



Moldova Civil Society Strengthening Program



ORGANIZATIONAL DEVELOPMENT ASSESSMENT (ODA) TOOL

of MCSSP Partners

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INTRODUCTION

Moldova Civil Society Strengthening Program (MCSSP)

Moldova Civil Society Strengthening Program (MCSSP) is a three-year effort funded by the United States Agency for International Development (USAID) and implemented by FHI 360. The purpose of the program is to strengthen representative democracy in Moldova through support for a constituent-driven, financially viable civil society sector.

Through MCSSP, FHI 360 will provide a variety of services to civil society organizations (CSOs), including funding, technical assistance, information sharing, coordination mechanisms and networking.

MCSSP Objectives
1. Enhancing the skills of CSOs to effectively represent citizen interests.
2. Improving the governance and management of CSOs
3. Strengthening the legal and fiscal framework for CSOs
4. Promoting the diversification of financial resources available to civil society organizations

Program activities will reach all regions of Moldova including the region of Transnistria. The program will build and expand upon successful civil society experiences to date and will seek broad participation of CSOs and their constituents, as well as media, public authorities and donors.

MCSSP goal is to further develop a strong base of dynamic, diverse and influential NGOs working with support of the general public and in cooperation with other sectors of society.

To reach this goal, MCSSP will work to create networks of strong national and community-based organizations throughout the country that are able to effectively represent citizens' interests and concerns to local, regional and national level policy makers. FHI 360 will provide of a variety of services to NGOs through this program including technical assistance, information sharing, coordination and funding opportunities.

The purpose of the organizational development self-assessment

First of all this self-evaluation process will be used as an organizational development & training needs assessment tool. It should enable organizations to

identify the areas requiring further development and training and to facilitate development and implementation of tailored training plans. Through Training Component, MCSSP will work to improve organizational capacity of NGOs throughout the country. Our wish was to provide interested organizations with planned education and development tailored to their needs.

Due to the fact that in self-assessment process will be organized for all FHI 360 Moldova grantees, on an annual basis, this instrument will serve also as an the baseline information and MCSSP progress tracking/monitoring tool. Overall, this tool will be apply 3 time for each MCSSP grantee:

Nr. of assesment	Assement period	Assesment purpose and benefits
Base-line assesment	At the beginning of the grant/ project.	- base line info and organisational assesment of organisational development & training needs (for developing taylored Training Plan)
I year assesment	At the end of the I grant implementation year.	- progress tracking and adjustment
II year assesment	At the end of the II grant implementation year implementation.	- MSCCP M&E tool and source - Result & impact assesment

Methodology

This self-assessment tool is intended to be a participatory, and based on a facilitated discussion. The assessment sheet consists of a series of statements under six main capacity areas:

- A. Governance
- B. Management Practices (planning, M&E, reporting)
- C. Human Resource Management
- D. Financial Management & Sustainability
- E. Constituency Centred Services
- F. Networking and Advocacy
- G. Media and External Relations

Additionally, for each capacity area, are elaborated a group of guiding interview questions, to allow for more in-depth assessment of the organizational aspect.

The 2-4 hours discussion is usually held with representatives of key personnel: managers, board members, staff representatives, volunteer representatives etc.

After this discussion, with the help of a rating sheet, the evaluator calculates the averages for each capacity area. These numeric scores indicate the relative need for improvement in each area. They also correspond to a more qualitative description of the organization's developmental stage.

As a result, based on the calculated rating score, each capacity area can be characterised as nascent, emerging, expanding, or mature.

