



Moldova Partnerships for Sustainable
Civil Society



ORGANIZATIONAL DEVELOPMENT ASSESSMENT TOOL (ODAT) of MPSCS Partners

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INTRODUCTION

Moldova Partnerships for Sustainable Civil Society (MPSCS) is a five-year (2013-2018) project funded by the United States Agency for International Development (USAID) and implemented by FHI 360. The purpose of the project is to improve the capacity of Moldovan civil society to represent citizens' interests, influence policymaking, and sustain the sector's democratic role for the future. MPSCS will strengthen Moldovan Civil Society Organizations (CSOs), CSO networks, and improve engagement between CSOs, citizens, and the Government of Moldova to contribute to a more vibrant, effective civil society sector in Moldova.

Through MPSCS, FHI 360 will provide a variety of services to government institutions, citizens, and civil society organizations, including funding, technical assistance, institutional development, networking opportunities, and capacity building in the skills necessary to improve the enabling legal and fiscal framework.

MPSCS Objectives
1. CSOs more effectively represent their constituencies.
2. Institutional capacity of strategic partners developed.
3. Enabling environment more conducive to long-term sustainability of civil society.

Project activities will reach all regions of Moldova, will build and expand on successful civil society experiences, and will seek broad participation at the local, regional, and national levels of CSOs and their constituents, as well as the media, public authorities, and donors.

The purpose of the project is to improve the capacity of Moldovan civil

society to represent citizens' interests, influence policymaking, and sustain the sector's democratic role for the future.

To reach this goal, MPSCS will work to create networks of strong national and community-based organizations throughout the country that are able to effectively represent citizens' interests and concerns to local, regional and national level policy makers. FHI 360 will provide a variety of services to CSOs through this program including technical assistance, information sharing, coordination and funding opportunities.

The purpose of the organizational development self-assessment

The CSOs' self-evaluation process will be used as an organizational development & training needs assessment tool. It should enable organizations to identify the areas requiring further development and training and to facilitate development and implementation of tailored training plans. Through its Capacity Building Component, MPSCS will work to improve the organizational capacity of CSOs throughout the country. Our wish is to provide interested organizations with planned education and development support tailored to their needs.

Due to the fact that the self-assessment process will be organized for all FHI 360 Moldova grantees, on an annual basis, this instrument will also serve as a baseline information and MPSCS progress tracking/monitoring tool. Overall, this tool will be applied 3 time for each MPSCS grantee:

Nr. of assessment	Assessment period	Assessment purpose and benefits
Base-line assessment	At the beginning of the grant/ project.	<ul style="list-style-type: none"> - base line info and organizational assessment of organizational development & training needs (for developing a tailored Capacity Building Plan) - progress tracking and adjustment - MPSCS M&E tool and source - Results & impact assessment
I year assessment	At the end of the 1st grant implementation year.	
II year assessment	At the end of the 2nd grant implementation year.	
III year assessment	At the end of the 3rd grant implementation year (end of project)	

Methodology

This tool, like the approach, is intended to be participatory, and is based on a facilitated discussion. The assessment sheet consists of a series of statements under seven main capacity areas:

1. *Governance*
2. *Management Practices (planning, M&E, reporting)*
3. *Human Resource Management*
4. *Financial Management & Sustainability*
5. *Constituency Centred Services*
6. *Networking and Advocacy*
7. *Media and External Relations*

Additionally, for each capacity area, a group of guiding interview questions are elaborated to allow for more in-depth assessment of the organization's capacities.

The 2-4 hours discussion is usually held with representatives of key personnel: managers, board members, staff representatives, and volunteer representatives.

After this discussion, with the help of a rating sheet, the evaluator calculates the averages for each capacity area. These numeric scores indicate the relative need for improvement in each area. They also correspond to a more qualitative description of the organization's developmental stage.

As a result, based on the calculated rating score, each capacity area can be characterized as nascent, emerging, expanding, or mature.

