defined.		
c. Recruitment processes are transparent...		
d. Job descriptions are clearly defined.		
e. Staff is deployed according to job...		
f. Management encourages mutual...		
g. Recourse procedures for staff exist.		
4. Programme development		
a. Stakeholders and staff are involved...		
b. Programme design incorporates...		
c. Programme modifications reflect use...		
5. Administrative procedures		
a. Administrative procedures and...		
b. Administrative procedures are...		
c. Procedures and operating manuals...		

	1st assessment	2nd assessment
B. MANAGEMENT PRACTICES		
6. Risk management		
a. Systems are in place to minimise...		
b. Regular audit of inventory is conducted.		
c. Annual external audit report includes a...		
d. Recommendations on management...		
7. Information systems		
a. Systems exist to collect, analyse and...		
b. Trained personnel are in place to manage...		
c. Systems are used to process, disseminate...		
8. Programme reporting		
a. NGO has the ability to produce...		
b. NGO regularly prepares activity...		
c. NGO regularly prepares evaluation...		
d. NGO publishes and disseminates...		
e. Report formats are flexible, varied...		
C. HUMAN RESOURCES		
1. Human resources development		
a. Human resources development...		
b. Staff training is based on capacity...		
c. Opportunities exist to integrate...		
d. Job appraisals are performance based...		
e. Job promotions are performance based...		
f. Personnel policies reflect equality as...		
2. Human resources management		
a. Job descriptions are documented...		
b. Job descriptions are respected.		
c. Clearly established links exist...		
d. Salaries are clearly structured and...		
e. Benefits policy is documented and...		
f. NGO conforms to standard tax and...		
g. Supervision occurs on a regular basis.		
h. Grievance and conflict resolution...		
i. Health and safety policy is in place.		

	1st assessment	2nd assessment
C. HUMAN RESOURCES		
3. Work organisation		
a. Staff meetings are held regularly...		
b. Staff participates in management...		
c. Team work is encouraged.		
d. Information is shared freely among...		
e. Staff are encouraged to take initiative...		
4. Diversity		
a. Diversity of the community is reflected...		
D. FINANCIAL RESOURCES		
1. Accounting		
a. Financial procedures and reporting...		
b. Account categories exist for...		
2. Budgeting		
a. Budgeting process is integrated into...		
b. Financial unit responsible for the...		
c. Annual financial projections are...		
d. Annual budget is implemented.		
e. Budget is controlled on an ongoing...		
3. Stock control		
a. Stock control systems exist.		
b. Stock controls are followed.		
c. Procurement systems are in place.		
d. Procurement systems are being used.		
e. Internal audits are conducted on a regular...		
f. External audits are conducted on a regular...		
g. Expenses by sector are controlled.		
4. Financial reporting		
a. Annual financial report is prepared by a...		
b. Report includes a balance sheet.		
c. Report includes attachments.		
d. Report is reviewed by the fiscal...		
e. Report is used for planning and review...		
f. Annual financial report is published and...		

	1st assessment	2nd assessment
D. FINANCIAL RESOURCES		
5. Diversification of income base		
a. NGO has multiple funders.		
b. A cost recovery/income generation plan...		
c. NGO has the ability to tender for contracts.		
d. NGO has a strategy to diversify funding...		
E. SERVICE DELIVERY		
1. Sectoral expertise		
a. Relevant sectoral expertise exists...		
b. Expertise is recognised by the full range...		
c. NGO is capable of adapting programme...		
2. Stakeholder commitment/ownership		
a. Programme priorities are based on...		
b. Programme priorities and services are...		
c. Programmes are efficient, adequate...		
3. Assessment		
a. Collaborative development of indicators.		
b. Indicators have been identified for each...		
c. Baseline and impact data are analysed...		
d. Results of impact evaluations are used to...		
e. Results are disseminated as appropriate...		
4. Marketing and awareness building		
a. Programmes are actively marketed to...		
b. Organisation actively educates and builds...		
F. EXTERNAL RELATIONS		
1. Stakeholder relations		
a. NGO is seen as credible by stakeholders.		
b. NGO is seen as a valuable resource by...		
c. NGO-stakeholder relationship is...		
2. Inter-NGO collaboration		
a. NGO networks and shares resources...		
b. NGO plays a role in promoting coalitions...		
c. NGO participates in advocacy activities.		

	1st assessment	2nd assessment
F. EXTERNAL RELATIONS		
3. Government collaboration		
a. NGO has contacts with decision makers.		
b. NGO is able to engage policy makers...		
c. Exchange of resources occurs between...		
d. NGO activities and recommendations are...		
4. Funder collaboration		
a. NGO has diversified contacts within...		
b. NGO is seen as credible by funders.		
c. NGO is seen as a valuable resource...		
d. NGO has opportunity to engage in open...		
5. Public relations		
a. NGO engages in public relations.		
b. NGO' s objectives and goals are understood...		
c. NGO has a positive image among...		
d. Information is disseminated on the NGO's..		
6. Local resources		
a. NGO has relations with the private sector...		
b. NGO participates in community...		
c. Structures are in place to facilitate working...		
7. Media		
a. NGO has a strategy to work with the media.		
b. NGO has attracted positive...		
c. Media consults the NGO on relevant issues.		
G. SUSTAINABILITY		
1. Programme/benefit sustainability		
a. Programmes are supported by those being...		
b. Sense of ownership of benefits by the...		
c. Programme activities can continue due...		
d. NGO has developed systems for...		
e. NGO has developed programmatic...		
f. NGO ensures that local level skills...		

	1st assessment	2nd assessment
G. SUSTAINABILITY		
2. Organisational sustainability		
a. NGO has a shared vision of its role...		
b. NGO is a member of key NGO...		
c. NGO shares information in a proactive...		
d. NGO is a participant in a dynamic...		
e. NGO has linkages with international...		
f. NGO has capacity to review structures...		
g. NGO is aware of legislation affecting...		
h. NGO influences NGO-enabling...		
3. Financial sustainability		
a. NGO has the ability to access diversified...		
b. NGO has a fee for services and/or other...		
c. NGO has a fund raising strategy.		
d. NGO has capacity to implement the...		
e. Local fund raising opportunities have...		
f. NGO has capacity to develop proposals...		
4. Resource base sustainability		
a. Local resource base has been identified.		
b. Resource diversification plan is in action.		
c. Plans to access additional resources to...		

3.4 Reporting

O CAT assessment results can be transformed into reports which can be used as diagnostic tools, baseline measurements, evaluation tools and educational tools, among others. Reports must be tailored to meet the information needs of all user groups in the reporting hierarchy. One option is to create text-based reports where, for example, the results of the OCAT are represented by scores for each element. Reports of this type provide a high level of detail, but they take longer to read and understand. Graphs can convey complex information in a way which is easy to understand, but they provide less detail. The most appropriate reporting method, or combination of methods, must be chosen for the specific group which will use the report.

The reporting format which is selected will obviously also be a function of the tools which are available. The examples presented in this section were created using a simple

spreadsheet application with graphics capabilities. However, appropriate text-based or graphic representations of the report data can be achieved with even the most basic tools.

As an example of reporting for different users, three reporting levels are suggested here: NGO-level reports, umbrella-level reports, and funder-level reports.

NGO-level reports

NGO level reports display the greatest detail in both text and graphic formats. This type of report allows the user to examine in detail the results of the organisational capacity assessment. Most NGOs would use these reports to identify strengths and diagnose problem areas for possible intervention.

