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EXPAND

New Partners for Better Health

Organizational Capacity Assessment

NPI EXPAND Adapted Version

Capacity Assessment Tool and Facilitator's Guide

November 2024

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CONTENTS

ABBREVIATIONS	
INTRODUCTION	1
PURPOSE	1
STRUCTURE	1
FACILITATION INSTRUCTIONS	1
COMPLETING THE OCA	2
RATING SCALE	3
WEIGHTING OF THE SCORES	3
ASSESSMENT INFORMATION	5
ORGANIZATIONAL CAPACITY ASSESSMENT	6
DETAILED TOOL	8
NEXT STEPS AFTER CAPACITY ASSESSMENT	33
DATA ANALYSIS AND SUMMARY REPORT	33
CAPACITY STRENGTHENING PLANNING MEETING	33
SAMPLE CAPACITY STRENGTHENING PLAN	35
IMPLEMENTING CAPACITY STRENGTHENING PLANS AND TRACKING PROGRESS	35

ABBREVIATIONS

CBO	Community-Based Organization
CS	Capacity Strengthening
CSO	Civil Society Organization
FBO	Faith Based Organization
FP	Family Planning
JD	Job Description
M&E	Monitoring and Evaluation
MNCH	Maternal Newborn and Child health
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
OCA	Organizational Capacity Assessment
PHC	Primary Health Care
USAID	U.S. Agency for International Development

INTRODUCTION

PURPOSE

The goal of the organizational capacity assessment tool (OCA) is to assist non-governmental organizations (NGOs) and civil society organizations (CSOs) to identify their strengths and weaknesses across several key functions to prioritize capacity strengthening activities. The OCA is most useful when the scoring is done through facilitated self-assessment of the critical elements and identifying elements that are strong or which may need additional strengthening. The tool sets criteria to self-assess an organization's current capacity and identify areas for capacity strengthening. Ideally the facilitation should be done by someone with some expertise in organizational development and prior experience using the OCA tool. The results of the self-assessment should inform a capacity-strengthening action plan and capacity strengthening towards performance improvement

STRUCTURE

The organizational capacity assessment tool addresses the following six capacity areas:

1. Organizational governance
2. Strategic Planning
3. Financial management
4. Human resources (HR) management
5. Administrative and support functions
6. Programs and services

These capacity areas and the standards defined for each one were based closely on those used by USAID and many other development organizations. NPI EXPAND made some adaptations to the standard OCA to facilitate scoring and capture some elements not included in the standard OCA that we felt were important for our local partners. Some new criteria were added to capture gender integration in the governance and HR management sections. Advocacy was also added as a sub-section under Programs and Services, and Membership was added under Organizational Governance. Strategic Planning and Management also brought together several other minor elements that the USAID OCA tool addresses differently.

FACILITATION INSTRUCTIONS

Prior to facilitation, it is important to ensure that organizational leadership is interested and committed to the time, process, tool, and acting on the results of the self-assessment and that they see the process as valuable and necessary to achieve their organizational priorities. This will ensure that the self-assessment and subsequent action planning is a valuable use of the organization's time and that there will be support for acting on the findings of the self-assessment.

The assessment should be completed by representatives of the organization responsible for the different functional areas of the tool. The facilitator should share a copy of the tool with the organization's staff for a preview to support review of the items assessed before commencing the assessment.

Small group discussion is the main forum for data collection and application of the OCA tool. The participants in the discussion should include staff that are knowledgeable about the different functional areas of the organization. Ideally, the participants represent a cross section of the organization with staff that have had different roles in implementing activities, including field staff. The assessment will take approximately two hours to complete. If possible, the facilitator should also be accompanied by someone to take notes of the discussion around the scores and the evidence that the organization has or has not met the standard.

At the end of the assessment, the facilitator should share the draft report with the organization's representatives to review the assessment report answers and make any corrections or provide additional evidence before the report is finalized. Ultimately, the OCA should be linked to the development of a capacity strengthening plan designed to address the gaps or increase the strengths identified during the assessment. The feedback session with the results of assessment can also be combined with the development of a capacity strengthening plan.

Often the OCA is completed in tandem with the Organizational Performance Index or OPI. The OPI is a different assessment tool that captures progress in organizational performance. As the OCA is essentially focused on the internal functions of an organization, the OPI is designed to capture performance improvements that should be the result of investments in improved organizational capacity. More information on the OPI can be found at the [USAID Learning Lab website](#).