Assessment sheet rating

- | | |
|-----|--|
| (0) | N/A Not applicable |
| (1) | Absent-Organization has not taken steps to develop this capability. |
| (2) | Developing-Organization has taken some steps, but does not have the structure or system in place. |
| (3) | Expanding-Basic structure or system is in place. Organization still struggles with completeness, timeliness, and/or quality. |
| (4) | Consolidating-Organization performs this function to an acceptable standard in most cases. Significant improvements are recommended. |
| (5) | Very strong-Minor improvements could be made. |
| (6) | Sustainable-No external support needed. Organization is capable of providing leadership or technical assistance in this area to other organizations. |

The organizational development as compared to the previous period can be assessed on an annual basis according to a scale from 0.1 up to 0.9 points as follows:

From 0.1 to 0.3 points – the organization has sporadically and/or partially created/applied policies and procedures. The team learns the content and applying of new procedures but their implementation is still not stable. The majority of employees are working on a part-time basis. The number of the CSO's members has remained constant or has decreased. The CSO has no volunteers or they are involved only occasionally. During the assessment period, the most important decisions have been taken by the Executive. The Board of members got involved occasionally or upon request. The constituents and/or the beneficiaries have been involved only occasionally. The CSO has responded to several calls for additional funding. No planned fundraising activities were organized or just very few. Several contacts with the media and the citizens have occurred. Nevertheless, the general public is not yet acquainted with the organization. The CSO had some discussions and obtained several achievements in dealing with the LPAs, but this cooperation arises from the activities of a certain project and is not accompanied by a written and long-term agreement between the parties.

From 0.4 to 0.5 points – the organization has updated a couple of times its internal policies during the assessment period. The Board, with a well-defined role, has been involved, for a couple of times, into the decision-making process. During the referred period, the number of full-time employees has increased. The number of the organization's members increased. The involved volunteers increased as well. Although it still remains dependent on the foreign donors, the organization has repeatedly tried to diversify its revenues by concluding service agreements, collecting membership dues as well as applying fundraising methods. The revenues obtained from providing services and attracting donations has increased by at least 5% compared to the previous assessment period. The constituents have participated for a couple of times into the organization's activities, but their involvement was of short time. The organization is member of

an advocacy network, has signed or has drawn up several public appeals. The organization initiated or has already signed a cooperation agreement with a national/local authority from its field of activity. The organization's monitoring and evaluation system, although more focused on projects, is effective and the responsible person is well trained.

From 0.6 to 0.9 points - the organization has adjusted its policies and practices with a view to ensuring an increased transparency for both the Board and the Executive. The Boards' members were actively and creatively involved into several activities of the organization. The strategic plan has been updated and discussed within the team. Thanks to the implementation of this plan, new finances were obtained and/ new products were developed. The organization has increased either the number of the employees or the number of its members or volunteers. The mission and the strategic and/or operational plans have been adjusted so as to respond to the needs of the constituents or the beneficiaries. The organization listed several examples where policies and procedures have been implemented successfully. The organization has obtained one or several new funding sources. The amount gained from income generation activities, as well as attraction of donations from citizens and companies has increased by at least 10% as compared to the previous assessment period. The organization has reached one or more decisions from the LPAs in favor of its constituents as a result of their advocacy efforts. The monitoring and evaluation system of the organization is efficient updated, and adjusted to all the projects. The media has reflected for a couple of times the organizations' activities. The organization has not paid for this media coverage. It is active in the advocacy networks and is publicly visible. The relations with the authorities are maintained at an efficient level and are based on written agreements.

Stages of organizational development		Rating scale
NASCENT	The CSO is in the earliest stages of development. All the components measured are in rudimentary form or non-existent.	0 - 1.4
EMERGING	The CSO is developing some capacity. Structures for governance, management practices, human resources, financial resources and service delivery are in place and functioning.	1.5 -2.9
EXPENDING	The CSO has a track record of achievement; its work is recognised by its constituency, the government, the private business sector and/or other CSOs active in the same sector.	3 – 4.4
MATURE	The CSO is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks.	4.5 - 6

This tool was elaborated based on several organizational assessment references:

- *Organizational Capacity Assessment Tool (OCAT)*, based on "Organizational Assessment Capacity Tool: A Handbook on Participatory Monitoring and Evaluation" (PACT, 1996)
- *Institutional Development Assessment (IDA)*, Academy for Educational Development
- *Discussion-Oriented Organizational Self-Assessment (DOSA)*, based on "New Directions in Organizational Capacity Building" (1998 DOSA Workshop Report, PACT and EDC, 1998)