Standardised Report Format for OCAT Results

The technical results of an OCAT assessment should be interpreted and narrated in standard, easy-to-read report formats. These should enable all the stakeholders and other users to understand the situation of the organisation and clarify subtleties which cannot be explained quantitatively. They should also provide enough information to be able to stand on their own. The Standardised Report Format for OCAT Results provides a clear and simple way to organise the report and to present the findings, conclusions and recommendations.

Outline

- Title Page
- Acronyms
- Executive summary
- Table of contents
- Annexures/ Appendices
- 1. Introduction and background
 - 1.1 Background
 - 1.2 Objectives
- 2. Methodology
 - 2.1 Framework
 - 2.2 Information gathering
 - 2.3 Information analysis
 - 2.4 Limitations/ constraints
- 3. Analysis of the findings
 - 3.1 Strengths and weaknesses

4. Conclusions and recommendations
 - 4.1 Conclusions
 - 4.2 Recommendations
5. Annexures/appendices

Title page

The report should be entitled *An assessment report on the status of the organisational capacity of ...*. The title page should include the names of the assessment team and the dates on which the assessment was carried out.

Acronyms

Acronyms used in the text should be spelled out here for easy reference.

Executive summary

The executive summary should be a brief presentation on what the NGO does, why the assessment was done, general findings, general conclusions and recommendations.

Table of contents

In the table of contents, the section headings should follow the numbering format suggested in these guidelines but this can be adapted where necessary.

Introduction and background

This section should include some background information on the NGO such as its history, the extent of its activities, an overview of its programmes, its geographic scope, the situation in which it operates, the objectives and the focus of its work. Issues to include are the context, the stakeholders, members and the community the NGO serves. The purpose and objectives of the evaluation should be presented and clarified.

Methodology

This section should include discussion of the following:

- 1) The general framework of the assessment
- 2) Techniques employed in information gathering
- 3) The participative methodology used
- 4) Tools used to collect and analyse the information
- 5) The composition of the assessment team
- 6) The range of stakeholders involved

- 7) The limitations or constraints in terms of information gathering, the tool or other constraints faced by the evaluation team.

Analysis of the findings

This section should include an interpretation of the results within the context of the NGO's activities. Weaknesses and strengths should be identified for each of the components and categories, following the OCAT Assessment Sheet format. Specific indicators may be elaborated in detail in an effort to clarify the problems and articulate areas of possible intervention. Identify components which may need further assessment.

Conclusions and recommendations

Conclusions sum up the findings of the assessment. They facilitate the formulation of general and specific recommendations to address short- and long-term organisational capacity strengthening. Recommendations could include suggestions for specific interventions such as technical assistance, mentoring, training, and identify areas where the organisation can manage its own change. Suggestions for how best to provide feedback to participants can be made here.


















Annexures/appendices







This section should include relevant documents, data, tables, assessment ranking, organisational structure, a glossary and other information the evaluators deem necessary. Each annexure/ appendix should be numbered and listed by title in the table of contents.







Organisational Capacity Assessment Tool Rating Report

The Rating Report graphically represents the results of an assessment with precise detail. It can be used by an NGO to very quickly see organisational capacity strengths and weaknesses and assist the organisation to plan corrective action. The example overleaf shows what a rating report would look like.

South African NGO Organisational Capacity Assessment Tool Rating Report	
Name of NGO:	
Date of assessment:	
Conducted by:	
Rating scale:	
Not applicable or sufficient information is not available to assess element	
Needs urgent attention	■
Needs major improvement	■ ■
Needs improvement on a wide scale	■ ■ ■
Needs improvement in limited aspects	■ ■ ■ ■
Acceptable, room for some improvement	■ ■ ■ ■ ■
Acceptable, needs maintaining	■ ■ ■ ■ ■ ■









A. GOVERNANCE	
1. Board	
a. Board provides overall policy direction and oversight	
b. Board provides accountability and credibility	
c. Board is capable of carrying out key roles such as policy formulation, fund raising, public relations, financial oversight and lobbying	
d. Board is composed of committed members who represent the varied interests of the stakeholders	
e. Mechanisms are in place for obtaining appropriate input from stakeholders	
f. Board executes its role of advocate for the community	
2. Mission/goals	
a. NGO has clearly articulated mission/goals	
b. NGO' s mission is understood by all the stakeholders	
c. Strategies are aligned with mission	
d. Strategies take the form of clear objective statements as to how they can be achieved	
e. Implementation plans are jointly developed by senior management, staff and other appropriate stakeholders	
3. Legal status	
a. NGO is registered according to relevant legislation	
b. NGO benefits from the financial and legal status permissible under South African law	
4. Stakeholders	
a. NGO is able to identify key stakeholders	
b. There is recognition of the stakeholders as partners	
c. Results of stakeholder needs assessments are integrated into the planning process	
d. Stakeholders are involved in the review of NGO's mission and strategies	
5. Leadership	
a. Board and senior management have a clear understanding of their respective roles and responsibilities as providers of overall direction	
b. Leadership style of senior management is participatory	
c. Senior management is accountable to key stakeholders	
d. Leadership is accessible to all stakeholders	

B. MANAGEMENT PRACTICES	
1. Organisational structure and culture	
a. NGO has an organisational structure with clearly defined lines of authority and responsibility	
b. Management policies are in place to ensure regular audits of organisational development	
c. Management policies reflect equality as defined in the South African Constitution	
d. Systems are in place for regular measure of congruence between stated mission and operating culture	
e. Systems are in place to ensure appropriate involvement of all levels of staff in decision making	
f. NGO has policies and procedures in place to ensure mutual accountability to key stakeholders	
2. Planning	
a. Inputs from appropriate stakeholders are taken into account during planning	
b. Implementation plans reflect a strategic plan	
c. Implementation plans are updated	
d. Resources are planned for and allocated properly	
e. Flexibility exists to adjust plans as a result of the monitoring process	
3. Personnel	
a. Selection criteria for staff are in place	
b. Recruitment process is clearly defined	
c. Recruitment processes are transparent and competitive	
d. Job descriptions are clearly defined	
e. Staff is deployed according to job descriptions	
f. Management encourages mutual respect among staff	
g. Recourse procedures for staff exist	
4. Programme development	
a. Stakeholders and staff are involved in programme design, implementation, monitoring and evaluation	
b. Programme design incorporates monitoring, evaluation and reporting activities	
c. Programme modifications reflect use of monitoring, evaluation and reporting findings	

B. MANAGEMENT PRACTICES	
5. Administrative procedures	
a. Administrative procedures and manual exist	
b. Administrative procedures are adhered to	
c. Procedures and operating manuals are updated	
6. Risk management	
a. Systems are in place to minimise organisational abuses	
b. Regular audit of inventory is conducted	
c. Annual external audit reports include a review of management practices	
d. Recommendations on management practices in annual external audit reports are implemented	
7. Information systems	
a. Systems exist to collect, analyse and report data and information	
b. Trained personnel are in place to manage information systems	
c. Systems are used to process, disseminate and solicit feedback of information	
8. Programme reporting	
a. NGO has the ability to produce appropriate reports	
b. NGO regularly prepares activity reports	
c. NGO regularly prepares evaluation reports	
d. NGO publishes and disseminates information on its operations	
e. Report formats are flexible, varied and respond to stakeholder information requirements	
C. HUMAN RESOURCES	
1. Human resources development	
a. Human resources development planning is in place	
b. Staff training is based on capacity, needs and strategic objectives	
c. Opportunities exist to integrate skills acquired in training into the work environment	
d. Job appraisals are performance-based and equitable	
e. Job promotions are performance-based and equitable	
f. Personnel policies reflect equality as defined in the South African Constitution	

