Organizational Capacity Assessment and Action Plan Drafting – May 2020

[Name of the organization]

Organizational Self-Assessment

# Launch meeting with Resilience Now facilitators

**Date and duration**:

**Participants (names and titles)**:

**First inventory of the organization (SWOT matrix)**:

|  |  |
| --- | --- |
| **Strengths: what works well in our organization** | **Areas for improvement: what works less well in our organization** |
|  |  |
| **Opportunities: what, outside our organization, helps us in our action** | **Constraints: what, outside of our organization, hinders us in our action.** |
|  |  |

# Instructions

* Your organization’s self-assessment will be made during **three meetings**. Each meeting will address an aspect of your organization:

**Meeting** #**1 - The Structure**: what makes your organization work: having a strategy, being able to make decisions, resolve conflicts, manage funds…

**Meeting** #**2 - The Programs**: What makes your organization able to implement projects: its ability to identify problems, write project proposals, raise funds, implement projects. It’s also what makes your organization have an effective contribution to the conservation of biodiversity and the protection of the environment.

**Meeting** #**3 - The Good practices**: What makes your organization act with quality, without being counterproductive and lasting over time: gender equity, sustainability, ecology, resilience, inclusion of vulnerable people…

* This work takes time. You will therefore have to discuss these three subjects during **three different meetings**.
* If possible, **meet in the same room**, otherwise set up a videoconference.
* If you meet by **videoconference**:

Put yourself in the “gallery” mode, where all participants can see each other.

Use moderation tools to ensure everyone's participation. For example: while someone else has the floor, you show a green card or fabric to say "I agree", a red one to say "I don’t agree" and a yellow one to say: "I don't understand".

* Each time, appoint a **facilitator**, who will write down the answers next to the questions.
* If there are enough of you, **make several sub-groups** for each meeting, to make sure everyone can speak. It will then be necessary to compile the responses of each sub-group for the meeting.
* For each meeting, we planned for you a **warm-up exercise,** to put you in the right frame of mind and make the following discussions easier.
* You will then have to answer **a questionnaire**. This questionnaire includes, for the different themes of the meeting:
* An **open question** to mobilize your knowledge and encourage discussion
* And a **score to give** from 1 to 4, in order to identify easily areas for improvement. The meaning of the scores is as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| 1: Point that **really needs improvement** | 2: Point that **could use** **improvement** | 3: Point that **works rather well** | 4: Point that **works very well** |
| ☹☹ | ☹ | ☺ | ☺☺ |

* **Don’t repeat what is on your organization’s papers. Be as transparent as possible**. The score doesn't matter. Take the opportunity to identify together the points on which your organization will improve.
* When you are done meeting, **take a break**. Address the following topic in another meeting.
* When you have finished the three meetings, **send as soon as you can** this completed document to the Resilience Now facilitators. There will then be a debriefing videoconference for the drafting of the action plan.
* If you have any questions during the process, you can send us a WhatsApp message:
* Claire: (+41) 7 88 07 92 02
* Florence: (+33) 7 82 84 64 47

# Meeting #1: Your Organization’s Structure

**Date and duration**:

**Participants (names and titles)**:

*This meeting explores what makes your organization work: having a strategy, being able to make decisions, resolve conflicts, manage funds…*

## Warm-up Exercise #1: Your Organization’s Age

**Le premier modèle représente le cycle de vie « classique » d’une
organisation, qu’elle parcourt de sa naissance à sa mort ...**

**Instructions**

**Read the description of the different stages of an organization's life curve.**

**Then discuss together: at what stage is your organization?**

**It is not necessary to communicate the result to us.**

**“Embryo” stage**

**Characteristics:** Organization is just an idea; it is not yet born. The founder is in the process of developing the commitments. The idea underlying the organization corresponds more to a perceived need than to a need identified at the local level.

**Problems:** Perhaps it is completely impossible to realize the idea. The potential organization may never see the light of day.

**Solutions:** The idea must face reality. The organizational embryo is fueled by existing organizations and donors.

**“Infancy” stage**

**Characteristics:** The organization was born! At this point, the organization has developed only basic systems / policies. It lacks experience (no track record). Its functioning is closely linked to the opportunities that arise. Very sensitive to changes in the external environment.

**Problems:** "Infant mortality"

**Solutions:** Financing. Inexpensive support from other organizations.

**“GoGo” stage**

**Characteristics:** The organization sees many opportunities for diversification but has very little experience in terms of priorities. Everyone knows what others are doing. Communication is good. Each person shares their responsibilities with the others. Very favorable stage for the participation of all.

**Problems:** Trap in which the founder can suffocate the new organization with an excess of "love" and prevent it from living its life independently. Risk of diversifying too early and being overwhelmed. May engage in unrealistic projects that the organization is unable to implement.