A. BASIC INFORMATION ABOUT THE ORGANIZATION

1. Name of the MPSCS grantee	2. Legal status																								
3. Full name and title of person(s) authorized to represent the organization	a. National b. Regional c. Local																								
4. Mission statement:																									
5. Number of: <table border="1" data-bbox="92 618 758 889"> <thead> <tr> <th></th> <th></th> <th>% Female (F)</th> </tr> </thead> <tbody> <tr> <td>a. Members (for associations)</td> <td></td> <td></td> </tr> <tr> <td>b. Founders</td> <td></td> <td></td> </tr> <tr> <td>c. Board members</td> <td></td> <td></td> </tr> <tr> <td>d. full-time employees</td> <td></td> <td></td> </tr> <tr> <td>e. part-time employees</td> <td></td> <td></td> </tr> <tr> <td>f. volunteers</td> <td></td> <td></td> </tr> <tr> <td>g. branches (if any)</td> <td></td> <td></td> </tr> </tbody> </table>			% Female (F)	a. Members (for associations)			b. Founders			c. Board members			d. full-time employees			e. part-time employees			f. volunteers			g. branches (if any)			6. % share of women and men in the team a. F ___ % b. M ___ % 7. Executive Director a. F b. M
		% Female (F)																							
a. Members (for associations)																									
b. Founders																									
c. Board members																									
d. full-time employees																									
e. part-time employees																									
f. volunteers																									
g. branches (if any)																									
8. Beneficiaries/customers of the organization: <ul style="list-style-type: none"> a. children, youth b. elderly c. women d. people with disabilities e. vulnerable, disadvantaged people f. institutions, organizations (public, business etc.) g. other target group 	CSO representatives that participated in the self-assessment: Self-assessment facilitator: Date:																								

B. ORGANIZATIONAL ASSESMENT SHEET

ASSESED CAPACITY AREA	Baseline	I Year	II Year	III Year	Discussion Questions
1. GOVERNANCE					
a. The CSO has a democratic, decentralized governance structure with clearly divided and shared responsibilities and roles between the board and executive					<ul style="list-style-type: none"> Do you have a board or some other form of governing body? Who are the members? How do you recruit and select them? How frequently do they meet? What is the scope of their duties and responsibilities? What is their main contribution to the organization? (Do they participate/contribute in strategic planning? Do you have any track of board discussions/decisions?) Do they have all the necessary resources (knowledge, skills, motivation) to fulfill their responsibilities? Does the Board/other governing body review and approve: financial, audit and program reports, staff salaries, evaluate director's/chief manager's performance? If Board/governance body doesn't do it, whose responsibility it is? To whom you are accountable? How board interact with members of CSOs and vice versa? Do you have a written comprehensive strategic plan? How do you develop your strategic plan? Who is involved in the planning process? Which period is your plan covering?
b. The board is composed of committed members who represent the varied interests of the organization's stakeholders					
c. The board is capable of carrying out key roles such as policy formulation, fundraising, public relations, financial oversight and lobbying					
d. The CSO has a written comprehensive strategic plan, aligned with the mission and expressed through clear objective statements					
Total					
2. MANAGEMENT PRACTICES (PLANNING, M&E, REPORTING)					
a) Strategic and Implementation plans are jointly developed by senior management, staff and appropriate stakeholders (ex. Board members)					<ul style="list-style-type: none"> Who is usually involved in the planning process and in decision making? Are activities planned and decisions made in alignment with the strategies that have been identified for achieving the mission of the organization? Who in the CSO is responsible for writing short and long-term work and implementation plans?
b) Implementation plans reflect the strategic plan/objectives					
c) Systems (policies and procedures) are in place to ensure appropriate involvement of all levels of staff in decision making					

