



Institutional Assessment of SINAVA Women's Group, Tongo Fields

October 2004

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Institutional Assessment SINAVA women's group

October 2004

Introduction

SINAVA, meaning 'for the future' in Mende, is a community-based organization (CBO) dedicated to empowering women and creating job and food security for self reliance in Tongo Fields. It is also an important member of the Peace Diamond Alliance. At the broadest level, the purpose of the Peace Diamond Alliance is to convert the diamond resource from a source of war and desperation to a foundation for peace and prosperity. This will be accomplished by demonstrating – in Kono District and Tongo Fields – that an alluvial diamond industry can “work.” That it can:

- ◆ Have a transparent, fair, and safe local market;
- ◆ Maximize benefits to local miners, diggers, and their communities;
- ◆ Track diamonds from earth to export;
- ◆ Minimize corruption and environmental degradation; and
- ◆ Mobilize local surveillance and mines monitoring.

More information can be found at www.peacediamonds.org.

As part of Management Systems International's (MSI) www.msiworldwide.com overall Diamond Sector Reform Program (DSRP), and in support to the Peace Diamond Alliance, it has offered to help SINAVA develop a self-directed institutional development program so that it will be a more effective member of the Alliance. Funding for this workshop was from the United States Agency for International Development (USAID), via Cooperative Agreement number 636-A-00-03-00003.

The organizational self-assessment, was completed 6th October 2004, in Tongo Fields. The process was facilitated by Kate Blacklock and was guided by use of the Institutional Development Toolkit, which provides a methodology to help an organization assess its own institutional strengths and weaknesses.¹ Participants collectively assess an organization's Vision/Oversight as well as its Management Resources, Human Resources, Financial Resources, and External Resources. Based on the results, and on agreement on areas of priority for attention by the organization, participants also decide which areas within the organization will be targeted in an institutional strengthening plan and develop an organizational improvement plan. The scoring can serve as a baseline against which the success of future institutional strengthening efforts can be measured in subsequent time intervals.

In addition to serving as a measurement tool, the Institutional Development Toolkit is intended as a way to encourage organizations to think consciously about their institutional capacity and to work constantly to improve it. SINAVA is a relatively young organization, funds are generated by the organisation but not on a consistent basis, staff are unpaid and there are few physical resources. Considering how to improve itself was a novel concept to SINAVA and they had no prior experience in organizational management. They were, however, keen to learn more about the approaches embodied in the Toolkit and are committed to implementing the actions arising from the exercise.

¹ More information about the approach can be found in “An Integrated TOOLKIT for Institutional Development”, Public Administration And Development, Vol. 16, 469-483 (1996). The article can be accessed through the institutional strengthening section of www.msiworldwide.com.

The Process

On Wednesday 6th October, an introduction to the exercise was made. We began by discussing why SINAVA's membership in the Peace Diamond Alliance was esteemed and why SINAVA valued participating in the institutional strengthening program. The Facilitator explained the mechanics of the toolkit (*Appendix B*), and how it could help SINAVA strengthen itself in order to achieve results. Following this, participants then divided into two groups to address different aspects of the Toolkit, gauging the status of SINAVA along the different organizational measurement criteria. It was necessary to have a translator in each group as command of English was restricted and virtually all participants were illiterate.

A plenary session then enabled the group to reach consensus on the various components of institutional strengthening criteria and to document the rationale behind their decisions where they thought that would be necessary. The method used by the translator was a questioning technique based on the criteria set in the tool kit. From the answers gained, the translator and Facilitator gauged where the organisation was along the continuum, the criteria in the tool kit was then read to the group and they agreed whether it was appropriate to their organisation or not. This method proved to be effective, as participants seemed to avoid the common tendency to over-estimate their organisation's capacity. The scoring and rationale is recorded in the Institutional Development Calculation Sheet (ICDS, presented in *Appendix D*.)

The Facilitator then led a session in which participants set priorities for improvement, and began to develop strategies for improving the areas identified as being of highest priority.

