



# **Institutional Assessment of Alluvial Diamond and Gold Miners' Association of Kono District (ADAGMAK)**

**Coordinators of miners and dealers**

**September 2004**

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**Sierra Leone**  
47 Wellington Street  
Freetown - Sierra Leone  
Phone: (232)-22-227-7241  
Cell: 232-76-665-797  
e-mail: [dipam@sierratel.sl](mailto:dipam@sierratel.sl)  
[www.peacediamonds.org](http://www.peacediamonds.org)



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

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# **Institutional Assessment of the Alluvial Diamond and Gold Miners' Association of Kono District (ADAGMAK)**

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## Introduction

The Alluvial Diamond and Gold Miners' Association of Kono District (ADAGMAK) is a community-based organization (CBO) dedicated to supporting and advocating for the rights of diamond miners and dealers in Kono District, with a particular focus on campaigning against child mining, leading the formation of mining cooperatives, combating smuggling, coordinating affairs of legal miners and dealers and monitoring the implementation of mining legislation. 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 ADAGMAK 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 10<sup>th</sup> & 14<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. ADAGMAK is a relatively young organization with dedicated members, but with no ongoing funding, no paid staff, and few physical resources beyond (temporarily) donated office space. Considering how to improve itself was a not novel concept to ADAGMAK, having carried out the institutional assessment last year. The ADAGMAK team were familiar with

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<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 accepted approaches to institutional strengthening incorporated into the Toolkit and they were able to make a realistic assessment of their organization using the Toolkit.

### The Process

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

Friday 10<sup>th</sup> September 2004 began with formal commitments to work towards ADAGMAK's institutional strengthening. Paul Temple introduced the tool (*Appendix B*), explained how it worked, and how it could help ADAGMAK strengthen itself in order to achieve results. Participants then divided into four groups to address different aspects of the Toolkit, gauging the status of ADAGMAK 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. Having carried out the same assessment last year, the group was able to set to the tasks relatively quickly and efficiently. The scoring and rationale is recorded in the Institutional Development Calculation Sheet (ICDS, presented in *Appendix D*.)

Tuesday 14<sup>th</sup> September Kate Blacklock guided the session in which participants set priorities for improvement, and to begin to develop strategies for improving ADAGMAK.

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

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

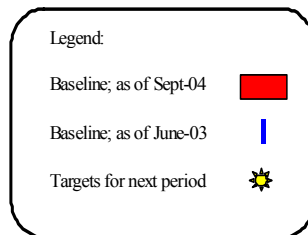
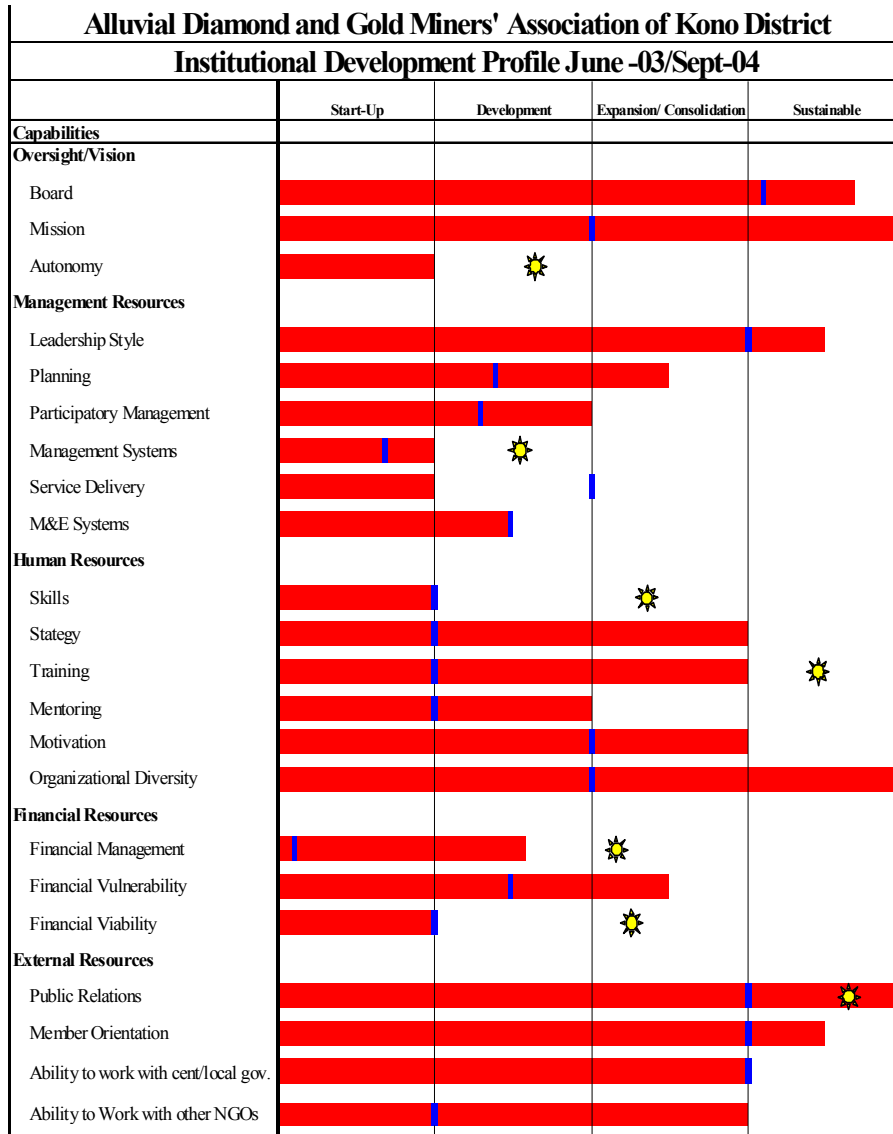
- ◆ Provides a graphic representation to ADAGMAK members of the organization's strengths and weaknesses; and
- ◆ Provides a visual reminder of priorities for improvement;
- ◆ Indicates targeted improvement for the upcoming period ("suns" at the end of targeted rows.)
- ◆ Provides a comparison of where ADAGMAK is at present as of 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 above), sorted by "Resource". The further a bar goes the right, the more advanced the organization considered itself along the continuum from a "start-up" to a "sustainable" organization for a particular institutional aspect. The following discussion of each resource area provides further insight into how the ratings were established:

Oversight/Vision: In comparison to the June 2003 assessment, progress has been made with the board and mission component of this resource area. Conversely, the autonomy component has dropped dramatically. The overall results of this resource area are rationalised as being due to ADAGMAK's lack of secure funding from a donor. Although the board scored highly, it has not been able to raise significant funds for the organisation.

Management of Resources: The graph indicates that the management capacity of ADAGMAK has improved over the year with regards to leadership style, planning, participatory management and management systems. However, in terms of service delivery there has been a regression.

Monitoring and evaluation systems have remained stable. This is typical of an organisation that has established some systematic procedures, which are not yet fully functional.



**Human Resources:** The human resource capacity of ADAGMAK has made a marked improvement on last year’s assessment results, with only the skills component remaining at start up stage along the continuum. The organisational diversity feature has increased dramatically. In terms of the ‘tool kit’ used, the results are interpreted as indicating that with an increased membership base this year the organisation has embraced the multicultural nature of the mining community in Kono district. With regard to the other components, ADAGMAK has received a comparatively substantial

amount of training in the last six months from the Peace Diamond Alliance (small stones training, mining cooperative training) and from the Ministry of Trade & Industry (mining cooperative training) which can account for the increase in the capacity of this resource area.

Financial Resources: This resource area is the weakest of the areas in the assessment. In comparison to last year's assessment the bars show an improvement in the financial management and financial vulnerability aspects while the financial viability component has not increased. This indicates that project funding is scarce and ADAGMAK has little experience in using systematic financial procedures.

External Resources: This resource area is the strongest in the assessment. Public relations, member orientation and ability to work with NGOs all demonstrate improvement from last year's assessment as does the ability to work with local government. ADAGMAK has influential people in the organisation (Chiefs and councillors) who have contact with key decision makers who are able to gain exposure using formal and informal channels. The organisation is a grassroots organisation with a clear mission and the relationship between its constituents, the management committee and board members is symbiotic, hence the strong member orientation component.

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

This figure, with the accompanying Institutional Development Calculation Sheet IDCS (*Appendix D*), form a second in a time series "baseline" against which future institutional development will be measured. It would be advisable for ADAGMAK to consider re-applying the Toolkit in a year to gauge the success of the institutional strengthening efforts.