C. HUMAN RESOURCES	
2. Human resources management	
a. Job descriptions are documented and updated	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. Job descriptions are respected	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
c. Clearly established links exist between staff capacity and the NGO's mission	
d. Salaries are clearly structured and competitive	
e. Benefits policy is documented and implemented	
f. NGO conforms to standard tax and labour regulations and requirements	
g. Supervision occurs on a regular basis	
h. Grievance and conflict resolution procedures are used when necessary	
i. Health and safety policy is in place	
3. Work organisation	
a. Staff meetings are held regularly	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. Staff participates in management decisions	<input type="checkbox"/> <input type="checkbox"/>
c. Team work is encouraged	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
d. Information is shared freely among all staff members	<input type="checkbox"/> <input type="checkbox"/>
e. Staff are encouraged to take initiative and be self-motivated	
4. Diversity	
a. Diversity of the community is reflected in the composition of the board and staff	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
D. FINANCIAL RESOURCES	
1. Accounting	
a. Financial procedures and reporting systems are in place	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. Account categories exist for separating project funds	
2. Budgeting	
a. Budgeting process is integrated into annual implementation plans	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. Financial unit responsible for the preparation, management and implementation of the annual budget exists	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
c. Annual financial projections are made	
d. Annual budget is implemented	
e. Budget is controlled on an ongoing basis	

D. FINANCIAL RESOURCES	
3. Stock control	
a. Stock control systems exist	
b. Stock controls are followed	
c. Procurement systems are in place	
d. Procurement systems are being used	
e. Internal audits are conducted on a regular basis	
f. External audits are conducted on a regular basis	
g. Expenses by sector are controlled	
4. Financial reporting	
a. Annual financial report is prepared by a registered firm of auditors	
b. Report includes a balance sheet	
c. Report includes attachments	
d. Report is reviewed by the fiscal committee of the board	
e. Report is used for planning and review purposes	
f. Annual financial report is published and disseminated	
5. Diversification of income base	
a. NGO has multiple funders	
b. A cost recovery/income generation plan is in place	
c. NGO has the ability to tender for contracts	
d. NGO has a strategy to diversify funding sources	
E. SERVICE DELIVERY	
1. Sectoral expertise	
a. Relevant sectoral expertise exists within the organisation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. Expertise is recognised by the full range of stakeholders	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
c. NGO is capable of adapting programme and service delivery to changing needs of stakeholders	
2. Stakeholder commitment/ownership	
a. Programme priorities are based on actual need	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. Programme priorities and services are defined in collaboration with stakeholders	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
c. Programmes are efficient, adequate, cost effective, timely	

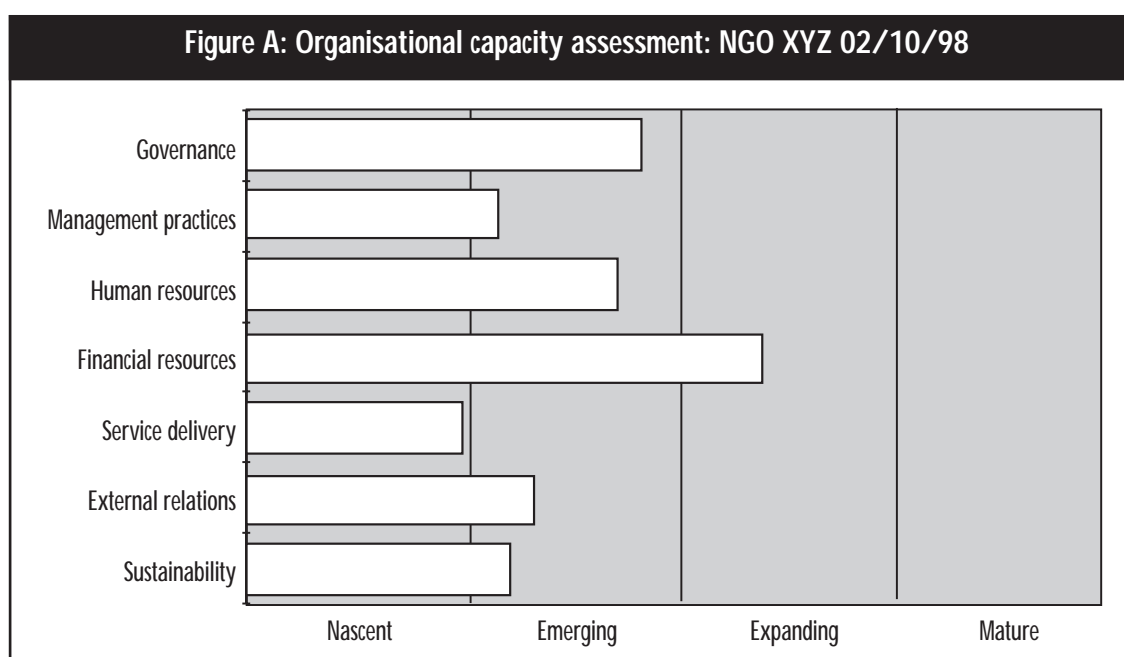
E. SERVICE DELIVERY	
3. Assessment	
a. Collaborative development of indicators	
b. Indicators have been identified for each programme objective	
c. Baseline and impact data are analysed regularly	
d. Results of impact evaluations are used to make adjustments to the programme	
e. Results are disseminated as appropriate/relevant	
4. Marketing and awareness building	
a. Programmes are actively marketed to stakeholders	
b. Organisation actively educates and builds awareness among stakeholders	
F. EXTERNAL RELATIONS	
1. Stakeholder relations	
a. NGO is seen as credible by stakeholders	
b. NGO is seen as a valuable resource by stakeholders	
c. NGO-stakeholder relationship is one of partnership for a common purpose	
2. Inter-NGO collaboration	
a. NGO networks and shares resources with national and international NGOs	
b. NGO plays a role in promoting coalitions/networks	
c. NGO participates in advocacy activities	
3. Government collaboration	
a. NGO has contacts with decision makers	
b. NGO is able to engage policy makers in dialogue	
c. Exchange of resources occurs between NGO and government	
d. NGO activities and recommendations are integrated into government's development plans	
4. Funder collaboration	
a. NGO has diversified contacts within the funding community	
b. NGO is seen as credible by funders	
c. NGO is seen as a valuable resource by funders	
d. NGO has opportunity to engage in open and frank dialogue with funders	