d) CSO has a comprehensive Monitoring and Evaluation (M&E) system that includes a logical framework, well-defined indicators, and systems for data collection and analysis. M&E system (is used as) a key source of information for management decisions.						<ul style="list-style-type: none"> To what extent did you develop that system based on your overall plan? How do you use information from your M&E? Is it built into your activities later on? Who is responsible for the CSO's M&E and reporting activities? What systems for M&E (if any) do you have in place? What kind of reports do you usually produce (project Vs organizational based, financial, M&E reports etc.)? How do you disseminate the reports; do you publish them on your web site, send to stakeholders, etc?
e) CSO's monitoring, evaluation and reporting activities are based on all three levels of results (output, outcome, impact)						
f) CSO produces appropriate programmatic reports (annual, project, evaluation, etc.) that are complete, on-time, and of high quality.						
Total						
3. HUMAN RESOURCE MANAGEMENT						
a) CSO has a documented policy framework for transparent and competitive recruitment procedures that adhere to all relevant local laws.						<ul style="list-style-type: none"> How do you recruit staff? (Probe on procedures...) How do you recruit volunteers? Do all members of your staff have job descriptions? How do you support staff and volunteers in fulfilling their roles? Do you have a system for measuring and appraising their performance? What happens if the performance is good, and what if it is poor? Do you have training opportunities/plans for your staff and to what extent are they implemented? How do you usually communicate within the organization (email, staff meetings, team work etc.)? Do you have any written ethical principles/code of ethics? How do you inform people in the organization about it? How is it implemented in practice?
b) Job descriptions are clearly defined and are respected						
c) Staff members are encouraged to continuously improve their skills. There are adequate systems to train and improve the skills of staff/for staff training and skills development						
d) There is a performance evaluation system with clear indicators						
e) Opportunities exist to integrate skills acquired in training into the work environment						
f) CSO has multiple methods (financial and non-financial) for recognizing staff achievement and performance.						
g) Job promotions are performance based and equitable						
h) Staff meetings are held regularly and in a participatory manner						
i) Team work is encouraged						
j) CSO provides opportunities for team building and/or reflection on strategies, achievements, and challenges on an annual basis.						
Total						

4. FINANCIAL MANAGEMENT & SUSTAINABILITY					
a) The organization has complete and appropriately documented financial systems, updated as necessary, which are known and understood by staff and which are consistently adhered to, reviewed and updated					<ul style="list-style-type: none"> ▪ Could you describe your financial management system to us? Who processes the payments and who authorizes them? ▪ What kind of control mechanisms do you have to ensure proper financial oversight? ▪ Is the budget a collaborative effort between several managers with the finance team/person acting as a support unit? ▪ Do you have an accounting policy? ▪ How do you ensure that effective budgets are put together for proposals? ▪ How do you make sure that requirements are met for budgets? ▪ How do you get information about available fundraising sources? ▪ Where is your funding coming from; what are the main sources? ▪ Who reviews and approves your financial reports? (to be asked only if not already explained under Governance) ▪ Do you have a Financial controller (censor) named by the assembly or board who monitors the organization's finances and presents reports to the board and assembly? If you do, how does this process work? ▪ Do you have any activities or plans for income generating activities, fundraising from individuals, or corporate philanthropy? <i>IF NOT: What are the reasons that prevent you from developing and using such methods? What kind of support would be useful?</i> ▪ Do you have a strategy for long-term operational sustainability?
b) Budgeting process is integrated into annual strategic and activity implementation plans					
c) CSO has the appropriate budget development and management skills within all relevant units, i.e., both the finance unit/person and program management units/persons					
d) Financial report is reviewed and approved by a relevant organizational body (fiscal committee and/or by the board)					
e) The CSO has multiple sources of income and is continuously working on diversifying its financial resources and enhancing its financial independence					
f) Does has the CSO a Financial Sustainable Plan? Other improvement strategy?					
g) CSO has a fee for services and/or other cost recovery mechanisms built into service delivery where appropriate					
h) CSO regularly conducts local fundraising or has access to other sources of unrestricted (non-project) funds.					
Total					
5. CONSTITUENCY CENTRED SERVICES					
a. Outreach to constituencies is ensured through different mechanisms and tools (constituency mapping, engagement tools, etc.) in order to obtain appropriate input and feedback from stakeholders/community/constituencies; CSO is capable of adapting the program and service delivery activities to the changing needs of the stakeholders and the context					<ul style="list-style-type: none"> • How do you define who your constituencies are and what their needs are? How often and how do you communicate with your constituencies? How do you reach out to your constituencies? Do you identify any barriers or difficulties in this sense? How accessible are your constituencies? • Does your CSO have any mechanisms for integrating results of program evaluations into its planning process and for adapting and changing its program direction and approach in response to information received?
b. Results of impact evaluations are used to make adjustments to the program					