COMPLETING THE OCA

Application of the OCA is completed through a two-step process, which includes: a) Scoring and justification, and b) Consensus building in the organization.

a) Scoring Procedure

Following is step-by-step procedure to guide the facilitator in leading the scoring and justification process:

- Convene a meeting with the representatives of the organization participating in the assessment.
- Welcome participants to the meeting, introduce yourself and your co-facilitator and ask all the participants to introduce themselves.
- Describe the assessment objectives and the process and give the estimated time the meeting will take.
- Further, describe the capacity areas and the sub-capacity areas the meeting will focus on.
- Inform participants that each person (taking part in the assessment) will rate the organization individually first, before they share their scores with other participants to discuss and agree on a common score.
- Distribute a sample of the tool with the scoring criteria and explain how participants will use it.
- Tell participants that the same rating procedure will be used for all capacity areas.
- Distribute a copy of the OCA tool for the sub-capacity area being assessed.
- Tell participants to go through the various sections and standards of the OCA, reflect on the capacity and practices in the organization and decide on the score and justification. Each participant will rate the organization on the 4-level scale (1-2-3-4) where the score reflects how well the organization meets the standard, with 1 meaning it doesn't meet any part of the standard and 4 meaning the organization fully meets the standard.

- For every score agreed on, participants should be able to cite the evidence that justifies the score. The evidence given for the scoring must be concrete and verifiable.
- Once individual level scoring is complete, tell participants that the next step will be consensus building on the score and justification.

b) Consensus Building Procedure

- Invite participants to share their scores and justifications with other participants and note the scores down. Scoring can be done anonymously to encourage freer participation.
- In most situations, there will be variations in the scores that participants give. In such a case, lead participants through a discussion aimed at agreeing on a common score.
- If the facilitator senses that the discussion and scoring is being dominated by senior staff, it may be wise to use anonymous scoring to encourage freer discussion.
- The facilitator has a duty to help participants to get to a consensus by sharing their own observations, knowledge, and the evidence gathered from the review of documents. At the same time, the facilitator should be as neutral as possible and ensure that all participants have an equal voice in the proceedings. Whatever score emerges, the facilitator should be sure to document the evidence provided to justify the consensus score.
- Record the rating and justification that participants finally agreed on and move to the next sub-capacity area.
- This procedure will be repeated until all the capacity areas and indicators are covered.

RATING SCALE

Scale	Description
1	Does not meet the standard in any way
2	Meets <50% of the standard
3	Meets >50% of the standard
4	Fully meets standard (100%)

WEIGHTING OF THE SCORES

In recognition of the fact that some criteria are more important than others, the OCA also includes a weighting system in which indicators that are deemed to be critical to organizational health are weighted high, essential ones are weighted medium and important, and non-critical indicators are weighted as low. The importance of criteria may also vary by context, so the weights should also be agreed to by the participants. The scoring table below includes some suggested weights, but these should be validated or changed by the participants. As each criteria is discussed, the facilitator should record the consensus of whether the criteria is high, medium, or low. The facilitator should just ensure that no more than 40% of the criteria are put into high, medium or low.

If the facilitator wants to apply the weights to the raw scores, the following weights should be used:

Description	Weight
Low	Multiply raw score by 1
Medium	Multiply raw score by 1.25
High	Multiply raw score by 1.5

Having weighted scores for each section and an overall score may provide some guidance to the organization on where to focus capacity strengthening efforts and how much progress has been achieved since the last OCA assessment. The numeric score is less important than the using the assessment process to guide capacity strengthening and having capacity strengthening leads to performance improvement over time. Scores may go down even when the organization is making progress because the staff are becoming more aware of their needs for improvement and making more rigorous interpretations of the standards. Eventually, over a three-to-five-year period, progress should align with improved scores.

ASSESSMENT INFORMATION

Organization Name	
Primary Point of Contact	Name: Title: Telephone: Email:
Names of Assessors <i>(ideally, no more than 2)</i>	
Date of Assessment	

ORGANIZATIONAL CAPACITY ASSESSMENT

Summary: Capacity Areas and Sub-Capacity Areas

Capacity Area	Sub-capacity Area
1. Organizational Governance	<ul style="list-style-type: none"> a) Legal Status b) Mission c) Vision d) Organizational Values e) Board Composition f) Board roles and Responsibilities g) Board Renewal and Transition h) Board Development i) Integrity and Accountability of the Board j) Membership
2. Strategic Planning and Management	<ul style="list-style-type: none"> a) Strategic Planning b) Operational Planning c) Organizational structure d) Succession Planning e) Internal Communication f) External Communication g) Networking and Partnerships h) Resource Mobilization i) Risk Management
3. Financial Management	<ul style="list-style-type: none"> a) Financial Management System b) Financial Policies and Procedures c) Financial Planning and Budgeting d) Internal Controls e) Cash Management f) Bank Management g) Payments h) Fixed Assets Management i) Auditing j) Financial Reporting k) Procurement Management

	l) Grants Management
4. Administration and Support Functions	a) Administration policies and procedures b) Office facilities and Infrastructure c) ICT Integration
5. Human Resource Management	a) Human Resource Management Policies and Procedures b) Staffing Capacity c) Staff Planning d) Staff Recruitment e) Staff Induction and Orientation f) Staff Contracts and Job Descriptions g) Staff Salaries and Benefits h) Staff Time Management i) Staff Supervision j) Staff Performance Management k) Training and Development l) Staff Retention m) Staff Records Management
6. Programs and Services	a) Design of services and projects b) Technical Capacity c) Implementation of Projects/Services d) Gender Integration e) Monitoring and Evaluation f) Advocacy Programming

