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# STAPLES VALUE CHAIN NAFKA ACTIVITY

**TASK ORDER NO. AID-623-I-10-00001**

**Organizational Capacity Building Consultants**

FINAL REPORT

**October 26, 2013**

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## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# I. Scope of Work Summary

Local implementing partners have been receiving financial and administrative management capacity building on a regular basis from NAFKA. Moving into its third year, ACIDI/VOCA will ramp up the institutional capacity building program by developing Capacity Building Action Plans (CBAP's) for two local partners – Rural Urban Development Initiatives (RUDI) and Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA). Based on these action plans, ACIDI/VOCA will provide capacity building services to partner organizations through a mix of customized training workshops and on-site technical assistance. Toward that end, the scope of work (SOW) for this assignment included the following key activities:

- Working with the organizations to administer the Organizational Capacity Assessment Tool (OCAT);
- Identifying areas for organizational strengthening;
- Providing guidance in developing Capacity Building Action Plans (CBAP's); and
- Working with the organizations to identify specific follow-up assignments using internal/external resources and design SOW's for said assignments.

Using the OCAT baseline established through this assignment, ACIDI/VOCA will conduct an annual review to determine whether or not the partners have met the deliverables laid out in their CBAP's and to identify areas that still need strengthening.

This final report corresponds to deliverable three under the terms of ACIDI/VOCA purchase order #J801A-621-11-S-01, namely “a final report on the assignment with comments from ACIDI/VOCA HQ incorporated.” It includes the following:

- A template for Capacity Building Action Plans (CBAP's);
- A summary of OCAT results and areas for organizational strengthening for each partner;
- A discussion of CBAP's developed; and
- Potential follow-up assignments.

## 2. Activities Completed

The OCAT used in this assignment is an adaptation of the January 2011 version used by USAID in Senegal. Although most of the format was retained, the number of possible points for each dimension from expanded from four to six. Forty-four dimensions of organizational capacity were grouped into eight areas, namely: (1) Governance; (2) administration; (3) human resources management; (4) financial management; (5) organizational management; (6) program management; (7) project performance management; and (8) leadership & team dynamics. Each dimension was assessed with one corresponding to 'no capacity' and six corresponding to 'excellent capacity.' Of the 44 dimensions, 16 addressed specific US Government (USG) requirements, including ten of which that pertained specifically to pre-award stipulations. A copy of the OCAT used is provided as an attachment.

With the assistance of Dr. \_\_\_\_\_, the OCAT was administered at RUDI and MVIWATA on September 13, 2013 and September 19, 2013 respectively. A consensus regarding each dimension was facilitated and comments were recorded justifying each score noting which, if any, capacity building interventions may be needed to move the organization to the next highest level. After all scores were recorded and tabulated, a second round of meetings was held with both partners to confirm the findings and make any appropriate adjustments. A total point score was tabulated for each partner and translated into a percentage based on the total number of points possible. This percentage could then be used in conjunction with the scale below to gauge the overall capacity of RUDI and MVIWATA.

<b>OCAT Organizational Assessment Scale</b>		
<b>Little or no capacity:</b>	33% and below.	1 – 2 points
<b>Nascent organization:</b>	34% to 50%	2 – 3 points
<b>Emerging organization:</b>	51% to 66%	3 – 4 points
<b>Expanding organization:</b>	67% to 83%	4 – 5 points
<b>Mature organization:</b>	84% and above.	5 – 6 points

At RUDI, a total of 181 points were awarded, thus representing a final score of 68.56%, suggesting that RUDI is currently a high emerging/low expanding organization with respect to its organizational capacity. These outcomes are presented below.

<b>Capacity Area</b>	<b>Possible Points</b>	<b>Points Awarded</b>	<b>% Score</b>
<b>Governance</b>	30	23	76%
<b>Administration</b>	30	18	60%
<b>Human Resources Mgt.</b>	54	42	77%
<b>Financial Management</b>	42	27	64%
<b>Organizational Management</b>	36	20	55%
<b>Program Management</b>	24	18	75%
<b>Project Performance Management</b>	36	23	63%
<b>Leadership &amp; Team Dynamics</b>	12	10	83%
<b>OVERALL SCORE</b>	<b>264</b>	<b>181</b>	<b>68.56%</b>

MVIWATA is a somewhat more mature organization as evidenced by its OCAT score of 211 points or 79.92% - a high expanding/low mature organization. These outcomes can be seen below.

<b>Capacity Area</b>	<b>Possible Points</b>	<b>Points Awarded</b>	<b>% Score</b>
Governance	30	25	83%
Administration	30	21	70%
Human Resources Mgt.	54	49	91%
Financial Management	42	33	78%
Organizational Management	36	25	69%
Program Management	24	19	79%
Project Performance Management	36	27	75%
Leadership & Team Dynamics	12	11	91%
<b>OVERALL SCORE</b>	<b>264</b>	<b>210</b>	<b>79.55%</b>

After the OCAT results were tabulated and finalized, additional meetings were held both RUDI and MVIWATA staff to: (1) analyze the findings; (2) group capacity building needs into focus areas based on their relationship to one another; and (3) articulate specific activities and interventions capable of addressing each need. Seven focus areas addressing one or more OCAT dimension were identified, namely:

- Strategic Planning
- Financial and Human Resources Management
- Organizational/Operational Policies and Procedures
- Program Planning and Management
- Resource Mobilization/Organizational Sustainability

Activities/interventions were identified to address each OCAT dimension that received a score of four or below and preliminary action steps with responsible parties have been proposed for each activity. OCAT results and findings are contained herein.

Fundamental action steps with responsible parties together with a preliminary timeline were associated with each activity and are reflected in this Capacity Building Action Plan (CBAP). Two primary modalities will drive the implementation of this plan, namely:

- On-Site Training and Technical Assistance: Traditional training and technical assistance provided by external specialists will be accompanied by experiential learning experiences using each organization's own context as a frame of reference.
- In-Service Training: Both partners will work hand-in-glove with NAFKA to identify appropriate in-service training opportunities including half- and full-day classes, seminars and workshops at donor-supported training institutes such as InsideNGO, etc.