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

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

- ◆ *Improve capacity to attract and maintain a donor (funding organization).* ADAGMAK is a purely volunteer organization. It has no funds at the moment and has never had any ongoing funding from donors, except to pay for the costs of extremely short-term activities. They are in a "Catch 22": they cannot be effective without funding, but they cannot obtain funding if they do not have adequate financial management systems, and they lack funding to develop such systems. ADAGMAK must also strengthen its ability to mount a strategic public relations exercise to help ADAGMAK gain public recognition, and thereby attract donor funding. Accordingly, these two fronts must be attacked in tandem.
- ◆ *Overall Management Systems Improvement.* Participants felt that a number of management systems needed to be improved on and formalized if ADAGMAK is to have a future as an effective organisation.
- ◆ *Identify and implement a formal training program that focuses on core skills - management, accounting, computing and fund raising - to enhance staff capacity to perform their tasks more effectively.* It is evident that ADAGMAK's staff is highly motivated and willing to devote their

time to the cause of the organization. However, the actual capability of the staff to perform their duties affectively is being by a lack of skills based on effective training/coaching/mentoring, which directly affects competency. ADAGMAK emphasized the importance of a formal training within the organisation. ADAGMAK wants to tailor training programmes for the ADAGMAK Mines Monitoring Officers working across the district so as to keep abreast with changes in the mining communities and national mining policy implementation.

- ◆ *Infrastructure Development.* ADAGMAK has virtually no physical assets. Accordingly, it will need a furnished office, communication equipment, access to transportation, and other materials to be effective.

#### Next Steps

ADAGMAK will now take this information and develop a concrete improvement strategy – complete with work plan – with facilitation support from MSI.

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

- ◆ Procurement of goods required for infrastructure;
- ◆ More formal training in management, computing, accounting and fund raising. This is such a high priority that it was singled out for special attention.

#### Conclusion

The ADAGMAK team made excellent progress during this time. The tasks were carried out with relative ease because participants had previous experience from last year's June 2003 institutional assessment. It was clear that not all participants uniformly grasped all the concepts contained in the Toolkit. This is natural. It is necessary to have some hands-on experience with things such as work plans, budgets, administrative manuals, and the like, before such technical matters make sense. We are confident, however, that it will be much clearer to the team when the Toolkit is used in subsequent sessions, when it is used to gauge the success of the institutional strengthening efforts.

Last year ADAGMAK 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 aside, motivation and commitment are the key ingredients for positive change.

Congratulations to the entire ADAGMAK team!

## Appendix A: ADAGMAK Participants

Friday 10<sup>th</sup> September and Tuesday 14<sup>th</sup> September  
Name Title

Franklyn Pessima	Secretary General
Tamba Koroma	Liason
Ahmed Kabba	
Sheku Koroma	
Tamba Kondeh	
Billoh Jalloh	
Sahr Komba	
Sheku Mansaray	
Tamba Lebbie	District Miner's Chairman
Kamba Suku Tamba	Coordinator
Komba Fillie Faboe	Task Force Head
Sahr George	
Yei Qewa	Chairlady
Solomon Sandi	
Mohamed Koroma	
Albert Benjeh	
Aiah Lebbie	
Amadu Yusutu	
Tamba Gbamu	
Mohamed Mansaray	
Komba Moigua	
Tamba Amara	Miners Chairman
Tamba Kamara	
Finda Amara	
Mariama Koroma	
George Torto	
Tomba Kanneh	
Francis Quee	
Mohamed Tunkara	Deputy Dealers Chairman
Sheku Koroma	
Ibrahim Lebbie	
Sahr Sumana	
Gladys Sheku	
Sahr Gimmy	
Sahr Ngaujah	
Tamba Koroma	



**Appendix B: Institutional Development Framework**

**ADAGMAK: Alluvial Diamond and Gold Miners' Association of Kono  
Draft Institutional Development Framework (September 2004)**

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
<b>OVERSIGHT/VISION</b>					
<i>Aspect</i>	<i>Component</i>				
<b>Board</b>	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>	Component	Organization little known outside the range of its donors and direct beneficiaries.	Organization is known in its own community, but does little to promote its activities to general public and key decision-makers.	Organization has contact with key decision makers and has developed some lines of communication with public.	Organization and its work is well known to public and policy makers. Able to engage decision-makers in dialogue on policy. It has a supportive constituency, and commands respect outside that constituency.
<b>Public Relations</b>	Public Recognition				