Rating Scale

Scale	Description
1	Does not meet standard
2	Barely meets standard
3	Partially meets standard
4	Fully meets standard

DETAILED TOOL

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
1.0	Organizational Governance					
1.1	Legal Status	The organization has a constitution as required by law	Copy of the constitution	High	4	
		The organization has detailed by-laws/rules of procedure that guide all functions and processes of the board	Copy of by-laws/rules of procedures	Medium	4	
		The organization is compliant with all relevant government laws and regulations	Compliance certificates Latest compliance reports submitted	High	4	
		The organization is appropriately registered for its type of work/mission	Registration certificate	Medium	4	
1.2	Mission	The organization has a clear and documented mission statement	Documented mission statement	High	4	
		All staff can articulate the organization's mission	Discussion/interactions with staff	Low	4	
		All projects and activities are aligned to the mission of the organization	Review of the projects' portfolio of the organization	High	4	
1.3	Vision	The organization has a clear and documented vision statement	Documented vision statement	High	4	
		All staff can articulate the organization's vision	Discussions/interactions with staff	Low	4	

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		All projects and activities are aligned to the vision of the organization	Review of projects portfolio of the organization	High	4	
1.4	Organizational Culture and Values	The organization has a set of core values that bind all board and staff	Documented values. Staff responses on the values of the organization.	High	4	
		The organization has developed a code of conduct for staff that is aligned to the core values	Documented code of conducted for staff	Medium	4	
		The organization has a board-approved sexual harassment policy	Sexual harassment policy	Medium	4	
		The organization follows a documented policy to accommodate staff to care for their children and other dependents.	Responses by management and staff	Low	4	
1.5	Board Composition	The organization has a Board of Directors. The board has adequate representation of the organization's constituency and other key stakeholders. The board has a gender balance.	Lists and biodata of current board members	High	4	
		The board has a policy that promotes gender diversity in the board and its committee	Board gender policy. The constitution/by-laws	Medium	4	
		The board has a mix of skills and competencies required by the organization.	The Constitution	High	4	

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
1.6	Board roles and Responsibilities	The board members are trained/inducted on respective roles and fiduciary responsibilities	Board members induction/training reports	High	4	
		The board has clearly documented roles for board members in general, the board officials (Chairperson, Vice Chairperson, Treasurer, Secretary) and sub-committees	The constitution/by-laws. Role descriptions for board officials (chairperson, vice chairperson, treasurer, secretary). Terms of reference for board sub-committees.	Medium	4	
		The role of the board and its officials is clearly distinct from the role of the CEO and staff of the organization	Board officials' role descriptions The CEO job descriptions Responses from the Board Chairperson and CEO on separation of roles	High	4	
		The board has a meetings schedule. The board adheres to the meeting schedule. All board meetings have the required quorum.	Documented board meetings scheduled. Board meetings minutes Board meetings attendance list	High	4	
		The board keeps clear minutes of all its meetings	Signed minutes of board meetings	High	4	
		The board is effective in making decisions and acting on its decisions	Board decisions and actions list Board minutes for 3-subsequent meetings	High	4	