A Portrait of SINAVA's Institutional Capacity as of October 2004

Below, is a graphic representation of the institutional capacity of SINAVA, as of October 2004, as determined by SINAVA, with the help of the Facilitator and translators. Referred to as the Institutional Development Profile (IDP), it:

- ◆ Provides a graphic representation to SINAVA members of the organization's strengths and weaknesses; and
- ◆ Provides a visual reminder of priorities for improvement.
- ◆ Indicates targeted improvement for the upcoming period ("suns" at the end of targeted rows.)

The IDP presents summary scores for various aspects of institutional development (the rows in the figure below), sorted by "Resource". The farther a bar goes the right, the further along the continuum from a "start-up" to a "sustainable" organization SINAVA is judged to be for a particular institutional aspect.

A cursory glance at the IDP reveals the following observations;

Oversight/Vision; the mission component of this resource area is relatively strong indicating that the organisation has a clear mission, which is consistent with the activities SINAVA pursues. However, both the autonomy and the board element are relatively weak, reflecting the fact that SINAVA does not receive any donor funds and that the board is not actively seeking sources of funding. This highlights real challenge to SINAVA in achieving its mission: lack of resources.

Management of Resources; the graph indicates that this resource area is relatively strong with regards to planning, monitoring and evaluation and the service delivery features. The weaker

components are leadership style, participatory management and management systems. The results suggest that this is an organisation that has established communication channels enabling full participation of its constituents in decision-making. However, while systematic procedures exist, they are only functioning informally.

Sinava Woman's Group, Tongo Fields				
Institutional Development Profile				
	Start-Up	Development	Expansion/ Consolidation	Sustainable
Capabilities				
Oversight/Vision				
Board			☀	
Mission				
Autonomy		☀		
Management Resources				
Leadership Style				
Planning				
Participatory Management				
Management Systems		☀		
Service Delivery				
M&E Systems				
Human Resources				
Skills			☀	
Stategy				
Training		☀		
Mentoring				
Motivation				
Organizational Diversity				
Financial Resources				
Financial Management		☀		
Financial Vulnerability				
Financial Viability				
External Resources				
Public Relations			☀	
Member Orientation				
Ability to Work with Central & Local Gov't				
Ability to Work with other NGOs			☀	

Legend:

Baseline: as of Oct-04 

Target for next period 

Human Resources: the stronger components of this resource area are mentoring, motivation and organizational diversity; weaker components include skills, strategy, and training which are for the most part in the start up stage along the continuum. These results are consistent with an organization whose staff members are not necessarily skilled for the position they hold and have not had the opportunity to improve their skills through training which have thus far been developed on-the-job. Nevertheless the stronger elements previously indicated, suggest that SINAVA is an organization that values its staff in an informal manner without having a long term human resource strategy.

Financial Resources: the financial resource capacity of SINAVA is the weakest resource area, with financial management, financial diversity and financial viability elements predominantly in the start up stage. The organisation is able to generate funds through membership contribution but these funds are insufficient for long term project funding. While financial procedures may have been put in place, incoming funds are insufficient to put the system to practice.

External Resources: the public relations, member orientation and ability to work with local and central government and ability to work with NGOs components extend in to the development stage with member orientation extending beyond in to consolidation stage. Yet, the overall the external resource area indicates an organisation that until now has remained low-key with little exposure to media, local government and NGOs.

This picture, with the accompanying ICDS (*Appendix D*), forms the baseline against which future institutional development will be measured. It would be advisable for SINAVA to consider re-applying the Toolkit in a year to gauge the success of the institutional strengthening efforts.

Priorities for Improvement for the Next Six Months

After discussion, SINAVA settled on the following areas for intensive attention during the next six-month to one-year time period:

- ◆ *To improve the capacity of the Board of Directors.* A board is already established in SINAVA but the role and responsibilities of it need to be clearly defined and actively pursued. Among other tasks it was envisaged that the board would focus on raising the profile of SINAVA and seek to attract additional resources to the organization.
- ◆ *Attract and maintain a donor (funding organization).* To increase the viability of the organisation a more secure source of funding needs to be acquired. Establishing a public relations task force will enable SINAVA to gain strategic media exposure using formal and informal media channels, in the community and amongst NGOs so as to foster a broader public awareness in support of their mission. In doing so SINAVA will gain credibility and leverage, thereby attracting potential donors.
- ◆ *Identify and implement a formal training program that focuses on core skills –management, accounting and public relations - to enhance staff capacity to perform their tasks and to help establish management systems.* It is evident that SINAVA staff are highly motivated and willing to devote their time to the cause of the organization. However, virtually none of the staff have had the benefit of attending school, nor have they had any kind of training. Providing training will give SINAVA the opportunity to be more self-sufficient as until now they are reliant on external expertise for specific jobs and administrative tasks.
- ◆ *Establish financial management systems.* Participants felt that although systems existed within the organisation many of them were informal. Therefore, financial procedures need to be

