

## PARTICIPATORY REFLECTION TOOL: CBO CAPACITY TO FACILITATE COMMUNITY-DRIVEN SYSTEMS-CHANGE

This tool is intended to be used by CBOs to stimulate and facilitate dialogue and reflection among your team about your capacities to facilitate community-driven systems change.

We recommend that the tool first be filled out through reflection and dialogue among your staff, volunteers, and key community stakeholders. Subsequently, you may wish to discuss your reflections and observations with someone you trust who is external to your organization (a peer organization, a community leader, an organizational consultant, etc.) – who you can be honest can be honest and open with, and who can provide you with a sounding board and feedback within a safe relationship. <u>Relevant</u>, <u>impactful</u>, and <u>sustainable change</u> at the community level comes when –

Community members determine, own, and drive the change process; and

Change actions focus on addressing the underlying systems and root causes that cause the issues of concern – rather than only reacting to symptoms.

This is **community-driven** systems change.



#### Important notes:

This tool is not meant to be an assessment or evaluation of your organizational capacities. Rather, it is intended to stimulate and facilitate reflection and discussion among your team around where you find yourself strong, where you see gaps, and what you might like to work on in the coming year(s) in terms of your capacities to facilitate community-driven systems change. There are no right or wrong answers.

Your narrative comments are intended to inform your own journey of learning and development. It is important to appreciate where we are doing well, but also to identify areas for improvement – which each and every organization has. This process is critical as it will involve unpacking and reflecting on your goals, your context, your capacities, and what you want to strengthen in order to be able to achieve your goals. You may wish to include examples to explain your reflections.

This tool is an ongoing discussion, not a one-time assessment. You can reuse it as often as you like. We recommend using it out once or twice a year during periods of organizational growth or change. You may find yourself satisfied with where you are in one area today, but a year from now circumstances may change, your knowledge may change, your community's priorities may change, and you may find yourself dissatisfied in this area at that time. This does not reflect a regression – but rather reflects learning and growth.

This tool is intended to support and be useful to you – CBOs – and your communities, so feel free to adapt it as you need to make it so.

#### Structure of tool:

- Section A is about how your organization interacts with your community and engages in programming.
- Section B is about your organizational capacities, structures, and processes.
- Section C involves reviewing your reflections and observations from Sections A and B, and prioritizing and planning your capacity strengthening goals for the coming year(s).

We wish to acknowledge and thank the following CBO leaders for their critical contributions towards this understanding of characteristics of CBOs that are able to effectively catalyze community-driven systems change: Action pour le Développement du Peuple (Rwanda), Agape AIDS Control Programme (Tanzania), Luapula Foundation (Zambia), Namwera AIDS Coordinating Committee (Malawi), Organization of People Empowerment (Tanzania), Tanzania Home Economics Association – Mwanza (Tanzania), and Touch Roots Africa (Lesotho).

### SECTION A. HOW OUR ORGANIZATION INTERACTS WITH OUR COMMUNITY AND ENGAGES IN PROGRAMMING / ACTIONS

This section is about how our organization interacts with our community, develops programs, and implements actions – in ways that are grounded, responsive, appreciative, and participatory, and support, catalyze, and sustain community-driven systems change. For each indicator, reflect on the ways in which you are doing well in this area, and the ways in which you would like to improve in this area.

Note: These "explore" questions we provide below are intended to provide examples and stimulate discussion. Discuss those that are applicable and useful to your work and in your context.

## A1. OUR ORGANIZATION UNDERSTANDS, WORKS WITH, AND SEEKS TO ENGAGE WITH AND INFLUENCE LOCAL STAKEHOLDERS AND SYSTEMS.

This indicator is about our organization's awareness and use of a systems approach, and engagement with stakeholders, in creating change in our community.

Explore: To what extent and in what ways...

- have we mapped out the different systems and stakeholders influencing and affected by issues of interest?
- do we have knowledge of relevant government ministries and departments, government policies, and policy implementation?
- do we know and engage effectively with government stakeholders?
- do we know and engage effectively with other CBOs and civil society actors?
- do we know and engage effectively with traditional leaders, faith leaders, elders, and other community leaders and opinion influencers?

