



# **Institutional Assessment of Movement of Concerned Kono Youth (MOCKY)**

**September 2004**

**Prepared by Management Systems International  
Under USAID Cooperative Agreement No. 636-A-00-03-00003-00**



**Sierra Leone**  
47 Wellington Street  
Freetown - Sierra Leone  
Tel: (232)-22-227-7241 Cell: 232-76-601-491  
e-mail: dipam@sierratel.sl  
www.peacediamonds.org



**U.S.A.**  
600 Water St., SW  
Washington, D.C.  
(202) 484-7170  
e-mail: mfanning@msi-inc.com  
www.msiworldwide.com

## Table of Contents

<b>Introduction.....</b>	<b>1</b>
<b>The Process.....</b>	<b>2</b>
<b>A Portrait of MOCKY’s Institutional Capacity as of September 2004.....</b>	<b>2</b>
<b>Priorities for Improvement for the Next Six Months.....</b>	<b>4</b>
<b>Next Steps.....</b>	<b>5</b>
<b>Conclusion.....</b>	<b>5</b>
Appendix A: MOCKY Participants in MOCKY Institutional Assessment Exercise.....	6
Appendix B: Institutional Development Framework.....	7
Appendix C: Institutional Strengthening Proposal Format.....	17
Appendix D: Institutional Development Calculation Sheet.....	23

# **Institutional Assessment of the Movement of Concerned Kono Youth (MOCKY)**

September 2004

## Introduction

The Movement of Concerned Kono Youth (MOCKY) is a community-based organization (CBO) dedicated to social justice and development for the people of Sierra Leone's Kono District. 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 – 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
- ◆ Mobilize local surveillance and mines monitoring.

More information can be found at [www.peacediamonds.org](http://www.peacediamonds.org).

As part of Management Systems International's (MSI) [www.msiworldwide.com](http://www.msiworldwide.com) overall diamond reform program and in support to the Peace Diamond Alliance it has offered to help MOCKY 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 first organizational self-assessment was completed 2<sup>nd</sup> – 4<sup>th</sup> June 2003, in Koidu and the second over a year later 11<sup>th</sup> September 2004. The process was guided by use of the Institutional Development Toolkit, which provides a methodology to help an organization assess its own institutional strengths and weaknesses.<sup>1</sup> 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. MOCKY is a relatively young organization with dedicated members, but with no ongoing funding, no paid staff, and few physical resources beyond a (temporarily) donated office space. Considering how to improve itself was not a novel concept to MOCKY having carried out the institutional assessment last year, the MOCKY team were familiar with the accepted approaches to institutional strengthening incorporated into the Toolkit and they were able to make a realistic assessment of their organization using the Toolkit.

---

<sup>1</sup> 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](http://www.msiworldwide.com).

### The Process

MOCKY members participating in the September 2004 assessment are listed in *Appendix A*. Paul Temple and Kate Blacklock, of MSI, facilitated the workshop.

Saturday 11<sup>th</sup> September 2004 began formal commitments to work towards MOCKY's institutional strengthening. Kate Blacklock introduced the tool *Appendix B*, explained how it worked, and how it could help MOCKY strengthen itself in order to achieve results. Participants then divided into four groups to address different aspects of the Toolkit, gauging the status of MOCKY along the different organizational measurement criteria. 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. Having carried out the same assessment last year, the group was able to set to the tasks quickly and efficiently. The scoring and rationale is recorded in the Institutional Development Calculation Sheet (ICDS, presented in *Appendix D*.)

After this Paul Temple led the session in which participants set priorities for improvement, and to begin to develop strategies for improving the areas identified as being of highest priority.

### A Portrait of MOCKY's Institutional Capacity as of September 2004

Below, is a graphic representation of the institutional capacity of MOCKY, as of September 2004, as determined by MOCKY, with the help of the facilitators. Referred to as the Institutional Development Profile (IDP), it:

- ◆ Provides a graphic representation to MOCKY 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.)
- ◆ Provides a comparison of where MOCKY is at present September 2004 to where it was formerly when the previous assessment took place in June 2003.