established and become fully systematic, incorporating budgeting, controls and external audits. If SINAVA is to attract external donors and media exposure, financial procedures need to be evident.

While this is an extremely ambitious plan, SINAVA felt all steps were essential. Accordingly, it may well extend the institutional strengthening process will occur over a longer time period.

Next Steps

Early discussions on the types of assistance indicated the following might be of assistance:

- ◆ More formal training in management, accounting and public relations. This is such a high priority that it was singled out for special attention.
- ◆ SINAVA to develop a concrete improvement strategy – complete with work plan – with facilitation support from MSI.

Conclusion

The SINAVA team made excellent progress during this time. Although the task was challenging, since it was something brand new, they felt it was well worth the effort.

While the workshop may be termed a “success” in obtaining a baseline for measuring the current status of SINAVA’s institutional development and for introducing the team to many aspects of institutional development, the Facilitator did not feel that all participants uniformly grasped all the concepts contained in the Toolkit. This is natural. It is necessary to have some hands-on experience with things such as work plans, budgets, administrative manuals, and the like, before such technical matters make sense. We are confident, however, that it will be much clearer to the team when the Toolkit is used in subsequent sessions. At that time we may well discover that SINAVA would like to modify certain aspects of the Toolkit to suit their needs. It was simply too early in SINAVA’s development to make that a practical objective this time around.

Congratulations to the entire SINAVA Women’s Group.

Appendix A: Participants in SINAVA Institutional Assessment Exercise

Name	Title
Margaret Momoh	Chairlady
Maita Lansana	Vice Chairlady
Saffie Swarray	Organiser
Iye Musa	
Jeneba Konneh	
Janneh Lahai	
Fatmata Sesay	
Mariana Saffa	
Mamie Saffa	
Zainab Swarray	
Baindu Moiwai	
Morie Ngubakay	

Appendix B: Institutional Development Framework

SINAVA Women’s Group
 Institutional Development Framework (September 2004)

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
OVERSIGHT/VISION					
<i>Aspect</i> Board	<i>Component</i> Board’s Role	Roles of Board members and the relationship of Board members to the President are unclear.	Board members understand their role and how to relate to President.	Board members assist organization through access to key people and to other organizations.	Board members provide policy direction for action and overall programming.
	Active Board	Board is formally constituted, but not yet active partner.	Board becoming active partner. Contributes and pursues resources.	Board provides some leadership and committees formed, but only some active members.	Significant funds raised by Board and many members of Board play active role.
	Advancing Organization	Board selected based on initial enthusiasm of founding of organization, not necessarily on its long-term development.	Board members’ skills do not match with growing needs of organization.	Board’s skills match needs of the developing organization.	Board members are catalyst for long-term development of organization.