A1. Our organization understands, works with, and seeks to engage with and influence local stakeholders and systems.

## A2. OUR ORGANIZATION IS CONNECTED WITH, GROUNDED IN, AND INTIMATELY UNDERSTANDS OUR COMMUNITY.

This indicator is about our organization's rootedness and connection to our community, which is related to but different from the rootedness and responsiveness of our organization's programs/ actions to our community (addressed in A3).

Explore: To what extent and in what ways...

- is our organization's leadership and staff from the community we are working with?
- do our organization's leadership and staff have life experiences that are similar to the community members we work with?
- do our organization's leadership and staff know and appreciate indigenous values, knowledge, and practices?
- was our organization established in response to community needs and priorities?
- is our organization physically based in the community we are working with?
- do our leadership and staff spend regular time in the community and with community members?
- do we intentionally and regularly engage with community leaders and stakeholders?

### A2. Our organization is connected with, grounded in, and intimately understands our community.

# A3. OUR ORGANIZATION DEVELOPS AND IMPLEMENTS ACTIONS OR PROGRAMS THAT ARE GROUNDED IN CONTEXT, ARE RESPONSIVE TO COMMUNITY NEEDS, AND BUILD ON COMMUNITY KNOWLEDGE AND STRENGTHS.

This indicator is about the rootedness and responsiveness of our CBO's programs and actions to our community, which is related to but different from our organizational rootedness and connection to our community (addressed in A2). As well, this indicator is about how responsive and relevant our programs and actions are to community needs, strengths, and priorities, not about how participatory or collaborative we are in our approach (addressed in A4).

Explore: To what extent and in what ways...

- do we understand our community's vision and goals?
- have we taken the time, investment, and effort to engage with our communities including hard-toreach and vulnerable communities – to understand their context, needs, strengths, and priorities?
- do we assess needs, strengths, and priorities in the community before developing a program or implementing an action?
- do we develop and implement programs and actions that respond to community priorities?
- do we develop and implement programs and actions that recognize and respond to community needs and strengths?
- are our programs and actions are rooted in, relevant to, and impactful in our community context?
- do we consult with and gather feedback from communities at different stages before, during, and at the end of programs and actions?

A3. Our organization develops and implements actions or programs that are grounded in context, are responsive to community needs, and build on community knowledge and strengths.

## A4. OUR ORGANIZATION FACILITATES PARTICIPATORY PROCESSES IN PLANNING AND IMPLEMENTING ACTIONS OR PROGRAMS.

This indicator is about our community members' active participation in program planning, implementation, and evaluation. Active participation means that community members are fully engaged in and may even have specific responsibilities relating to programs and actions – e.g., participate in workplan development, carry out parts of program activities, collect data, etc. This is different from consultation and feedback – where we consult with communities and get their feedback and use this information to inform programming (addressed in A3).

Explore: To what extent and in what ways...

- have we engaged with community members to understand their vision of their ideal community, and the specific goals and outcomes they wish to see?
- do we facilitate community participation in understanding needs, strengths, and priorities?
- do we facilitate community involvement in the conceptualization and development of programs/ actions?
- are community members involved in the planning of programs/ actions?
- are community members involved in the implementation of programs/ actions?
- are community members involved in the evaluation of programs/ actions?

### A4. Our organization facilitates participatory processes in planning and implementing actions or programs.

#### A5. OUR ORGANIZATION WORKS HAND-IN-HAND WITH COMMUNITIES AND MOBILIZES COMMUNITY-Driven Action.

This indicator is about the ways in which our organization empowers our community to lead and drive action for change. This is not only about community participation in our organization's activities (addressed in A4), but about our community's leadership, ownership, and management of activities supported by our organization.

Explore: To what extent and in what ways...