**Solutions:** Share responsibilities with other members. Learn to prioritize.

**“Adolescence” stage**

**Characteristics:** The stage of change. This can take the form of a renaissance excluding the founders. Changes can happen at the head of the organization and affect its culture. Emphasis is placed on developing administrative systems requiring different skills and recruiting new staff.

**Problems:** Founders may have a tendency to "buy" membership, which can lead to a break between members. Conflicts can arise between "old" and "new" members. Rebellion against the founders. Premature aging. Internal conflict. Doubts expressed about the way the organization works.

**Solutions:** Restore energy to members. Institutionalize a set of procedures. Promote open communication methods for issues that need to be addressed immediately.

**“Prime” stage**

**Characteristics:** Prevalence of objectives. The organization is strongly focused on its results. The organization knows how to control itself, is flexible and takes responsibility. Its vision and creativity are reflected in all of his initiatives. The strategic approach is solid; it knows what it is doing, where it is going and how to get there.

**Problems:** Risk of focusing on internal problems. Internal conflict. Weakening of commitments. Interest declines. Doubts arise about the priorities set for the organization.

**Solutions:** Decentralize the decision-making process. Diversify activities, if necessary. Focus on human development

**“Maturity” stage**

**Characteristics:** Still solid, but flexibility and creativity are starting to weaken. Takes less risk and is increasingly resistant to change. Insufficiently encourages its members to think about the vision of the organization. New ideas do not generate enthusiasm. The growth prospects are weak. Start focusing on results achieved in the past instead of developing projects for the years to come. End of growing season and beginning of decline (watch for warning signs to take corrective action).

**Problems:** Lack of vision

**Solutions:** Vision renewal

**“Aristocracy” stage**

**Characteristics:** A larger part of the budget is devoted to administrative control systems. The emphasis is on how things are done rather than the choices made or the reasons for those choices. Few internal innovations. Decline in results. Formalism at the expense of the functions of the organization.

**Problems:** Stagnation

**Solutions:** Upheaval triggered from the outside

**“Early bureaucracy” stage**

**Characteristics:** Numerous difficulties retreating to internal conflicts. Instead of solving the problem (s), we are looking for the person (s) responsible. Members do not feel responsible for what is going on. Decline in results. Priority is no longer given to the growth of the organization but to the survival of the organization or to the personal interests of the individuals who constitute it.

**Problems:** Lack of credibility at local level. We are looking for "scapegoats" (people on whom we can blame the organization's problems, whether they are responsible or not).

**Solutions:** An external consultant can conduct an in-depth analysis of all aspects of the organization. It may be necessary to remove older staff members.

**“Bureaucracy” stage**

**Characteristics:** Nothing important is done. Dissociates from the environment and focuses mainly on itself. Obstructs access by outsiders (including local officials). The only systems that remain are administrative rules and regulations. Members know the rules but no longer remember why they exist. Their only response is "It's a policy". If nothing is done, death is imminent.

**Problems:** Lack of activity. Paperwork.

**Solutions:** At this point, maybe death is the best solution.

**“Death” stage**

**Characteristics:** The organization expires (either calmly in its sleep, or in pain if the members are not prepared to do something else).