Resources	CRITERIA FOR EACH PROGRESSIVE STAGE				
	Founding	Developing	Expanding/ Consolidating	Sustaining	
Mission	No Mission Statement. Group coalesces around general objectives, such as a commitment to development, or justice.	Mission Statement exists, but is not focused. 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 people outside organization 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	The organization is able to successfully advocate, on behalf of its members, to government, donor, and private sectors. SINAVA is able to implement short-term projects.	Organization is able to respond to one long-term donor and the organization's Board, while still successfully advocating, on behalf of its membership, to government, donor, and private sectors	Organization is able to respond to two long-term donors and the organization's Board, while still successfully advocating, on behalf of its membership, to government, donor, and private sectors	Organization is able to respond to two long-term donors while still successfully advocating, on behalf of its members, to government, donors, and private sector.	
MANAGEMENT RESOURCES					
<i>Aspect</i> Leadership Style	<u>Component</u> Board	All leadership emanates from core founder(s).	Leadership comes from core founder(s) 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	Staff provide technical input only. Decisions taken by core founder(s).	One or two staff provide organizational impetus, in addition to President.	Staff increasingly provide vital drive to organization.	Organization would survive without current President or Board Members.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Planning	Mission/ Overview	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.
	Participation	Planning is top-down in orientation, President, and Board driven.	The participation of staff in planning is widened with contributions to decision making.	Members provide information for planning but beneficiaries excluded from decision making.	Constituents and staff contribute to planning <u>decisions</u> along with President /Board.
	Resource Implications	Objectives set without assessment of resource requirements, nor consideration of important external factors.	Accomplishment of objectives tied to resources, but important external factors still overlooked.	Plans are based on resources, and consideration of important external factors. But, organization does not review plan during implementation.	Annual and strategic plans are comprehensive and specific enough to permit accurate resource allocation, and flexible enough to be modified as warranted.
	Work Plan as Tool	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.
Participatory Management	Appropriate Delegation	Decisions handed down to organization from President and Chairperson with little or no feedback.	Most management decisions taken by President and Board. Some input from one or two staff members.	Management decisions increasingly delegated to project managers.	Management decisions delegated to appropriate level of the organization.
	Transparent Decision-Making	Decisions handed down to organization from President without clear decision criteria and little or no feedback.	Management decision criteria used by President generally shared with Board, but other staff not included in process.	Decision-making is increasingly operationalized to become transparent to staff; some staff participation in actual decisions.	Transparent decision-making process; full staff participation in relevant decisions.
	Staff Participation	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.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Participatory Management	Communication Flow	Communications among staff mostly through informal channels.	Emergence of formal channels for dialogue and decision making (such as staff meetings).	Communications are open and among different levels of hierarchy. 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	Personnel 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.
	File Systems	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.
	Administrative Procedures	Few administrative procedures formalized, or, if formalized, not followed.	Administrative procedures increasingly formalized and followed but no operating manual exists.	Administrative manual in place, although not up to date or considered the arbiter of procedures.	Administrative manual updated, as needed. Considered the arbiter of procedures.
Service Delivery		Service delivery to members is determined by organization, often responding to the specifications of donors.	Type, quantity and quality of services delivered to members are at the initiative of the organization. However, little monitoring of service quality is undertaken. Member input into product design or quality review is <i>ad hoc</i> , if at all.	Organization makes consistent effort to obtain member input into determining the appropriate type, quantity and quality of services. Members' attitudes and perceptions are accessed, at least on an annual basis, to provide feedback into how to improve services.	Organization is committed to ongoing process of continuous quality improvement of services provided to members. Services are tailored in response to articulated member preferences and quality is continually monitored through customer feedback. Service delivery improvements are made based on this data.
Constituency Participation		Organization involves its members only as recipients of the organization's program.	Organization draws on its members' leaders for advice and mobilization of its members.	Organization draws on its members' leaders in planning, implementation and evaluation events.	Members participate fully in planning, implementation, and evaluation. Members contributing cash, material, labour, and management to create and maintain project results.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Monitoring and Evaluation	Integration into Decision Making	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; monitoring and evaluation still isolated management function	Ongoing monitoring and evaluation system functioning and data analysis are integrated into decision- making.
	Member Feedback	No feedback from members.	Informal channels for member feedback.	Formal mechanisms exist for member feedback but only via surveys and evaluations. Women and marginalized groups not included.	Continuous feedback and input from members where women and marginalized groups are clearly involved.
HUMAN RESOURCES					
	Skills	Too few people are filling too broad a range of professional 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 and external experts.	All skills areas are covered and staff/external experts are recognized for excellence and provide expertise and assistance to outside organizations.
	Strategy	Human resource development is <i>ad hoc</i> and based on emerging opportunities.	General direction provided for staff development, but it is short-term and project based.	Staff development is based on needs assessment and an action plan exists. The plan is consistent with organizational mission.	Professional development is considered part of overall development of organization. It is supported by individual career development plans.
	Training	Little, or no, training provided.	Training is significant, but is <i>ad hoc</i> in nature.	Training is generally consistent with plan, but is still not fully systematic or sufficient.	Actual training meets or exceeds specifications of individual career development plans.
	Mentoring	Little or no coaching or counselling, provided.	Some coaching and counselling, provided.	Staff receive adequate teaching, counselling, coaching, and mentoring, but mutual staff development still not integrated into organization.	Internal professional support considered important part of each staff person's job.