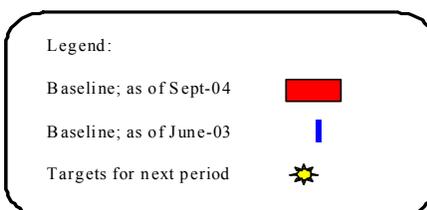
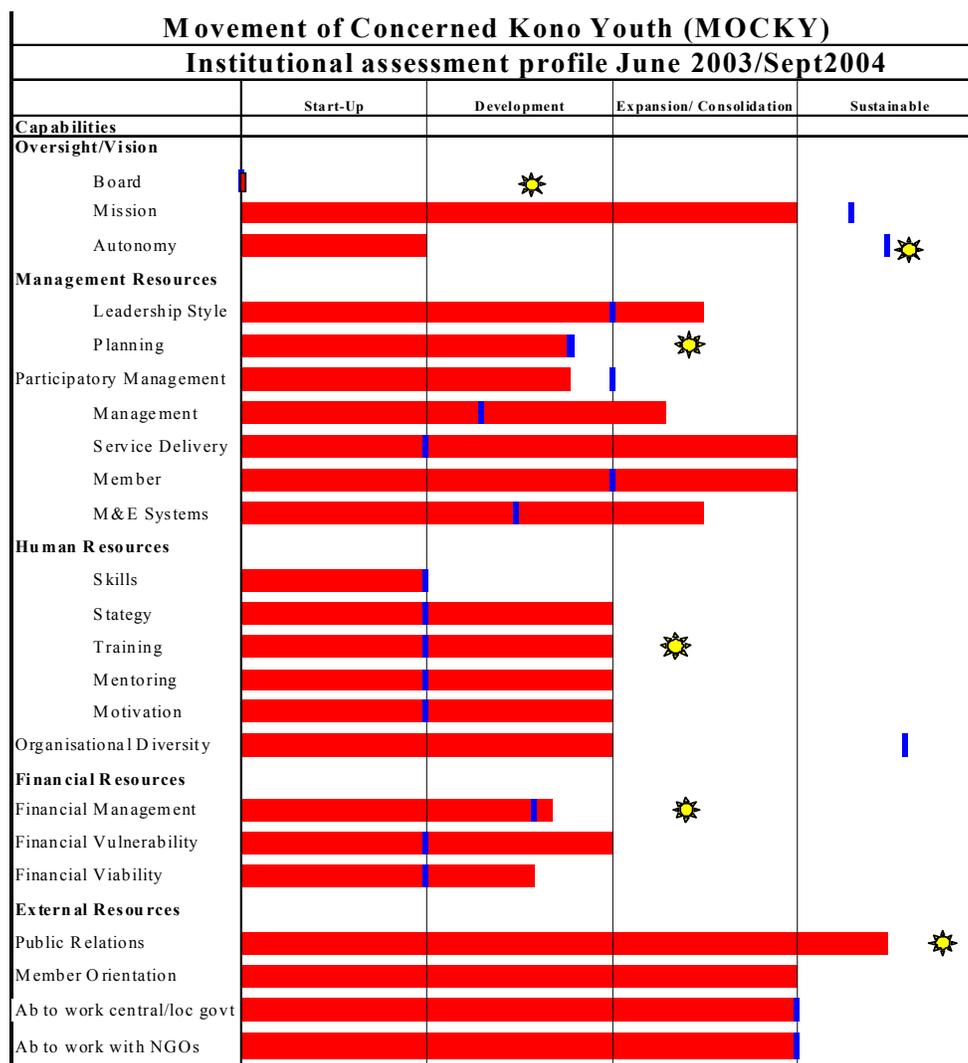
The IDP presents summary scores for various aspects of institutional development (the rows in the figure below), sorted by "Resource". The further a bar goes the right, the "higher" the organization scored. That is, the further along the continuum from a "start-up" to a "sustainable" organization MOCKY is judged to be for a particular institutional aspect. A blue vertical line indicates results found in the June-03 assessment.

A cursory glance at the IDP reveals the following observations;

Oversight/Vision: in comparison to last year's assessment the bars have decreased considerably for the autonomy and slightly for the mission components of this resource area. No change has been identified in terms of progress of setting up a board. The absence of an active board of directors affects the ability of an organization to get funding which ultimately compromises the autonomy of the organization.

Management of Resources: the graph indicates an overall improvement in MOCKY's management of resources since June -03, but with a closer look at the various features of this resource area there is a slight decrease in the participatory management component and no progress has been made in terms of the planning component leaving it mid way in the development stage. Overall the results

illustrate that MOCKY has been able to improve basic operational systems as the organization matures and is managing some projects.



