

Family Planning Manager

MANAGEMENT STRATEGIES FOR IMPROVING SERVICE DELIVERY

Planning for Sustainability: Assessing the Management Capabilities of Your Organization

Editors' Note

The ability to assess an organization's management capabilities is rapidly becoming a critical skill for health and family planning managers. As policy makers, national program planners, and donors take an increasingly critical look at program priorities and the use of available resources, their attention is drawn to how well organizations and programs operate. It is no longer sufficient to say that a project or a service is well managed. Managers have to demonstrate that the organization, as well as the program through which the service is delivered, is well managed now and will continue to be in the future.

This issue of *The Family Planning Manager* explains how organizations move through stages of development as they build their management capabilities, and presents the management development assessment (MDA) methodology, a systematic process for rapidly assessing the management capabilities of your own organization. Two supplements accompany this issue. The *Pocket Guide to MDA Indicators* provides sample management indicators to help you set measurable indicators for assessing organizational capabilities. *The MDA Start-Up Kit* provides instructions on developing and administering an MDA questionnaire to collect information on management capabilities and includes a full sample questionnaire. The issue concludes by explaining how to analyze the results of your assessment and develop and implement an MDA action plan, so that you can make lasting management improvements and strengthen the sustainability of your organization.

—The Editors

In this Issue

Addressing Management Development Systematically	2
The Origins of the MDA	3
Understanding the Stages of Management Development	4
Assessing Management Capabilities	6
Step 1: Develop a Preliminary Management Map	7
Selecting Indicators for Each Management Area	8
Step 2: Develop and Administer the MDA Questionnaire	10
Step 3: Analyze the MDA Survey Results	10
Finalizing the Post-Survey Management Map	12
Step 4: Develop the MDA Action Plan	15
Sample MDA Action Plan	15-17
Managing Change and Implementing the Action Plan	17
Taking Action to Build Management Capabilities	18
Making the MDA an Ongoing Activity	19
Reviewers' Corner	19
Checklist for Assessing Management Capabilities	20

Case Scenario

Dostluk Health Services Assesses its Management Capabilities

Supplement

The MDA Start-Up Kit

Pocket Guide

Pocket Guide to MDA Indicators

The Family Planning Manager

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Addressing Management Development Systematically

The health and family planning field is changing rapidly. Since the International Conference on Population and Development in 1994, health and family planning managers have been striving to transform their programs to provide broader reproductive health services. To meet this challenge, many managers have begun to integrate family planning services with maternal and child health care, and to more closely coordinate family planning services with the prevention of HIV/AIDS. These changes, together with the growing emphasis on sustainable development and the careful allocation of scarce donor and government resources, have made managers realize that they have to improve their management skills and the management systems within their organizations.

In order to build the sustainability of an organization, today's managers need to ask and answer key questions about how they and the people they work with, both directly and indirectly, perform together as a group and how well the managerial systems support their work. As a manager, you will need to consider the general management capability of the clinic, hospital, or program through which services are delivered. You must also be ready to identify strengths and weaknesses and to recommend and take actions that will increase your organization's ability to face the challenges of the next decade.

To make effective, long-lasting changes in the management of your organization you should systematically assess the organization's management capabilities. To do this you will need to:

- Gain the interest and participation of the organization's leadership and all employees in assessing and improving the management capabilities of your organization;
- Collect objective information about how well major management functions in your organization are working;
- Analyze the organization's strengths and weaknesses and formulate and implement strategies that lead to effective and sustained improvements in performance.

Management development is based on the concept that organizations pass through several stages of development as they grow, strengthen, and mature. Understanding these stages helps you to systematically assess the current management capabilities of your organization and take critical steps to strengthen the management capability and sustainability of your organization as a whole.

The Management Development Assessment (MDA) methodology presented in this issue allows managers, together with their colleagues, to rapidly assess the management capabilities of their own organization. The MDA should be carried out by a team of three or four people and the entire process through the development of an action plan should be completed in a short amount of time. An MDA is designed to incorporate a wide range of experience, to inspire debate and discussion, and to generate ownership of the results. If you do not think that you have the internal capacity to conduct a management assessment, you may want to consider seeking assistance from a management consultant to guide you through the process. All large organizations should work with an outside management consultant to help address the complexities that arise when there are multiple program components and complex structures and systems.

This issue of *The Family Planning Manager* was written by Saul Helfenbein and Stephen Sacca who collaborated with Roy Brooks in developing and applying the MDA methodology in Bangladesh. Saul Helfenbein is the Director of the Population Program at Management Sciences for Health (MSH), Stephen Sacca is Senior Program Associate in MSH's Health Financing Program, and Roy Brooks is President of Health Finance and Management, Inc., based in Washington, DC.

The authors and editors would like to thank Alison Ellis and Paul Fishstein of FPMD's Asia/Near East Unit for their careful reviews and technical input during the development of this issue, and Barbara Timmons and Linda Suttentfield for their work on early drafts of MDA guidelines. We would also like to thank the staff of The Asia Foundation, Pathfinder International, and the Family Planning Services and Training Centre (FPSTC) in Bangladesh for their efforts in developing and implementing the process and tools of the MDA.

The Origins of the MDA

The FPMD project developed the MDA over the course of two years of collaborative work with three major umbrella organizations in Bangladesh—The Asia Foundation, Pathfinder International, and the Family Planning Services and Training Centre. In turn, these three organizations provide support to over 100 local non-governmental organizations (NGOs) that deliver family planning services. Many of the examples in this issue are drawn from their experiences in developing and applying tools of the MDA to assess and strengthen the management capabilities of their grantees.

The MDA was derived from the FPMD Framework for Institutional Development, which uses four stages of management development. In developing the MDA, the Framework was adapted to include only three stages to suit the local context of the NGO environment in Bangladesh. The MDA has since been used in Turkey, Mexico, and several Latin American countries, and continues to be modified to suit the specific needs of the organizations that use it. The original four-stage FPMD Framework is currently being refined and field tested and will be available soon from the FPMD project. As with all good management tools, the Framework is designed to be flexible and adaptable to suit the needs of its users.

Reasons to Conduct a Management Development Assessment

A management development assessment can be conducted in many ways. But whatever the method, it is important to understand the reasons for doing so. It can help you to:

- Set clear goals for improving the management capabilities of your organization;
- See where you are on the management development continuum for each different management area (You may find that the organization is in one stage in one management area, and in an earlier or later stage in another management area.);
- Make responsible decisions about the systems and resources that are needed to move the organization from one stage to the next;
- Estimate the time required for progress, considering the available resources and the effort that can reasonably be expended to improve management skills;
- Make rational choices about investing limited resources to improve deficiencies;
- Provide objective information to gain the support of all employees for a concerted effort to improve management capabilities;
- Identify how best to use opportunities for training and technical assistance to further the overall development of the organization;
- Generate baseline information that will allow you to determine how successful your management development efforts have been over time;
- Determine whether your program has the management capability to add new services and expand the existing services it provides to reach a broader client base.

Understanding the Stages of Management Development

The best way to begin an assessment of overall management capability is to take a long-range view of the organization and the way it has developed over time. As organizations grow they evolve along a management development continuum, which is characterized by distinct developmental stages. Organizations pass through these stages at different rates and tend to remain in a particular stage of development until the organization has developed a combination of good management systems and skilled managers and staff who can use the systems effectively. It is important to understand that an organization often will be in different stages of development for different types of management systems or capabilities. This is to be expected, because some management systems will have received more attention than others as the organization develops. *For example, donors often focus on making sure that sound financial management practices are in place first, before*

having an organization focus on developing human resource systems. In such a case, the financial management systems may be in a more advanced stage of development than the human resource systems.