Resources	CRITERIA FOR EACH PROGRESSIVE STAGE				
	Founding	Developing	Expanding/ Consolidating	Sustaining	
Motivation	Little or no recognition of employee performance. Staff “burn-out” is common.	Performance recognized informally, but no formal mechanisms exists.	Formal performance appraisal system established.	Employees participate in objective setting and know what is expected of them.	
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 from traditionally disadvantaged groups for board and staff	
FINANCIAL RESOURCES					
Aspects Financial Management	<u>Component</u> Planning	Budgets are set unrealistically. Budgets are developed incrementally on a project-by-project basis, usually only for donor funding.	Budgets are maintained on project-by project basis, but are not used as instrument for organizational decision making. Awareness of overall annual financial condition emerges.	Organization maintains a multi-year “master” organizational budget, but still does not manage finances accordingly.	Financial planning is based on a “master” organizational budget and includes overall financial condition in long-term organizational planning and management.
	Control	Financial resources are mainly controlled by donors. Internal controls are weak.	Financial procedures are established, but still are not fully systematic.	Financial procedures are systematic and established to support operational management. Documented procedures facilitate ongoing controls.	Control is an internal management function. Organization does not perceive controls as being excessive.
	Reporting	Financial reports are incomplete and difficult to understand. Organization often needs to be prodded to produce them.	Financial reports are clearer but still incomplete. Reports are project-specific and usually submitted on timely basis.	Financial reports are clear and complete, even as portfolio becomes more complex. Formal reports are regularly used in operational management.	Reports and data system can quickly provide a sense of overall financial health. Reports are always timely, trusted, and available to the public.
	Audits	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.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Financial Management	Separation of Accounts	Funds are not separated for different projects within the organization.	Project funds are separated only when required by donors.	Standard procedure is to avoid cross-project financing . All funds are separated, but occasional cross-project financing occurs.	All project funds are separated and adequate controls exist to avoid cross-project financing.
Financial Vulnerability	Funding Diversity	Financing comes from only one source.	Financing comes from multiple sources, but 70% 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 Resource Mobilization	Local resource mobilization (including goods and services) for operational income is untried or unsuccessful.	Local resource mobilization pursued on an <i>ad hoc</i> , basis.	Local resource mobilization strategy is operational	Local resource mobilization strateg is operational. X% of annual expenditures generated from local resources.
Financial Viability		Project funding is scarce and is dependent on local opportunities.	Funding is available to cover project activities, consistent with mission.	Funding is available for short-term costs. Medium-term funding strategies exist.	All projects, consistent with mission, have long-term funding plans and current funds are adequate to meet needs of management plan.
EXTERNAL RESOURCES					
Aspect	Component	Organization little known outside the range of its donors and direct beneficiaries.	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 supportive constituency, and commands respect outside that constituency.
Public Relations	Public Recognition				

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Public Relations	Media Strategy	Organization makes little use of media, perhaps preferring to maintain a low profile. Occasionally, press will initiate encounters. No established mechanisms for communication.	Organization begins to seek out media exposure. Usually based on publicizing specific compartmentalized project events.	Organization able to gain access to media through formal and informal mechanisms. Exposure of organization to media frequent, but not yet strategic.	Organization uses its established media relationships for frequent and effective public communication. A media strategy exists and attempts are made to both make the organization known and to foster a broader public awareness in support of the Mission.
Member Orientation		Organization operates in centralized manner with little connection to membership.	Organization serves members based on perceptions/assessment, but without active constituency involvement.	Member input sought for key decisions. Organization and its efforts viewed by constituency as service provided to constituency.	Constituency integrated into organization's policies and practices.
Ability to work with central and local government		Viewed as "we", "they". Little communication. 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 still not as equal partners.	Formal and informal mechanisms exist for collaboration and are often used. Relations are as equal partners.
Ability to work with other NGOs.		Organization does not have experience working with other NGOs. Not known or trusted by NGO community.	Organization increasingly known and trusted by NGO community. Experience with collaboration based on project implementation requirements only.	Organization works with international or local NGOs, and participates in NGO networks and coalitions. Networks and coalitions are based on constituency needs.	Organization plays leadership role in promoting NGO coalitions based on constituencies' interests. Capable of helping to resolve NGO-NGO or NGO Govt conflict and of affecting policy on behalf of constituency