- do we raise community members' awareness about their rights and the services/ programs to which they are entitled?
- do we support community members to advocate for their rights, needs, concerns, and priorities with government and civil society stakeholders?
- do we work with community members to define the priorities for programming/ action?
- do we work with community members to develop and plan programs/ actions?
- do we work with community members to define our shared vision of our ideal community, and the desired outcomes for programs/ actions?
- do we work with community members to identify and bring together financial and other resources for the implementation of programs/ actions?
- do community members lead the management and implementation of programs/ actions or parts of programs/ actions?
- do we work with community members to determine indicators of success or progress for programs/ actions, and to evaluate programs/ actions?
- are we accountable to community members with regards to our organizational and program goals, budgets, activities, and outcomes?
- do we have a two-way feedback system between our organization and our community? For example, holding each other accountable on agreed upon roles and action items, sharing and reviewing data and reports, and discussing how to improve the initiative.

#### A5. Our organization works hand-in-hand with communities and mobilizes communitydriven action.

#### A6. OUR ORGANIZATION VALUES, PROTECTS, ENGAGES, AND EMPOWERS CHILDREN AND YOUTH.

This indicator is about our organization's policies, systems, approaches, and activities to value, protect, engage, and empower children and youth. (This indicator is more relevant for organizations that work on issues facing children and youth.)

Explore: To what extent and in what ways...

- is our organization a child- and youth-friendly space, where children and youth feel welcome and safe? (How do we know this?)
- do we have and use strong policies and systems for the protection and safeguarding of children and youth including protection of their confidentiality?
- have our staff and volunteers who work with children and youth been trained in child protection and safeguarding?
- do our staff and volunteers have a strong understanding of children's rights, and have experience working with children?
- are we connected with other civil society and government organizations or initiatives working on children's rights in our community, enabling us to make referrals and share information?
- does our organization consult with children and/or youth and gather their feedback to understand issues and improve programs/actions?
- do we involve children and/or youth actively in developing, implementing, and evaluating programs and actions?
- does our organization support and empower children/youth to advocate for their rights?

#### A6. Our organization values, protects, engages, and empowers children and youth.

## A7. OUR ORGANIZATION'S ACTIONS/PROGRAMS REACH, INCLUDE, AND PROTECT VULNERABLE AND EXCLUDED GROUPS IN OUR COMMUNITY.

This indicator is about the extent to which our organization's programs or actions reach vulnerable and excluded groups in our community, the extent to which these vulnerable and excluded groups are able to participate actively in programs/actions, and the policies and systems in place to protect them from harm.

Examples of vulnerable and excluded groups include: the ultra-poor, women, girls, children with disabilities, adults with disabilities, religious and ethnic minorities, vulnerable children such as orphans, children and adults affected by HIV, and other groups who are marginalized and excluded.

Explore: To what extent and in what ways...

- do our programs/ actions reach the above vulnerable and excluded groups in our community?
- are the above vulnerable and excluded groups able to participate actively in programs/ actions?
- do we include/ involve the above vulnerable and excluded groups in meaningful ways in the planning, implementation, and evaluation of programs?
- do we have and use strong policies and systems for the protection and safeguarding of vulnerable groups?
- have our staff and volunteers been trained in the protection and safeguarding of vulnerable groups?
- are we connected with other civil society and government organizations or initiatives working on rights of vulnerable and excluded groups in our community, enabling us to make referrals and share information?
- does our organization consult with vulnerable and excluded groups and gather their feedback to understand issues and improve programs/actions?
- do we involve vulnerable and excluded groups actively in developing, implementing, and evaluating programs and actions?
- does our organization support and empower vulnerable and excluded groups to advocate for their rights?

### A7. Our organization's actions/programs reach, include, and protect vulnerable and excluded groups in our community.

#### A8. WE HAVE CLEAR GOALS FOR WHAT WE WANT TO ACHIEVE IN OUR COMMUNITY THROUGH ACTIONS/ Programs.

This indicator is about having clear goals for the actions/ programs that our organization implements, community involvement in generating those goals, and the ways in which we track progress towards our goals.

Explore: To what extent and in what ways...

- do we have clear goals for our programs/ actions, and have community members actively participated in the determination of goals for our programs/ actions?
- do community members feel ownership of the program goals?
- do we track progress towards our program goals, and are community members involved in reflecting on and tracking progress towards program goals?

### A8. We have clear goals for what we want to achieve in our community through actions/ programs.

#### A9. OUR ORGANIZATION'S ACTIONS/PROGRAMS ARE ALIGNED WITH OUR GOALS.

This indicator is about having actions or programs that are aligned with the goals defined above – and being able to explain how we hope or expect those actions/ programs will lead to those goals. This includes having a rationale or explanation such as a theory of change explaining how or why we think our actions will contribute towards our agreed-upon goals.