The ultimate objective is to empower RUDI and MVIWATA with the capacity they need to secure and manage support from USAID and other international donors.

### 3. Template for Capacity Building Action Plans (CBAP's)

The following template is a helpful way to organize Capacity Building Action Plans. Its advantages include:

- **Versatility:** Unlike spreadsheet-based templates, this example ensures that the CBAP is presentable and understandable by virtually any party, even those unfamiliar with the process (including potential funding sources, etc.).
- **Chronological Flow:** This template is organized chronologically, thus enabling the analyst to move through the planning process step-by-step. Each section builds on the previous one.
- **Logical Organization.** While the OCAT categories are useful for assessment purposes, they are less useful for structuring customized, future interventions which are often multi-disciplinary and/or cross-cutting in nature. Organizing the CBAP using analyst-determined “focus areas” instead of OCAT categories, provides greater flexibility with respect to tailoring interventions to suit the unique circumstances found at different organizations.

This format or template is illustrated below.

<b>BACKGROUND</b>
<b>Organizational Overview</b>
<i>What is the mission of the target organization? What are its key achievements, goals and objectives?</i>
<b>Capacity Building Objective</b>
<i>What is/are the objective(s) of the capacity building process? What is/are the desired outcome(s) or end result(s)? If there are multiple objectives, specify each.</i>
<b>THE PROCESS</b>
<i>How was the target organization assessed? What instrument was used and what were the overall outcomes? What future steps are anticipated?</i>
<b>CAPACITY BUILDING ACTIVITIES</b>
<b>Focus Areas</b>
<i>What patterns or “focus areas” emerged as a result of the assessment process? These may or may not correspond to the categories used by the assessment instrument.</i>
<b>Findings</b>
<i>What was discovered for each focus area? How are the issues related to one another and what are the ‘keys to success’ for addressing them?</i>
<b>Recommendation(s)</b>
<i>What specific course(s) of action are recommended to address the issues identified? More than one activity may be needed in each focus area.</i>
<b>Responsible</b>
<i>Which organization(s)/individual(s) are responsible for implementing recommendations? Which sub-activities will they be responsible for?</i>
<b>TIMETABLE</b>
<i>What is the timeframe for implementation? Include activities, dates and descriptions to the extent possible.</i>

## 4. Summary of OCAT Results and Areas for Organizational Strengthening

OCAT results and areas for organizational strengthening are presented below for both organizations. The 44 dimensions are listed from lowest- to highest-scoring.

### RURAL URBAN DEVELOPMENT INITIATIVES (RUDI)

OCAT Score	OCAT Dimension	OCAT Area	Findings
3	<b>Cost Share:</b> The organization has complete and appropriate documented cost share procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	Training and written procedures regarding cost share and leveraging are needed. Although salaries are tracked, other program activities (e.g. contributions from beneficiaries, etc.) are not tracked or reported as cost share.
3	<b>Branding/Marking:</b> The organization has complete and appropriate documented branding/marketing procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated. Branding and marketing strategy is approved by USG as required.	Administration	Written marking and branding plans, policies and strategies in accordance with USAID regulations are needed. Training regarding branding & marketing together with assistance in developing a Branding and Marking Plan would address these needs.
3	<b>Succession Planning:</b> Reliance but not dependence on CEO/ED; A clear succession plan exists. A smooth transition to new leader could be expected; fund-raising, operations and program quality would continue without major problems; senior management team can fill in during transition time; one or more members of the management team could take on the CEO/ED role if needed.	Governance	MVIWATA has few staff and due to the nature of its activities, sometimes one staff member is required to play different roles. This thin staffing pattern could be a potential challenge should the need for an organization-wide transition arise.
3	<b>Knowledge Management:</b> The organization has actively linked with external organizations (government, national or international organizations) and has an internal process to share technical expertise & experiences, has applied best practices to its program and shared this information with stakeholders and appropriate staff.	Organizational Management	There is currently no process for sharing technical expertise and experiences. This is, however, expected to improve given the fact that an individual was recently hired to manage this process.
4	<b>Procurement:</b> The organization has complete and appropriate documented administrative procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Administration	Although the current procurement system meets most organizational needs, it is not compliant with USG requirements (i.e., there is no annual procurement plan, no approval/authority thresholds, no definitions for restricted and ineligible goods and no procurement documentation checklist. Geographic code compliance also needs to be

			ensured. Training is needed regarding USG procurement rules and regulations. Policies also need to be reviewed and strengthened.
4	<b>Operational Policies, Procedures and Systems:</b> The organization has complete and appropriate documented administrative procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated. Information systems support operations and programs at a high level of functionality and systems are in place for sustaining them.	Administration	There is an absence of: (1) Mail, phone, fax and photocopying procedures; (2) safety and security procedures; (3) information technology policies and procedures; and (4) procedures for lost and stolen equipment. Written safety and security procedures (along with training), documented office supply policies (and more detailed office procedures) and IT policies/procedures are needed.
4	<b>Volunteers/Interns:</b> Volunteers/interns are appropriately trained for the tasks they are assigned and performance is regularly reviewed and they are consistently supervised. Feedback is provided and turnover is minimal, allowing them to make a significant contribution to the organization.	Human Resources Management	A policy for volunteers & interns (including performance evaluation) is needed together with an HR-style filing system.
4	<b>Change Management:</b> The organization has an established routine for involving staff in modifying existing policies, procedures, programs or plans to make ongoing program or administrative adjustments, and to managing staff involvement in implementing change and response to change. There is a review process for monitoring whether revisions are implemented and lead to improvements and staff comfort with changes is addressed.	Organizational Management	A routine exists, although a more formalized review process would be beneficial.
4	<b>Culture and Gender:</b> The organization considers local culture or gender concerns when programming activities; it views culture and gender as integral to program success, has a clear process and tools for assessing cultural and gender issues relevant to its programs and specifically incorporates elements in its programming and activities.	Program Management	Assistance is needed to develop tools for assessing cultural and gender issues and a gender specialist could help MVIWATA 'mainstream' or integrate gender policies.
4	<b>Standards:</b> Standards are developed for service delivery, staff members are aware of these standards and appropriately trained to apply them and monitoring reports show they are consistently adhered to.	Project Performance Management	Training is needed to ensure regarding the preparation of appropriate monitoring reports.
4	<b>Supervision:</b> A clear supervision plan exists which details supervisory responsibilities. Supervisors are trained and findings are documented, discussed with supervisees and management, and followed-up.	Project Performance Management	Management skills training is needed for technical supervisors.