Human Resources: the graph indicates that the Human Resource capacity of MOCKY has improved over the year with regards to strategy, training, mentoring and motivation leaving them at the top end of the development stage. Although MOCKY’s judgement of their organizational diversity component has decreased, it is evident that there is a greater understanding of the impact of human resources on the organisation. The skills aspect shows no change on last year’s assessment. These results are consistent with an organization that values its staff in an informal manner but it has no long term strategy to increase the skills capacity of its staff directly influencing the progress of the other components of the resource area.

Financial Resources; the financial resource capacity of MOCKY has slightly improved on last years findings resulting in this resource area seen as mid-way in the development stage along the continuum. The financial management component has made only a very small improvement in comparison to financial vulnerability and financial viability. Although financial procedures may have been put in place, MOCKY has not had sufficient incoming funds and as yet has not secured funding to have gained enough experience to put systems into practice.

External Resources; public relations and member orientation features of this resource area have decreased in comparison to last year's assessment when they were both measured at the extreme of the continuum in the sustainability stage. However MOCKY's ability to work with local and central government as well as with other NGO's has remained stable. These results are consistent with an organization that puts a lot of its effort into advocacy, collaborating at various levels but as yet has not made its approach strategic. This ties in to the lack of planning and is an indicator of the need for strategic planning.

Overall, comparing the two assessments, this year's results are more realistic and are a more reliable indicator of MOCKY's strengths and weaknesses compared to last year's assessment, where some of the results were, possibly, an overestimation of the organization's capabilities. This will account for some of the significant drops in certain resource areas; Autonomy and Organizational Diversity. Having carried out the assessment before June-03, participants in the recent assessment had a better understanding of the tool kit and the concepts used, therefore enabling them to better judge their capabilities as an organization.

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

#### Priorities for Improvement for the Next Six Months

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

- ◆ *Establish an active and contributory Board of Directors.* It was felt that for the future sustainability of MOCKY as an organization, a board had to be formed. During the process MOCKY members identified specific roles for the board. It is envisaged to actively implement policies to attract additional resources to the organization, improve its image as a credible organization, and provide better linkages with important sectors of Sierra Leonean society. In doing so the workload of the existing Management Committee would be lightened enabling it to focus on carrying out specific tasks effectively.
- ◆ *Attract and maintain an additional donor (funding organization).* Since the previous assessment in June 2003 MOCKY has demonstrated that it can successfully advocate on behalf of its members as well as to donors. It was deemed necessary that MOCKY improves its ability to attract donors, but it is recognized that a mutually acceptable focus has to be reached between MOCKY and potential donors in order that it does not compromise the original mission of the organization.
- ◆ *Creation of an operational task force to develop long term plans.* It was unanimously felt that improved planning in the future had to form an integral part of MOCKY's management of resources. Planning in the past has been ad hoc with little or no strategy – indeed no advances in planning capability have been made between the assessment in June 2003 and September 2004.

Strategic plans (short, medium and long term) that have monitoring and evaluation devices will give the necessary momentum to MOCKY for it to proactively gain public and donor recognition as well as enabling MOCKY to capitalize on the organization's own resources.

- ◆ *Identify and implement a formal training program that focuses on core skills - management, accounting and fund raising - to enhance staff capacity to perform their tasks more effectively.* It is evident that MOCKY staffs are highly motivated and willing to devote their time to the cause of the organization, however, staffs require both formal training and informal coaching and mentoring to improve their competence.

It was requested that in addition to the above four areas of intensive attention the following two areas do not go unmentioned.

- ◆ *Infrastructure Development.* MOCKY has virtually no physical assets. The present building, which has housed MOCKY rent-free for the past four years, will have to be handed back to the owners in two months time. Therefore MOCKY is looking for a different building to locate to and it will need office furniture, communication equipment, access to transportation, and other materials in order to be a more effective organization.
- ◆ *Strong public relations are maintained and further nurtured between MOCKY, the general public and at policy level.* One of MOCKY's great strengths is its substantial experience of media exposure. However to gain more exposure MOCKY needs to be strategic in its use of formal and informal media channels so as to foster a broader public awareness in support of their mission. In doing so MOCKY will increase credibility and leverage as a means to attract further potential donors.