There are several key management areas that concern managers in developing an organization: formulating a clear and achievable mission (from which short- and long-term goals and objectives are derived); developing and using effective program strategies (such as community participation and outreach); building an appropriate organizational structure for communications and decision making; and institutionalizing systems such as financial and human resource management that support program strategies.

The MDA helps you “map” your organization’s management capability by determining the current stage of development for specific types of management capabilities. To do this, the MDA uses three distinct and differentiated stages of development known as the *launch*, *growth*, and *mature* stages. The main management characteristics of these stages are presented below.

The Launch Stage. This is the formative period of an organization when it is first established. It is usually characterized by a focus on a single program activity. Organizations in the launch stage often are run by a strong leader or a founder who generally does not delegate or involve staff in major decisions. Management systems are quite elementary. The organization as a whole is often overly dependent on external donors. Although it usually has a mission defined by its founders or by a mandate or constitution, its objectives are often determined by an external donor and it often strives to maintain a particular source of funding.

Because most launch-stage organizations are dependent on outside sources for materials and funds, they establish basic management systems to meet the needs of the donor(s). The main functions of the systems are to meet donor reporting requirements (generally to report on how donor resources are being used and whether the organization is achieving the objectives set forth by the donor). The number of staff is usually small and responsibilities are not clearly differentiated between managers and board members. There are very few human resource management systems in place (such as personnel policies, job descriptions, and performance reviews).

The Growth Stage. Once an organization succeeds in building its credibility and satisfying the requirements of its main external supporter, it is often perceived as a good investment. Other international donors seek out this type of organization to channel available financial resources. Thus, in this stage, the number of projects multiplies, staff grows, and roles and responsibilities become more differentiated as activities become more complex.

Planning becomes increasingly important in order to make decisions about multiple program needs and to meet the requirements of different donors. At this stage, external pressure is still an important factor in deciding which projects to undertake, and the organization often reacts to opportunities on a first

come, first accepted basis. More progressive organizations begin to make strategic choices about their scope of services and consider long-term programs as opposed to short-term projects.

As the number of staff begins to grow in order to implement new programs, informal management systems are no longer adequate. Management systems begin to be strengthened to facilitate communication and clarify lines of authority and supervisory responsibility. Similarly, with more programs to implement, there is increasing emphasis on monitoring material and financial resources, and on evaluating program outcomes.

The Mature Stage. Organizations at this stage tend to be either large international or national NGOs that have successfully expanded programs and services, developed their management capabilities, and achieved significant program performance. They have succeeded in attracting highly skilled staff, and senior managers have started to delegate major responsibilities and decision making to their staff.

Organizations at this stage have a clear mission. They use strategic planning to make choices about goals, services, and clients. Although external resources are still necessary, the organization is more independent, resists external pressures, and may reject funds if the requirements for the use of those funds are not compatible with its mission.

Strategic and operational planning become primary management systems. The organizational mission and goals are periodically reassessed for pertinence and consistency with the political environment and financing possibilities. Financial planning becomes as important as program planning. The more the organization becomes involved with strategic planning, the more it matches its abilities with its strategies, becoming increasingly concerned with building the capabilities of both its employees and its management systems. The organization also is cognizant of the environment, plans for the future, and increasingly emphasizes cost-containment, cost-recovery, quality control, and diversification of funding in order to be sustainable.

Gaining a Long-Range Perspective

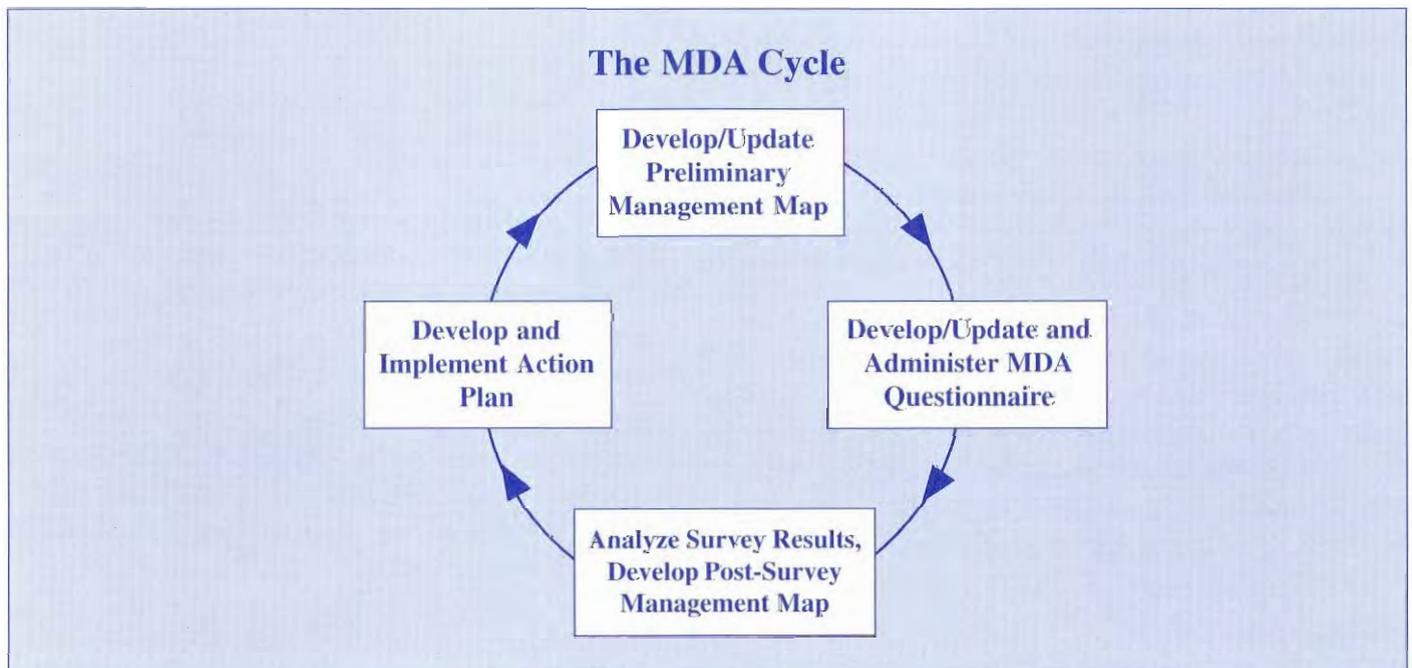
Once you are familiar with the characteristics of each stage of development, you can obtain a historical perspective of your organization and determine how far it has come and how much progress it still needs to make.

Using the stages of development as a guide, you can define indicators for identifying and measuring progress in the management development of your organization. By measuring your current status against these indicators you can take an objective look at your organization and determine where you are and what you need to strengthen in order to reach a more advanced stage of development. It is important, however, to set realistic goals. While you may wish to reach the mature stage as soon as possible, it is sometimes necessary to set intermediate goals that are consistent with the time and resources available to your organization.

Assessing Management Capabilities

There are four major steps in conducting an MDA. These are to:

- Develop a preliminary management map to guide the assessment;
- Develop and administer the MDA questionnaire to collect information on the management capabilities of your organization;
- Analyze the survey results and develop a post-survey management map of your organization;
- Develop and implement an action plan for making management improvements.



When you conduct an MDA, you should have two main objectives:

- To measure the *current* level of management capabilities in your organization;
- To identify new levels of *attainable* management capabilities.

To achieve these two objectives, you need to identify the management capabilities you wish to strengthen, determine strategies for improving these management capabilities, and develop the management skills and systems so that your organization can become mature and sustainable.