**Problems:** May not accept the idea that death is certain. The organization's first lessons have been forgotten.

**Solutions:** Plan an appropriate farewell ceremony and mourn the organization.

*Original version INTRAC / Oxford, 2005, seminar document*

## Questionnaire #1: About the Structure

|  |  |  |
| --- | --- | --- |
| **Mission of the Organization** | | |
| **1.1.** From memory, what is the mission of your organization? |  | |
|  | *Do you think your organization's mission is clear enough?*  *( Write a score from 1 to 4 in the right rectangle )*  *For the record:*  *1: Point that* ***really needs improvement***  *2: Point that* ***could use******improvement***  *3: Point that* ***works rather well***  *4: Point that* ***works very well*** |  |
| **Action Strategy** | | |
| **1. 2.** From memory, what are the means your organization uses to serve its mission? |  | |
|  | *Do you think your organization's action strategy serves its mission effectively? (score from 1 to 4)* |  |
| **Decision Making** | | |
| **1.3.** How are the decisions made within your organization? |  | |
|  | *Do you think the way decisions are made within your organization is satisfactory? (score from 1 to 4)* |  |
| **Conflict Resolution** | | |
| **1.4.** How are the conflicts solved within your organization? |  | |
|  | *Do you think the way conflicts are solved within your organization is satisfactory? (score from 1 to 4)* |  |
| **Human Resources / Quantity and Typology** | | |
| **1.5.** What are the human resources of your organization? |  | |
|  | *Do you think the existing human resources within your organization are sufficient and adapted to carry out its mission? (score from 1 to 4)* |  |
| **Human Resources / Management** | | |
| **1. 6.** How are human resources managed within your organization? |  | |
|  | *Do you think the way in which human resources are managed within your organization is satisfactory? (valuing everyone to the best of their skills , avoiding conflicts, etc.) (score from 1 to 4)* |  |
| **Internal Communication** | | |
| **1. 7.** How is information communicated within your organization? |  | |
|  | *Do you think the way in which your organization communicates internally is satisfactory? (score from 1 to 4)* |  |
| **External Communication** | | |
| **1. 8.** How does your organization communicate around its actions? (visibility, mobilization…) |  | |
|  | *Do you think the way in which your organization communicates around its action is satisfactory? (score from 1 to 4)* |  |
| **Material Means of Action** | | |
| **1. 9.** Are your organization lacking material means? (premises, computers, cars, etc.) |  | |
|  | *Do you think the material means of your organization are sufficient for its proper functioning and the proper implementation of programs? (score from 1 to 4)* |  |
| **Financial Ressources** | | |
| **1. 10.** What are the financial resources of your organization? |  | |
|  | *Do you think your organization's financial resources are sufficient to carry out its mission? (score from 1 to 4)* |  |
| **Financial Management** | | |
| **1.1 1.** How are finances managed by your organization? |  | |
|  | *Do you think the way finances are managed within your organization is satisfactory? (score from 1 to 4)* |  |

**Now take a break**   
**before the next meeting**

# Meeting #2: Your Organization’s Programs

**Date and duration**:

**Participants (names and titles)**:

*This meeting explores*:

*-* ***The programmatic skills*** *of your organization: What makes your organization able to implement projects, i.e. its problem identification capacities, proposal writing, fundraising, project implementation …*

*-* ***The technical skills*** *of your organization: What makes your organization effectively contributes to the conservation of biodiversity and the protection of the environment.*

## Warm-up Exercise #2: Your Projects’ Profiles

**Instructions**

**Read the different types of projects below. Take the list of projects for your organization and, for each project, discuss together which type it belongs to. This gives you a snapshot of the dynamics of your projects.**

**It is not necessary to communicate the results to us.**

**1. “Stars”:** Projects with strong growth potential. These are dynamic, popular and creative.

**2. “Hits”:** Reliable projects / activities, which provide a degree of financial security, are credible and have a good reputation.

**3. “Deadweights”:** Projects / activities that exhaust managers and financial resources and bring little or no added value when considering the effort required.

**4. “Question marks**”: Projects carrying novelty or innovation and which have not yet been proven. These can become very effective and turn into "stars" or become "dead weights".

|  |  |
| --- | --- |
| **Project** | **Type of project:**  **1. Star**  **2. Hit** **3. Deadweight**  **4. Question mark** |
|  |  |
|  |  |
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## Questionnaire #2-A: Programmatic skills of your organization

|  |  |  |
| --- | --- | --- |
| **Project Identification** | | |
| **2.1.** How does your organization identify its projects? |  | |
|  | *Do you think the way your organization identifies* *its projects is satisfactory? (score from 1 to 4)*  *For the record:*  *1: Point that* ***really needs improvement***  *2: Point that* ***could use******improvement***  *3: Point that* ***works rather well***  *4: Point that* ***works very well*** |  |
| **Project Design** | | |
| **2.2.** How does your organization design its projects? |  | |
|  | *Do you think the way your organization designs* *its projects is satisfactory? (score from 1 to 4)* |  |
| **Community Integration** | | |
| **2.3.** How does your organization involve populations during the identification, design and implementation of projects? |  | |
|  | *Do you think the way your organization involves populations in the identification, design and implementation of projects is satisfactory? (score from 1 to 4)* |  |
| **Project Management** | | |
| **2.4.** How does your organization ensure thegood managementofprojects? |  | |
|  | *Do you think the way your organization ensures the good management of projects is satisfactory? (score from 1 to 4)* |  |
| **Project Reporting** | | |
| **2.5.** How does your organization ensure the proper reporting of projects? |  | |
|  | *Do you think the quality of reporting and the respect of deadlines is satisfactory? (score from 1 to 4)* |  |
| **Project Monitoring** | | |
| **2.6.** How does your organization monitor the quality of its projects during their implementation? |  | |
|  | *Do you think the projects’ monitoring is satisfactory? (score from 1 to 4)* |  |
| **Project Evaluation** | | |
| **2.7.** How does your organization assess the results of its projects after their completion? |  | |
|  | *Do you think the projects’ evaluation is satisfactory? (score from 1 to 4)* |  |