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

#### Next Steps

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

- ◆ Procurement of goods required for infrastructure;
- ◆ More formal training in management, accounting, fund raising. This is such a high priority that it was singled out for special attention. It is likely that MSI could well provide this training;
- ◆ MOCKY to develop a concrete improvement strategy – complete with work plan – with facilitation support from MSI.

#### Conclusion

The MOCKY team made excellent progress during this time. The tasks were carried out with relative ease because participants had had previous experience from last year's June 2003 institutional assessment. Last year MOCKY did not receive funds from DfID to carryout the institutional strengthening exercise and disappointingly the goals set for the period were not pursued. Fortunately funding is available now from USAID but it was unanimously agreed that funds issues aside, motivation and commitment are the key ingredients for positive change.

Congratulations to the entire MOCKY team.

## Appendix A: MOCKY Participants in MOCKY Institutional Assessment Exercise

Name	Title
Tamba Moigbeh	Member
Regina Elliu	Member
Tamba Gbenda	Project coordinator
Ibrahim Mansaray	Assistant project coordinator
Sheku Morsay	Member
Abie Kamanda	Member
Sahr Bendu	Member
Alice Dabor	Member
Mohamed Jabbie	President
Sidney Koroma	Admin secretary
Sahr Kanesie	Public Relation Officer
Alhasi Kondeh	Member
Massah Kemokai	Member
Jonathon Yorpoi	Acting Secretary
Finda Nyandemoh	Member
Isata Moino	Member
Sahr James	Org. secretary
Tamba Kpakiva	Secretary
Sahr Aruna	Assistant Org. Secretary
Mahmoud Jalloh	Member
Sahr Nyaama	Vice President
Abdul Bangura	Member
Sylvester Aruna	Member

**Appendix B: Institutional Development Framework**

MOCKY: Movement of Concerned Kono Youth  
Institutional Development Framework (September 2004)

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
<b>OVERSIGHT/VISION</b>					
<i>Aspect</i> <b>Board</b>	<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	
<b>Mission</b>	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.	
<b>Autonomy</b>	The organization is able to successfully advocate, on behalf of its members, to government, donor, and private sectors. MOCKY 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.	
<b>MANAGEMENT RESOURCES</b>					
<b><i>Aspect</i></b> <b>Leadership Style</b>	<b><u>Component</u></b>  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
<b>Planning</b>	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.
<b>Participatory Management</b>	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
<b>Participatory Management</b>	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.
<b>Management Systems</b>	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.
<b>Service Delivery</b>		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.
<b>Constituency Participation</b>		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
<b>Monitoring and Evaluation</b>	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.
<b>HUMAN RESOURCES</b>					
	<b>Skills</b>	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.
	<b>Strategy</b>	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.
	<b>Training</b>	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.
	<b>Mentoring</b>	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	
<b>Motivation</b>	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.	
<b>Organizational Diversity</b>	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	
<b>FINANCIAL RESOURCES</b>					
<b>Aspects Financial Management</b>	<b><u>Component</u></b>  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
<b>Financial Management</b>	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.
<b>Financial Vulnerability</b>	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.
<b>Financial Viability</b>		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.
<b>EXTERNAL RESOURCES</b>					
<b>Aspect</b>	<b>Component</b>				
<b>Public Relations</b>	Public Recognition	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.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
<b>Public Relations</b>	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.
<b>Member Orientation</b>		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.
<b>Ability to work with central and local government</b>		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.
<b>Ability to work with other NGOs.</b>		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

## MOCKY INSTITUTIONAL STRENGTHENING TIME FRAME

MOCKY TIME FRAME/1		Institutional Development Activities						
Resource Area/ Component	Result	Completion date Month 1 October	Completion date Month 2 November	Completion date Month 3 December	Completion date Month 4 January	Completion date Month 5 February	Completion date Month 6 March	Ongoing
<b>Infrastructure development</b>	MOCKY office established & equipped with appropriate office infrastructure	Seek an appropriate building, refurbish building, purchase equipment						
<b>Oversight/Vision Creation of a Board of Directors</b>	Board members identified, elected and tasked with specific duties to assist the organization	Establish/revise constitution of MOCKY. Formulate Byelaws stipulating the role of the board in relation to management committee. Set specific job description for the board.	MOCKY 'information package' compiled	Identify potential board members, circulate 'information package'	Interview and select competent board members	Board members active in their responsibilities		Evaluate progress of board
<b>Oversight/vision Autonomy</b>	Long term donor attracted and maintained	Review & strengthen current public relations committee	Identify project opportunities. Plan a public relations strategy using formal & informal mechanisms - media, networking, MOCKY information package	Work shop on proposal writing	Initiate public relations strategy, commence proposal writing	Submit proposals Continue public relations exercise & media exposure of MOCKY, follow up proposals		Public relations strategy/networking
<b>Management Resources/Planning</b>	Effective Planning Body established	Identification of active and competent members	Training Workshop required to increase Planning Capacity	Task Force to: Develop Strategy Structure Goals (short, medium and long term) Establish Review Mechanism Set Milestones	Create Work Plan to achieve goals			Review & evaluate progress
<b>Management of Human Resources/Training</b>	Competency of staff members in core areas, management, accounting & fund raising increased	Review & revise 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		On the job mentoring Trained staff cascade their skills to other staff members