4	<b>Monitoring and Evaluation:</b> The organization has a good M and E plan that has been approved as required. Data on program activities are available, are up to date and the data are regularly used for follow-up monitoring, program adjustments and planning and determining progress towards achieving stated targets as well as shared with relevant stakeholders.	Project Performance Management	While each project has its own M and E plan, no organization-wide M and E framework currently exists. Such a framework is currently being developed, although further work is needed in this regard. A process for capturing and sharing case studies with relevant stakeholders would be particularly helpful.
4	<b>New Opportunity Development:</b> The organization has a business development plan, has successfully bid for resources from one or more sources and has sufficient funds to support activities.	Organizational Management	An organization-wide business plan is needed to help MVIWATA diversify its revenue sources and move toward a more sustainable organizational model with a broader base of support.
4	<b>Stakeholder Involvement:</b> The organization has complete and up to date information about all key stakeholders working in same geographic and technical area and, where appropriate, has collaborative agreements; stakeholders participate in at least yearly reviews of the relevant activities and their impact on the organization's area of operation.	Organizational Management	More information about other stakeholders is needed as is some improvement with respect to engaging them.
4	<b>Technical Reporting:</b> The organization documents both quantitative and qualitative work plan progress, including a review of objectives and strategies, facilitating factors and barriers, lessons learned and best practices, reports PEPFAR and program indicator results, and reports are submitted on time in compliance with the CA. Organization uses information to review/revise strategies with staff and stakeholders and ensure timely delivery.	Program Management	There is a clear need for improving the preparation and submission of narrative reports.
5	<b>Financial Systems:</b> The organization has complete and appropriate documented financial management systems, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	While MVIWATA does a good job with their financial systems, they will benefit from A-122 and USAID training. They need training regarding Indirect Costs and NICRA's. The finance policy manual will need reviewed and updated including definitions of various costs and satellite office policies.
5	<b>Fixed Assets Control:</b> The organization has complete and appropriate documented fixed asset procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Administration	Generally very good. There is a need to conduct annual asset inventories and bill equipment usage across projects per USG requirements. Training is also needed regarding the usage of equipment across projects and how to bill.

5	<b>Travel Policies and Procedures:</b> The organization has complete and appropriate documented travel procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Administration	While adequate for most current organizational needs, a policy for meals and incidental expenses (M&IE) together with international travel policies and procedures will need to be adopted (together with training) for USG funding (e.g. Fly America).
5	<b>Board Composition and Responsibility:</b> Board membership is drawn from a broad spectrum; all members have relevant experience. Board displays a high willingness and proven track record of investing in learning about the organization and addressing its issues. Meetings are well planned, documented and occur at regular intervals with excellent attendance. Board has clear TOR and a good understanding of its key functions and those key functions are all consistently carried out. Board term limits are defined and reasonable. Officers are elected/appointed according to board procedures.	Governance	MVIWATA feels they are doing very good in selecting board members with relevant skills. Members are elected every three years at an annual general meeting (AGM) and can serve for no more than 9 years which means they can only be elected three times. Nine members represent nine zones within the country. The board meets quarterly although adhoc meetings are sometimes held when the need arises. Each board member has a clear TOR and they are highly involved in all recruitments and/or appointments.
5	<b>Financial Reporting:</b> The organization has complete and appropriate documented financial reporting procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	Training is needed for USG financial reports such as the SF 425.
5	<b>Donor Compliance:</b> The organization is knowledgeable of the A-122 Cost Principles (i.e. reasonable, allocable, and allowable), Standard Provisions, has systems in place to ensure compliance with reporting and approval requirements, and complies consistently.	Program Management	While some specialized training is needed regarding A-122, etc., MVIWATA has demonstrated that it is capable of meeting or exceeding said requirements by virtue of its successful participation as a NAFKA subcontractor.
5	<b>Staff Time Management:</b> The organization has a billing policy and timesheets that conform to USG requirements. Staff and supervisors have been trained to complete them. Timesheets are reviewed and signed by a supervisor, they are completed and submitted in a timely manner, and payment corresponds to the information documented in the timesheets.	Human Resources Management	Generally good. Some additional sensitization for staff regarding the timesheet process would be helpful on an as-needed basis.
5	<b>Organizational Structure:</b> The organization has an organizational structure which is well designed and relevant to the mission/goals, roles and responsibilities of departments and/or key functions are clearly defined and appropriate, and lines of communication and coordination among departments and/or key functions is clear & functional.	Governance	Very good overall. Recent growth, however, has led to some challenges with respect to maintaining appropriate spans of control for line supervisors.

5	<b>Recruitment and Retention:</b> The organization has clear recruitment guidelines and the process is transparent; the guidelines are consistently applied and HR staff has been trained/oriented to apply the guidelines. The organization has strong approaches for retaining staff that are reviewed and modified to ensure effectiveness. Exit interviews are conducted and information on leavers is stored. Opportunities for career advancement are available.	Human Resources Management	All appropriate procedures are in place, although some additional in-service training may be beneficial to promote staff retention.
5	<b>Staff Salaries and Benefits Policy:</b> The organization has a clear rationale for staff salaries, such as pay grade and range, that is consistently applied to all staff and is reviewed and updated annually; pay increases follow the salary framework and or pay increase policy; benefits are clearly documented in a policy manual, are equitably applied and conform to national labor laws. Performance review and pay period are coordinated.	Human Resources Management	Generally very good although there is a need to harmonize health benefits throughout the organization.
5	<b>Financial Planning:</b> The organization has complete and appropriate documented financial planning processes and procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated. The organization has a budgeting process that includes preparing the budget and identifying what needs to be done and achieved and how much it will cost. All key staff members are involved in this process and this gives credibility to the process.	Financial Management	This is an area where MVIWATA feels confident.
5	<b>Financial Controls:</b> The organization has complete and appropriate documented financial control procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	MVIWATA understands controls and appears to have good controls in place.
5	<b>Financial Documentation:</b> The organization has complete and appropriate documented financial documentation procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	This is an area in which MVIWATA feels confident.
5	<b>Audits:</b> The organization has complete and appropriate documented audit systems. Audits are conducted annually and findings are consistently disseminated and addressed.	Financial Management	This is an area in which MVIWATA feels confident.
5	<b>Strategic Planning:</b> The organization has a strategic plan that reflects its mission, is based on a review of strengths and weaknesses, the external environment and client needs, states priority areas and measurable objectives, is referred to for management decisions and operational planning and is regularly reviewed.	Organizational Management	A current strategic plan exists, is regularly reviewed and used as a management tool on an ongoing basis.