Step 1

Develop a Preliminary Management Map

The first step in the MDA is to develop a management map. Developing a management map will help you to measure your organizational capabilities quickly and produce results that you can easily follow to move your organization to a higher stage of management development. There are three parts to preparing a preliminary management map:

- Selecting key management areas;
- Selecting indicators for each management area;
- Establishing reference criteria for each indicator.

Selecting Key Management Areas

First you will need to decide which management areas are most critical to focus on. These usually include the skills and systems needed for the

organization to function well, such as planning and leadership, the organizational structure, and operating systems and policies that influence communication, supervision, delegation, and decision making. Try to limit the management areas you choose to those that are the most important, rather than being exhaustive and listing all of them, since the more areas you include, the longer the MDA will take, and the longer the time between conducting the assessment and using the results will be. The six most important management areas selected by the NGOs in Bangladesh were:

- mission and plans;
- leadership;
- organizational structure and lines of communication;
- financial management;
- human resource management;
- community participation.

The following table describes the importance of these management areas.

The Importance of the Six Management Areas Selected

Management Area	Reason for Importance
Mission and Plans	The ability to develop a clear, relevant mission statement and to prepare strategic and operational plans is essential to take full advantage of present and future opportunities for improving quality, expanding services, and building demand.
Leadership	Effective and continuous leadership is essential to keeping all staff in the organization focused on achieving its mission and goals.
Organizational Structure and Lines of Communication	An effective organizational structure and clear lines of communication are essential to coordinating activities and to producing and sharing information necessary for all management functions and decisions.
Financial Management	Generating, using, and reporting on how various sources of funds are being used builds confidence among donors, the board of directors, and staff in the financial stability of the organization and the potential for future development.
Human Resource Management	Recruiting, supervising, training, and developing program, administrative, and executive staff are essential to the successful implementation of program strategies and activities.
Community Participation	Securing the community's support for and participation in organizational decision making and implementation of programs increases the likelihood of identifying acceptable and realistic goals and approaches.

Selecting Indicators for Each Management Area

After selecting the broad management areas that are important to your organization, you need to select specific management indicators that relate to each management area. This step usually provokes a lot of discussion. This discussion is important, as it allows staff and other stakeholders to learn more about management, examine the organization in greater detail, and build commitment to and participation in the process of organizational development.

You may select more management indicators in some management areas than in others. The number you select will depend on the importance you place on the management areas and the difficulty or ease you have in identifying appropriate information for the indicators. The accompanying *Pocket Guide to MDA Indicators* provides sample management indicators that you may use or modify to suit your organization's programs and priorities. Below, you will find examples of key indicators that have been used conducting management development assessments in organizations in Bangladesh and Turkey.

Key Management Indicators Selected for Each Management Area

Management Area	Management Indicators
Mission and Plans	Organizational Mission Statement Formulation of Program Objectives Annual and Long-Term Planning
Leadership	Decision Making and Delegation Introduction of Change Leaders' Experience and Competence
Organizational Structure and Lines of Communication	Organizational Structure Formalized Management Practices Reporting and MIS External Communications
Financial Management	Financial and Accounting Procedures Financial Stability
Human Resource Management	Job Descriptions and Responsibilities Staff Supervision Staff Training and Development Personnel Policies
Community Participation	Community Contributions Membership

Establishing Reference Criteria for Each Indicator

The last step in developing a management map is to establish reference criteria for each management indicator according to each stage of development. Reference criteria are the statements that define the situation, skill level, or ability related to a specific management indicator for each stage of development. Establishing reference criteria gives you a baseline against which you will compare actual

management capabilities and track future progress. For instance, under the management area of *Mission and Plans*, for the management indicator "Organizational Mission Statement," the reference criterion for the launch stage might be "A mission statement exists but is known only by senior staff," for the growth stage it might be, "A mission statement exists but is not well known among staff," and for the mature stage, "A mission statement is in place, is well known, and is used as a guide for planning."

The reference criteria for the indicators are generally qualitative and should be:

- Different for each stage of management development;
- Easily observable by watching or discussing what people do or know; or
- Easily verifiable by examining records and other documents.

The accompanying *Pocket Guide to MDA Indicators* provides you with sample reference criteria for a range of management indicators that have been used in management assessments. In developing a preliminary management map for your

organization you can use these criteria as a guide and modify them so that they are appropriate to your organization and program setting. For a sample preliminary management map derived from the *Pocket Guide*, please refer to pages 6-10 of the accompanying supplement, *The MDA Start-Up Kit*.

In selecting or modifying the reference criteria, you should work with other key members of the organization to choose criteria that are reasonable for an organization in your country to exhibit at the launch, growth, and mature stages of development. The following guidelines will help you to modify the reference criteria so that they are appropriate for your organization.

Guidelines for Developing or Modifying Reference Criteria

Reference criteria should be prepared by a team. Working in a team provides a broader view of the organization and brings in more information for discussion, particularly with regard to other kinds of organizations that team members may be familiar with. A team will have a wider range of knowledge and experience to use in identifying characteristics for each indicator in the launch, growth, and mature stages.

Reference criteria should be qualitative. They should describe what the management system or skill is able to do, how it is being applied, or what kinds of results it produces. Since they are descriptive they generally cannot be added, averaged, or statistically analyzed. Occasionally criteria may include such numeric information as the number of meetings held or reports produced, amount of revenue generated, or number of clients served, but these numbers still refer to qualitative information, and in the MDA, these numbers will not be used for making calculations.

Reference criteria should be distinct for each stage of development. You should be able to clearly differentiate the criteria between the launch, growth, and mature stages, and the criteria for each successive stage should show a significant increase in complexity and outputs. As an organization progresses through the three stages, it should be apparent that staff are using more sophisticated tools or techniques, that they are applying them in new ways, or that they are producing or using results in new ways. *For example, a simple financial management system might use a double-entry accounting system, whereas a more complex system might use a chart of accounts in addition to a double-entry accounting system. Outputs of a more mature human resource management system would include regular, updated job descriptions, as well as written staff performance reviews and plans.*

Reference criteria should be realistic, observable, and verifiable. Reference criteria should be easily observable in the course of your work; if they are too obscure then they are probably unrealistic. The choice of reference criteria should help you to observe people in action using systems, tools, and techniques, or allow you to determine results or uses by referring to documents such as minutes of meetings and reports.

When you have filled in the reference criteria for each indicator and for each stage of development, you will have a preliminary management map to guide you in assessing your organization's management capabilities. These reference criteria will become the baseline against which you will compare your progress and determine objectives for strengthening your organization's management capabilities. If your reference criteria are described in sufficient detail, you will be able to measure the relative strength or weakness of your current management capabilities for each management indicator. As noted earlier, you may find that for one management indicator you are in the launch stage, and that for another you are in the growth stage. This is normal. Rarely will an organization's management capabilities fall entirely in one stage of development.

Step 2

Develop and Administer the MDA Questionnaire

Once you have developed your preliminary management map, the next step is to collect information about the existing management capabilities of your organization. Collecting information provides an opportunity for discussing major management issues with executives, technicians (such as clinical and program staff who provide services, manage clinics, conduct field work, counsel clients, etc.), and administrative staff (such as office managers and accountants).

The best way to collect the information is to develop a questionnaire. Using a questionnaire allows you to collect and compile the information systematically, keeps you focused on the most important information, and helps you to organize the information you collect so that you can analyze it more easily. When you use a questionnaire, it will also be easier to ask about sensitive subjects such as

leadership, since you can think in advance about how to ask the questions in a non-threatening or non-confrontational manner. The completed questionnaire can also serve as a record for verifying information.

Because the MDA is designed to be a rapid assessment, you will use the questionnaire to collect information from a small, representative group of people in the organization rather than conducting a large-scale survey. For instructions on preparing and administering an MDA questionnaire and a sample questionnaire, please refer to the accompanying supplement, *The MDA Start-Up Kit*.