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



## ADAGMAK INSTITUTIONAL STRENGTHENING TIME FRAME

ADAGMAK 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
Infrastructure development	ADAGMAK office established & equipped with appropriate office infrastructure	Seek an appropriate building, refurbish building, purchase equipment						
Oversight/vision Autonomy	Long term donor attracted and maintained	- Establish a public relations committee - Financial management training - Review current financial systems procedures	- Identify project opportunities. - Plan a public relations strategy using formal & informal mechanisms - media, networking, -initial stages of ADAGMAK information package created. - Build on/revamp financial systems procedures	- Work shop on proposal writing - Implement financial systems procedures	-Initiate public relations strategy - Commence proposal writing	- Submit proposals - Continue public relations exercise & media exposure of ADAGMAK, follow up proposals		- Public relations strategy/ networking Review financial systems procedures  - External audit of financial systems procedures
Management Resources/Management Systems	Formal management system procedures in place, implemented & reviewed; formal personnel system established(job descriptions & hiring procedures), filing system comprehensive and kept up-to-date and	- Identify a task force to undertake review of present management system in place - Identify the needs for a formal system	Task force write job descriptions of committee & board members; constitution reviewed & amended, ADAGMAK operating manual/Bye laws established	- Drafts approved of by members and final 'information package' created - Present filing system up dated and where gaps exist a reporting system established	Management system procedures are announced/made available to all ADAGMAK members – approved - and implemented by those concerned		Review of management system procedures	Filing system maintained
Management of Human Resources/Training- skills	Competency of staff members increased in core areas, management, accounting, fund raising, computing	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 - Establish an internal training programme.		- On the job mentoring/training Trained staff cascade their skills to other staff members

## ADAGMAK 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>ADAGMAK office established &amp; running</b>	MSI & ADAGMAK						
<b>Autonomy long term donor attracted &amp; maintained</b>	ADAGMAK & MSI Workshop (MSI)	ADAGMAK & MSI mentoring	Workshop (MSI) & Mentoring	ADAGMAK & MSI mentoring			External auditor
<b>Management of Resources/Management systems</b>	ADAGMAK & MSI mentoring	ADAGMAK &MSI mentoring	ADAGMAK	ADAGMAK		ADAGMAK	Mentoring
<b>Human Resources – Skills/Training</b>	ADAGMAK & MSI mentoring	MSI & ADAGMAK	MSI	ADAGMAK			Mentoring
<b>Management of Human Resources/Training</b>	Mentor	ADAGMAK & MSI	Mentor	Workshop (MSI) & Mentoring			Mentoring
<b>Resources required</b>	<b><u>Physical Resources</u></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>ADAGMAK office established &amp; running</b>	Building materials & office equipment						
<b>Autonomy long term donor attracted &amp; maintained</b>	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials		Office facilities & Materials	Office facilities & Materials
<b>Management of Resources/Management systems</b>	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials		Office facilities & Materials	Office facilities & Materials
<b>Human Resources – Skills/Training</b>	Office facilities	Office facilities & Materials	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: Alluvial Diamond and Gold Miners' Association (ADAGMAK)

Assessment details:

Assessment carried out Friday 10<sup>th</sup> & Tuesday 14<sup>th</sup> September 2004 at the ADAGMAK office, Suku Tamba Street, Koidu Town, Kono, Sierra Leone

Participants in Assessment:

See attached report

### Summary of Organizational Assessment Results:

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- ◆ *Improve capacity to attract and maintain a donor (funding organization).* ADAGMAK is a purely volunteer organization. It has no funds at the moment and has never had any ongoing funding from donors, except to pay for the costs of extremely short-term activities. They are in a “Catch 22”: they cannot be effective without funding, but they cannot obtain funding if they do not have adequate financial management systems, and they lack funding to develop such systems. ADAGMAK must also strengthen its ability to mount a strategic public relations exercise to help ADAGMAK gain public recognition, and thereby attract donor funding. Accordingly, these two fronts must be attacked in tandem.
- ◆ *Overall Management Systems Improvement.* Participants felt that a number of management systems needed to be improved on and formalized if ADAGMAK is to have a future as an effective organisation.
- ◆ *Identify and implement a formal training program that focuses on core skills - management, accounting, computing and fund raising - to enhance staff capacity to perform their tasks more effectively.* It is evident that ADAGMAK’s staff is highly motivated and willing to devote their time to the cause of the organization. However, the actual capability of the staff to perform their duties affectively is being by a lack of skills based on effective training/coaching/mentoring, which directly affects competency. ADAGMAK emphasized the importance of a formal training within the organisation. ADAGMAK wants to tailor training programmes for the ADAGMAK Mines Monitoring Officers working across the district so as to keep abreast with changes in the mining communities and national mining policy implementation.
- ◆ *Infrastructure Development.* ADAGMAK has virtually no physical assets. Accordingly, it will need a furnished office, communication equipment, access to transportation, and other materials to be effective.