5	<b>Work Plan Development:</b> The organization has a work plan with stated goals, measurable objectives, and strategies, timelines, responsibilities and indicators, and is linked to the program budget, developed with participation of staff, has dates for quarterly reviews and	Organizational Management	<b>An appropriate work plan, including business development activities, is tied to the strategic plan.</b>
5	<b>Project Implementation Status:</b> The project work plan is approved and the budget is allocated. The program is fully staffed. All sub-awardees have signed sub-agreements. M and E systems are functional. Technical and financial reports are available and have been submitted on time. Services are active and project activities are progressing according to the work plan.	Project Performance Management	<b>Good, although MVIWATA feels that it is understaffed.</b>
5	<b>Field Oversight:</b> The organization approves work plans, reviews data, progress reports, provides guidance as necessary and makes at least semi-annual supervision visits and results are discussed with management and technical staff.	Project Performance Management	<b>Very good.</b>
5	<b>Quality Assurance:</b> The organization has performance expectations and a system that assesses performance against standards, takes client satisfaction into consideration, includes an analysis of gaps or weaknesses and has an action planning process to address those gaps or weaknesses.	Project Performance Management	<b>Very good.</b>
5	<b>Communication:</b> Communication between and among management and staff is open, regular opportunities are created to exchange ideas or discuss management, program or technical issues. Staff initiate discussion, contribute ideas and feel comfortable raising issues.	Leadership and Team Dynamics	<b>Very good.</b>
6	<b>Vision/Mission:</b> The vision and/or mission provides a clear, specific, and forceful understanding of what the organization aspires to become or achieve; is broadly held within the organization and consistently used to direct actions and set priorities.	Governance	<b>Good.</b>
6	<b>Legal Status:</b> Organization is legally registered, is aware of tax status and is fully compliant with tax obligations and labor laws.	Governance	<b>No issues. Good.</b>
6	<b>Job Descriptions:</b> The organization has job/task descriptions that staff, volunteers and interns have copies of or access to; job descriptions have all key sections; they are respected/adhered to, reviewed and updated. Both staff and the organization have job descriptions on file.	Human Resources Management	<b>Good.</b>
6	<b>Staffing Levels:</b> All positions within the organization are staffed with qualified and skilled persons. When gaps exist they are minimal, recent and recruitment is active. No attendance problems. The organization has an approach to rapidly filling new positions in environments	Human Resources Management	<b>Good.</b>

where staff turnover is high.

6	<b>Personnel Policies:</b> The organization has personnel policies which include a drug free workplace policy, non-discrimination policies (for US organizations) and timekeeping policy. The policies correspond with the organization's practice with regard to HR. They require signature statements and have been disseminated to all staff and are on file. There is a system for updating personnel policies and manuals.	Human Resources Management	<b>All personnel polices conform to the Tanzania Employment and Labor Relations Act of 2004.</b>
6	<b>Staff Professional and Salary History Documentation:</b> The organization keeps staff CVs and these are up dated for records and proposal purposes. Staff bio-data forms are kept on file and are used to check salary history. Changes in staff work status are filed and up-to-date.	Human Resources Management	<b>Excellent. No additional capacity needed.</b>
6	<b>Staff Performance Management:</b> The organization has a process for assessing performance including objective setting, listing of responsibilities/tasks, assessment of performance on past activities, supervision & professional development. It is conducted for all staff at a minimum of once a year. Changes in staff work status, salary & benefits are consistently filed, current & available.	Human Resources Management	<b>Excellent. A new organization-wide policy is currently being developed.</b>
6	<b>Community Involvement:</b> The organization has participatory planning and decision making processes that involve affected families and communities. Their views are consistently integrated into program design to improve the provision of services. Community is mobilized to be active in program activities.	Program Management	<b>Excellent. No additional capacity needed.</b>
6	<b>Decision Making:</b> Staff ideas are sought, respected and incorporated into the decision making process, staff share a sense of responsibility, accountability and ownership of decision-making.	Leadership and Team Dynamics	<b>Excellent.</b>

**210 Points Awarded**

**264 Total Possible Points**

**79.55% Percentage Score**

## Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA)