Explore: To what extent and in what ways...

- are our programs/ actions aligned with our program goals?
- are we able to demonstrate or explain how we think, hope, or expect our programs/ actions will contribute to our goals?
- do we have a theory of change or rationale/justification for how or why we think our actions will contribute to our goals?

#### A9. Our organization's actions/programs are aligned with our goals.

#### A10. WE HAVE EFFECTIVE PROGRAMME PLANNING AND MANAGEMENT SKILLS AND SYSTEMS.

This indicator is about our organization's skills and systems for program/ action planning and management. This includes program planning, managing implementation, budget development and management, monitoring implementation, etc.

Explore: To what extent and in what ways...

- are we skilled at planning what will be done, who will do it, and what resources will be needed?
- have we considered the resources and time needed to reach more hard-to-reach and vulnerable communities?
- have we reconciled what we want to achieve with what realistically can be done given available resources, time, and our geographic scope/coverage area – keeping in mind the time/ engagement/ strategy required for community-driven systems change?
- are we confident in developing workplans that are realistic, useful, and aligned with our program plans?
- are we able to develop and manage budgets and resources for programs/ actions?
- do we have and use systems, tools, and procedures to monitor and track activities, resources, expenses, etc.?
- are we able to monitor implementation effectively, gather feedback, and capture and use learnings for reflection and improvement?

#### A10. We have effective programme planning and management skills and systems.

## A11. OUR ORGANIZATION PLANS FOR HOW TO SUSTAIN THE IMPACTS OF OUR PROGRAMS/ ACTIONS IN OUR COMMUNITY.

This indicator is about our organization thinking through and implementing strategies that will result in impact that is sustained over the long term. This may include strategies for the programs/ actions to continue operating in the long-term (operational sustainability), and it may include strategies for the impact to be sustained even if the programs/actions no longer operate.

Explore: To what extent and in what ways...

- do our strategies/ approaches/ actions complement, work with, fit into, or build upon existing government or civil society initiatives?
- do we work with existing community structures and systems who can sustain programs/ actions over the long-term?
- do we have access to financial and human resources to continue operating programs/ actions that need to be continued?
- are the changes in our community that resulted from our programs/actions likely to last rather than fade away?
- is the impact of our programs/actions likely to be sustained in the long-term?
- do we plan for and implement appropriate exit/transition strategies before programs/ actions come to an end?

### A11. Our organization plans for how to sustain the impacts of our programs/ actions in our community.

## A12. OUR ORGANIZATION IS ABLE TO CAPTURE DATA AND DOCUMENT AND USE LEARNINGS TO ASSESS PROGRESS, REFLECT, AND IMPROVE PROGRAMS / ACTIONS.

This indicator is about whether and how our organization is able to collect and use data, and our use of evidence and learnings to understand issues, assess progress, adapt and improve programs, and evaluate outcomes.

Explore: To what extent and in what ways...

- do we use learnings to inform the development of programs/ actions?
- are we able to develop data collection tools that we can use to collect data that is helpful and informative for our work?
- are we able to collect and manage data?
- are we able to analyze, understand, and report data?
- are we able to use data and learnings to inform the development of programs/ actions?
- are we able to use data and learning to adapt and improve programs?
- are we able to use data to evaluate the outcomes of our programs/ actions?
- do we have strong data management systems?
- do we have the skills and knowledge to collect, analyze, and interpret different types of data (such as responses to surveys, interviews and group discussions, etc.)?
- do we feel confident in our effective use of data for learning and action?

### A12. Our organization is able to capture data and document and use learnings to assess progress, reflect, and improve programs/ actions.

#### A13. OUR ORGANIZATION IS ACCOUNTABLE TO OUR COMMUNITY AND OTHER RELEVANT STAKEHOLDERS.

This indicator is about our organization being transparent and sharing information with different stakeholders, as well as consulting with and gathering feedback from different stakeholders. The goal of this transparency and accountability is to establish, maintain, and strengthen trust, legitimacy, and responsiveness with our community and other stakeholders.