Step 3

Analyze the MDA Survey Results

After collecting the information, you are ready to assess the current management capabilities in your organization. Analyzing the results of the MDA survey will help you to see what stage of development your organization is in for each management indicator, where your organization's strengths and weaknesses lie, and what specific actions you can take to improve management capabilities in your organization.

When you have completed your interviews you will have a lot of information to analyze. Having a well-designed questionnaire will help you to analyze the information more easily since it will be organized systematically. To analyze the information you should proceed in a systematic fashion by:

- Summarizing the information from the questionnaire;
- Finalizing the post-survey management map by categorizing the summary information into launch, growth, and mature stages;
- Preparing the results for feedback;
- Presenting and discussing the results with staff.

Summarizing Information from the Questionnaire

First, you need to transfer the information from each questionnaire onto summary forms, which will help you to organize and summarize the information by management area and indicator. Since the information on the questionnaire has been written down during the interview, it may have been written in a rush, in shorthand, and may be illegible except to the note-taker. This step allows you to review the information systematically and write it out neatly so that others on the team can read it. It also provides an opportunity to carefully review the information and to check it against the documentary evidence to verify that it is correct. Once you have summarized the information it will be easy to review and analyze.

You should have one summary form for each management area. Fill in the management area and the date at the top of the form as shown in the example below. Then for each question in the survey, consider all the answers given to that question and write a brief summary of the answers on the form. For some questions you may find a range of responses. In this case, group similar responses together in one statement and note the number of people included in that statement. You will generally have several statements relating to one question. The following Sample Summary Form illustrates how to summarize the information on the forms.

Sample Summary Form		
Management Area: <u>Mission and Plans</u>		Date: <u>12/20/96</u>
Management Indicator	Question Number(s) on Questionnaire	Data from Questionnaire
<i>Organizational Mission Statement</i>	<i>1</i>	<i>A mission statement exists for the organization.</i>
	<i>2</i>	<i>Interviewees have not seen the mission statement, and do not know the main points. (3 people)</i>
		<i>Interviewee has seen the mission statement, but does not know it well. (1 person)</i>
		<i>Interviewee has seen the mission statement and was able to summarize it. (1 person)</i>
<i>Formulation of Program Objectives</i>	<i>3</i>	<i>Program objectives exist but are not widely known. Some are not directly related to the mission statement.</i>
<i>Annual and Long-Term Planning</i>	<i>5</i>	<i>An annual plan exists for organizational activities, but long-term strategic planning is not conducted.</i>

Finalizing the Post-Survey Management Map

The post-survey management map gives you a profile of your organization's current management capabilities by showing the actual level of management capability and the stage of development of the organization for each management indicator. (Please refer to the Sample Post-Survey Management Map shown on the following page.)

To complete the map, you will review and categorize the information on the summary forms according to the three stages of development. Use the summary form to review the responses to each question from the questionnaire. Then, for each question, develop a statement that best summarizes all the responses to that question. Compare this statement against the baseline reference criteria on your preliminary management map and note which stage the statement most closely reflects. Then, rewrite the statement on a new blank management map (similar to the preliminary management map that you developed for launch, growth, and mature stages, except instead of entering the reference criteria as you did for the preliminary management map, enter the *actual* situation based on the information you have collected). Proceed in this fashion until all the answers from the questionnaire related to each indicator have been summarized into statements and entered on the new post-survey management map. Frequently, you will find that it is possible to formulate one summary statement for several questions relating to one indicator. *For example, the statement shown on the Sample Post-Survey Management Map for the indicator "Organizational Mission Statement" is a summary of the four entries on the Sample Summary Form relating to that indicator.*

Note: If you find that there are significant variations in responses to a question, you may need to develop two different summary statements and indicate how many responses each statement represents.

Once you have completed the post-survey map, the profile of your organization begins to emerge. You can quickly see a pattern forming that will show where your organization is on the continuum of management development. Looking at each indicator individually, you can begin to compare various management capabilities and determine how many and which ones are in an early or more advanced stage of development.

Verify that the information is accurate. Since it is possible to occasionally misunderstand or to record information incorrectly during interviews, you should review the new post-survey map with one or two colleagues who were involved in the assessment. This will help you catch errors and correct any misinterpretations. Together you should consider the following questions:

- Are the statements consistent with what you and others know about the organization?
- Are there any errors due to mistakes in entering the information, in interpreting what was heard during the interview, or in verifying information from existing documents?
- Did you miss important information that would change a statement on the map to refer to a higher or lower stage of development?

After reviewing your post-survey management map, make any necessary corrections to finalize the map.

Sample Post-Survey Management Map

Management Indicator	Launch Stage (Data from Survey)	Growth Stage (Data from Survey)	Mature Stage (Data from Survey)
Management Area: Mission and Plans			
<u>Organizational Mission Statement</u> Formulation of Program Objectives Annual and Long-Term Planning		<i>A mission statement exists but is not generally known and is not used to guide decisions.</i>	
Management Area: Leadership			
<u>Decision Making and Delegation</u> Introduction of Change Leaders' Experience and Competence	<i>Only the executive director attends meetings with outside organizations.</i>	<i>The executive director and senior staff make decisions about staffing and program management.</i>	
Management Area: Organizational Structure and Lines of Communication			
<u>Organizational Structure</u> Formalized Management Practices Reporting and MIS External Communications		<i>Organizational chart shows supervisory relationships but relationships are not always followed.</i>	
Management Area: Financial Management			
<u>Financial and Accounting Procedures</u> Financial Stability		<i>Financial records are maintained for all donor-supported projects.</i>	
Management Area: Human Resource Management			
<u>Job Descriptions and Responsibilities</u> Staff Supervision Staff Training and Development Personnel Policies		<i>Job descriptions exist but are out of date for administrative staff and those for technical staff have not been reviewed in 2 years.</i>	
Management Area: Community Participation			
<u>Community Contributions</u> Membership	<i>Receipt of membership fees is irregular and volunteer activity is sporadic.</i>		

[Note: In this example the sample data refer only to the management indicators that are underlined.]

Preparing the Results for Feedback

As part of your preparation for developing an MDA action plan (Step 4 in the MDA Cycle), you should formally communicate the results of your analysis to the rest of the organization. Until now, you may have conducted the analysis among only a small group of people. Now you need give all the staff in the organization the opportunity to become more involved. The best way to do this is by making a formal presentation and encouraging in-depth discussions about the meaning of the results and what specific management areas the organization should focus on strengthening.

Summarize areas of strength and weakness based on the management map. As a general principle, you should give equal attention to both strengths and weaknesses. Many organizations grow unevenly over time with some systems or skills progressing faster than others. The experience from having developed these skills or systems can help in strengthening others. In reviewing the post-survey management map, you may find that some of your organization's management capabilities are in the launch stage (indicating areas that should be strengthened) and others are in the growth or even mature stages. What is important here is to look at your organization's strengths and weaknesses so that you can determine a course of action for building on the strengths and increasing capabilities in the weaker management areas.

Presenting and Discussing the Results

When making your presentation, you should briefly review the process you followed in conducting the MDA and summarize the results of the survey. It is helpful to prepare flip charts, handouts, or other visual materials to illustrate your points and conclusions. Providing an opening summary of the goals and objectives of the

management development assessment, the process you undertook, and the major indicators you measured will help people understand how you arrived at your conclusions. The feedback session provides an excellent opportunity to reinforce their understanding of and interest in management development.