OCAT Score	OCAT Dimension	OCAT Area	Findings
2	<b>Procurement:</b> The organization has complete and appropriate documented administrative procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Administration	Developing a comprehensive procurement plan, with documented policy and procedures, is necessary. Training will also be necessary.
2	<b>Cost Share:</b> The organization has complete and appropriate documented cost share procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	Need to include cost share in the USAID rules and regulations training and update Finance Manual to include cost share.
3	<b>Branding/Marking:</b> The organization has complete and appropriate documented branding/marketing procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated. Branding and marketing strategy is approved by USG as required.	Administration	RUDI staff need trained on the specifics of branding and marking, specifically how to address this issue in proposal development and assistance in writing a branding and marking policy.
3	<b>Financial Reporting:</b> The organization has complete and appropriate documented financial reporting procedures, updated as necessary, which are known & understood by staff and which are consistently adhered to, reviewed & updated.	Financial Management	While good at donor reporting, management reporting is not routinely done. Assistance is needed to develop useful management reports and understanding of the reports.
3	<b>Strategic Planning:</b> The organization has a written strategic plan that reflects its mission, is based on a review of strengths and weaknesses, the external environment and client needs, states priority areas and measurable objectives, is referred to for management decisions and operational planning and is regularly reviewed.	Organizational Management	Although a Strategic Plan exists, the current planning period does not extend beyond the end of the current calendar year (2013).
3	<b>Work Plan Development:</b> The organization has a work plan with stated goals, measurable objectives, and strategies, timelines, responsibilities and indicators, and is linked to the program budget, developed with participation of staff, has dates for quarterly reviews and is linked to the program budget, developed with participation of staff, has dates for quarterly reviews and is submitted on time.	Organizational Management	While each donor-supported project has an approved work plan an overall organizational work plan is needed to help ensure better coordination between projects and promote overall organizational development.
3	<b>Change Management:</b> The organization has an established routine for involving staff in modifying existing policies, procedures, programs or plans to make ongoing program or administrative adjustments, and to managing staff involvement in implementing change and response to change. There is a review process for monitoring whether revisions are implemented and lead to improvements and staff comfort with changes is addressed.	Organizational Management	A change management process exists, but the addition of new staff necessitates that it be revamped to accommodate new government (and donor) regulations.
3	<b>Knowledge Management:</b> The organization has actively linked with external organizations (government, national or international organizations) and has an internal process to share technical expertise & experiences, has applied best practices to its program and shared this information with stakeholders and appropriate staff.	Organizational Management	Each of the five (5) current donor-supported programs functions independently of the others. Internally, some technical assistance would be beneficial with respect to knowledge sharing between and among them.
3	<b>Monitoring and Evaluation:</b> The organization has a good M and E plan that has been approved as required. Data on program activities are available, are up to date and the data are	Project Performance Management	Although each donor-supported project has its own M & E requirements, a consolidated system using

	regularly used for follow-up monitoring, program adjustments and planning and determining progress towards achieving stated targets as well as shared with relevant stakeholders.		standardized tools is needed to document best practices and refine implementation across projects.
3	<b>Quality Assurance:</b> The organization has performance expectations and a system that assesses performance against standards, takes client satisfaction into consideration, includes an analysis of gaps or weaknesses and has an action planning process to address those gaps or weaknesses.	Project Performance Management	RUDI has the technical expertise for effective quality assurance. Additional M & E resources, however, are needed to ensure client satisfaction.
4	<b>Fixed Assets Control:</b> The organization has complete and appropriate documented fixed asset procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Administration	Assistance in developing a comprehensive fixed asset management policy is needed.
4	<b>Operational Policies, Procedures and Systems:</b> The organization has complete and appropriate documented administrative procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated. Information systems support operations and programs at a high level of functionality and systems are in place for sustaining them.	Administration	RUDI would benefit from assistance in developing comprehensive policy and procedures manuals. In addition to strengthening the current policy manual, the manuals should include policies on retention, procurement, IT, safety and security, and consultants.
4	<b>Financial Documentation:</b> The organization has complete and appropriate documented financial documentation procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	Documentation requirements need to be documented in the financial policy and procedures.
4	<b>Financial Planning:</b> The organization has complete and appropriate documented financial planning processes and procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated. The organization has a budgeting process that includes preparing the budget and identifying what needs to be done and achieved and how much it will cost. All key staff members are involved in this process and this gives credibility to the process.	Financial Management	Would benefit from trainings and workshops surrounding organizational budgeting. This training should include capacity building material for the board of directors on the understanding of budgets.
4	<b>Financial Systems:</b> The organization has complete and appropriate documented financial management systems, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	Priority should be given to developing comprehensive financial policy and procedures with emphasis on opening field (satellite) offices in light of donor restrictions. Additional areas needed are comprehensive discussion of overhead and indirect cost rates and assistance to help merge each project based computerized accounting system in to one comprehensive accounting system. Need A-122 training.
4	<b>Board Composition and Responsibility:</b> Board membership is drawn from a broad spectrum; all members have relevant experience. Board displays a high willingness and proven track record of investing in learning about the organization and addressing its issues. Meetings	Governance	Some board development activities including retreats, workshops, etc. would be beneficial.

	are well planned, documented and occur at regular intervals with excellent attendance. Board has clear TOR and a good understanding of its key functions and those key functions are all consistently carried out. Board term limits are defined and reasonable. Officers are elected/ appointed according to board procedures.		
4	<b>Succession Planning:</b> Reliance but not dependence on CEO/ED; A clear succession plan exists. A smooth transition to new leader could be expected; fund-raising, operations and program quality would continue without major problems; senior management team can fill in during transition time; one or more members or the management team could take on the CEO/ED role if needed.	Governance	Some improvement will be needed, especially as the organization continues to grow.
4	<b>Organizational Structure:</b> The organization has an organizational structure which is well designed and relevant to the mission/goals, roles and responsibilities of departments and/or key functions are clearly defined and appropriate, and lines of communication and coordination among departments and/or key functions is clear and functional.	Governance	The current organizational structure is driven by various externally-funded projects. A more sustainable structure will be needed as RUDI moves toward a more independent organizational model.
4	<b>Personnel Policies:</b> The organization has personnel policies which include a drug free workplace policy, non-discrimination policies (for US organizations) and timekeeping policy. The policies correspond with the organization's practice with regard to HR. They require signature statements and have been disseminated to all staff and are on file. There is a system for updating personnel policies and manuals.	Human Resources Management	Need to develop signature statements (specifically code of conduct) and provide training to staff for comprehensive understanding of all personnel policies.
4	<b>Staff Salaries and Benefits Policy:</b> The organization has a clear rationale for staff salaries, such as pay grade and range that is consistently applied to all staff and is reviewed and updated annually; pay increases follow the salary framework and or pay increase policy; benefits are clearly documented in a policy manual, are equitably applied and conform to national labor laws. Performance review and pay period are coordinated.	Human Resources Management	RUDI follows project salary and benefit policies and have no opportunity to give merit increases. This area needs strengthening, but until they have discretionary funds, they cannot do merit increases. They do need assistance in developing a salary scale (with levels and steps).
4	<b>Staff Performance Management:</b> The organization has a process for assessing performance that includes objective setting, listing responsibilities & tasks, assessing past performance, supervision and professional development. It is conducted for all staff at a minimum of once a year. Changes in staff work status, salary and benefits are consistently filed, up-to-date and available to staff.	Human Resources Management	While RUDI assesses staff performance, they would like training surrounding best practices and methods in performance measures.
4	<b>New Opportunity Development:</b> The organization has a business development plan, has successfully bid for resources from one or more sources and has sufficient funds to support activities.	Organizational Management	A business development strategy that includes additional capacity building activities is needed.
4	<b>Stakeholder Involvement:</b> The organization has complete and up to date information about all key stakeholders working in same geographic and technical area and, where appropriate, has collaborative agreements; stakeholders participate in at least yearly reviews of the	Organizational Management	Some additional stakeholder involvement (including enhanced awareness of RUDI activities) would be helpful.