Stakeholders include: children and youth, families, government, other CBOs or community structures, donors, traditional leaders, religious leaders, influencers/ opinion leaders, gatekeepers, and community members more generally.

Explore: To what extent and in what ways...

- do the above different stakeholder groups feel comfortable and confident to ask us detailed questions about our organization's activities, programs/ actions, funding sources, budget, leadership and governance, staffing, etc.?
- do we feel comfortable to respond to these questions?
- do we proactively share and discuss information about our organization with the above different stakeholder groups? (organizational goals, activities, budgets, human resources, board and leadership, funding sources, organizational reports and updates, etc.)
- do we proactively share and discuss information about our programs/actions with the above different stakeholder groups? (program goals, activities, budgets, people involved, leadership, funding sources, program reports and updates, etc.)
- do we proactively consult with and get feedback on our organization's work and our program activities from the above different stakeholder groups?
- have we responded to feedback received on our organization's work and our program activities from the above different stakeholder groups?

#### A13. Our organization is accountable to our community and other relevant stakeholders.

## OTHER ASPECTS THAT ARE IMPORTANT TO US AROUND HOW WE INTERACT WITH OUR COMMUNITY AND ENGAGE IN PROGRAMMING/ ACTIONS

List other areas of organizational capacity relating to engaging with the community and developing and implementing actions that are important to you, and share your observations and reflections on the ways in which you are doing well and the ways in which you would like to improve in these areas.

### SECTION B. OUR ORGANIZATION'S ORGANIZATIONAL CAPACITY AND STRUCTURES

This section is about how your organization's internal capacities and structures – the characteristics and processes that make you effective, ethical, accountable, sustainable, and resilient as an organization. For each indicator, reflect on the ways in which you are doing well in this area, and the ways in which you would like to improve in this area.

Note: These "explore" questions we provide below are intended to provide examples and stimulate discussion. Discuss those that are applicable and useful to your work and in your context.

### B1. OUR ORGANIZATION HAS AN ORGANIZATIONAL CULTURE OF HONESTY, HUMILITY, LEARNING, AND ADAPTATION.

This indicator is about our organization's awareness of our strengths, limitations, and areas for growth; culture of learning and adaptation; and honesty and transparency. It's about striving to learn from successes and mistakes – our own and those of others, to share and discuss those learnings, and to work to improve and adapt based on those learnings. It is not about having all the answers or being right all the time, but rather about self-awareness, learning, and growth.

Explore: To what extent and in what ways...

- do we reflect on and discuss what is and what is not going well, where we might have made mistakes, and how we can do better?
- do we have systems and processes in place for proactive learning and adaptation for example, regular reflection meetings, quarterly reviews, monthly check-ins, etc. among our team and with our community?
- do we share and discuss both our successes as well as our mistakes and challenges with our stakeholders?
- do we take opportunities to learn from others' experiences, knowledge, best practices, and successes and challenges?
- do team members have safety and security to discuss their challenges and mistakes with their colleagues and supervisors?
- do we have tangible examples of how we learned from mistakes and challenges, and improved our strategy and approach?

### B1. Our organization has an organizational culture of honesty, humility, learning, and adaptation.

#### **B2. OUR ORGANIZATION IS SUSTAINABLE AND RESILIENT.**

This indicator is about our organization's sustainability and resilience – as an organization. Sustainability is about the ability to sustain our organization through resources, contributions, and participation – this may include the ability to mobilize resources from communities and donors. Resilience is about having robust systems and being able to respond/adapt to change – this may include having at least some independence from donor agendas.

Explore: To what extent and in what ways...