**MOCKY INSTITUTIONAL STRENGTHENING RESOURCE REQUIREMENTS**

<b>Resources required</b>	<b><u>External Manpower and Skills</u></b>						
<b>Resource Area/ Component</b>	<b>Month 1 October</b>	<b>Month 2 November</b>	<b>Month 3 December</b>	<b>Month 4 January</b>	<b>Month 5 February</b>	<b>Month 6 March</b>	<b>Ongoing</b>
<b>MOCKY office established &amp; running</b>	MSI & MOCKY						
<b>Oversight/Vision Creation of a Board of Directors</b>	Mentor	Mentor		Mentor			Mentoring
<b>Oversight/vision Autonomy</b>		Mentor	Workshop (MSI)	Mentor			Mentoring
<b>Management Resources/Planning</b>		Workshop (MSI) and Mentoring					Mentoring
<b>Management of Human Resources/Training</b>	Mentor	Mentor & MOCKY	Mentor	Workshop (MSI) & Mentoring			Mentoring
<b>Resources required</b>	<b>Physical Resources</b>						
<b>Resource Area/ Component</b>	<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Ongoing</b>
<b>MOCKY office established &amp; running</b>	Building materials & office equipment						
<b>Oversight/Vision Creation of a Board of Directors</b>	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials			Office facilities & Materials
<b>Oversight/vision Autonomy</b>	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials		Office facilities & Materials
<b>Management Resources/Planning</b>	Office facilities		Office facilities & Materials	Office facilities & Materials			Office facilities & Materials
<b>Management of Human Resources/Training</b>	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials			Office facilities & Materials

## Appendix C: Institutional Strengthening Proposal Format

### Institutional Strengthening Plan Submission

#### **ORGANIZATION: Movement of Concerned Kono Youth (MOCKY)**

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

Assessment carried out Saturday 11<sup>th</sup> September 2004 at the MOCKY office,  
Koidu Town, Kono, Sierra Leone

Participants in Assessment:

See attached report

#### **Summary of Organizational Assessment Results:**

---

- ◆ *Establish an active and contributory Board of Directors.* It was felt that for the future sustainability of MOCKY as an organization, a board had to be formed. During the process MOCKY members identified specific roles for the board. It is envisaged to actively implement policies to attract additional resources to the organization, improve its image as a credible organization, and provide better linkages with important sectors of Sierra Leonean society. In doing so the workload of the existing Management Committee would be lightened enabling it to focus on carrying out specific tasks effectively.
- ◆ *Attract and maintain an additional donor (funding organization).* Since the previous assessment in June 2003 MOCKY has demonstrated that it can successfully advocate on behalf of its members as well as to donors. It was deemed necessary that MOCKY improves its ability to attract donors, but it is recognized that a mutually acceptable focus has to be reached between MOCKY and potential donors in order that it does not compromise the original mission of the organization.
- ◆ *Creation of an operational task force to develop long term plans* It was unanimously felt that improved planning in the future had to form an integral part of MOCKY's management of resources. Planning in the past has been ad hoc with little or no strategy – indeed no advances in planning capability have been made between the assessment in June 2003 and September 2004. Strategic plans (short, medium and long term) that have monitoring and evaluation devices will give the necessary momentum to MOCKY for it to proactively gain public and donor recognition as well as enabling MOCKY to capitalize on the organization's own resources.
- ◆ *Identify and implement a formal training program that focuses on core skills - management, accounting and fund raising - to enhance staff capacity to perform their tasks more effectively.* It is evident that MOCKY staffs are highly motivated and willing to devote their time to the cause of the organization, however, staffs require both formal training and informal coaching and mentoring to improve their competence.