	relevant activities and their impact on the organization's area of operation.		
4	<b>Donor Compliance:</b> The organization is knowledgeable of the A-122 Cost Principles (i.e. reasonable, allocable, and allowable), Standard Provisions, has systems in place to ensure compliance with reporting and approval requirements, and complies consistently.	Program Management	Compliance with current donor requirements is good, however significant training is needed re: specific USG/USAID provisions.
4	<b>Technical Reporting:</b> The organization documents both quantitative and qualitative work plan progress, including a review of objectives and strategies, facilitating factors and barriers, lessons learned and best practices, reports PEPFAR and program indicator results, and reports are submitted on time in compliance with the CA. Organization uses information to review/revise strategies with staff and stakeholders and ensure timely delivery.	Program Management	While donor reporting requirements are adhered to, improvement regarding incorporating and disseminating best practices is needed.
4	<b>Project Implementation Status:</b> The project work plan is approved and the budget is allocated. The program is fully staffed. All sub-awardees have signed sub-agreements. M and E systems are functional. Technical and financial reports are available and have been submitted on time. Services are active and project activities are progressing according to the work plan.	Project Performance Management	A consolidated, organization-wide M & E system is needed to promote RUDI's overall capacity to design and implement programs/projects.
4	<b>Supervision:</b> A clear supervision plan exists which details supervisory responsibilities. Supervisors are trained and findings are documented, discussed with supervisees and management, and followed-up.	Project Performance Management	Technical staff members with supervisory responsibilities could benefit from managerial skills training.
4	<b>Standards:</b> Standards are developed for service delivery, staff members are aware of these standards and appropriately trained to apply them and monitoring reports show they are consistently adhered to.	Project Performance Management	Some improvement is needed, particularly with respect to maintaining warehouses.
5	<b>Travel Policies and Procedures:</b> The organization has complete and appropriate documented travel procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Administration	RUDI has documented travel policies that are followed. They would need training on the travel policies specific to USG funds such as Fly America, international travel, hotel receipts.
5	<b>Audits:</b> The organization has complete and appropriate documented audit systems. Audits are conducted annually and findings are consistently disseminated and addressed.	Financial Management	Organization will benefit from A-133 training.
5	<b>Financial Controls:</b> The organization has complete and appropriate documented financial control procedures, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated.	Financial Management	Staff have a good understanding of internal controls. A two-hour internal control and fraud training workshop would be beneficial.
5	<b>Vision/Mission:</b> The vision and/or mission provides a clear, specific, and forceful understanding of what the organization aspires to become or achieve; is broadly held within the organization and consistently used to direct actions and set priorities.	Governance	Both the vision and mission statements are appropriate.
5	<b>Job Descriptions:</b> The organization has job/task descriptions that staff, volunteers and interns have copies of or access to; job descriptions have all key sections; they are respected/adhered to, reviewed and updated. Both staff and the	Human Resources Management	This area is well documented.

organization have job descriptions on file.			
5	<b>Recruitment and Retention:</b> The organization has clear recruitment guidelines and the process is transparent; the guidelines are consistently applied and HR staff has been trained/oriented to apply the guidelines. The organization has strong approaches for retaining staff that are reviewed and modified to ensure effectiveness. Exit interviews are conducted and information on leavers is stored. Opportunities for career advancement are available.	Human Resources Management	RUDI could benefit from the following assistance: improving the recruitment portion of the policy manual; guidance on retention approaches when operating under donor funds and effective exit interview strategies.
5	<b>Staff Professional and Salary History Documentation:</b> The organization keeps staff CVs and these are up dated for records and proposal purposes. Staff bio-data forms are kept on file and are used to check salary history. Changes in staff work status are filed and up-to-date.	Human Resources Management	This is an area where they feel everything is in order but would like some guidance on record filing and retention.
5	<b>Staff Time Management:</b> The organization has a billing policy and timesheets that conform to USG requirements. Staff and supervisors have been trained to complete them. Timesheets are reviewed and signed by a supervisor, they are completed and submitted in a timely manner, and payment corresponds to the information documented in the timesheets.	Human Resources Management	Incorporate timesheet training (specifically how to track time by project and across donors) into comprehensive policy training.
5	<b>Staffing Levels:</b> All positions within the organization are staffed with qualified and skilled persons. When gaps exist they are minimal, recent and recruitment is active. No attendance problems exist. The organization has an approach to rapidly filling new positions in environments where staff turnover is high.	Human Resources Management	This is an area where they feel everything is in order.
5	<b>Volunteers/Interns:</b> Volunteers/interns are appropriately trained for the tasks they are assigned and performance is regularly reviewed and they are consistently supervised. Feedback is provided and turnover is minimal, allowing them to make a significant contribution to the organization.	Human Resources Management	Need to develop a policy for volunteers and interns including the evaluation of performance. Need to discuss the possibility of intern stipends.
5	<b>Communication:</b> Communication between and among management and staff is open, regular opportunities are created to exchange ideas or discuss management, program or technical issues. Staff initiate discussion, contribute ideas and feel comfortable raising issues.	Leadership and Team Dynamics	Good.
5	<b>Decision Making:</b> Staff ideas are sought, respected and incorporated into the decision making process, staff share a sense of responsibility, accountability and ownership of the decision-making process.	Leadership and Team Dynamics	Good.
5	<b>Community Involvement:</b> The organization has participatory planning and decision making processes that involve affected families and communities. Their views are consistently integrated into program design to improve the provision of services. Community is mobilized to be active in program activities.	Program Management	Good.
5	<b>Culture and Gender:</b> The organization considers local culture or gender concerns when programming activities; it views culture and gender as integral to program success, has a	Program Management	Good.