Open the door to discussion. If you create an open, receptive atmosphere, you will gain the interest of the staff and they will be engaged in asking questions and raising issues concerning the management development assessment. During discussion sessions, you may modify the results based on staff input, which should help you come to stronger conclusions about prioritizing areas for improvement. Use these discussions to emphasize how current management capabilities affect the ability of the organization to achieve goals, improve performance and the quality of services, introduce innovative and more efficient and cost-effective services, and attract and sustain resources. Focusing on these issues reinforces the fact that building management capabilities is a necessity rather than an option.

Create ownership of the results. Completing this step provides an opportunity for the entire organization to take ownership of the idea and practice of conducting management development assessments as a means of building management capabilities. You should solicit broad participation from staff in reviewing the results and drawing conclusions about steps the organization should take in improving its management capabilities. This will enrich the results and deepen the analysis. More importantly, it will increase the commitment of the staff in developing and implementing an action plan to strengthen the management and sustainability of the organization.

Step 4

Develop the MDA Action Plan

The final step in the MDA cycle is to develop and implement an action plan. You now know where your organization is on the management development continuum for different management areas, and you should know which management areas you need to strengthen to advance the organization to the next stage of development. By comparing your post-survey management map with your preliminary management map you will know for each management indicator the current level of

management capability, the desired level of capability, and what needs to be strengthened in order to achieve the next level of capability. These results provide the basis of your management development action plan.

The following Sample MDA Action Plan shows, for a hypothetical organization, the main areas of strength and weakness, recommendations, specific actions the organization plans to implement, as well as over what period of time the skills or systems development will take place, and whose responsibility it is to oversee and/or implement each action step.

Sample MDA Action Plan					
Strengths	Weaknesses	Recommendations	Action	Timing	Person(s) Responsible
Management Area: Mission and Plans					
<p>Board of directors and senior staff have an understanding of the need for a mission.</p> <p>Organization has undertaken projects that support the organizational mission.</p> <p>Annual plan exists for organizational activities.</p>	<p>The mission statement has not been communicated throughout the organization.</p> <p>Long-term strategic planning is not conducted.</p>	<p>Establishment of an organizational planning framework (strategic or long-term plan) will enable the organization to clearly identify its priority goals and specify activities to reach those goals.</p>	<p>Conduct orientation sessions to orient organization's leaders on strategic planning.</p> <p>Establish an internal team to take charge of developing the strategic plan.</p>	<p>This action should be carried out over a 1-2 year period as part of a comprehensive strategic planning process.</p>	<p>The board of directors is responsible for overseeing this action. The planning team is responsible for carrying it out.</p>
Management Area: Leadership					
<p>The executive director and senior staff make decisions about staffing and program management.</p>	<p>Only the executive director represents the organization in meetings with outside organizations.</p> <p>Board and executive director take initiative to expand activities independent of donors.</p>	<p>Senior and technical staff should attend meetings with outside organizations so that they can expand their knowledge and experience in program areas for which they are responsible.</p>	<p>Draw up calendar of planned meetings with outside organizations and indicate the staff who should attend those meetings.</p>	<p>As soon as possible.</p>	<p>The executive director and senior staff should collaborate on this activity.</p>

Sample MDA Action Plan

Strengths	Weaknesses	Recommendations	Action	Timing	Person(s) Responsible
Management Area: Organizational Structure and Lines of Communication					
An organizational chart exists and clearly identifies supervisors for all staff.	Lines of communication between supervisors and personnel are not respected.	The organization should develop a clear policy regarding the role, functions, and tasks of supervisors and should prepare procedures for carrying out supervisory functions.	Develop plan for reviewing and modifying supervisory roles and responsibilities. Incorporate modifications of supervisory roles and responsibilities into personnel policy/manual.	Review and modification of supervisory roles and responsibilities should take place over the next 12 months.	The personnel or human resources manager should be in charge of this activity. The executive director should oversee this process.
Management Area: Financial Management					
Financial records are maintained for donor-supported programs and an annual audit takes place. The organization covers 7% of costs of the family planning program.	The external audit identified 5 problems in the family planning program. No financial sustainability plan has been developed.	The organization should develop a financial sustainability plan (as part of the planning process) to increase self reliance. The organization should review program activities and operations to find ways of bringing about cost efficiencies without compromising program objectives.	Identify feasible activities for income generation. Develop a long-term financial plan to relate organizational program expenditures to income from donors, revenue-generating activities, and other sources. Correct all problems identified by the external audit.	These activities should be carried out over a 1-2 year period and linked with the overall development of a strategic plan.	The board of directors should oversee this process. The executive director should be in charge of organizing the process. The financial director should be in charge of technical support to the process and be responsible for correcting audit problems.

continued on next page

Sample MDA Action Plan

Strengths	Weaknesses	Recommendations	Action	Timing	Person(s) Responsible
Management Area: Human Resource Management					
<p>Job descriptions exist for all staff.</p> <p>In-service and on-the-job training are provided to all staff.</p>	<p>Job descriptions are out of date for administrative staff and those for technical staff have not been reviewed in 2 years.</p> <p>Performance reviews are not conducted regularly.</p> <p>The organization has not developed a training plan.</p>	<p>The organization should undertake a comprehensive review of all job descriptions, compare them with current and anticipated job responsibilities, and update job descriptions as necessary.</p> <p>The organization should make the development of a training plan a priority.</p>	<p>Develop timetable for reviewing and updating job descriptions.</p> <p>Use new job descriptions as the basis for performance reviews.</p> <p>Conduct a training needs assessment of all current technical and administrative personnel.</p> <p>Develop a training plan for short- and long-term training on the basis of the training needs assessment.</p>	<p>Review and revision of job descriptions should take place over the next 6 months.</p> <p>This is a long-term activity and should be carried out over a 1-2 year period.</p>	<p>This should be overseen by the executive director and the personnel director.</p> <p>The training needs assessment and training plan should be carried out by the training manager in collaboration with an external consultant.</p>
Management Area: Community Participation					
<p>General membership has increased.</p> <p>Annual general meeting and elections for the board of directors are held regularly.</p> <p>Composition of board of directors is diversified.</p>	<p>Membership fees are not collected on a regular basis.</p> <p>Less than 10% of the organization's clients are willing to pay fees for services.</p> <p>Volunteer activity is sporadic.</p>	<p>The organization should emphasize integrating community members in its program activities.</p>	<p>Encourage the board of directors to promote voluntary activity among community members.</p>	<p>These activities should be initiated over the next 3 months.</p>	<p>The executive director should work with the board to advocate voluntary service from the community.</p>

Managing Change and Implementing the Action Plan

The management development process is a major undertaking in organizational change. Although improving management capabilities is a highly desirable goal, as with any potential change, there is likely to be some resistance. In addition, there is a cost attached to improving management capabilities. You may need to introduce new equipment, train staff, and slow down program activity during the time that the organization's attention is focused on improving its

management. You must address these potential obstacles from the outset.

Secure commitment of leadership. The leadership of the organization should lead the effort. This could be the executive director or program director. When you are in this role, you must also have the support of other major stakeholders, including the board of directors. As you take steps to improve management capabilities, there will be difficult decisions regarding the use of human and financial resources. Without the commitment and active engagement of leadership, efforts will slow down or may not be taken seriously.

Set priorities for making improvements. The results of a management development assessment often show many areas that need to be addressed. An organization cannot tackle all of the weaknesses at the same time. Focus on what is most practical and achievable given the available human and financial resources, and prioritize areas where improvements can have a multiplier effect. *For example, improving management information systems can have a simultaneous impact on financial systems. Improvements in both these systems will affect your planning and monitoring capability and enable you*

to think about improving program performance and cost efficiencies.