Assesment sheet rating	
(0)	Not applicable
(1)	Needs urgent attention
(2)	Needs major improvement
(3)	Needs improvement on a wide scale
(4)	Needs improvement in limeted aspects
(5)	Acceptable, nees minor impovements
(6)	Acceptable, needs maintaining

Stages of organisational development		Rating scale
NASCENT	The NGO is in the earliest stages of development. All the components measured are in rudimentary form or non-existent.	0 - 1.4
EMERGING	The NGO is developing some capacity. Structures for governance, management practices, human resources, financial resources and service delivery are in place and functioning.	1.5 -2.9
EXPENDING	The NGO has a track record of achievement; its work is recognised by itsconstituency, the government, the private business sector and other NGOs active in the same sector.	3 – 4.4
MATURE	The NGO is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks.	4.5 - 6

This tool was elaborated based on several organisational assesment references:

- *Organizational Capacity Assessment Tool (OCAT)*, based on "Organizational Assessment Capacity Tool: A Handbook on Participatory Monitoring and Evaluation" (PACT, 1996)
- *Institutional Development Assessment (IDA)*, Academy for Educational Development
- *Discussion-Oriented Organizational Self-Assessment (DOSA)*, based on "New Directions in Organizational Capacity Building" (1998 DOSA Workshop Report, PACT and EDC, 1998)

I. BASIC INFORMATION ABOUT THE ORGANIZATION

(self assesment questionnaire)

1. Name of th CMP grantee	2. Legal status																								
3. Full name and title of person(s) authorized to represent the organization	a. National b. Regional c. Local																								
4. Mission statement:																									
<p>5. Number of:</p> <table border="1"> <thead> <tr> <th></th> <th></th> <th>% F</th> </tr> </thead> <tbody> <tr> <td>a. Members (for associations)</td> <td></td> <td></td> </tr> <tr> <td>b. Founders</td> <td></td> <td></td> </tr> <tr> <td>c. Board members</td> <td></td> <td></td> </tr> <tr> <td>d. full-time employees</td> <td></td> <td></td> </tr> <tr> <td>e. part-time employees</td> <td></td> <td></td> </tr> <tr> <td>f. volunteers</td> <td></td> <td></td> </tr> <tr> <td>g. branches (if any)</td> <td></td> <td></td> </tr> </tbody> </table>			% F	a. Members (for associations)			b. Founders			c. Board members			d. full-time employees			e. part-time employees			f. volunteers			g. branches (if any)			<p>6. % share of women and men of the team</p> <p>a. F ___ % b. M ___ %</p> <p>7. Executiv Director</p> <p>a. F b. M</p>
		% F																							
a. Members (for associations)																									
b. Founders																									
c. Board members																									
d. full-time employees																									
e. part-time employees																									
f. volunteers																									
g. branches (if any)																									
<p>8. Beneficiaries/customers of the organization:</p> <p>a. children, youth b. elderly c. women d. people with disabilities e. vulnerable, disadvantaged people f. institutions organisations (public, business etc.) g. other target group</p>	<p>NGO representatives that participated in the self- assesment:</p> <p>Self- assesment facilitator:</p> <p>Date:</p>																								

II. ORGANIZATIONAL ASSESSMENT SHEET

ASSESED CAPACITY AREA	Baseline	I year	II year	Discussion Questions
A. GOVERNANCE				
a. Has a democratic, decentralized governance structure with clearly divided and shared responsibilities and roles between the board and executive				<ul style="list-style-type: none"> • Do you have a board or some other form of governing body? Who are the members, how do you recruit and select them? • How frequently do they meet? What is the scope of their duties and responsibilities? What is their main contribution to the organization? (Do they participate/contribute in strategic planning? Do you have any track of board discussions/decisions?) • Do they have all the necessary resources (knowledge, skills, motivation) to fulfill their responsibilities? • Does the Board/other governing body review and approve: financial, audit and program reports, staff salaries, evaluate director's/chief manager's performance? • If Board/gov.body doesn't do it, whose responsibility it is? To whom you are accountable? • How board interact with members of NGOs and vice versa? • Do you have a written comprehensive strategic plan? How do you develop your strategic plan? Who is involved in the planning process? Which period is your plan covering?
b. Board is composed of committed members who represent the varied interests of the stakeholders				
c. Board is capable of carrying out key roles such as policy formulation, fundraising, public relations, financial oversight and lobbying				
d. Has a well defined mission/goals				
e. The NGO has a written comprehensive strategic plan, aligned with the mission and expressed through clear objective statements				
Total				
B. MANAGEMENT PRACTICES (PLANNING, M&E, REPORTING)				
a. Strategic and Implementation plans are jointly developed by senior management, staff and appropriate stakeholders				<ul style="list-style-type: none"> • Who is usually involved in the planning process and in the decision making? • Are activities planned and decisions made in alignment with the strategies that have been identified for achieving the mission of the organisation? • Who in the NGO is responsible for writing short and long-term work and implementation plans? • To what extent did you develop that system based on your overall plan? How do you use information from your M&E? Is it build in your activities later on? • Who is responsible for the NGO's M&E and reporting activities? What systems for M&E (if any) do you have in place?
b. Implementation plans reflect the strategic plan/objectives				
c. Systems (policies and procedures) are in place to ensure appropriate involvement of all levels of staff in decision making				
d. NGO has and uses and M&E system				
e. NGO's monitoring, evaluation and reporting activities are based on all three levels of results (output, outcome, impact / long term, impact result)				