	clear process and tools for assessing cultural and gender issues relevant to its programs and specifically incorporates elements in its programming and activities.		
5	<b>Field Oversight:</b> The organization approves work plans, reviews data, progress reports, provides guidance as necessary and makes at least semi-annual supervision visits and results are discussed with management and technical staff.	Project Performance Management	Good.
6	<b>Legal Status:</b> Organization is legally registered, is aware of tax status and is fully compliant with tax obligations and labor laws.	Governance	No issues. Good.
181	<b>Points Awarded</b>		
264	<b>Total Possible Points</b>		
68.56%	<b>Percentage Score</b>		

## 5. Capacity Building Action Plans Developed

At RUDI, staff worked with external consultants to examine the OCAT findings and articulate five key focus areas for additional capacity building, namely:

- Strategic Planning
- Financial Management
- Operational Policies and Procedures
- Program Planning and Management
- Resource Mobilization

Fundamental action steps together with a preliminary timeline were associated with each focus area and are reflected in RUDI's CBAP. Key action steps within the five focus areas include:

- **Strategic Planning:** An external strategic planning specialist will work with RUDI staff to develop a new five-year strategic plan by revising and updating the current plan and presenting it to selected stakeholders. A detailed organizational work plan for the first year of the planning period will also be included together with a proposed organizational structure consistent with the work and strategic plans.
- **Financial Manual:** The revision of RUDI's financial manual will be led by an external specialist as an experiential learning experience for RUDI staff. The financial specialist will also provide "Train the Trainer" training regarding the appropriate use and application a series of adaptable templates or for developing forms and other essential documentation, so that RUDI can provide training for other emerging NGO's.
- **Accounting System:** External technical assistance will be provided to merge each project-based, computerized accounting system into one comprehensive accounting system.
- **Operational Policies and Procedures:** An external specialist will conduct a comprehensive review of RUDI's operational policies and procedures to reveal those areas in need of attention. Amendments, modifications and/or revisions will be made as needed and accompanied by appropriate training & sensitization activities designed to reinforce understanding.
- **Program Planning and Management:** Much like MVIWATA, an external program planning and management specialist will facilitate four separate but closely related capacity building modules to help RUDI: (1) Design and leverage mutually-reinforcing programs; (2) build its organization-wide monitoring and evaluation capacity; (3) enhance its technical reporting capabilities and; and (4) ensure effective implementation using demonstrated project management tools such as logic models, etc.
- **Resource Mobilization:** RUDI staff will participate in appropriate in-service training activities including half- and full-day classes, seminars and workshops regarding proposal preparation, resource diversification techniques and fundraising. Actual proposal writing activities for project-based and operations grants will be integrated to the extent possible.

At MVIWATA, four key focus areas were articulated for additional capacity building based on OCAT findings. They are:

- Financial and Human Resources Management
- Operational Policies and Procedures
- Program Planning and Management
- Organizational Sustainability

Key activities that address these focus areas include:

- **Financial and Operational Policies, Procedures and Systems:** MVIWATA's financial and operational policies, procedures and systems will be reviewed and updated to ensure USG compliance. To accomplish this, a USG compliance specialist will: (1) Conduct a comprehensive review of all current policies and procedures; (2) recommend whatever updates and/or amendments may be needed to bring them into USG compliance; (3) work with MVIWATA staff to make all agreed-upon revisions; and (4) provide appropriate in-service training and technical assistance regarding USG rules and regulations and how best to implement them.
- **In-Service Training:** MVIWATA staff will participate in appropriate in-service training activities including half- and full-day classes, seminars and workshops at donor-supported training institutes, colleges, etc. Topics covered will include supervision, team-building skills and employee evaluation.
- **Program Planning and Management:** An external program planning and management specialist will facilitate four separate but closely related capacity building modules to help MVIWATA: (1) Design and leverage mutually-reinforcing programs; (2) build its organization-wide monitoring and evaluation capacity; (3) enhance its technical reporting capabilities (particularly for narrative reports) and; and (4) ensure effective implementation using demonstrated project management tools such as logic models, etc.
- **Organizational Sustainability:** MVIWATA staff will participate in appropriate in-service training activities including half- and full-day classes, seminars and workshops at donor-supported training institutes, colleges, etc. Topics covered will include the development of an organization-wide business plan as well as proposal writing for both project-based and operations grants. Such a business plan would help MVIWATA to diversify its revenue sources and move toward a more sustainable organizational model with a broader base of support.

## 6. Potential Follow-Up Assignments

Consistent with the findings contained herein, the following follow-up assignments are recommended for external specialists/consultants.

### **RUDI Only**

- Strategic Plan Review and Revision
- Accounting System Revision

### **RUDI and MVIWATA**

- Financial Manual Review/Revision
- Operational Policy Review/Revision
- Program Design and Management Training
- OCAT Re-Administration

Draft scopes of work for the strategic planning specialist (RUDI) and financial specialist (RUDI and MVIWATA) are included herewith as attachments.

## 7. Draft Scopes of Work

1. Financial Manual Review and Revision (RUDI and MVIWATA)
2. Strategic Plan Review and Revision (RUDI Only)

## **DRAFT SCOPE OF WORK**

**Title of the Assignment: Financial Manual Review and Revision (RUDI and MVIWATA)**

**Duration of Assignment: 6 weeks**

**Proposed Start Date: January 2014**

**Assignment Objective:** The NAFKA Staples Value Chain Activity is a \$30 million value chain project funded by the US Agency for International Development (USAID) under the Tanzania Feed the Future (FtF) Initiative. Strengthening the capacity of Tanzanian partners to meet the demands of value chain actors is one of the project's key activities. These partners include Rural Urban Development Initiatives (RUDI) and is Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA) or 'National Network of Small Scale Farmers Groups in Tanzania' in English.