Allow sufficient time to develop management capabilities. Realistic expectations are often the key to management success. While you may hope that a mature organization lies just over the horizon, sustained change takes time. Improvements are often incremental and cumulative. A realistic time frame will prevent needless disappointments during the period needed to introduce, test, and apply new skills and systems before you see the impact on performance and quality of services.

Taking Action to Build Management Capabilities

There are many strategies that you can use to build and strengthen management capabilities. You need to select those that will be cost-effective, produce long-lasting results, and become catalysts for other actions and improvements. Some of these are suggested below.

Make changes that do not require additional funding. There are some changes the organization can make that require commitment from staff and leadership rather than additional funds. For example, you can develop standard procedures for managing information and accounting for expenditures, and prepare job descriptions to improve supervision. You can also use staff who have had management training more effectively by promoting them and giving them appropriate managerial responsibilities and authority, a change that will incur little extra cost.

Collaborate with other organizations. Calling on skilled colleagues from sister organizations is another way to bring new ideas and systems into your organization. Actively seeking participation in training and other management development activities organized by sister organizations or donors can provide free or low-cost access to expertise needed to develop new management skills and systems.

Seek local technical assistance. Technical assistance from local consultants may be required, particularly when your management development action plan calls for improving such management systems as finance and information. Local consultants can also be helpful in improving the organization's structure, providing leadership training, or developing more effective roles and functions for board members and executive staff.

Since technical assistance can be costly, efforts should be made to find appropriate services that the organization can afford. In many countries there are competent and experienced local consultants in many management areas who can be contracted to help implement the management development action plans. If you have a computer and are connected to the Internet, you may be able to access a broader range of individuals or organizations with expertise for improving management systems. One place to start is to search FPMD's "Member Database" on its Electronic Resource Center (ERC). The ERC can be found on the FPMD Web site on the Internet at the following URL address: <http://erc.msh.org>.

Acquire new technology. In developing more complex and higher-performing management systems, you also need to consider installing modern technology, which may mean purchasing new equipment such as computers, and developing or acquiring skills to maintain the technology. This may require a significant investment but if there is commitment to using these new tools, the return on the investment will be worth it. If you decide to introduce new technology, you should be sure to include training in your action plan so that staff will use the new technology to its fullest potential.

Making the MDA an Ongoing Activity

The MDA process should be integrated into regular organizational operations as part of an annual or bi-annual planning process and as a way to evaluate the success of your organization's efforts to strengthen its management. Having already conducted the MDA once, you will only need to update the preliminary management map and the questionnaire if you think it is necessary. For example, you may decide to add some new management indicators that you had not analyzed the first time, which would mean adding a few new questions to the questionnaire. By conducting an MDA at regular intervals, you will be able to see how the organization has strengthened over time and keep track of what needs to be done to further develop the organization as a whole so that it becomes mature and sustainable.

Even organizations that reach the mature stage cannot sit back and relax. They also face challenges that require them to continually develop their

management capabilities. As a manager, you must ensure that your organization's mission and strategies address both the present and future needs of the population you serve, and that they are realistic and compatible with national and global trends and priorities. You must adopt a business-minded approach, focusing on developing cost-efficient services that reach well-defined populations while continuing to provide high-quality services to all clients. You need to develop strategies for integrating financial planning and program planning and for diversifying your funding base so that the organization doesn't become overly dependent on only a few sources of funds. Finally, you need to establish human resource management systems that permit and encourage innovation, creativity, and sound decision making among employees at every level.

By knowing your organization's management capabilities and taking action to strengthen specific management skills and systems, you can ensure that your organization will become stronger and more sustainable within an increasingly competitive and demanding service delivery environment.

Reviewers' Corner

A forum for discussing additional application of FPM concepts and techniques

On the importance of gaining the commitment of key decision makers . . . *One reviewer stresses,* "There is a need for key decision makers in the organization to appreciate the need for change. When you can get their total commitment to the process it will help to ensure that the recommendations are implemented."

On integrating the MDA into the strategic planning process . . . *One reviewer suggests,* "For those organizations that conduct regular strategic planning, the MDA should be conducted as part of the background to strategic planning."

On using the MDA in the public sector . . . *One reviewer advises,* "The management of health services in sub-Saharan Africa is involving communities more and more under what is currently called the 'Bamako Initiative' in which each health center is aiming to become an autonomous entity run by a Health Management Committee. The Committee plays an important role in planning and monitoring the use of resources (human, material, and financial). This tool could be adapted for use at the health center level considering that the health center is run by the community as an organization. In this situation, community participation as a management area could be broadened to assess the planning and management capacity of the Committee in addition to community contribution and diversity."

On the significance and benefits of the MDA . . . *One reviewer emphasizes,* "The MDA is a *must* for any organization that hopes to survive the current competitive environment. The beauty of the MDA concept and tool is that with adequate practice it can be conducted successfully by the staff of the organization with little or no external assistance. That, in itself, is cutting costs, building internal capacity, and increasing awareness of the need for sustainability."



Checklist for Assessing Management Capabilities

- Familiarize yourself and your staff with the concept of the management development continuum, the management characteristics of organizations in the different stages of development, and the steps for conducting an MDA.
- Gain the commitment of senior management for conducting an MDA, including the board of directors and other key stakeholders.
- Develop a core team that will be responsible for conducting the MDA, analyzing and presenting the results, soliciting input from key stakeholders, and developing the action plan.
- Develop a preliminary management map by defining the management indicators for each management area and the reference criteria for each indicator according to each stage of development.
- Design and field test the MDA questionnaire based on the indicators in the preliminary management map.
- Administer the questionnaire.
- Analyze the survey findings, develop a post-survey management map of your organization, and obtain feedback from staff.
- Identify areas for improvement based on your MDA findings.
- Present the results of your analysis to other members of your organization and discuss their concerns openly.
- Prepare an MDA action plan for your organization.
- Implement the action plan.
- Institutionalize the MDA process in your organization so that assessments are conducted annually or bi-annually.

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The

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CASE SCENARIOS FOR TRAINING AND GROUP DISCUSSION

Dostluk Health Services Assesses its Management Capabilities

Mrs. Byrkit, Executive Director for Dostluk, a non-governmental organization delivering reproductive health and family planning services, looked around the table at the group that was chatting over fresh cups of coffee. The group included Mr. Zencirli, founder of Dostluk and a member of the board of directors, Dr. Aytug, one of the clinicians who worked in two of the organization's four clinics, Ms. Mubarek, a nurse who managed client follow up, and Mr. Eksen, the Finance Officer. Dostluk had recently decided to systematically assess their management capabilities in order to plan for the changes they were making within their organization. A new donor had given Dostluk funds to add a community outreach program and they were determined to be prepared for the necessary changes as they expanded the organization. The group was gathered to look at the results of the survey they had used to collect information from their staff about their management capabilities and systems and to develop a plan for Dostluk's growth and for improving their management based on their findings.

Mrs. Byrkit cleared her throat, "Shall we get started? We have quite a bit of information to go over today. Everyone should have a copy of the preliminary management map and the questionnaire that we prepared. You also should have received a complete set of summary forms indicating the responses from the survey. I suggest that we review both today and think about some of our strengths and weaknesses and where we should go from here. In order to keep us focused, I suggest that we

consider each of the management areas and think about the preliminary management map that we developed, as well as the information from the summary forms. Let's consider the information about the management area Mission and Plans first."

"Well Dostluk has had a mission statement since it was founded," responded Mr. Zencirli, "but I was surprised to see that the responses from the survey indicate that very few staff actually know that we have one, and for the most part, those who are aware that a mission statement exists don't know what it is. I hadn't realized it before, but perhaps the only place where it is stated is in the organization's charter."