SINAVA INSTITUTIONAL STRENGTHENING TIME FRAME

SINAVA TIME FRAME/1		Institutional Development Activities						
Resource Area/ Component	Result	Completion date Month 1	Completion date Month 2	Completion date Month 3	Completion date Month 4	Completion date Month 5	Completion date Month 6	Ongoing
Oversight/Vision Board of Directors	Board members have a clearly defined role & are actively pursuing responsibilities	- Review current responsibilities of board - Identify additional responsibilities involving all members, executive committee and current board members of SINAVA	-Write a job description -Job description circulated to current board members and potential new board members - board members reselected	New board actively pursuing responsibilities				Evaluate progress of board
Oversight/vision Autonomy	Long term donor attracted and maintained	Establish a public relations committee	Training public relations/ proposal writing	Identify project opportunities. Plan a public relations strategy using formal & informal mechanisms - media, networking	Initiate public relations strategy, commence proposal writing	Submit proposals Continue public relations exercise & media exposure of SINAVA, follow up proposals		Public relations strategy/ networking
Management of Human Resources/Training	Competency of staff members in core areas, management, accounting & public relations increased	Review, revise & establish job descriptions	Identify training needs of 10 members of staff conducting individual interviews	Evaluate training needs & tailor appropriate training material, establish training schedule and formal appraisal system	Initiate training – work shops	-Implement skills learnt -Create a needs assessment of SINAVA member's training needs and establish a human resource strategy		-On the job mentoring -Trained staff cascade their skills to other staff members
Financial Resources/Financial Management	Financial procedures established, documented and operational	Review current procedures Training workshop accounting	Formulate and document systematic financial procedures	Implement procedures			Carryout external Audit	Review & evaluate procedures

SINAVA INSTITUTIONAL STRENGTHENING RESOURCE REQUIREMENTS

Resources required	External Manpower and Skills						
Resource Area/ Component	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Ongoing
Oversight/Vision Board	Mentor	Mentor	Mentor				Mentoring
Oversight/vision Autonomy		Workshop	Mentor	Mentor	Mentor		Mentoring
Management of Human Resources/Training	Mentor	Mentor & SINAVA	Mentor	Workshop (MSI) & Mentoring	Mentor		Mentoring
Financial Resources/Financial Management	Workshop (MSI)	Mentor				External financial auditor	
Resources required	Physical Resources						
Resource Area/ Component	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Ongoing
Oversight/Vision Board	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials				Office facilities & Materials
Oversight/vision Autonomy		Office facilities & Materials		Office facilities & Materials			
Management of Human Resources/Training	Office facilities & Materials		Office facilities & Materials				
Financial Resources/Financial Management	Office facilities & Materials	Office facilities & Materials					

Appendix C: Institutional Strengthening Proposal Format

Institutional Strengthening Plan Submission

ORGANIZATION: SINAVA Women's Group

Assessment details (date, place, length, context, process):

Assessment carried out Tuesday 5th October, PDA Office, Tongo Fields, Sierra Leone

Participants in Assessment:

See attached report

Summary of Organizational Assessment Results:

- ◆ *To improve the capacity of the Board of Directors.* A board is already established in SINAVA but the role and responsibilities of it need to be clearly defined and actively pursued. Among other tasks it was envisaged that the board would focus on raising the profile of SINAVA and to seek to attract additional resources to the organization.
- ◆ *Attract and maintain a donor (funding organization).* To increase the viability of the organisation a more secure source of funding needs to be acquired. Establishing a public relations task force will enable SINAVA to strategically gain media exposure using formal and informal media channels, in the community and amongst NGOs so as to foster a broader public awareness in support of their mission. In doing so SINAVA will gain credibility and leverage thereby attracting potential donors.
- ◆ *Identify and implement a formal training program that focuses on core skills – management, accounting and public relations - to enhance staff capacity to perform their tasks and to help establish management systems.* It is evident that SINAVA staff are highly motivated and willing to devote their time to the cause of the organization however nearly all the staff have never had the benefit of attending school, nor have they had any kind of training. Providing training will give SINAVA the opportunity to be more self-sufficient as until now they are reliant on external expertise for specific jobs and administrative tasks.
- ◆ *Establish financial management systems.* Participants felt that although systems existed within the organisation many of them were informal. Therefore financial procedures need to be established and become fully systematic incorporating budgeting, controls and external audits if SINAVA is to attract external media exposure financial