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
1.7	Board Renewal and Transition	The term limits of the board are clearly stated in the Constitution/By-laws.	The Constitution/By-laws	High	4	
		The board strictly observes the term limits of its members	List of board members over the last 3 election/appointment cycles	High	4	
		The board has a clear transition procedure between an exiting board and an incoming board. The board transition process is consistently followed	Documented transition procedure. Minutes of a board transition event/meeting	Medium	4	
1.8	Board Development	The board has a clear process for orientation of new board members. The orientation process is consistently followed	Documented board orientation procedures. Minutes of a board orientation event/meeting	Medium	4	
1.9	Membership	The board keeps an up-to-date register of members	Members register	High		
		The members show commitment to the organization by paying up subscription fees on time and fulfilling all other requirements	Members fees register	High		
		The consistently holds annual general meetings and any as members' general meetings as may be required	AGM minutes	High		
		The board/secretariat maintains regular	A membership communication plan, records of	Low		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		communication with members	communications to members.			
1.9	Board Integrity and Accountability	Board members have signed a code of conduct	Signed code of conduct forms	Medium	4	
		The board has a conflict of interest (COI) policy and conflict of interest declaration procedures. The board adheres to the COI policy and procedures	Documented COI policy and procedures for COI declaration	Medium	4	
2.0	Strategic Planning and Management					
2.1	Strategic Planning	The organization has a current and documented strategic plan	Strategic plan document	High		
		The organization's strategic plan includes objectives or approaches to promote gender equality	Strategic plan document	Medium		
		The key staff and board understand the current strategic focus of the organization	Responses from board members and staff on their knowledge of the strategic plan	High		
		The board allocates adequate budget to support implementation of the strategic plan	Annual master budgets	High		
		The board and management have set indicators for use in measuring progress of implementing the strategic plan	M&E plan for the strategic plan	Medium		
		The board and management review progress of	Annual strategic plan review reports	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		implementing the strategic plan at least annually				
2.2	Operational Planning	The organization prepares operational plans to implement the strategic plan	Documented operational plans	High		
		The annual operational plans are aligned with the organization's annual budgets	Documented operational plans and budgets	Medium		
		The organization monitors progress of implementing annual operational plans at least quarterly	Quarterly progress reports	Medium		
2.3	Organizational Structure	The organization has a complete and clear organizational structure	Documented organizational structure	High		
		The roles and responsibilities of all positions, units, departments and divisions in the structure are clear	Roles, descriptions, and JDs of all positions in the structure	Medium		
2.4	Succession Planning	The organization has a documented succession plan for the CEO/ED and other key positions	Documented succession plan	Medium		
		The organization has documented policies on procedures for delegation	Delegation policies and procedures	Medium		
		The delegation policies and procedures are consistently implemented	Documented cases on delegation	Low		
2.6	Internal Communication	The organization has a written internal communication plan, e.g.	A written internal communication plan	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		schedule of meetings, activities updates, listservs, sms-based updates, etc.				
		The organization has integrated use of modern technology to enhance internal communication e.g. emails, mobile-based solutions, cloud-based solutions, etc.	Observation of the technology used to enhance internal communication	Medium		
		The organization has a mechanism through which staff can safely and confidentially provide feedback to management on issues of concern.	Observation on use of the staff feedback mechanism	Medium		
2.7	External Communication	The organization has a qualified staff, unit, or department responsible for external communication and public relations	JD for staff responsible for internal communication	Medium		
		The organization has a written and comprehensive external communication plan.	Documented external communication plan	Medium		
		The organization allocates adequate budget to support external communication activities.	Amount of money set aside to support external communication	Medium		
		The organization has integrated various ITC tools (social media, listservs, etc. to enhance its external communication strategies.	Observation of the technology used to support external communication	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization has an up to date and active website.	Access to and interaction with website content	Low		
		The organization has a written policy and guidelines on corporate branding. The policies and guidelines are consistently used	Observations about the organization's corporate branding	Medium		
2.8	Networking and Partnerships	The organization is a member of key business networks and partnerships	MOU, membership certificate, agreement for a network or partnership	Medium		
		The organization allocates a budget to support its activities in a network or partnership	The amount of money allocated to support networking partnership	Medium		
		The organization has staff assigned the responsibility of developing its networks and partnerships	Staff JDs	Medium		
		The organization has specific results and achievements attributed to its networking and partnerships	Report on achievement of a network or partnership	Medium		
2.9	Resource Mobilization	Management has calculated the amount of money required to implement the organization's strategic plan.	Strategic plan implementation budget	High		
		The organization has a comprehensive resource mobilization plan that targets mobilizing money from multiple sources.	A documented resource mobilization plan	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization has a department, unit or staff responsible for resource mobilization. The staff have resource mobilization expertise.	Role description or JD for resource mobilization staff/unit/department	Medium		
		The organization has a diverse income base (a combination of more than 1 donor and other direct sources of income).	Financial statements / reports	High		
		The organization has enough funds to finance its core operations for 1-2 years without new donors.	Financial statements/reports	High		
2.10	Risk Management	The management has conducted a risk analysis and developed a risk management plan, and the plan is updated annually.	Risk management plan	Medium		
		The management implements measures to mitigate risk	Risk mitigation plan	Medium		
3.0	Financial Management					
3.1	Financial Management System	The organization has a computer-based financial management system that supports all its financial activities and generates financial reports.	Details and specifications of the financial MIS	High		
		The organization has staff that have the capacity to utilize the financial management system.	Training records of staff Staff responses on the ability to use the financial MIS	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization has a chart of accounts that provides accurate tracking of all financial activities.	A documented chart of accounts, financial reports.	High		
3.2	Financial Policies and Procedures	The organization has comprehensive financial management policies and procedures.	A financial Management Manual	High		
		Staff understand and consistently follow the policies and procedures	Finance and CEO responses of effectiveness of implementation of policies and procedures	High		
3.3	Financial Planning and Budgeting	The organization has a clear budgeting cycle and budgeting procedures that are understood by all relevant staff	Finance policies manual. Annual (or other periodic) budget or projection.	Medium		