F. EXTERNAL RELATIONS	
5. Public relations	
a. NGO engages in public relations	<input type="checkbox"/> <input type="checkbox"/>
b. NGO's objectives and goals are understood by stakeholders	<input type="checkbox"/> <input type="checkbox"/>
c. NGO has a positive image among stakeholders	<input type="checkbox"/> <input type="checkbox"/>
d. Information is disseminated on the NGO's activities	
6. Local resources	
a. NGO has relations with the private sector for technical expertise, material and/or human resources	<input type="checkbox"/> <input type="checkbox"/>
b. NGO participates in community partnerships	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
c. Structures are in place to facilitate working relations between NGO and civil society	
7. Media	
a. NGO has a strategy to work with the media	
b. NGO has potential to attract positive media attention	
c. Media consults the NGO on relevant issues	
G. SUSTAINABILITY	
1. Programme/benefit sustainability	
a. Programmes are supported by those being served	
b. Sense of ownership of benefits by the community	
c. Programme activities can continue due to changes in community	
d. NGO has developed systems for continuation of its programme in the medium and long-term	
e. NGO has developed programmatic phasing-out strategies	
f. NGO ensures that local level skills transfer takes place	
2. Organisational sustainability	
a. NGO has a shared vision of its role in society	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. NGO is a member of key NGO networks	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
c. NGO shares information in a proactive manner	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
d. NGO is a participant in a dynamic development arena	
e. NGO has linkages with international NGOs, education institutions, government entities, research institutes, parastatals, civic institutions and the private sector	
f. NGO has capacity to review structures in response to organisational development needs	
g. NGO is aware of legislation affecting the NGO sector	
h. NGO influences NGO-enabling environment	

G. SUSTAINABILITY	
3. Financial sustainability	
a. NGO has the ability to access diversified resources to contribute to its activities	■
b. NGO has a fee for services and/or other cost recovery mechanisms built into service delivery where appropriate	■ ■ ■
c. NGO has a fund raising strategy	
d. NGO has capacity to implement the fund raising strategy	
e. Local fund raising opportunities have been identified	
f. NGO has capacity to develop proposals and respond to tenders	
4. Resource base sustainability	
a. Local resource base has been identified	■ ■ ■ ■ ■
b. Resource diversification plan is in action	■ ■
c. Plans to access additional resources to finance activities exist	■ ■

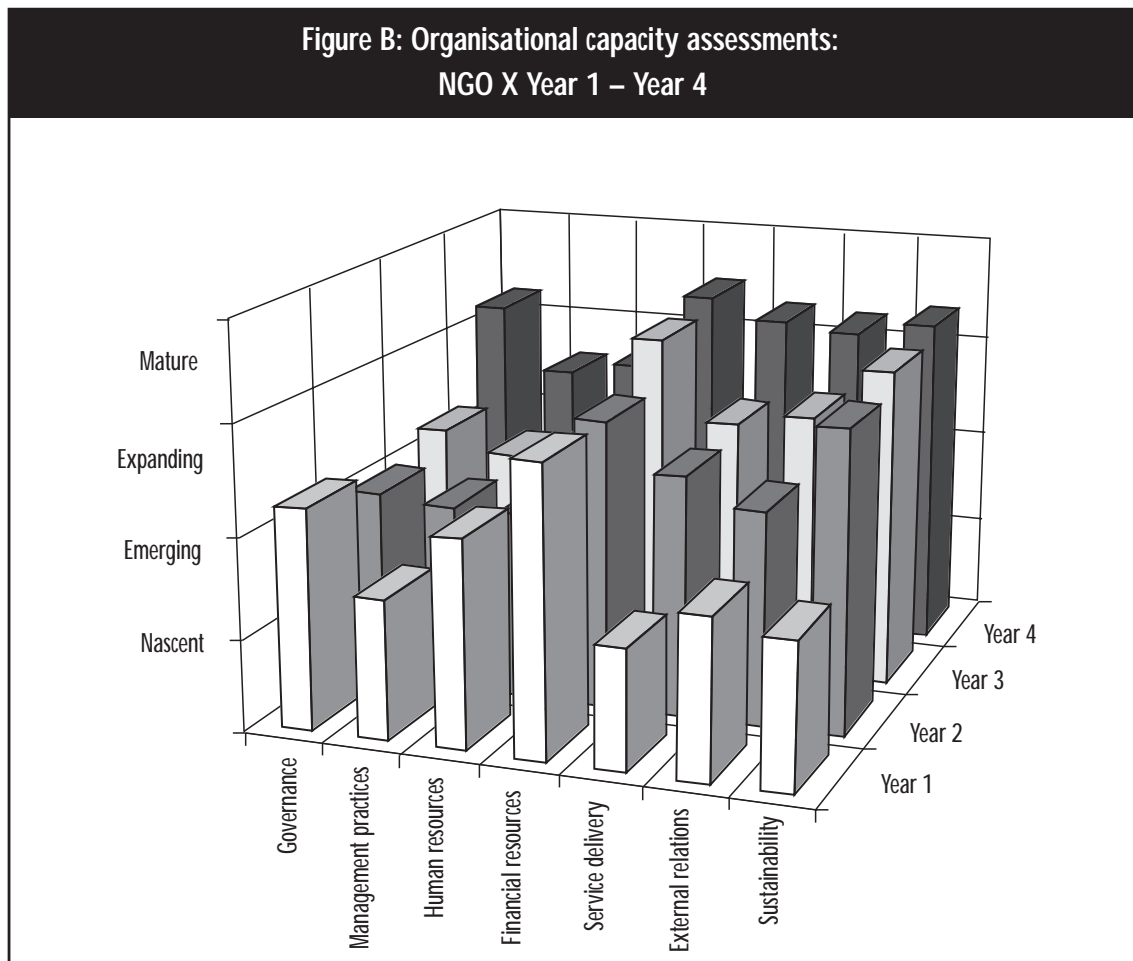
Organisational capacity assessment 'snapshot'

This example is designed to present a synthesis or 'snapshot' view of an organisational assessment conducted at a particular point in time. Data is rolled up first to the category level, then category data is rolled up to the component level and ratings are compared to the four stages of organisational development.



Organisational capacity assessment over a period of time

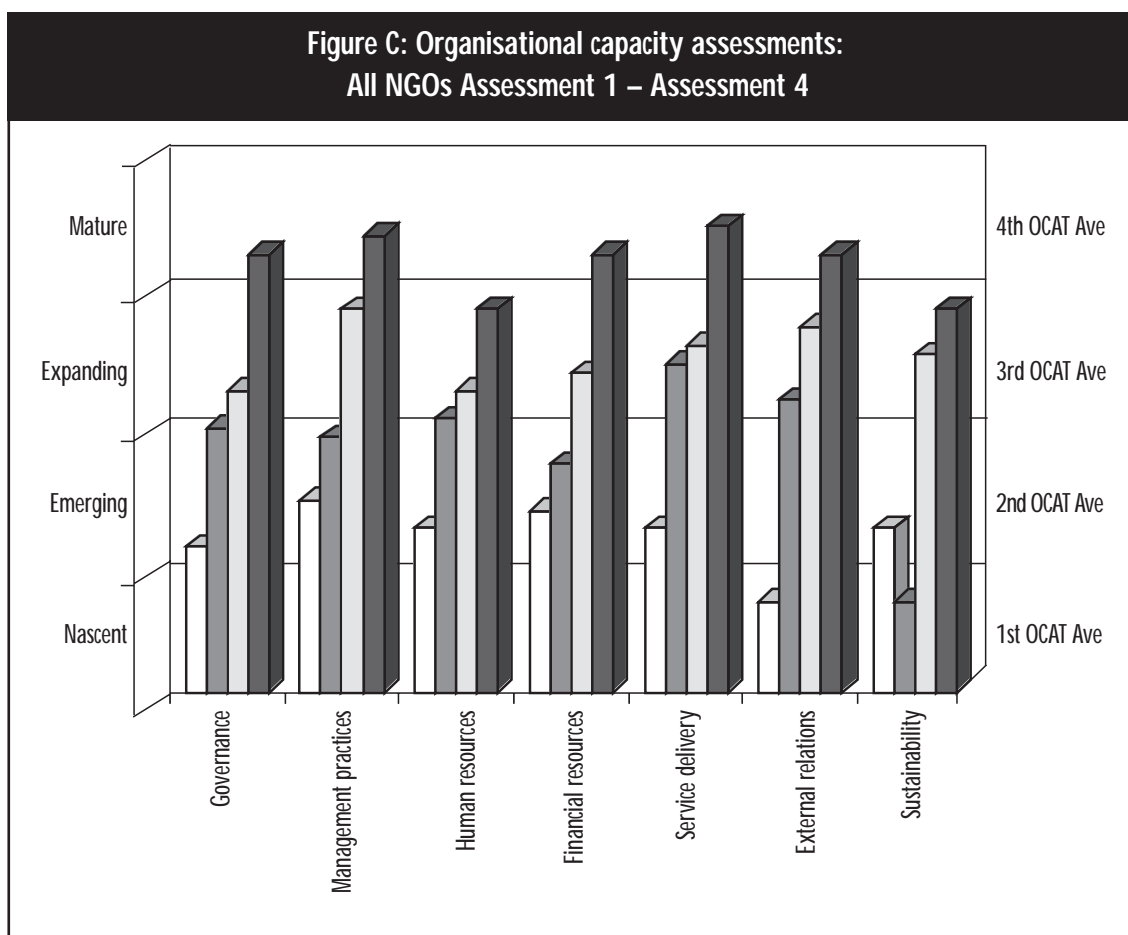
This example is similar to the umbrella group report for a single NGO, but it presents the results of four capacity assessments over a period of time. It offers the advantage of presenting, on a single page, the progress of an NGO in the seven areas of organisational effectiveness over a period of time.