A. Organizational Assessment Status and Targets

Cell description for the current (baseline) Institutional development profile

Institutional development targets (priorities)

Resources		Founding	Developing	Expanding/ Consolidating	Sustaining
Oversight/ Vision	Board		😊		
	Mission				
	Autonomy	😊			
Management of resources	Leadership style				
	Planning				
	Participatory Management				
	Management Systems			😊	
	Service Delivery				
	Member Participation				
	M&E Systems				
Human Resources	Skills			😊	
	Strategy			😊	
	Training			😊	
	Mentoring				
	Motivation				
	Org. Diversity				
Financial Resources	Financial Management			😊	
	Financial vulnerability				
	Financial Viability				
External Resources	Public relations			😊	
	Member Orientation				
	Work with Cent & local Gov.				
	Work with N.G.O.s		😊		

Institutional Strengthening Approach

Overall approach to Institutional Development

2. Tactics for institutional development, by Resource Area

Resource Area /Component: **Oversight /Vision**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Board members have a clearly defined role & are actively pursuing responsibilities	- Review current responsibilities of board - Identify & establish additional responsibilities of board involving all members Non, exec, exec & board).			Month 1
		Labour, Office facilities; stationary, computer, printer, office space	SINAVA & MSI support	
	- Write new job description - Invite current board members for reselection and identify new potential board members - circulate job description & constitution	Labour, transportation	SINAVA	Month 2
	Select board member	Labour, Office facilities; office space, stationary	SINAVA	Month 3
Totals:				

Resource Area /Component: **Oversight/Vision**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Long term donor attracted & maintained	Establish a public relations task force			Month 1
		Labour, Office facilities, Office materials; - stationary, computer, printer	SINAVA	
	Work shop on public relations/ proposal writing	Labour, Office facilities, Office materials; - stationary, computer, printer	MSI	Month 2
	Identify project opportunities. Plan a public relations strategy using formal & informal mechanisms - media, networking	Labour, Office facilities, Office materials; - stationary, computer, printer	SINAVA & MSI support	Month 3

	Initiate public relations strategy, commence proposal writing	Labour, Office facilities, Office materials; - stationary, computer, printer	SINAVA & MSI support	Month 4
	Submit proposals. Continue public relations exercise	Labour, Office facilities, Office materials; - stationary, computer, printer Transportation	SINAVA	Month 5
Totals:				

Resource Area /Component: **Management of Human Resources**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Competency of staff members in core areas; management, accounting and public relations increased	Review & revise job descriptions			Month 1
		Labour Office facilities, Office materials; - stationary, computer, printer	SINAVA and MSI support	
	Identify training needs of 10 members of staff conducting individual interviews	Labour Office facilities	SINAVA and MSI support	Month 2
	Evaluate training needs, tailor appropriate training, establish training schedule and formal appraisal system	Labour Office facilities, Office materials; - stationary, computer, printer	MSI SINAVA	Month 3
	Initiate training – work shops, on the job mentoring	Office facilities	MSI	Month 4
	Carryout needs assessment of SINAVA member's training needs & establish a human resource strategy in order to enhance skills (literacy/health)of all members	Office facilities, Office materials; - stationary, computer, printer	SINAVA	Month 5
Totals:				

Resource Area /Component: **Financial Resources/Financial Management**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Financial procedures established, documented and operational	Review current procedures Training workshop on accounting			Month 1
		Labour, Office facilities, Office materials; - stationary, computer, printer	SINAVA/MSI	
	Formulate & document systematic financial procedures	Labour, Office facilities, Office materials; - stationary, computer, printer	SINAVA	Month 2
	External financial audit		SINAVA seek external auditor	Month 6
Totals:				