f. NGO produces appropriate reports (annual, evaluation, etc.)				<ul style="list-style-type: none"> • What kind of reports do you usually produce? How do you disseminate the reports, do you publish them on your web site; send to stakeholders? (project Vs organisational based, financial, M&E reports etc.)?
Total				
C. HUMAN RESOURCE MANAGEMENT				
a. Recruitment processes are transparent and competitive				<ul style="list-style-type: none"> • How do you recruit staff? (Probe on procedures...) How do you recruit volunteers?
b. Job descriptions are clearly defined and are respected				<ul style="list-style-type: none"> • Do all members of your staff have job description?
c. Staff members are encouraged to continuously improve their skills? there is an adequate system of training and improving skills for staff?				<ul style="list-style-type: none"> • How do you support staff and volunteers in fulfilling their roles?
d. There is a performance evaluation system with clear indicators				<ul style="list-style-type: none"> • Do you have a system for measuring and appraising their performance?
e. Opportunities exist to integrate skills acquired in training into the work environment				<ul style="list-style-type: none"> • What happens if the performance is good, and what if it is poor?
f. Job promotions are performance based and equitable				<ul style="list-style-type: none"> • Do you have a training opportunities/plan for your staff and to what extent is it implemented?
g. Staff meetings are held regularly and in a participatory manner				<ul style="list-style-type: none"> • How do you usually communicate within the organisation (email, staff meetings, team work etc.)? Do you have any written ethical principles/code of ethics? How do you inform people in the organization about it? How is it implemented in the practice?
h. Team work is encouraged				
Total				
D. FINANCIAL MANAGEMENT & SUSTAINABILITY				
a. Financial procedures and reporting systems are in place				<ul style="list-style-type: none"> • Could you describe your financial management system to us? Who processes the payments and who authorizes them?
b. Budgeting process is integrated into annual strategic and activity implementation plans				<ul style="list-style-type: none"> • What kind of control mechanisms do you have to ensure proper financial oversight?
c. Financial unit/person responsible for the preparation, management and implementation of the annual budget exists				<ul style="list-style-type: none"> • Do you have accounting policy?
d. Financial report is reviewed and approved by a relevant organizational body (fiscal committee and/or by the board)				<ul style="list-style-type: none"> • How do you ensure that effective budgets are put together for the proposals?
e. The organization have more than two sources of				<ul style="list-style-type: none"> • How do you make sure the requirements are met for the budgets?
f. NGO has a fundraising plan/strategy?				<ul style="list-style-type: none"> • How do you get information about available fundraising sources?
g. NGO has a fee for services and/or other cost recovery mechanisms built into service delivery where appropriate				<ul style="list-style-type: none"> • Where is your funding coming from, what are the main sources? • Who reviews and approves your financial reports? (to be asked only if not already explained under Governance) Do you have any Financial controller (censor) named by assembly that monitors the financial part and presents