Umbrella-level reports

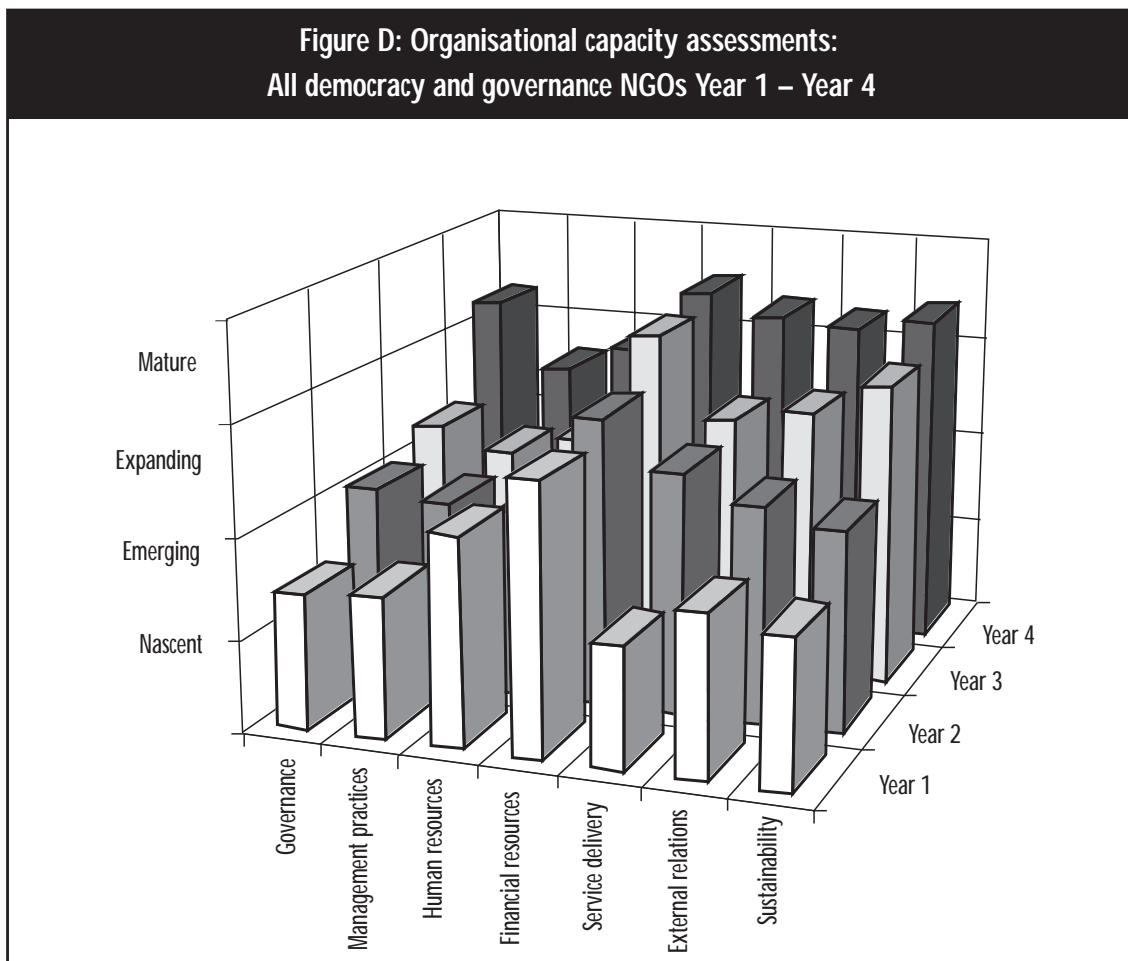
Umbrella-level reports provide a summary of the results of an organisational capacity assessment for a single NGO or a group of NGOs. An NGO umbrella group or coalition might benefit from this type of report if it is working with groups of NGO partners. These graphic reports represent a large amount of information on one page.

Examples of umbrella-level reports are the graphs in Figure B and Figure C. In addition to serving the needs of an NGO or group of NGOs, such a report would enable an umbrella organisation’s programme officer to track organisational development over time. The example in Figure C presents a synthesis or aggregation of data collected on all NGOs to which an umbrella organisation has provided assessment assistance.



Funder-level reports

Funder-level reports, in addition to providing the advantages of umbrella-level reports, display increases in organisational capacity over time for a single NGO, or a group of NGOs. If, for example, a funder was working to increase organisational capacity, it could use these reports to find out whether its objectives were being met, and how much impact it has had. The type of report illustrated in Figure C could be used to demonstrate to a funder that efforts in capacity strengthening are having a positive effect over time. Figure D is an example of how organisational growth in a specific sector can be represented.



USAID/Madagascar Institutional Capacity Questionnaire

INSTITUTIONAL CAPACITY
Organization: _____
Date of interview: _____
Team: _____

Institution

Note: As used here, the term "Institution" can apply to the headquarters, the regional office or the major program of an NGO, or a service, a DIRDS or a District of the MOH.