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				
	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
ADAGMAK 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> <li>Office transport</li> </ul>	Labour Materials; cement, Zinc, board, wood, paint Office Equipment; computer, printer, stationary, flip chart stand, desks, chairs, shelves, cabinet, radio equipment & hand sets, video camera, TV, Video, generator, means of transport – motor bikes, bikes	MSI	October
<b>Totals:</b>				

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

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Long term donor attracted & maintained	<ul style="list-style-type: none"> <li>Public Relations(PR) committee established</li> <li>Financial management training</li> <li>Review current financial systems</li> </ul>	Labour, Office facilities; stationary, computer, printer, photo copier, office space, training in financial management	ADAGMAK & MSI	October
	<ul style="list-style-type: none"> <li>Plan PR strategy</li> <li>Re-vamp ADAGMAK financial systems procedures</li> </ul>	Labour, Office facilities; stationary, computer, printer, office space,	ADAGMAK & MSI Mentoring	November
	Workshop proposal writing	Office space, training in proposal writing	MSI	December
	External audit of financial systems	Finance, office space	MSI & external auditor	May
<b>Totals:</b>				

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

<b>Result</b>	<b>Institutional Development Activities</b>	<b>Resources Needed</b>	<b>Source</b>	<b>Completion date</b>
Formal management systems procedures established & implemented	-Task force selected - Review present systems - Identify needs for a new system			October
		Labour, office facilities; stationary, computer, printer, office space	ADAGMAK, MSI mentoring	
	Write ADAGMAK information package – job descriptions, constitution, Bye laws	Labour, office facilities; stationary, computer, printer, office space	ADAGMAK, MSI mentoring	November
	Present filing system reviewed & up dated	Labour, office facilities; stationary, computer, printer, office space	ADAGMAK	December
	-Revised management system procedures approved by all members – amendments made -Implementation	Labour, office facilities; stationary, computer, printer, office space, transportation	ADAGMAK	January
	Review of management system procedures	Labour, office facilities; stationary, computer, printer, office space	ADAGMAK	March
<b>Totals:</b>				

Resource Area /Component:  
Management of Human Resources - **Skills/Training**

<b>Result</b>	<b>Institutional Development Activities</b>	<b>Resources Needed</b>	<b>Source</b>	<b><u>Completion date</u></b>
Competency of staff members increased in core areas (management, accounting, fund raising & computer skills)	Review & revise job descriptions			October
		Labour Office facilities, Office materials; - stationary, computer, printer	ADAGMAK & MSI mentoring	
	-Identify training needs of 10 members of staff conducting individual interviews -Evaluate training needs, tailor appropriate training, establish training schedule and formal appraisal system	Labour Office facilities, Office materials; - stationary, computer, printer	ADAGMAK & MSI	November

	Initiate training – work shops, on the job mentoring	Office facilities, Office materials; - stationary, computer, printer,	MSI	December
	ADAGMAK Internal training programme established to cascade skills learnt & to train members in specific areas	Office facilities, Office materials; - stationary, computer, printer	ADAGMAK	February
<b>Totals:</b>				