		The organization develops budgets that are linked to annual operational plans	Budgets and annual work plans	Medium		
		The organization uses data and evidence from the previous budgeting cycles to inform the current budget	Responses by management and staff	Low		
		The budgets developed have sufficient details to enable the board and managers to effectively monitor implementation	Regular progress reports show the budgeted vis-a-vis actuals. Budgets and associated budget notes	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		Any given planning period the variance between actual expenditure and the budget estimate is less than 10 percent	Variance analysis reports in a specific period	Medium		
3.4	Internal Controls	The organization implements the following internal control measures (at the least): -Authorized check signers are not involved check preparation, bookkeeping or reconciliations -Prohibits issuing blank checks or checks made to cash -There are counter-signature requirements for designated amounts	Delegation of authority schedule	High		
		The organization has segregated the following functional responsibilities (i) authorization to execute a transaction; (ii) recording of the transaction; (iii) custody of assets involved in the transaction; (iv) reconciliation of bank accounts and subsidiary ledgers, v) functions of ordering, receiving, accounting for, and paying for goods and services	Finance and Admin department organogram clearly show various reporting lines and summary roles. Responses by management and staff.	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
3.5	Cash Management	The organization has a system for the management of payments (and collections)	Documented procedures for the management of payments and collections. Necessary tools and procedures e.g. Purchase orders, Cash receipts.	High		
		The organization maintains an adequate and up-to-date journal/cashbook for recording receipts and payments	Finance documents and journals	High		
		The organization has a clear policy and procedures for the collection, timely deposit in a bank account and recording of receipts	Cash management guidelines in the finance management manual	High		
		The organization maintains a petty cash float that is enough to support cash needs within a given period	Petty cash policy and procedures. Recent petty cash records	Medium		
		The organization does cash reconciliations weekly	Petty cash reconciliation records	Medium		
3.6	Bank Management	The organization has specific persons that are authorized signatories of bank accounts	Bank signatory policy and procedures.	High		
		The organization has appropriate controls on the safekeeping of unused checks, bank passwords,	Bank account controls policy and procedures. Staff responses.	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		official receipts, invoices, online banking passcodes and all other tools associated with the organization's bank and cash management.				
		The organization performs reconciliation of its bank accounts at least on a monthly basis and the reconciliation reports are approved by a senior manager.	Bank reconciliation statements/records	High		
3.7	Payments	The organization makes payments to suppliers within prescribed payment periods consistent with prevailing commercial practices.	Pay schedule and records	Medium		
		All payments made by the organization are supported with a payment voucher and adequate documentation of the expense.	Payment vouchers and supporting documents	High		
		The organization has set guidelines/thresholds for cash and cheque payments	Documented thresholds for cheque and cash payments	High		
3.8	Fixed Assets Management	The organization maintains a fixed assets register. The register is updated at least once in a year.	Fixed assets register	High		
		The records of inventories and stocks are kept up to date	Inventory records	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization undertakes periodic physical inventory of fixed assets, inventories and stocks and reconciles them with respective assets registers	Inventory records	Medium		
		The organization has appropriately labelled its fixed assets with an inventory number	Observation of physical assets	Medium		
		The organization has taken an appropriate insurance cover for its fixed assets	Insurance policy agreements	Low		
3.9	Auditing	The organization implements external audits of the entire organization on an annual basis.	Annual external audit reports	High		
		The audit queries and recommendations are addressed promptly and sufficiently	Management responses and actions on audit management letters	High		
3.10	Financial Reporting	The organization has a financial reporting cycle that is strictly adhered to by management	Reporting cycle policy	High		
		Management produces standard financial statements and reports	Sample financial reports and statements	High		
3.11	Procurement Management	The organization has comprehensive procurement management policies and procedures	Procurement policies manual	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The staff in charge of procurement are trained and experienced in procurement management	Qualifications of staff responsible for procurement	High		
		The procurement staff understand the procurement cycle and can effectively implement each of the following aspects: 1) procurement planning, 2) requisition and authorization, 3) preparation of tender documents, 4) tender announcement, 5) technical and financial evaluation of proposals, 6) choice of procurement method, 7) contract award, and 8) contract administration, 9) complaints handling.	Documented procedures for major procurements	Medium		
3.12	Grants Management	The organization has successfully implemented a USAID grant as a prime (main grant receipt)	Grants agreements	Medium		
		The organization has experience of implementing grants from other major international donors	Grants agreements	Medium		
		The organization has systems and policies for the effective implementation of grants	Grants management plan. Grants management manual	Low		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization has staff with expertise in implementing USAID grants	Records of staff training in USAID regulations	High		
4.0	Administration and Support Functions					
4.1	Administration policies and procedures	The organization has a comprehensive and clear administration policies and procedures for critical office operations such as transport, travel, security, ICT, staff health and safety, access and use of office equipment and facilities.	Administration policies and procedures manual	High		
		The administration and support functions policies and procedures are understood by staff and consistently adhered to.	Management responses on staff adherence to the policies	High		
4.2	Office facilities and Infrastructure	The organization has a functional office	Observations	High		
		The organization has facilities and equipment required to support its projects and service delivery	Management/staff responses	Medium		
4.3	ICT Integration	The organization has integrated digital technology into its business operations and processes.	Technology integration records/reports	High		
		The organization adheres to best practices in the capture, storage, security and use of electronic data and records	Responses from staff on data management practices	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
5.0	Human Resource Management					
5.1	Human Resource Management Policies and Procedures	The organization has comprehensive human resource policies and procedures that cover recruitment, hiring, performance appraisal, disciplinary actions, compensation, promotion, job descriptions, etc.	HR Policies Manual	High		
		HR policies include specific measures to promote gender equality and women's careers and advancement in the organization.	HR Policies Manual	High		
		Staff have been trained in HRM policies and procedures and can effectively use various HR tools	HR Manager and staff responses	Medium		
		The human resource policies and procedures are consistently implemented	HR Manager responses	High		
5.2	Staffing Capacity	All the critical key positions in the organization's structure are filled.	Management responses	High		
		Women and men are equally represented in senior management and leadership positions	HR records. Organizational structure	Medium		