"This sounds like something we might want to include in our strategic planning process," said Dr. Aytug, "now that we are looking beyond our annual workplans and looking towards Dostluk's future."

"Where do you think we stand in the area of decision making and delegation?" asked Mrs. Byrkit.

"Well, the fact that we are meeting as a team certainly indicates that decision making has become more of a participatory process," replied Ms. Mubarek. "I think this is an area in which we've really started to improve over the last year, especially because as a team we have started thinking about the future and we have been looking at our policies more closely."

"That's true," added Dr. Aytug, "but I'm sure we could do more to involve staff from all areas of the organization as we think about making changes to

Case Scenario: Dostluk Assesses its Management Capabilities

existing policies and implementing new plans. For example, we should ask our drivers how we can improve on the management of our vehicles.”

“I thought that the responses in the area of organizational structure and lines of communications were interesting,” said Mr. Eksen. “While we do have written procedures for reporting to our donors, we don’t have any kind of manual for day-to-day operations. We certainly have written up a number of procedural memos and distributed them to each one of the clinics, but they have never been compiled in a single document that can be updated as we make changes. The survey revealed a real absence of written guidelines that are easy for staff to refer to and to follow. It is hard for staff to follow procedures and keep track of changes if we don’t provide everyone with the same information that we can all refer to. I know there was a problem when Mrs. Boztok retired from the accounting department. She had a number of the procedures in her head and her successor had a hard time trying to piece them together.”

“I thought there were some interesting results in the area of human resource management,” said Ms. Mubarek. “I was surprised to see that although most of the staff knew that a written job description existed for every position, they had never been involved in reviewing or revising them with their supervisor. I’m sure that many of them need to be updated as we expand to incorporate outreach services and as staff are asked to take on new or different responsibilities. Perhaps part of the problem is that our supervisory system doesn’t always relate to our programs and supervisors are not always looking at performance requirements.

This also made me think about the opportunities we may have been missing for developing the skills of our staff. While we’ve been very successful at keeping our staff turnover fairly low, the only people who receive any on-the-job training are new employees. Maybe we take our staff too much for granted. Remember when we lost Miss Zeynep? I think we could have kept her if we had offered her some interesting training.”

“While we are discussing that area, I was struck by the fact that although every person on the staff has a personnel file, they are not maintained on a regular and systematic basis,” offered Mr. Zencirli. “Apparently the files were very inconsistent—while some of them had a job application, curriculum vitae, and a joining letter, others only contained a curriculum vitae.”

Mrs. Byrkit sighed. “Ah yes. I had such a difficult time when we discovered that staff had been complaining about Mr. Sener for years and yet there was absolutely no record of any problems or complaints in his personnel files.”

“What about our financial management?” asked Mrs. Byrkit.

“Of course I’m biased,” said Mr. Eksen, “but I think we are doing fairly well in that area. We have been having a bi-annual audit performed by an outside company for the last four years and they have consistently revealed that our accounting practices are quite sound.”

“Will we have to make any changes now that we have expanded to two donors?” asked Mr. Zencirli.

Mr. Eksen smiled, “Well, we will have to be careful about meeting the different requirements of our donors, but I’m sure that we will be in compliance.”

Case Scenario: Dostluk Assesses its Management Capabilities

“Good,” replied Mrs. Byrkit. “Does anyone have any observations about community participation?”

“I know we have been accused of elitism by some and it makes me wonder,” pondered Dr. Aytug. “We have always assumed we know what the community needs, but do we really know? We have never really met with the leaders in the community and our relationship with the community is quite limited. Our clients come from the community, but I don’t think we’ve tried hard enough to find out what the community thinks of us and what services they would like to see us providing. This may explain why the community doesn’t seem to be very interested in working with us to improve our services. I think that getting two community members serving on the board of directors was a

good first step, but it is not enough. I think we need to be more creative about how to mobilize community resources. Our new community outreach program provides a real opportunity to do just that.”

“We need to develop a post-survey management map to help us get started with the next steps,” said Mrs. Byrkit. “I’ve been taking notes during our discussion. First I’d like to discuss one or two indicators for each management area. Looking at the summary forms and the preliminary management map I handed out, I think we can develop our post-survey management map. This post-survey management map will help us to share the results with the rest of the organization and get them involved in thinking about what we need to do to move to the next stage in our development.”

Case Discussion Questions: Dostluk Assesses its Management Capabilities

- 1. Using information from the case, the summary forms, and Dostluk’s preliminary management map (provided on the following pages), develop a post-survey management map (on page 8) to show which stage of development Dostluk is in for each management indicator listed in the post-survey management map.**
- 2. What does Dostluk need to do to strengthen its management capabilities? As a first step in developing an action plan for Dostluk, for each management indicator, suggest at least one priority action that could be taken to move Dostluk to the next stage of development. Make sure that the actions are feasible and cost effective.**

Meeting Handout: Summary Forms

Summary Form		
Management Area: <u>Mission and Plans</u>		Date: <u>1/20/97</u>
Management Indicator	Question Number(s) on Questionnaire	Data from Questionnaire
<i>Organizational Mission Statement</i>	1	<i>A mission statement exists for Dostluk.</i>
	2	<i>Interviewees have not seen the mission statement, and do not know the main points.(5 people)</i>

Summary Form		
Management Area: <u>Leadership</u>		Date: <u>1/20/97</u>
Management Indicator	Question Number(s) on Questionnaire	Data from Questionnaire
<i>Decision Making and Delegation</i>	7	<i>Managers and some program staff are involved in decision making. (4 people)</i>
	7	<i>Founder and member of board of directors involved in decisions surrounding major problems. (5 people)</i>

Summary Form		
Management Area: <u>Organizational Structure and Lines of Communication</u>		Date: <u>1/20/97</u>
Management Indicator	Question Number(s) on Questionnaire	Data from Questionnaire
<i>Organizational Structure</i>	15	<i>The supervisory system is not based on program strategies and performance requirements. (4 people)</i>
<i>Formalized Management Practices</i>	16	<i>Written procedures don't exist in any systematic form for daily operations. (6 people)</i>

Meeting Handout: Summary Forms (*continued*)

Summary Form		
Management Area: <u>Financial Management</u>		Date: <u>1/20/97</u>
Management Indicator	Question Number(s) on Questionnaire	Data from Questionnaire
<i>Financial and Accounting Practices</i>	19	<i>An external audit is conducted for the entire organization bi-annually. (4 people)</i>
<i>Financial Stability</i>	23	<i>The donor base has recently expanded from one donor to two. (4 people)</i>

Summary Form		
Management Area: <u>Human Resource Management</u>		Date: <u>1/20/97</u>
Management Indicator	Question Number(s) on Questionnaire	Data from Questionnaire
<i>Job Descriptions and Responsibilities</i>	26	<i>Job descriptions aren't updated regularly and systematically.(5 people)</i>
<i>Staff Training and Development</i>	35	<i>Training opportunities are only provided for new staff. (6 people)</i>

Summary Form		
Management Area: <u>Community Participation</u>		Date: <u>1/20/97</u>
Management Indicator	Question Number(s) on Questionnaire	Data from Questionnaire
<i>Community Contributions</i>	40	<i>Dostluk is not collaborating with any other NGOs. (5 people)</i>
<i>Institutionalization of Community Participation</i>	48	<i>There are two community members currently serving on Dostluk's board of directors.(3 people)</i>

Meeting Handout: Preliminary Management Map

Dostluk's Preliminary Management Map			
Management Indicator	Reference Criteria		
	Launch Stage	Growth Stage	Mature Stage
Management Area: Mission and Plans			
Organizational Mission Statement	Mission statement does exist but is known only by senior staff and donors.	Mission statement exists but is not well known among staff.	All employees and members of the board are familiar with mission statement.
Annual and Long-Term Planning	Annual plan exists.	Long-term project plans are based on the program needs that have been identified.	Long-term plans are based on strategic plan.
Management Area: Leadership			
Decision Making and Delegation	Founding member(s) make decisions on programs and significant problems without discussing with senior management or board of directors.	Founding member(s) and senior management make decisions about programs and significant problems.	Founding member(s), senior management, and board of directors make decisions on programs and significant problems.
Leaders' Experience and Competence	Organization follows policies and plans established by donor.	Organization makes modification to policies and implements new plans.	Organization leaders (board of directors and managers) anticipate future needs of the organization and use strategic planning to plan for the future.
Management Area: Organizational Structure and Lines of Communication			
Organizational Structure	Organizational structure is based on supervisory structure.	Organizational structure is based on program strategies.	Organizational structure is reviewed regularly to ensure consistency with program strategies.
Formalized Management Practices	Procedures exist but have not been collected in an operations manual for the organization.	Guidelines have been developed for general operations and are followed as required by donors.	General operating manual is reviewed and revised on a regular basis for all organizational activities.