**Appendix D: Institutional Development Calculation Sheet**

**ADAGMAK Institutional Development Calculation Sheet**

Organization: **ADAGMAK** Date **03-June/04-Sept**

Resource Aspect		2003-June	2004-Sept	Change Over Time	Comments
<b>Board</b>	Board's Role	3.50	4.00	0.50	told that a board existed no evidence to suggest it - in terms of raising funds
	Active Board	3.00	3.00	0.00	
	Advancing the Organization	3.00	4.00	1.00	
		<b>3.17</b>	<b>3.67</b>	0.50	
<b>Separator</b>					
<b>Mission</b>		2.00	4.00	2.00	Clear mission known by members and beyond
		<b>2.00</b>	<b>4.00</b>	2.00	
<b>Separator</b>					
<b>Autonomy</b>		4.00	1.00	-3.00	no donor funds - (board has not actively sought any)
		<b>4.00</b>	<b>1.00</b>	-3.00	
<b>Separator</b>					
<b>Leadership Style</b>	Board	2.00	4.00	2.00	
	Staff	4.00	3.00	-1.00	
		<b>3.00</b>	<b>3.50</b>	0.50	
<b>Separator</b>					
<b>Planning</b>	Mission/Overview	2.50	4.00	1.50	Has not compromised its mission when seeking donor support
	Participation	4.00	4.00	0.00	
	Resource Implications	0.50	4.00	3.50	
	Work Plan as Tool	1.10	2.00	0.90	
		<b>1.40</b>	<b>2.50</b>	1.10	
<b>Separator</b>					



<b>Participatory Management</b>	Appropriate Delegation	1.50	4.00	2.50	
	Transparent Decisions	1.50	4.00	2.50	
	Staff Participation	1.50	2.00	0.50	
	Communication Flow	2.00	2.00	0.00	
		<b>1.25</b>	<b>2.00</b>	0.75	
<b>Management Systems</b>	Personnel Systems	0.00	1.00	1.00	Files exist but no systematic procedures in place - lack of funding
	File Systems	1.00	1.00	0.00	
	Administrative Procedures	1.00	1.00	0.00	
		<b>0.67</b>	<b>1.00</b>	0.33	
<b>Service Delivery</b>	2.00	1.00	-1.00		
	<b>2.00</b>	<b>1.00</b>	-1.00		
<b>Constituency Participation</b>		NA	4.00		
		<b>0.00</b>	<b>4.00</b>	4.00	
<b>M&amp;E Systems</b>	Integration into Decisions	1.00	1.00	0.00	No formal form of evaluation
	Member Feedback	2.00	2.00	0.00	
		<b>1.50</b>	<b>1.50</b>	0.00	
<b>Staff Development</b>	Skills	1.00	1.00	0.00	Staff not skilled for the positions held - learnt on the job
	Strategy	1.00	3.00	2.00	
	Training	1.00	3.00	2.00	Coop training - PDA, Ministry
	Mentoring	1.00	2.00	1.00	
	Motivation	2.00	3.00	1.00	
	Organizational Diversity	2.00	4.00	2.00	Men, women, all tribes welcome to join -open door policy
	<b>1.33</b>	<b>2.67</b>	1.33		

<b>Financial management</b>	Planning	0.50	2.00	1.50	Limited funding therefore little experience of handling them apart from membership fees
	Control	0.00	2.00	2.00	
	Reporting	0.00	2.00	2.00	
	Audits	0.00	1.00	1.00	
	Separation of Accounts	0.00	1.00	1.00	
		<b>0.10</b>	<b>1.60</b>	1.50	
<b>Financial Vulnerability</b>	Funding Diversity	1.00	1.00	0.00	
	Local Resource Mobilization	2.00	4.00	2.00	
		<b>1.50</b>	<b>2.50</b>	1.00	
<b>Financial Viability</b>		1.00	1.00	0.00	
		<b>1.00</b>	<b>1.00</b>	0.00	
<b>Public Relations</b>	Public Recognition	4.00	4.00	0.00	5 Counsellors & chiefs in organisation - radio broadcasts & articles in paper
	Media Strategy	2.00	4.00	2.00	
		<b>3.00</b>	<b>4.00</b>	1.00	
<b>Member Orientation</b>		3.00	3.50	0.50	
		<b>3.00</b>	<b>3.50</b>	0.50	
<b>Ability to work with central and local gov't</b>		3.00	3.00	0.00	
		<b>3.00</b>	<b>3.00</b>	0.00	
<b>Ability to work with other NGOs</b>		1.00	3.00	2.00	Little experience - PDA, World Vision
		<b>1.00</b>	<b>3.00</b>	2.00	
<b>Total Placement</b>		<b>32.92</b>	<b>41.43</b>	8.52	

Average Placement	1.94	2.44	0.50
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Summary of Average Placement Change, by Management Resource

Oversight/Vision	3.06	2.89	-0.17
Management	1.64	2.42	0.78
Human Resources	1.33	2.67	1.33
Financial	0.87	1.70	0.83
External	2.50	3.38	0.88