Classification Scale

0	Non-existent or out of order
1	Requires urgent attention and upgrading
2	Requires overall attention and upgrading
3	Requires upgrading in certain areas, but neither major nor urgent
4	Operational, but could benefit from certain improvements
5	Operating well in all regards

A. MANAGEMENT

1. Strategic Planning/Evaluation	
a. There is a mission or an overall vision that the majority of the staff understands and can express clearly	[0] [1] [2] [3] [4] [5]
b. A medium- and long-term strategic plan, with measurable objectives, establishes the strategy and the major priorities of the institution. This plan is made fully available to the staff and partners and serves as a reference when planning practices are performed.	[0] [1] [2] [3] [4] [5]
c. A planning practice is performed annually, with the staff's participation, to set the major targets, strategies and activities scheduled for the year, to determine the responsibility for the various actions, and this planning is budgeted.	[0] [1] [2] [3] [4] [5]
d. A self-evaluation of the institution's performance in implementing the work plan is performed at least annually and this evaluation is used to prepare the next plan.	[0] [1] [2] [3] [4] [5]

2. Financial management	
a. The institution is able to access financing provided by the donors and to account it in compliance with those donors' standards, with little or no external assistance.	[0] [1] [2] [3] [4] [5]
b. The institution controls and manages efficiently its own operating budget (regardless of its limits) by setting priorities and procedures which ensure that funds are used advisedly.	[0] [1] [2] [3] [4] [5]
c. The institution has clearly defined the means to manage the funds from customers or other sources, with established procedures, control and joint management systems to ensure that they are collected and used in an appropriate manner.	[0] [1] [2] [3] [4] [5]

B. MANAGEMENT INFORMATION

a. The institution has one or several information and management system(s) which include the routine report of the statistics on services, commodities, financial information, and site specific information regarding the staff, equipment and physical structures.	[0] [1] [2] [3] [4] [5]
b. The MIS systems well understood by the staff and the management; all sites send routine reports, which are sent at the appropriate level in the institution within reasonable timeframe (i.e. one month after the end of the reporting period)	[0] [1] [2] [3] [4] [5]
c. The institution's management analyses and uses the information from de MIS, as well as other data and makes decisions relating to the program.	[0] [1] [2] [3] [4] [5]
d. The feedback from the reports goes back to those who presented the reports, and they use that information for decision-making at local level.	[0] [1] [2] [3] [4] [5]

C. STAFF

a. All the technical staff have clear and written post descriptions which are discussed with their supervisors and reviewed and updated during the performance review process of the employee's work.	[0] [1] [2] [3] [4] [5]
b. A system is in place to motivate the staff to work well, which could include a promotion, awards, training opportunities or financial benefits from an increased number of customers; there is also a sanction system.	[0] [1] [2] [3] [4] [5]

D. CARE QUALITY

a. The clinic's staff has protocols for the key procedures (i.e. Norplant insertion, advice to customers or infections prevention) to guide them in their clinical tasks. These protocols are reviewed and updated when necessary, and are routinely consulted by the clinic's staff.	[0] [1] [2] [3] [4] [5]
b. There is a supervisory system which ensures that all clinics are visited regularly (at least twice a year) by the directly higher level officers. The supervisory visits are used to provide positive feedback, as well as to identify problems.	[0] [1] [2] [3] [4] [5]
c. The supervision is organized to review all program key elements (with a guideline or a checklist).	[0] [1] [2] [3] [4] [5]
d. The institution has a system to provide the staff with on-the-job training regarding important program elements (clinic skills, IEC, management skills, MIS, etc.).	[0] [1] [2] [3] [4] [5]
e. They have competent trainers who are able to identify the priority needs in training, to revise and update training programs without external assistance.	[0] [1] [2] [3] [4] [5]
f. A system is in place to monitor the effectiveness of the training, which will be demonstrated by behavior change in the staff for better quality care (at least 6 months after training completion).	[0] [1] [2] [3] [4] [5]

E. COMMUNICATIONS/EXTENSION TO CUSTOMERS

a. The institution has in each clinic a staff which is trained and competent in counselling customers, all customers.	[0] [1] [2] [3] [4] [5]
b. The institution is able to identify and develop key messages for extension among potential customers, and it can produce or obtain materials for communicating such messages.	[0] [1] [2] [3] [4] [5]
c. A well organized community extension is practiced by the clinic's staff or other workers affiliated to the institution, whether they are salaried or volunteers. There is a system for supervising extension workers and monitoring their effectiveness.	[0] [1] [2] [3] [4] [5]

F. INFRASTRUCTURE

a. The institution has a system to manage contraceptives, medicines and other consumable, including the capacity to foresee the needs, to store and deliver supplies in all clinics. The system operates well enough, so that no stock shortage occurs and medicines are not disposed of because their expiry date has been reached.	[0] [1] [2] [3] [4] [5]
b. The clinics have the basic furniture and equipment required to provide cares in compliance with the standards for the types of services provided.. They are able to maintain equipment.	[0] [1] [2] [3] [4] [5]
c. The main buildings, clinic spaces and stores are adequate to satisfy the customers and staff's needs. Buildings have adequate lighting, latrines or toilets and access to water (not necessarily piped in).	[0] [1] [2] [3] [4] [5]

Organizational Capacity Building Monitor

*Developed by Asian Partners of the Christian Reformed World Relief Committee**

1. Board/Legal Identity

Proposition:

Our organization is governed by a selected body that sets our direction; determines policies; sets standards; hires for program implementation, monitoring, and evaluation; and is ultimately responsible for the health of the organization.

Our organization is registered with the government, and we have . . .

- constitution and by-laws
- articles of incorporation
- statement of purpose
- plan of action
- other legal requirements as specified by the government

Indicators:

- The board understands staff roles and responsibilities and the organization's finances and policies that are in place.
- Policies and decision making are done by the board.
- There is freedom to express one's ideas (among staff and between board and staff).
- There is an open relationship between board and staff.
- Policies are in place to assure there are regular meetings.
- The board needs and includes national leaders.
- The board should be a promoter of the organization's work and should represent it to the general public.
- Board members are selected based on capabilities, not on gender.
- The board meeting agenda should be provided at least a week in advance.
- Board members are selected on merit.
- There is laughing and enjoyment in working together.
- The board includes experts from all development fields.
- The board knows when to provide direction to the director.
- The board knows the importance of and need for a long-range plan and an annual plan.
- The board sets direction, etc., based on people's needs.
- The board assures mentoring of new board members.
- Term limits are encouraged.
- Fifty percent of board members are women.
- There is equality in decision making among women and men.
- Board regularly monitors progress and evaluates the program and staff.
- Board is advisory only.
- Policies are balanced and allow for feedback between board and staff.
- There are regular meetings and good record keeping.
- Regular elections are held.
- The board supports, monitors, and makes relevant policies for the organization.
- The board has fewer than 30 members.
- Board members are committed and competent and hire staff who are also committed and competent.
- There is transparent participation without members bringing their own hidden agendas to meetings.
- Everyone in the organization, including the board, is responsible for the health of the organization.
- The organization is recognized by the government. If it is a church-related organization, it is recognized and supported by the churches as well.
- The organization has legal permission to work.
- Members of the federation are also registered with the government.

- Board members and the organization in general acknowledge that legal identity is good for the image and authenticity of the organization and that it helps to mobilize resources from the government.
- There is regular reporting to the proper authorities.
- Board members are free and committed to serve.
- The community recognizes and appreciates the work of the organization.
- A long-range plan is submitted to the government.
- There is an acknowledged need to maintain a good, “honest” relationship with government departments, and such a relationship indeed exists.
- The government knows who we are, and we have good relations with them.
- There is approval from the necessary authorities (such as an “NGO bureau”) to carry out work.
- There is a written constitution approved by the board.
- Staff are acquainted with how the organization’s legal papers are followed up in the government office.
- The legal name of the organization is registered with the government.

2. A Clear Vision, Mission, Strategy, and Set of Shared Values

Proposition:

Our vision expresses our purpose for existing: our dreams, aspirations, and concerns for the poor. Our mission expresses how we reach our vision. Our strategy expresses the approach we use to accomplish our goals. The shared values that we hold create a common understanding and inspire us to work together to achieve our goal.