- are we able to sustain ourselves in terms of finances, staffing, and other resources?
- are we able to mobilize the required resources, contribution, and participation from communities for priority programs and actions?
- are we able to mobilize the required resources, contribution, and participation from a diversity of other sources such as government, donors, local businesses, local philanthropists, etc. for priority programs and actions? (having multiple and diverse sources supports greater sustainability and resilience, and reduces reliance on a single source that may be withdrawn at some point)
- do we feel we have robust systems that can help us be resilient through ups and downs while also being flexible and adaptable to change as needed? Some examples
  - a membership base that ensures wide ownership and involvement for the community, while also providing a variety of skills/resources that can be drawn upon as needed at different times;
  - a system of financial and in-kind contributions from community members according to their capacity to give with savings put aside for difficult times;
  - a board of directors or advisory committee that includes community leaders, influencers, and other stakeholders who strengthen our validity in our community while also helping us to be responsive to the needs of the community;
  - income-generating businesses that enable us to have our own funding that can be used to address priority needs and/or crisis situations; etc.
- are we able to adapt and respond to change in our community?
- do we have resources financial and other that enable us to flexibly respond to changing needs in our community, including crisis or emergency situations affecting our community?
- do we feel we can make at least some decisions with confidence according to our community's needs and priorities, without worry about donor agendas?

#### B2. Our organization is sustainable and resilient.

### B3. OUR ORGANIZATION'S VISION AND GOALS ARE CLEAR, AND OUR PROGRAM AND ACTION STRATEGIES ARE ALIGNED WITH OUR VISION AND GOALS.

This indicator is about the clarity of our organization's vision and goals, and the alignment of our program and action strategies with our vision and goals.

Explore: To what extent and in what ways...

- do we have a clear vision of what success looks like for our organization?
- do we have clear goals around what we want to achieve as an organization?
- were our staff and members involved in developing our vision and goals?
- were community members and other stakeholders involved in developing our organizational vision and goals?
- are our community and other stakeholders aware of and in support of our organizational vision and goals?
- do our program and action strategies clearly align with our organizational vision and goals?
- do we periodically and participatorily revisit and revise our organizational vision and goals?

### B3. Our organization's vision and goals are clear, and our program and action strategies are aligned with our vision and goals.

## **B4. OUR ORGANIZATION HAS AN ACTIVE AND EFFECTIVE GOVERNANCE STRUCTURE SUCH AS A BOARD OR EXECUTIVE COMMITTEE.**

This indicator is about the activeness and effectiveness of our organization's board or executive committee, and its effectiveness in governance for our organization.

Explore: To what extent and in what ways...

- do we have adequate and diverse community representation on our board or executive committee?
- do we have the skills, knowledge, and capacities we need on our board or executive committee?
- does the board or executive committee meet regularly?
- are term limits for board or executive committee members clearly defined and enforced ensuring that existing board members transition out and new ones can transition in over time?
- are board or executive committee roles and responsibilities clear and implemented?
- is there clear distinction and separation between the roles and responsibilities of board or executive committee members and staff leadership/management, where applicable?
- does the board or executive committee provide effective governance and accountability to our organization? (board as custodian of organizational vision and goals, overseeing strategy, setting policies, and financial accountability)

B4. Our organization has an active and effective governance structure such as a board or executive committee.

## **B5. OUR ORGANIZATION'S TEAM LEADERS AND MANAGERS ARE EFFECTIVE AND PROFESSIONAL, SHARE POWER, AND PLAN FOR TRANSITION AND SUSTAINABILITY.**

This indicator is about our organization's team leaders and managers and the ways in which they are effective in their leadership role, operate with integrity and professionalism, share power, and plan for transition and sustainability. This is specifically about staff or members who lead/ manage teams in the planning and implementation of organizational activities and programs (usually not board members).

Explore: To what extent and in what ways...

- are our organization's leaders and managers effective in leading and managing the organization and their teams? (supporting and enabling staff to do their roles, managing and developing teams, mentoring and guiding, etc.)
- do our organization's leaders and managers operate with integrity, ethics, and professionalism?
- do our organization's leaders and managers share power? (delegate responsibility, consult with staff on decisions, close the loop / share information back with staff, etc.)
- do our organization's leaders and managers build leadership and systems that ensure the long-term sustainability and resilience of our organization? (e.g., planning for own exit, building leadership within the team, mentoring junior staff, sharing information, establishing systems that will outlast people, etc.)

B5. Our organization's team leaders and managers are effective and professional, share power, and plan for transition and sustainability.