<p>h. Local fundraising opportunities have been identified and targeted</p>			<p>reports to board and assembly? How it works?</p> <ul style="list-style-type: none"> Do you have any activities or plans for income generating activities, fundraising from individuals, corporate philanthropy/fundraising? IF NOT: What are the reasons that prevent you from developing and using it? What kind of support would be useful? What is the NGO's future funding strategy? Do you have strategy for long-term operational sustainability?
Total			
E. CONSTITUENCY CENTRED SERVICES			
<p>a. Constituencies outreach is ensured through different mechanisms&tools (constituencies mapping, engagement tolls etc.) for obtaining appropriate input and feedback from stakeholders/community/constituencies' are implemented NGO is capable of adapting program and service delivery to changing needs of the stakeholders and context</p>			<ul style="list-style-type: none"> How do you define who your constituencies are and what their needs are? How often and how do you communicate with your constituencies? How do you reach out to your constituencies? Do you identify any barriers or difficulties in this sense? How accessible are your constituencies?
<p>b. Results of impact evaluations are used to make adjustments to the program</p>			<ul style="list-style-type: none"> Does your NGO have any mechanisms for integrating results of programme evaluations into its planning process and for adapting and changing its programme direction and approach in response to information received?
<p>c. Programs/services are adequate for the target group(s), are cost effective, efficient and timely</p>			<ul style="list-style-type: none"> Who do you consider your target audience to be? What are the main access points between you and your target audience? How do they get information about you?
<p>d. Organization actively educates and builds awareness among stakeholders</p>			<ul style="list-style-type: none"> How do you get feedback about your profile? How many members do you have (if any/relevant)? Are there any changes in this number over the years? How many did you have when you started? How many last year?
Total			
F. NETWORKING AND ADVOCACY			
<p>a. NGO is part of national and international networks, alliances etc.</p>			<ul style="list-style-type: none"> Are you part of any national and international networks, alliances etc. IF NOT: What are the main reasons?
<p>b. NGO is active in initiating and coordinating coalitions and networks</p>			
<p>c. NGO is part of PPP</p>			<ul style="list-style-type: none"> What do you do to ensure strong networking and partnerships? What problems/difficulties do you encounter?
<p>d. NGO has contacts/ linkages/partnerships with private sector</p>			<ul style="list-style-type: none"> Are you part of any PPP? Have you planned it? Is there a signed agreement about the partnership? What is the content of that agreement? Do you encounter any difficulties with fiscal/legal authorities when it comes to reporting?
<p>e. NGO has contacts/ linkages/partnerships with local/national decision makers, government entities</p>			<ul style="list-style-type: none"> How does your NGO participate in government planning processes and structures?
<p>f. NGO is able to engage policy makers in dialog</p>			<ul style="list-style-type: none"> What is the state of its relationships with relevant sections of the government? What do you do to obtain recognition and good working relationship with government
<p>g. NGO activities and recommendations are integrated into government's development plans</p>			

h. NGO contributes in policy development in their field of work (feasibility studies, participating in PP groups, councils etc.)				(local/national)? <ul style="list-style-type: none"> Do you have any relations with business sector? Have you ever tried fundraising with them or involving them in some of your activities? Is there anything you do that business sector might benefit from? Have you tried offering it to them?
Total				
G. MEDIA AND EXTERNAL RELATIONS				
a. Have a comprehensive communications and/or media plans (Indicator 2.2.3.) and a PR/media budget line				<ul style="list-style-type: none"> How do you promote your activities? Do you have any communication/media plans? What use does the NGO make of mass media resources to disseminate information about itself and its achievements? Are you satisfied with the amount of media coverage your organization receives? What is the average yearly coverage (number and type of media coverage)? Are those more positive or negative one? Do you public/distribute your narrative, financial, evaluation etc. reports? Where? To whom? (to be asked if not answered under planning and reporting)
b. NGO has attracted positive media attention				
Media consults the NGO on relevant issues (NGO is perceived as a reference contact by mass-media)				
c. Publish their financial and programmatic reports as result of the program support				
d. Distributes their annual reports to relevant audiences including management, the board, donors, media and general public.				
e. NGO's objectives and goals are understood by stakeholders				
OVERALL ASSESMENT RESULTS				

III. IDENTIFIED TRAINING AND DEVELOPMENT PLAN PRIORITIES

PRIORITY ORGANISATIONAL DEVELOPMENT AREAS / ACTIVITIES	CAPACITY AREA (A – G)	EXPECTED RESULTS
1.		
2.		
3.		
4.		
5.		
6.		