Meeting Handout: Preliminary Management Map (*continued*)

Dostluk's Preliminary Management Map			
Management Indicator	Reference Criteria		
	Launch Stage	Growth Stage	Mature Stage
Management Area: Financial Management			
Financial and Accounting Procedures	Organization has had an audit performed by an external company only once.	External audit takes place every two years for organizational activities.	External audit takes place annually.
Financial Stability	No plan exists for financial sustainability. There is only one source of funds.	Plan exists for financial sustainability, but it is not followed consistently. There are two sources of funds.	Financial sustainability plan is followed consistently.
Management Area: Human Resource Management			
Job Descriptions and Responsibilities	No written job descriptions exist.	Job descriptions exist for only some of the staff.	Job description exist and are up-to-date for all staff.
Staff Training and Development	No in-service or on-the-job training exists.	In-service and on-the-job training take place, as recommended and funded by the donor.	In-service and on-the-job training provided on the basis of organizational training needs.
Personnel Policies	No personnel files exist for staff members.	Personnel files exist for all staff but they are not maintained properly.	Personnel files are complete and up-to-date.
Management Area: Community Participation			
Community Contributions	No voluntary activity takes place.	Community provides a limited amount of voluntary service for specific activities on a limited basis.	Community provides regular voluntary services on specific programs or activities at least once a year.
Membership	More than 70% of board of directors are family or relatives.	Less than 70% of board of directors are family or relatives.	Less than 20% of board of directors are family or relatives.

Case Discussion Questions: Dostluk Assesses its Management Capabilities

- Using information from the case, the summary forms, and Dostluk's preliminary management map, develop a post-survey management map to show which stage of development Dostluk is in for each management indicator listed in the post-survey management map.

Post-Survey Management Map

Management Indicator	Reference Criteria		
	Launch Stage (data from survey)	Growth Stage (data from survey)	Mature Stage (data from survey)
Management Area: Mission and Plans			
Organizational Mission Statement			
Annual and Long-Term Planning			
Management Area: Leadership			
Decision Making and Delegation			
Leaders' Experience and Competence			
Management Area: Organizational Structure and Lines of Communication			
Organizational Structure			
Formalized Management Practices			
Management Area: Financial Management			
Financial and Accounting Practices			
Financial Stability			
Management Area: Human Resource Management			
Job Descriptions and Responsibilities			
Staff Training and Development			
Personnel Policies			
Management Area: Community Participation			
Community Contributions			
Membership			

Case Discussion Questions: Dostluk Assesses its Management Capabilities

2. What does Dostluk need to do to strengthen its management capabilities? As a first step in developing an action plan for Dostluk, for each management indicator listed below, suggest at least one priority action that could be taken to move Dostluk to the next stage of development. Make sure that the actions are feasible and cost effective. (To answer this question, compare the Post-Survey Management Map with the Preliminary Management Map to determine the action steps.)

Management Indicator	Action Steps
Mission and Plans	
Organizational Mission Statement	
Annual and Long-Term Planning	
Leadership	
Decision Making and Delegation	
Leaders' Experience and Competence	
Organizational Structure and Lines of Communication	
Organizational Structure	
Formalized Management Practices	
Financial Management	
Financial and Accounting Practices	
Financial Stability	
Human Resource Management	
Job Descriptions and Responsibilities	
Staff Training and Development	
Personnel Policies	
Community Participation	
Community Contributions	
Membership	

Case Analysis: Dostluk Assesses its Management Capabilities

- Using information from the case, the summary forms, and Dostluk's preliminary management map, develop a post-survey management map to show which stage of development Dostluk is in for each management indicator listed in the post-survey management map.

Post-Survey Management Map			
Management Indicator	Reference Criteria		
	Launch Stage (data from survey)	Growth Stage (data from survey)	Mature Stage (data from survey)
Management Area: Mission and Plans			
Organizational Mission Statement		A mission statement exists but has not been widely shared with staff.	
Annual and Long-Term Planning	An annual plan exists.		
Management Area: Leadership			
Decision Making and Delegation		A team of senior staff participates in decision making.	
Leaders' Experience and Competence		The organization modifies policies and implements new plans.	
Management Area: Organizational Structure and Lines of Communication			
Organizational Structure			
Formalized Management Practices	Procedures exist for reporting to donors, but not for day-to-day operations.		

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Post-Survey Management Map			
Management Indicator	Reference Criteria		
	Launch Stage (data from survey)	Growth Stage (data from survey)	Mature Stage (data from survey)
Management Area: Financial Management			
Financial and Accounting Practices		An audit for organizational activities takes place every two years.	
Financial Stability		The donor base was recently expanded from a single donor to two.	
Management Area: Human Resource Management			
Job Descriptions and Responsibilities		Most staff have job descriptions, but many have not been reviewed or revised since they were developed.	
Staff Training and Development	In-service or on-the-job training occurs only with new staff.		
Personnel Policies		Staff have files but records are not maintained on a regular basis.	
Management Area: Community Participation			
Community Contributions	The community makes limited donations at this time.		
Membership		Two community members serve on the board of directors.	

Case Analysis: Dostluk Assesses its Management Capabilities

2. What does Dostluk need to do to strengthen its management capabilities? As a first step in developing an action plan for Dostluk, for each management indicator listed below, suggest at least one priority action that could be taken to move Dostluk to the next stage of development. Make sure that the actions are feasible and cost effective.

Management Indicator	Action Steps
Mission and Plans	
Organizational Mission Statement	Prepare written mission statement for distribution to all staff and post in main office.
Leadership	
Decision Making and Delegation	Identify appropriate role for board of directors to take in decision making and strategic planning.
Leaders' Experience and Competence	Seek training opportunities to learn more about strategic planning process so that long-term planning can help the organization move forward.
Organizational Structure and Lines of Communication	
Organizational Structure	Modify supervisory relationship on the basis of programs. Change organization structure to reflect program structure.
Formalized Management Practices	Select committee to develop operations manual(s) using existing documents for a framework.
Financial Management	
Financial and Accounting Practices	Institute annual external audit.
Financial Stability	Seek additional donors.
Human Resource Management	
Job Descriptions and Responsibilities	All supervisors will meet with staff to review and revise job descriptions. They will then be reviewed and updated on a regularly scheduled basis.
Staff Training and Development	Provide regular inservice and on-the-job training opportunities for staff at all levels..
Personnel Policies	Implement system for regular and systematic maintenance of personnel files.
Community Participation	
Community Contributions	Set short- and long-term goals for community contributions.
Membership	Meet with board members from community to develop plan for increasing community participation.

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