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: **Infrastructure Development**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
MOCKY office established & equipped with appropriate office infrastructure	<ul style="list-style-type: none"> <li>Seek an appropriate building</li> <li>Refurbish building</li> <li>Purchase office equipment</li> </ul>	Labour	MSI	October
		Materials; cement, paint Office Equipment; computer, printer, stationary, flip chart stand, desks, chairs, shelves, video camera, generator, Means of transport – motor bike		
<b>Totals:</b>				

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

Result	Institutional Development Activities	Resources Needed	Source	Completion date
<b>Creation of an active Board of Directors</b>	<ul style="list-style-type: none"> <li>Revise constitution</li> <li>Set Bye laws indicating role of board.</li> <li>MOCKY 'information package' created</li> </ul>	Labour, Office facilities; stationary, computer, printer, office space	MOCKY & MSI support	Month 2 October/ November
		Identify potential board members and circulate information package to them		
	S/elect board member	Labour, Office facilities; office space, stationary	MOCKY	Month 4 January
<b>Totals:</b>				

Resource Area /Component: **Oversight/Visio n**

<b>Result</b>	<b>Institutional Development Activities</b>	<b>Resources Needed</b>	<b>Source</b>	<b>Completion date</b>
Long term donor attracted & maintained	Establish a public relations task force			October
		Labour, Office facilities, Office materials; - stationary, computer, printer	MOCKY	
	Identify project opportunities. Plan a public relations strategy using formal & informal mechanisms - media, networking, MOCKY information package	Labour, Office facilities, Office materials; - stationary, computer, printer	MOCKY & MSI support	November
	Work shop on proposal writing	Labour, Office facilities, Office materials; - stationary, computer, printer	MSI	December
	Initiate public relations strategy, commence proposal writing	Labour, Office facilities, Office materials; - stationary, computer, printer	MOCKY & MSI support	January
	Submit proposals. Continue public relations exercise	Labour, Office facilities, Office materials; - stationary, computer, printer Transportation	MOCKY	February
<b>Totals:</b>				

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

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Effective planning body established	Identification of members			October
		Labour, Office facilities	MOCKY	
	Training work shop 'planning'	Training workshop on planning, Office facilities	MSI	November
	Planning task force develop short, medium & long term goals with review system and mile stones	Labour, Office facilities, Office materials; - stationary, computer, printer	MOCKY and MSI support	December
	Create Work Plan to achieve goals	Office facilities, Office materials; - stationary, computer, printer	MOCKY and MSI support	January
<b>Totals:</b>				

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, fund raising & computing,	Review & revise job descriptions			October
		Labour Office facilities, Office materials; - stationary, computer, printer	MOCKY and MSI support	
	Identify training needs of 10 members of staff conducting individual interviews	Labour Office facilities	MOCKY and MSI support	November
	Evaluate training needs, tailor appropriate training, establish training schedule and formal appraisal system	Labour Office facilities, Office materials; - stationary, computer, printer	MSI MOCKY	December
	Initiate training – work shops, on the job mentoring	Office facilities	MSI	January
<b>Totals:</b>				



**Appendix D: Institutional Development Calculation Sheet**

**MOCKY Institutional Development Calculation Sheet**

Organization:  
**MOCKY**

Date:  
June -03 Sept -04

Resource Aspect	Key Components	3-Jun Placement	4-Sep	Change Over Time	Comments
<b>Board</b>	Board's Role	0.00	0.00	0.00	No board as yet
	Active Board	0.00	0.00	0.00	
	Advancing the Organization	0.00	0.00	0.00	
		<b>0.00</b>	<b>0.00</b>	0.00	
<b>Mission</b>		3.25	3.00	-0.25	'trying to further develop it'
		<b>3.25</b>	<b>3.00</b>	-0.25	
<b>Autonomy</b>		3.50	1.00	-2.50	Managing World Vision funds for Youth Club in Koidu Town
		<b>3.50</b>	<b>1.00</b>	-2.50	
<b>Leadership Style</b>	Board	0.00	2.00	2.00	No Board.
	Staff	4.00	3.00	-1.00	Management committee input high main driving force of MOCKY
		<b>2.00</b>	<b>2.50</b>	0.50	
<b>Planning</b>	Mission/Overview	1.00	1.00	0.00	Planning minimal, reason given was that no funds available therefore no point in planning
	Participation	3.00	3.00	0.00	
	Resource Implications	2.00	2.00	0.00	
	Work Plan as Tool	2.00	2.00	0.00	
		<b>1.75</b>	<b>1.75</b>	0.00	