		All the staff have at least the minimum required qualifications for the	HR records, Staff CVs	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		positions they are currently holding (academics, skills, experience).				
5.3	Staff Planning	The organization has a staff planning system that it utilizes both for long-term and short-term positions	Management responses	Medium		
		Staff planning is based on the strategic plan and analysis to determine short-term and long-term staffing needs		Low		
5.4	Staff Recruitment	The organization has written procedures on staff recruitment	HR Manual	High		
		The process of staff recruitment is done in a fair and transparent manner	Staff responses	High		
		The staff recruitment process provides equal opportunities to both gender and minority groups	HR Manual. Current staff composition	Medium		
5.5	Staff Induction and Orientation	The organization has a formal staff induction and orientation procedures	HR Manual	Medium		
		Implementation of the induction and orientation process is consistent for all new recruitments	HR Induction notes for new recruited staff	Medium		
5.6	Staff Contracts and Job Descriptions	Each member of staff has a contract	HR records	High		
		Each member of staff has a clear comprehensive and up to date job description	HR records	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		Each employee has a copy or access to his/her job description	Responses from staff	Medium		
		The job descriptions are updated through an annual review process or whenever need arises	HR Manager and staff responses	Medium		
5.7	Staff Salaries and Benefits	The organization has a clear salary structure with salary scales that are determined based on the prevailing market rates	Documented salary structure	High		
		The organization has a fringe benefits scheme that is consistent with local laws and practices	Documented fringe benefits	Medium		
5.8	Staff Time Management	The organization has a time management system in place. The system may be electronic, manual or combined. e.g. biometric, sign-in book, etc.	Observations. Management responses	Medium		
		The time management system is consistently and effectively implemented.	Management responses	Medium		
5.9	Staff Supervision	Every member of staff has a clearly identified supervisor	Staff responses	High		
		The organization has clear supervision guidelines which all supervisors understand and implement	Supervisory and reporting structure	High		
		Staff with supervisory responsibilities have	Supervisory staff responses	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		adequate staff supervision skills				
5.10	Staff Performance Management	The organization has a staff performance appraisal system.	HR Manual HR Manager responses	High		
		The organization implements staff appraisal is consistently	Management responses	High		
		Staff understand the performance appraisal system (the process and tools)		Medium		
		Staff are given both oral and written supervision feedback to help them improve performance	Supervisors and staff responses	Medium		
		Management uses the results of staff performance appraisal to make important human resource management decisions such as staff re-deployment, promotion, salary review and training.	Management and Supervisors responses	Medium		
5.11	Training and Development	The organization has a staff capacity building program linked to staff performance appraisal	HR Manual Documented training plan	Medium		
		The organization allocates money in its annual budgets to support staff training and development.	Staff training and development budgets	Medium		
		Women and men equally participate in staff training	Training reports. Management responses	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		and professional development opportunities.				
		Staff training includes a combination of approaches including external training, on-job training, coaching and mentoring.	Training reports Management responses	Low		
		The organization support opportunities and programs for continued professional development of staff	Management responses	Low		
		The organization has a mechanism of ensuring staff apply the skills acquired from trainings	Training policies Management responses	Low		
5.12	Staff Retention	The organization conducts regular staff surveys to assess workforce satisfaction	Management responses	Medium		
		The organization has forums/mechanisms for consulting with staff on strategies for staff motivation and welfare	Management/staff responses Minutes for staff consultation forums	Medium		
		The organization has a staff feedback mechanism that is effectively utilized to address issues that staff are reluctant to raise with supervisors	Management/staff responses. Staff feedback reports	High		
5.13	Staff Records	The organization maintains a file for each member of staff (both physical and electronic)	Staff files	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization regularly updates the staff data and information in each file?	HR Manager response Staff files	High		
		All staff have access to their files when they request it.	Staff responses	Medium		
6.0 Programs and Services						
6.1	Design of services and projects	All the organization's projects and services are aligned to its mandate and mission	Review current projects/services and compare with organization's strategic plan, country operating agreement or articles of incorporation.	High		
		The organization has a mechanism for the participation of multiple stakeholders (government agencies, the community, donors and private sector) in design and implementation of its activities	Management responses	Medium		
		The organization ensures effective integration and coordination with projects and services of the government and other agencies.	Management and staff responses	Medium		
6.2	Technical Capacity	The organization has staff with the required technical expertise in the sectors it operates in.	Need to check qualifications/diplomas against job descriptions	High		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization has a mechanism of sourcing and utilizing consultants and external advisors to fill any existing staff capacity gaps.	List of consultants / Consultants' database	Medium		
6.3	Implementation of Projects / services	The organization implements projects and delivers services as per the approved work plans and schedules.	Project work plans and progress reports	High		
		All the relevant staff understand and abide by the requirements of donors funding the organization's projects.	Staff responses	High		
6.4	Advocacy Programming	The organization conducts analysis of advocacy issues to inform the design of advocacy strategies.	Advocacy and policy analysis reports	High		
		The organization has clear advocacy strategies for the advocacy issues prioritized.	Documented advocacy strategies	High		
		The organization has staff that are skilled and experienced in advocacy.	CVs of advocacy staff	High		
		The organization utilizes the media (print, electronic and social) as a tool for advocacy.	Samples/examples of print media	Medium		
		The organization works with other actors and groups in coalitions to advance its advocacy goals.	Documented joint coalition activities	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
		The organization has allies in government and other targeted policy makers to help advance its advocacy goals	Allies and opponents' analyses reports	Medium		
		The advocacy efforts of the organization have resulted in specific policy changes.	Examples of policies affected	High		
		The organization has an M&E plan for its advocacy projects	Documented advocacy M&E plan	Medium		
		The organization has a plan for the management of advocacy risks.	A documented advocacy risk management plan	Medium		
6.5	Gender Integration	The organization has undertaken a gender analysis and understands the impact of gender on its work and activities	Gender analysis reports	High		
		The organization has a gender strategy and takes specific actions to integrate gender in the design and delivery of its projects and services.	Documented gender policy, strategies and actions	High		
		The organization has staff, units, or department responsible for mainstreaming gender into project activities. The staff responsible for gender have adequate technical expertise in gender	JD and profiles of staff assigned the gender role	Medium		