## **B6. OUR ORGANIZATION HAS SUFFICIENT, QUALIFIED, APPROPRIATELY COMPENSATED, AND SUPPORTED STAFF/MEMBERS WITH OPPORTUNITIES FOR DEVELOPMENT.**

This indicator is about our organization's staffing/membership sufficiency, stability, and quality, along with the human resource structures and processes to support staff/members.

Explore: To what extent and in what ways...

- do we have enough staff and/or members/volunteers to do the work we need to do?
- are we able to compensate our staff and members adequately for the work they do?
- do our staff and members stay with our organization (or is there high turnover)?
- do we have the human resources policies and systems we need to support our staff and members?
- do we have space and safe systems for concerns to be shared by staff and members at different levels?
- are our staff and members appropriately qualified with the relevant experience, training, and/or skills for their roles?
- do our staff and members benefit from professional development such as trainings and coaching?
- do our staff and members have the technical capacity, skills, and knowledge we need for our work?
- is there room for growth within our organization?

B6. Our organization has sufficient, qualified, appropriately compensated, and supported staff/members with opportunities for development.

## **B7. OUR ORGANIZATION IS LEGALLY REGISTERED WITH RELEVANT AUTHORITIES, AND IN COMPLIANCE WITH LEGAL REQUIREMENTS.**

This indicator is about our organization's legal registration and compliance.

Explore: To what extent and in what ways...

- is our organization legally registered with the relevant authorities?
- is our organization in compliance with legal requirements?

### B7. Our organization is legally registered with relevant authorities, and in compliance with legal requirements.

## **B8. OUR ORGANIZATION IS WELL MANAGED, WITH EFFECTIVE OPERATIONS, SYSTEMS, AND PROCEDURES.**

This indicator is about our the effectiveness of our organization's operations, systems, and procedures.

Explore: To what extent and in what ways...

- does our organization have effective operations as a result of how it combines, uses, and manages human, financial, and physical resources in order to achieve results?
- does our organization have effective systems for managing and storing information with confidentiality as needed, such as evaluation data, financial records, membership information, etc.? (this may include having locked cabinets and password protected computers to store confidential information)
- does our organization have clear and easy to follow manuals and policies that guide the operations of the organization, such as human resource policies, child protection guidelines, financial management guidelines, etc.?

#### B8. Our organization is well managed, with effective operations, systems, and procedures.

#### **B9. OUR ORGANIZATION HAS EFFECTIVE AND PRUDENT FINANCIAL MANAGEMENT.**

This indicator is about our organization's financial management, controls, and budgeting capacities.

Explore: To what extent and in what ways...

- do we have clarity on financial roles and responsibilities in our organization?
- is the person managing our finances trained, experienced, and skilled in their role?
- do we have established and organized accounting systems?
- do we develop and manage budgets effectively for different programs?
- do we have internal controls and checks and balances so that requisitions and payments are appropriately raised, reviewed, and approved by different individuals?
- do we have appropriate systems for record keeping, reporting, and organized storage of financial records?
- do we prepare and share regular financial reports with important stakeholders our board, funders, and communities?
- do we have external accountability for our finances? (e.g., annual audits, sharing financial reports and records with community members, etc.)

#### B9. Our organization has effective and prudent financial management.

## OTHER ASPECTS THAT ARE IMPORTANT TO US AROUND OUR ORGANIZATION'S CAPACITIES AND STRUCTURES

List other areas of organizational capacities and structures that are important to you, and share your observations and reflections on the ways in which you are doing well and the ways in which you would like to improve in these areas.

### SECTION C. OUR CAPACITY STRENGTHENING PRIORITIES, GOALS, AND PLANS FOR THE COMING YEAR

This section provides a space for you review and prioritize the areas of capacity strengthening from Sections A and B that you would like to work on this coming year. Take some time to think about your goals in each of these areas, and how you would like to achieve those goals. We recommend prioritizing 2-3 goals for this year, to enable you to focus on them, make meaningful and quality progress, while not stretching yourself too thin across too many goals and activities.

### List your top 2-3 capacity strengthening priorities for the coming year, along with your goals and plans within each.

and plans within each.			
	Capacity strengthening priorities for the coming year	Our goals What would we like to achieve?	Our plans What we will do to achieve our goals? Are there colleagues or resources who might be helpful to us?
1			
2			
3			