Indicators:

- Programs are relevant to the needs of the people, are effective, and reach our target population.
- Plans match the desires of the organization and are actually followed.
- Every person can state the mission and vision in his or her own words.
- There is helping and understanding at all levels.
- There is a yearly or a six-month plan that is checked monthly.
- The organization vision is clarified in the constitution.
- Staff, partners, and board members can express the organization’s values.
- The board regularly meets together to approve policies.
- The group has a clear and shared statement of faith.
- Every board member, staff, and participant understands and is able to express the vision.
- Planning is done very strategically, with long term goals and concerns in mind
- Evaluations carried out of the organization show that the vision, strategy, and values are well maintained.
- Operations/activities are within the vision, mission, and goal of the organization.
- Staff and organization should always focus all their endeavors on the vision, mission, and so on.
- Staff knows why they do what they’re doing.
- Every member of the organization has access to the organization’s constitution.
- Every staff member has a clear work plan for meeting the strategy.
- There is unity in mind, heart, and action between the staff and the board.
- There are regular meetings to review and affirm the vision-mission strategy.
- Board and staff review vision and mission.
- The most important work is being accomplished.

3. Human Resources

Proposition:

Our organization is designed to develop people and provide them with opportunities so that they can contribute to their full potential. We provide specific, focused, and appropriate training. The training and systems we use promote growth in thinking, understanding, acting, feeling, reflecting,

analyzing, evaluating, innovating, creativity, flexibility, openness, leadership, teamwork, collaboration, and specific technical skills.

Indicators:

- We have well-trained staff who produce planned results.
- Well-kept monitoring and evaluating records are available.
- Staff visit other NGOs to learn about their successful programs.
- Staff makes group decisions before starting a new program.
- The right persons (those with skills and commitment) are hired.
- Staff are willing to share among colleagues.
- Staff are ever ready and open to learn new ideas and techniques.
- There is a good training curriculum available and being used.
- Staff are recruited according to needs.
- Members of an organization work together as a team—this is seen in participation and decision making that takes place in meetings.
- Morale of staff is high and encourages everyone to contribute to their full potential.
- Encouragement to staff is visible; continuing education is provided for staff; openness and freedom of expression are not stifled.
- Staff are able to continue working, perhaps in different ways, in the face of difficulty.
- There is mutual respect, and all are prepared to listen to one another.
- There is no nepotism in the organization. Decisions and discussion are carried out with objectivity.
- Board and staff have a mentoring plan—a training/career development plan. Opportunities are provided for mutual training.
- There is one well-documented innovation every two years with “learning” about successes and failures discussed throughout the organization.
- Board, staff, and partner-organization representatives are committed.
- We make use of other organizations’ resources.
- There is a training schedule that includes all of the staff.
- Board and staff have high morale.

4. Management Systems

Proposition:

We implement policies and practices that ensure the organization uses its resources effectively . . .

- to achieve its vision and goals
- to choose appropriate strategies and programs
- to report, measure, and evaluate results

We utilize a process and structure that involves participation of all members.

Indicators:

- Randomly selected “samples” of poor communities are interviewed and monitored annually to assess community perspective on program success.
- There is clear accountability and regular monitoring.
- There is an accurate reporting of activity results.
- Planning is based on the vision.
- There are clear objectives and job descriptions. Teamwork is encouraged. There are regular meetings, good management-information systems, and listening to field workers’ suggestions.
- There is an annual stakeholder retreat for visioning and evaluating.
- The management system is transparent and easily understood.
- There is a participation of all in setting vision and goals.
- The system can be easily replicated.
- There are good reports—easy and simple to understand.
- There is much flexibility—a fluid and responsive mechanism that enables us to adapt quickly to new information and to changes in the environment.

- Policies balance the needs of board, staff, and other stakeholders (program participants).
- The board uses and gives quality feedback on the organization's progress reports.
- There are clear lines of staff accountability.
- Community members use the information they collect.

5. Leadership

Proposition:

Our organization's leadership is competent, for it empowers, serves, communicates, and is motivated by compassion for the poor. It demonstrates God-fearing qualities, flexibility, and transparency so that the organization is equipped to accomplish its vision.

Indicators:

- Leaders are committed to the vision.
- Leadership is approachable and has sincere concern for the staff and the organization's growth and development.
- Leaders visit the staff and projects regularly and know the staff and beneficiaries.
- Leaders empower others.
- Leadership is based on justice, and leaders receive ideas and share them with the staff.
- Leaders know and work with beneficiaries as well as learn from others.
- The emphasis of leadership is always on the benefit of country and humanity.
- Equipping leaders means mentoring, training, disciplining. Each one reaches at least one. There is an accountability partner for everyone.
- Issues are being dealt with.
- Concern for the poor includes communication.
- Leadership emphasizes sensitivity to the organization.
- Conflicts between people are resolved.
- There is a good relationship between staff and members.
- Training of leaders takes place at two levels. Leaders are constantly learning, and they constantly seek to support and build up new leaders.
- Leadership demonstrates humble and active participation.
- Encouragement to the staff is visible, continuing education is provided to the staff, and openness and freedom of the staff are not stifled.

6. Networking

Proposition:

We build relationships by seeking and availing ourselves of opportunities with many different sources for mutual support.

Indicators:

- There is a clear understanding and communication of vision and priorities.
- There is good communication with other organizations by mail, meetings, and email.
- External and internal relations are excellent.
- There is an adequate and helpful number of meetings and time spent with other NGOs.
- There is an organized forum for like-minded organizations.
- There is little duplication in the work carried out.
- Working agreements with other partners and other collaborating organizations are in place.
- Joint training and exchange visits take place.
- Networking members have a current list of resources available.
- Quality promotional material is available.
- Stakeholders (board, staff, and donors) all work together.
- Cooperation and results reflect our working together.

- Staff is capable of obtaining resources.
- Church members are involved in development.
- There is an adequate and helpful frequency of communication.
- We help others to find new resources.
- Our organization has a good reputation.
- We are reliable and trustworthy.
- There exists an updated list of organizations with which our organization relates, and we have a documented record of when we have worked together and what we have done together.

7. Stewardship

Proposition:

We will responsibly use and manage all of the human, natural, and financial resources of our own organization, and we will admire, honor, and respect all those resources given by God.

Indicators:

- There is no wasting of staff or resources.
- We live a simple lifestyle and simply give.
- We continually locate all natural resources available in the country using modern technology.
- Our work demonstrates cost effectiveness, good use of whatever knowledge is available to us, and on ongoing review.
- There is regular financial monitoring.
- There is high retention of staff (low turnover).
- The organization's plan, budget, actual expenditures, and variations are well understood.
- Plans are in place for long-term sustainability of our work.
- Committee of board, staff, and community are trained in preservation of resources.
- We work for the protection (local) of the environment (natural) and attend local/international conferences for global awareness of the natural environment.
- There is accountability in all expenditures.
- There is a responsible use of resources.
- We serve an increasing number of people with a similar amount of resources. We become increasingly efficient with the resources available to us.
- The impact and blessings of our work extend further and further while continuing to be cost-effective (in terms of financial and human resources).
- The organization provides for spiritual growth of the staff through regular retreats and observation of national holidays ("All work and no play . . .").
- There is respect for human dignity and worth.
- We make use of continuing education programs.
- Staff participate in programs.
- There is a committee for water and soil management (or a committee for each of these).
- We make a careful plan (including budget) and stick to it.