	Capacity/Sub-Capacity	Standard	Means of Verification	Weighting	Rating Scale (1-2-3-4)	Justification of Score Awarded
6.6	Monitoring and Evaluation	The organization has a comprehensive M&E plan based on the strategic plan. The M&E plan clearly articulates the theory of change, have performance results (at different levels), indicators, targets and sex disaggregated data, and processing procedures.	Documented M&E plan	High		
		The organization has an MIS or database to support implementation of its M&E plan	M&E MIS user manual	Medium		
		The organization has a staff, unit or department responsible for M&E. The staff have adequate technical expertise in M&E.	JD and profiles of M&E staff	Medium		
		The organization allocates adequate resources (Financial, equipment and facilities) for implementation M&E activities.	Budgets allocated to support M&E activities	Medium		
		The management uses M&E reports for identify performance gaps and make decisions on how to address performance gaps/ and improve the quality of services and projects.	Responses by management	High		

NEXT STEPS AFTER CAPACITY ASSESSMENT

DATA ANALYSIS AND SUMMARY REPORT

The assessment methodology described in the sub-section above will generate qualitative and quantitative data. The facilitators should process and analyze the quantitative scores using a Microsoft Excel spreadsheet pre-designed for this purpose to facilitate summarizing the data into frequency tables and graphs.

The facilitator should also review discussion notes and comments to analyze the reasons and justification assigned to the scores as well as to identify strengths and gaps. Any areas of disparities or contradictions for further discussion and clarification with the management and staff of the organization should also be noted for further discussion during the debrief. In some cases, the facilitators may have to point out where there are gaps between the organization's perceived capacity and the evidence in support of that perception. During the debrief, such discussions may lead to adjustments in self-assessment scores.