<b>Participatory Management</b>	Appropriate Delegation	4.00	2.00	-2.00	
	Transparent Decisions	4.00	3.00	-1.00	All decisions discussed at once monthly 'emergency' meetings.
	Staff Participation	2.00	2.00	0.00	Staff interaction limited.
	Communication Flow	2.00	2.00	0.00	emergency meeting monthly' - many ex members other jobs therefore commitment to MOCKY decreased. Reps feed back to chiefs
		<b>2.00</b>	<b>1.75</b>	<b>-0.25</b>	
4					
<b>Management Systems</b>	Personnel Systems	1.00	3.00	2.00	There was disagreement amongst participants - secretary felt it should be rated with 2
	File Systems	2.00	2.00	0.00	I saw several files but documents requested were not accessed quickly
	Administrative Procedures	1.00	2.00	1.00	falls under constitution
		<b>1.33</b>	<b>2.33</b>	<b>1.00</b>	
Service Delivery					
		1.00	3.00	2.00	
		<b>1.00</b>	<b>3.00</b>	<b>2.00</b>	
Member Participation					
		2.00	3.00	1.00	member approval sought
		<b>2.00</b>	<b>3.00</b>	<b>1.00</b>	
M&E Systems					
	Integration into Decisions	1.00	2.00	1.00	End of year evaluation & report sent to Youth, sport & social welfare - ministry of development, FT. and to donors
	Member Feedback	2.00	3.00	1.00	coordinators for each chiefdom reports back - facilitator met several
		<b>1.50</b>	<b>2.50</b>	<b>1.00</b>	
Staff Development					
	Skills	1.00	1.00	0.00	
	Strategy	1.00	2.00		no real strategy, led by donors
	Training	1.00	2.00		PDA - cooperatives
	Mentoring	1.00	2.00		some coaching of district coordinators

	Motivation	1.00	2.00		
	Organizational Diversity	3.50	2.00	-1.50	Open to all-emphasis on women
		<b>1.92</b>	<b>2.83</b>	0.92	
<b>Financial Management</b>	Planning	1.00	1.50	0.50	No steady flow of income to permit realistic financial planning.
	Control	2.00	2.00	0.00	donor controls funding - otherwise no other control
	Reporting	2.00	2.00	0.00	Reports driven by projects
	Audits	1.00	1.00	0.00	As above
	Separation of Accounts	2.00	2.00	0.00	As above
		<b>1.60</b>	<b>1.70</b>	0.10	
<b>Financial Vulnerability</b>	Funding Diversity	0.00	2.00	2.00	
	Local Resource Mobilization	2.00	2.00	0.00	Applying local membership fees, but currently insufficient to be viable.
		<b>1.00</b>	<b>2.00</b>	1.00	
<b>Financial Viability</b>		1.00	1.50	0.50	
		<b>1.00</b>	<b>1.50</b>	0.50	
<b>Public Relations</b>	Public Recognition	4.00	4.00	0.00	MOCKY well known - networking
	Media Strategy	4.00	3.00	-1.00	
		<b>4.00</b>	<b>3.50</b>	-0.50	
<b>Member Orientation</b>		4.00	3.00	-1.00	
		<b>4.00</b>	<b>3.00</b>	-1.00	
<b>Ability to work with central and local gov't</b>		3.00	3.00	0.00	Good relations and 'known' - learning how to be strategic
		<b>3.00</b>	<b>3.00</b>	0.00	

<b>Ability to work with other NGOs</b>	3.00	3.00	0.00	Coordination & communication with NGOs
	<b>3.00</b>	<b>3.00</b>	0.00	
Total Placement	<b>37.85</b>	<b>41.37</b>	3.52	
Average Placement	2.10	2.30	0.20	
Summary of Average Placement Change, by Management Resource				
Oversight/Vision	2.25	1.33	-0.92	
Management	1.65	2.31	0.65	
Human Resources	1.92	2.83	0.92	
Financial	1.20	1.73	0.53	
External	3.50	3.13	-0.38	