8. Gender Participation

Proposition:

Gender participation is a value evident both within our organization and within our projects.

- What we see is gender equity in employment, salary, benefits, privileges, education and training, representation in board and staff, and decision making
- We schedule meetings with consideration for activities that may bias attendance.
- There is protection from sexual and verbal harassment.
- Program implementation promotes justice for both women and men.

Indicators:

- There is an even ratio of men and women on staff.

- Organization looks at community-level gender issues.
- There are equal opportunities for women and men.
- The organization emphasizes gender sensitivity in all its projects.
- There is a participation of women at all levels of organization.
- Women and men receive equal wages for the same job.
- There is equal representation of women and men on staff and board.
- There is equal access to education and shared responsibilities between men and women.
- Women must have equal rights (same rights as men).
- Men and women are involved equally in decision making.
- There is a maternal-pregnancy-leave policy.
- Men/husbands are educated regarding respect for women/wives.
- Men and women help each other.
- Staff are selected based on capabilities, not whether they are male or female.
- There are equal opportunities in all aspects of life.
- Equal opportunities are promoted; moreover, there is sensitivity to working mothers' needs.
- There is gender training for board, staff, and community.
- There are policies and training to promote equality among the staff (between men and women).
- Women are trained to improve their skill.
- Activities are appropriate for each gender.
- Staff is well trained about gender sensitivity.
- There is equal participation in decision making, at board level, within management, and within groups.
- The organization has a gender policy and a plan for implementation.

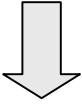
9. Financial Sustainability

Proposition:

Our organization and programs are financially sustainable. We demonstrate this through our fund-raising ability, by which we are aware of external and internal resource providers. We can access resources from these providers through the successful marketing of our organization. Our financial system promotes flexibility, accountability, and a stewardly use of all resources available to us.

Indicators:

- There is demonstrated fund-raising/marketing ability (fund, capital, number of donors, number of clients).
- There is proper utilization of resources.
- No favoritism is shown in disbursement for projects.
- Our plans are leading us to financial interdependence.
- There is a good balance of internal and external resources.
- A good bookkeeping/accounting system is in place.
- The cost/benefit ratio (less expenses/more benefits) is good and improving.
- We are able to generate, own, and control our own resources wisely.
- We can support our own staff and projects.
- The organization earns income from sources such as agriculture.
- A good accounting and financial monitoring system (financial audits) is in place.
- Organizational income-generating activities are promoted; these activities are sustainable.
- There is transparency in the financial systems and a readiness to defend the organization's name and image when occasion calls for it (e.g., false accusation against financial mismanagement).
- Funds are released as per budget.
- Income and expenses are recorded.
- One hundred percent of operational costs are in-country.
- A revolving fund is available for sustainable income-generation activities.
- There is a system for reviewing financial information.
- There are multiple sources of income available.
- There is a transparent accounting system.
- An external audit is conducted on a regular basis.

 <p style="text-align: center;">Flow Chart for Asia OCI Tool Development and Use</p>	<p style="text-align: center;">Remarks</p>
<p>CRWRC/partner workshops generate capacities, provocative propositions, and indicator lists.</p>	<p><i>Do our current nine capacities cover all the desired capacities? If not, do we add more, or are we okay with partners/fields adding new capacities?</i></p>
<p>A partner (everyone/whole system in the room) chooses relevant, desirable capacities (several or more).</p>	<p><i>In a partnership, is CRWRC included within the partner's "whole system" so that CRWRC can participate in the selection of capacities?</i></p>
<p>A partner (everyone/whole system in the room) chooses a provocative proposition on each of the capacities chosen.</p>	<p><i>The provocative proposition does not need to be called as such. Partners can take the statement, as agreed upon, as a region, or they can modify/translate it so that it best fits their context, hopes, and dreams.</i></p>
<p>A partner (everyone/whole system in the room) chooses relevant indicators for each of the capacities chosen or adds other indicators that are more appropriate to their situation.</p>	<p><i>The indicators are the fruit of the capacities in action, the capacities being demonstrated; they indicate the degree to which the capacity and the provocative proposition have been attained.</i></p>
<p>For each capacity chosen, a partner has a "road to capacity" card/chart posted on the wall.</p>	<p><i>Perhaps not literally posted on the wall but available for all to see, as a reminder, as a challenge.</i></p>
<p>X-axis is a length of time as chosen by the partner.</p>	<p><i>This can be three months, six months, etc.</i></p>
<p>Y-axis is "amount" of capacity with full/total/high Y represented by the provocative proposition</p>	<p><i>Asia fields have suggested the stages of a coconut tree, degrees of happy faces, stars, and human motion as proxy indicators to use along the Y axis instead of numbers.</i></p>
<p>A partner chooses where it is currently (at the time of meeting), relative to low Y (birth of organization) and relative to high Y (the provocative proposition). The choice can be made on the basis of shared stories and consensus.</p>	<p><i>This may be difficult. Indicators may help in deciding the current reality and may also help in prompting stories or discussion as to where an organization is.</i></p>
<p>Every "X" months, the partner (everyone/whole system in the room) meets to share stories that demonstrate when the given capacity was demonstrated and brought to test</p>	<p><i>The indicators can help in storytelling. There may be a risk that partners may gradually feel that a meeting agenda with regard to "storytelling" may not generate sufficient interest or importance.</i></p>
<p>At that time and based on the discussion, the partner decides whether there should be any change on the scale, and by how much.</p>	<p><i>Will the data generated on the "road to capacity" chart—"Do we go up or down," and "by how much"—be authentic? So far, we have said that if indeed the "whole system" is represented, the data should be authentic/valid.</i></p>
<p>At that time as well, the partner sets a target as to where they wish to be in the next six-month period.</p>	<p><i>This, too, may be difficult. Do partners simply say they want to be up on the scale. This step may lessen the value otherwise placed on target/objective setting.</i></p>

*This tool was developed under the OCI method by Christian Reformed World Relief Committee partner organizations in Asia. These 20 organizations developed a common menu of capacity areas and indicators that each organization can choose from and modify for its own use.

- Working for Learning and Self-Reliance (SWOSHIKA), Bangladesh
- Community Development Project (CDP), Bangladesh
- SATHI, Bangladesh
- Development Foundation (BNELC-DF), Bangladesh
- PROTTASHA, Bangladesh
- Scheme for Underprivileged People to Organize Themselves (SUPOTH), Bangladesh
- MITAYANI, Indonesia
- Bimbingan Mandiri Indonesia (BIMA), Indonesia
- AMERTA, Indonesia
- Committee for the Development of Deacon-based Organizations (BKP2Y), Indonesia
- Classis Metro Manila Diaconal Committee (CMMDC), Philippines
- Classis Southern Luzon Diaconal Committee (CSLDC), Philippines
- Kristianong Kabalik at Sa Kabuhayan at Tagumpay (Kabilikat, Inc), Philippines
- Buklod Biyayang Kristiayano, Inc (BBK), Philippines
- Church of the CRC of South India, India
- Adoni Area Rural Development Initiatives Project (AARDIP), India
- Help the Widow (HTW), Cambodia
- Rural Economic Development Association (REDA), Cambodia
- Khmer Association for the Development of the Countryside (KAFDOC), Cambodia
- Cambodia Community Building (CCB), Cambodia