Following the verbal debrief and any corrections, the facilitator will summarize the information into a final written report or slide deck to be shared with the organization. The summary report should include scores per capacity area, key strengths, gaps, and issues requiring clarification.

CAPACITY STRENGTHENING PLANNING MEETING

Once the written assessment report is final, the facilitator should meet with the organization's management and staff to prioritize capacity strengthening priorities, discuss capacity strengthening (CS) interventions and support, and prepare CS plans. Ideally, the planning meeting should be convened within a week after the assessment meetings.

During the meeting to develop the capacity strengthening plans, the facilitator will present and discuss the assessment report, clarify any areas of disparity, work with the organization to prioritize capacity strengthening topics, discuss appropriate interventions for each priority, assign appropriate capacity strengthening indicators, and prepare a capacity strengthening plan. The facilitator should be explicit about what kind of support they or any other interested organization/individual is available and resourced to provide towards the capacity strengthening action plan and ensure that the action plan is achievable by the organization with the existing resources within the discussed time frame.

The facilitator and participants should group the capacity needs by category (staffing skills, technical capacities, structures, systems, policies, equipment/tools, strategies, etc.).

In most cases, the organizations will identify many capacity needs, so the organization will have to prioritize them to those that are within the existing resources to address, and which will have the greatest impact on organizational performance. The facilitators and participants will agree on a prioritization criterion to apply. The following are some questions to consider when prioritizing needs:

- What resources in time, expertise, and money are available internally to support the capacity strengthening?
- What resources in time, expertise, and money are available from funders or other partners to support the capacity strengthening?

- Does the targeted funder or partner have any restrictions on supporting specific capacity strengthening activities?
- How long would it take to implement the recommended intervention?
- What are the easy, quick-win needs that can be achieved in a few months?
- Which interventions will do the most to improve the performance of the organization?

For each prioritized capacity area, the team will discuss and assign appropriate interventions (actions that should be taken to resolve the issue). The intervention assigned will depend on the type of capacity being addressed, the expected results in the capacity area, and the resources available (internally and externally) to support. Strategically, it is important to remember that capacity strengthening is not just about fixing areas of weakness, but also building existing strengths and taking them to the next level. Some capacity areas may require a combination of actions and resources. Here are examples of some interventions at different levels of capacity:

- **Individual level:** Training, coaching, mentoring, peer-to-peer learning for staff
- **Organizational level:** Improvements to organizational systems and processes, technical assistance, financial assistance, knowledge management
- **Local system level:** Policy change advocacy, social change advocacy, leveraging other efforts, networking/partnerships

Ideally, there should be a balance between capacity strengthening at different levels. Too much investment in individuals' capacity runs the risk of not staying with the organization if those individuals leave the organization. Too much investment in organizational systems without training the staff who need to use the improved systems might also mean the organization doesn't realize the intended benefits. If market regulations are a major constraint to increasing the organization's capacity, then working at the systems level might be appropriate.

Once the team has selected the priority gaps to address, then they can prepare a capacity strengthening plan. The capacity strengthening plan can include details about the capacity needs the organization will address using its own resources and those that would require financial, technical, or other support from the project or other partners. Whenever possible, the capacity strengthening plan should be completed at the planning meeting, or if time does not permit, the meeting can assign a specific staff member to work with the organization and facilitator to complete it after the meeting. Below is an example of one item in a capacity strengthening plan:

SAMPLE CAPACITY STRENGTHENING PLAN

Priority Capacity Gap	Suggested Intervention	Expected Output	Indicators	Resources needed	Timeframe	Responsibility
Weak HR systems for performance improvement	Hire an HR manager with experience in staff performance assessment and improvement.	All staff will receive an annual performance assessment tailored to their needs.	HR manager in place.	Budget for HR manager and performance improvement processes.	Six months	CEO
	Design and implementation of a staff performance improvement system		HR manual updated to include performance evaluation and improvement system.		One year	HR Manager
			No. of staff evaluated.			

IMPLEMENTING CAPACITY STRENGTHENING PLANS AND TRACKING PROGRESS

Once finalized, the organization should begin implementing the capacity strengthening plan with coaching and mentoring by the project staff with responsibilities clearly assigned. The project staff will support the organization to track and report progress on the selected capacity strengthening indicators. It is important that indicators include performance or impact indicators and not be limited to process indicators. Regular reviews of progress should be scheduled at least once a quarter to ensure the plan is achieving the intended results and sufficient progress is being made. If the organization has taken true ownership of the plan, progress may be revisited multiple times across multiple projects and sources of capacity strengthening.

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