Appendix D: Institutional Development Calculation Sheet

Sinava Women's Group

Organization: **SINAVA**

Date

Resource Aspect		Key Components	2003-June	
Board	Board's Role		1.00	role changes based on prevailing circumstances
	Active Board		2.00	the job descriptions are not clear, board comprised mostly of men. The women direct the board because it is not always effective, five board members were elected by female members of organization.
	Advancing the Organization		3.00	
				2.00
Mission			3.50	To empower women to be self sustained
			3.50	
Autonomy			1.00	
			1.00	
Leadership Style	Board		2.00	
	Staff		1.00	
				1.50
Planning	Mission/Overview		1.00	Plans are only done weekly
	Participation		4.00	Before making a plan the board members, ex. Com and organization members discuss ideas & forward their proposals/views
	Resource Implications		4.00	
	Work Plan as Tool		1.00	Plans are set at beginning of day and in the long term 'seasonally'
			2.25	

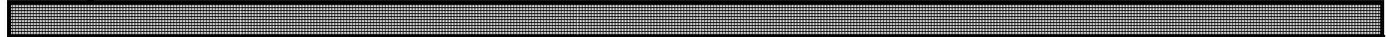
Participatory Management	Appropriate Delegation	2.00	
	Transparent Decisions	4.00	
	Staff Participation	1.00	
	Communication Flow	2.00	
		1.75	
Management Systems	Personnel Systems	1.00	
	File Systems	2.00	Files exist & are kept by the clerk
	Administrative Procedures	1.00	No formal procedures exist. Instruction comes from coordinator as & when necessary
		1.33	
Service Delivery		4.00	
		4.00	
Board			
Constituency Participation		4.00	Board does not contribute
		4.00	
M&E Systems	Integration into Decisions	4.00	
	Member Feedback	2.00	Management & members meet & vent out what they feel or think
		3.00	
Staff Development	Skills	1.50	People elected but not on their ability to perform the job rather on the indiv
	Strategy	1.00	
	Training	1.00	World Vision provided training for several staff members
	Mentoring	4.00	
	Motivation	2.00	Staff's strengths & weaknesses discussed openly
	Organizational Diversity	4.00	This is written in the constitution
		2.25	

Financial management	Planning	1.00	
	Control	2.00	
	Reporting	2.00	
	Audits	0.00	Internal audits carried out
	Separation of Accounts	1.00	
		1.20	
Financial Vulnerability	Funding Diversity	1.00	
	Local Resource Mobilization	2.00	
		1.50	
Financial Viability		1.00	
		1.00	
Public Relations	Public Recognition	2.00	Org. registered and recognised by local council & local gov't. as being a 'powerful org' good relationship with the local chief. Infrequent radio discussions but radio Kenema & Kailahun far away
	Media Strategy	1.00	
		1.50	
Member Orientation		3.00	
		3.00	
Ability to work with central and local gov't		2.00	Good relations with Paramount & Town chiefs/Local Gov't encourage their work
		2.00	
Ability to work with other NGOs		2.00	World Vision provided funding for the reclamation of the old mine site
		2.00	
Total Placement		34.78	

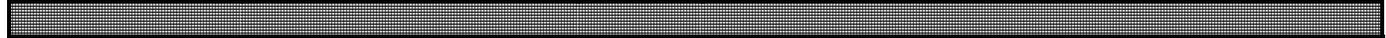
Average Placement 2.05

Summary of Average Placement Change, by Management Resource

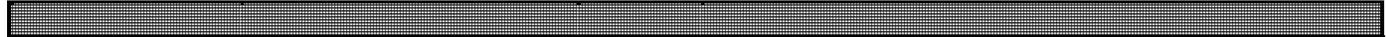
Oversight/Vision 2.17



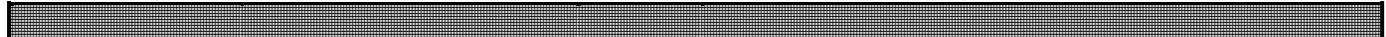
Management 2.31



Human Resources 2.25



Financial 1.23



External 2.13