In September of 2013, ACDI/VOCA elected to ramp up its institutional capacity building program for Tanzanian partners by developing Capacity Building Action Plans (CBAP's) for each. This CBAP will be used as a roadmap for NAFKA, RUDI, MVIWATA and others to support organizational capacity building at both organizations. NAFKA will work with RUDI & MVIWATA to identify and support the development of key priority areas within the CBAP and will facilitate its review on an annual basis to monitor progress and identify areas that still need strengthening. Financial management is one such area identified in both organizations, particularly as it relates to policies and procedures.

**Anticipated Activities:** The revision of financial policies and procedures will be led by an external financial specialist as an experiential learning experience for partner staff. To accomplish this, the financial specialist will:

- Conduct a comprehensive review of all current policies and procedures;
- Recommend whatever updates and/or amendments may be needed to bring them into USG compliance;
- Establish and maintain mentor/mentee relationships with all appropriate partner staff to provide experiential learning experiences throughout the review & revision process;
- Work with staff to make all agreed-upon revisions; and
- Provide appropriate in-service training and technical assistance regarding USG rules and regulations and how best to implement them. Special emphasis will be placed on overall USG compliance across all functional areas, including travel, asset management and branding/marketing.

The following additional tasks will be undertaken at RUDI. Namely, the financial specialist will:

- Develop a series of adaptable templates or "toolkits" for developing forms and other essential documentation;
- Help RUDI leverage its organizational capacity as a training provider for other emerging NGO's by providing "Train the Trainer" training regarding the appropriate use and application of the toolkits; and

- Organize and facilitate a two-day workshop for the benefit of Board members and staff regarding organizational budgeting and how to understand budgets.

**Deliverables:** The following deliverables are associated with this assignment:

- Updated, USG-compliant financial policies and procedures (MVIWATA and RUDI); and
- Templates for developing forms and other documentation (RUDI).

**Required Qualifications:** Required consultant qualifications include:

- Master's degree or higher in accounting, finance, business or related field. Doctoral degree preferred.
- Extensive experience (15+ years) working with USAID financial policies, procedures, practices and systems.
- Expert knowledge of all key US government financial policies and procedures, including A-122, A-133, documentation requirements, etc.;
- Exceptional interpersonal, group facilitation and mentoring skills;
- Significant experience working with small- to medium-sized NGO's in developing country contexts, preferably in East Africa;
- Outstanding attention to detail.
- Excellent knowledge of English.
- Extraordinary cultural sensitivity.

## **DRAFT SCOPE OF WORK**

**Title of the Assignment: Strategic Plan Review and Revision (RUDI)**

**Duration of Assignment: 5 weeks**

**Proposed Start Date: February 2014**

**Assignment Objective:** The NAFKA Staples Value Chain Activity is a \$30 million value chain project funded by the US Agency for International Development (USAID) under the Tanzania Feed the Future (FtF) Initiative. Strengthening the capacity of Tanzanian partners to meet the demands of value chain actors is one of the project's key activities. Among the partners is Rural Urban Development Initiatives (hereinafter referred to as RUDI).

In September of 2013, ACDI/VOCA elected to ramp up its institutional capacity building program for Tanzanian partners by developing Capacity Building Action Plans (CBAP's) for each. This CBAP will be used as a roadmap for NAFKA, RUDI itself and others to support organizational capacity building at RUDI. NAFKA will work with RUDI to identify and support the development of key priority areas within the CBAP and will facilitate its review on an annual basis to monitor progress and identify areas that still need strengthening.

One such area identified in September of 2013 is strategic planning. A strategic plan is an important tool to guide the work of any organization. In addition to helping maintain a focused, long term vision of the organization's mission and purpose, it informs decisions about the allocation of human and financial resources. RUDI is no exception. Although a basic strategic plan exists, the planning period expires at the end of the current calendar year (2013).

**Anticipated Activities:** Given its importance as a management tool, an external strategic planning specialist will work with RUDI staff to develop a new five-year strategic plan by revising and updating the current plan and presenting it to selected stakeholders. A detailed organizational work plan for the first year of the planning period will also be included together with a proposed organizational structure consistent with the work and strategic plans.

The entire planning process will serve as an experiential learning experience for RUDI staff and board members while providing the organization with an essential strategic management tool capable of addressing all relevant donor requirements.

The consultant will work closely with RUDI staff and board members to define a strategic plan which outlines short, intermediate and long-term priorities. S/he will liaise as closely as possible with all relevant decision-makers to fully understand RUDI's needs and facilitate a plan that addresses them. Specifically, the consultant will:

- Review all relevant documents identified and provided by the RUDI and/or NAFKA to acquire a better understanding of the prevailing socio-economic and agricultural environment in Tanzania;
- Meet with the RUDI's leadership to agree on a strategy for staff and/or board engagement in revising the strategic plan;
- Establish and maintain a mentor/mentee relationships with all appropriate RUDI staff to provide experiential learning experiences throughout the strategic planning process;
- Lead a review of the RUDI's mission and vision;

- Conduct a needs assessment with farmers, key players and stakeholders in order to better understand their needs and expectations from RUDI;
- Conduct an internal and external SWOT (strengths, weaknesses, opportunities, threats) analysis to better define and understand the RUDI's environmental context;
- Work closely with RUDI (and others as appropriate) to formulate short, intermediate and long-term goals and objectives for RUDI;
- Work with RUDI to identify, evaluate and select one or more strategies that address each objective;
- Identify and prioritize relevant action steps for each objective together with appropriate time frames for completion;
- Present a draft strategic plan to RUDI's executive leadership and board members for comments and suggested changes prior to finalizing the strategic plan; and
- Present the final strategic plan to RUDI's board and all relevant stakeholders.

**Deliverables:** The following deliverables are associated with this assignment:

- A strategic plan for RUDI which, at minimum, addresses the requirements outlined in this Scope of Work.
- An annual work plan for RUDI with dates, action steps and responsible parties.
- A proposed organizational structure consistent with the work and strategic plans.

**Required Qualifications:** Required consultant qualifications include:

- Master's degree or higher related to agriculture, economics, public policy, public administration, community development or international affairs.
- Significant strategic planning experience, preferably with small to medium-sized NGO's in international settings. Experience in East Africa helpful.
- Outstanding oral and written communication skills.
- Excellent knowledge of English.
- Extraordinary cultural sensitivity.

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