c. Programs/services are adequate for the target group(s), are cost effective, efficient and timely					<ul style="list-style-type: none"> • Who do you consider your target audience to be?
d. The organization actively educates and builds awareness among stakeholders					<ul style="list-style-type: none"> • What are the main access points between you and your target audience? How do they get information about you? • How do you get feedback about your profile? • How many members do you have (if any/relevant)? Are there any changes in this number over the years? How many did you have when you started? How many last year?
Total					

6. NETWORKING AND ADVOCACY					
a) CSO's vision, mission statement or strategic plan includes advocacy as one of its core strategies					<ul style="list-style-type: none"> • Have you defined your goals for advocacy and your agenda for achieving them? If yes, what process was followed and who was involved in it?
b) The CSO has a clear agenda to achieve its advocacy goals developed through a clear process known across the organization, and builds commitment to this agenda across the different levels of the organization (board, staff, etc.)					<ul style="list-style-type: none"> • Are you part of any national and international networks, alliances etc. • What do you do to ensure strong networking and partnerships? What problems/difficulties do you encounter?
c) CSO has developed decision-making structures for its advocacy with clear processes, roles and responsibilities					<ul style="list-style-type: none"> • How do you identify the best advocacy approaches? What resources are you allocated to promote advocacy activities (financial, human resources)? How do you engage partners in the advocacy process?
d) The CSO actively seeks constituency and stakeholder input and participation in agenda development and the agenda is shared in part or in whole with other stakeholders as fitting					<ul style="list-style-type: none"> • How does your CSO participate in government planning processes and structures? • What is the state of your organization's relationships with relevant sections of the government? What do you do to obtain recognition and good working relationship with government entities (local/national)?
e) The CSO has a well-developed understanding of the policy environment and the landscape of actors and issues involved (allies, opponents, other active organizations)					<ul style="list-style-type: none"> • Do you have any relations with the business sector? Have you ever tried fundraising with them or involving them in some of your activities? Is there anything you do that the business sector might benefit from? Have you tried offering it to them?
f) The CSO has a clear understanding of the different advocacy channels it can work on, including the administrative, legislative and electoral processes that might affect its advocacy efforts					
g) The CSO regularly monitors the policy environment and adapts plans as needed to respond to any changes					
h) The CSO is able to develop messages targeting its different audiences and uses the appropriate channels to communicate them effectively					

i) The CSO actively and regularly plans and pursues opportunities for partnerships and has the capacity to join/build and maintain national and international alliances and networks					
j) CSO has contacts/ linkages/partnerships with the private sector					
k) CSO has contacts/ linkages/partnerships with local/national decision makers, government entities					
l) CSO knows and continuously assesses its internal advocacy capacities and resources (staff, skills, knowledge...) and ensures that appropriate resources are dedicated to advancing its advocacy goals – including building skills or acquiring the needed resources.					
m) The organization works with other partners on advocacy efforts related to its constituencies' issues					
n) The CSO contributes to policy development in their field of work (feasibility studies, participating in public-private groups, councils etc.)					
Total					
7. MEDIA AND EXTERNAL RELATIONS					
a) The organization has comprehensive communications and/or media plans and a PR/media budget line					a) How do you promote your activities? Do you have any communication/media plans?
b) CSO has attracted positive media attention					b) What use does the CSO make of mass media resources to disseminate information about itself and its achievements?
c) The media consults the CSO on relevant issues (CSO is perceived as a reference by mass-media)					c) Are you satisfied with the amount of media coverage your organization receives? What is the average yearly coverage (number and type of media coverage) of your organization and its activities? Are those more positive or negative ones?
d) The CSO makes its financial and programmatic reports publically available					d) Do you publish/distribute your narrative, financial, evaluation etc. reports? Where? To whom? (to be asked if not answered under planning and reporting)
e) The CSO distributes its annual reports to relevant audiences including management, the board, donors, media and the general public					
Total					

OVERALL ASSESSMENT RESULTS