## Questionnaire #2-B: Technical skills of your organization

|  |  |  |
| --- | --- | --- |
| **Biodiversity Conservation** | | |
| **2.7.** What technical skills does your organization have for biodiversity conservation? |  |  |
|  | *Do you think the technical skills of your organization for biodiversity conservation is satisfactory? (score from 1 to 4)*  *For the record:*  *1: Point that* ***really needs improvement***  *2: Point that* ***could use******improvement***  *3: Point that* ***works rather well***  *4: Point that* ***works very well*** |  |
| **Awareness Raising and Change Management** | | |
| **2.8.** How does your organization raise the awareness of its stakeholders and lead them to change their practices? |  | |
|  | *Do you think the way your organization raises awareness and leads its stakeholders to change their practices is satisfactory? (score from 1 to 4)* |  |
| **Environmental Policies and Advocacy** | | |
| **2.9.** How does your organization promote biodiversity conservation in public policies? |  | |
|  | *Do you think the competence of your organization to promote the environment within public policies is satisfactory? (score from 1 to 4)* |  |

**Now take a break**   
**before the next meeting**

# Meeting #3: Your Organization’s Good Practices

**Date and duration**:

**Participants (names and titles)**:

*This meeting explores what makes your organization act with quality, without being counterproductive and lasting over time: gender equity, sustainability, ecology, resilience, inclusion of vulnerable people…*

## Warm-up Exercise #3: Your Organization’s Values

See the attached Excel table.

## Questionnaire #3: Good practices of your organization

|  |  |  |
| --- | --- | --- |
| **Ecological Practices in the Functioning of the Organization** | | |
| **3.1.** What ecological practices does your organization apply in its usual functioning? |  | |
|  | *Do you think the ecological practices your organization applies in its usual functioning are satisfactory? (score from 1 to 4)*  *For the record:*  *1: Point that* ***really needs improvement***  *2: Point that* ***could use******improvement***  *3: Point that* ***works rather well***  *4: Point that* ***works very well*** |  |
| **Ecological Practices in the Implementation of Projects** | | |
| **3.2.** What ecological practices does your organization apply when implementing projects? |  | |
|  | *Do you think the ecological practices your organization applies when* *implementing projects are satisfactory? (score from 1 to 4)* |  |
| **Inclusion of Women in the Functioning of the Organization** | | |
| **3.3.** How does your organization ensure the inclusion of women in its usual functioning? |  | |
|  | *Do you think the inclusion of women in the usual functioning of your organization is satisfactory? (score from 1 to 4)* |  |
| **Inclusion of Women in the Implementation of Projects** | | |
| **3.4.** How does your organization ensure the inclusion of women when implementing projects? |  | |
|  | *Do you think the inclusion of women during projects implementation is satisfactory? (score from 1 to 4)* |  |
| **Inclusion of Vulnerable People** | | |
| **3.5.** How does your organization ensure that vulnerable people (ethnic minorities, handicapped people, elderly people, etc.) are taken into account in its usual operations and in its projects? |  | |
|  | *Do you think the inclusion of vulnerable people by your organization is satisfactory? (score from 1 to 4)* |  |
| **Financial Diversity** | | |
| **3.6.** How does your organization ensure the diversity of its financial income? |  | |
|  | *Do you think the diversity of your organization’s financial income is satisfactory? (score from 1 to 4)* |  |
| **Financial Sustainability** | | |
| **3.7.** How does your organization fund its functioning during periods without program funding? |  | |
|  | *Do you think the way in which your organization provides for resources during periods without program funding is satisfactory? (score from 1 to 4)* |  |
| **Networking** | | |
| **3.8.** Does your organization regularly establish partnerships (public or private)? Is it part of national or international networks? |  | |
|  | *Do you think the networking of your organization is satisfactory? (score from 1 to 4)* |  |
| **Capitalization of Experience** | | |
| **3.9.** How does your organization capitalize on its successes and failures and learn from experience? |  | |
|  | *Do you think the way your organization capitalizes on its successes and failures is satisfactory? (score from 1 to 4)* |  |
| **Adaptability** | | |
| **3.10** How is your organization adapting to change? |  | |
|  | *Do you think your organization's ability to adapt to changes is satisfactory? (score from 1 to 4)* |  |

**You have achieved the Self-Assessment process.**

**Well done !**

**Please send this document as soon as possible to Resilience Now facilitators**

[**florence@resilience.ngo**](mailto:florence@resilience.ngo)   
[**claire@resilience.ngo**](mailto:claire@resilience.ngo)

*You can insert here your remarks on this Self-Assessment**process. Thank you for sharing with us the ways we can improve our method. You can also tell us what you liked.* ☺

**Here is how our organization appreciated this support and how it could be improved:**