

5d. Reporting format for the consultant's report

Consultant's Report: Organizational Self-Assessment 2015 NEEDS

Major Purpose: *To summarize the Organizational Self-Assessment (OSA) process, findings and action plan to enable the organization to engage in a dialogue with SIMAVI on future steps towards increased capabilities and capacities of the organization.*

1. Background: Use the following description:

In the context of the start-up of a five-year program, co-funded by the Netherland's Government, Simavi has decided to implement capacity assessments of all its partners participating in this SRHR, or WASH program.

Within the vision of Simavi it is important that the capacity assessments are owned by partners and therefore a participatory self-assessment methodology will be applied.

2. Description of the Organizational Self-Assessment tool and process: Use the following description

The methodology of this assignment is fundamentally to enable participation of the different participants in the organizational self-assessment process and to ensure sufficient and thorough reflection of all participants on organizational capacity issues.

An external facilitator brought in examples and asked critical questions to ensure a sufficient critical level of the reflections and discussions. In the facilitation of the group discussions, the facilitator strived for consensus building where possible, so that the assessment results are collectively owned and recognized.

If and where the facilitator had other professional opinions, these are included in a special section of this report. The facilitator has not participated in the scoring of items. All scores are entirely a result of the discussions of staff and management of the organization.

The facilitator also ensured participation of the management and staff of the partner organisation in prioritizing capacity development actions and to develop a basic action planning, to be submitted by the partner for further dialogue with Simavi. This action plan can be found in Annex 2 of this report. In the write up of this report the facilitator has included final comments of the organization on a first draft report. This report therefore is agreed upon by the assessed organization.

The tool that was used is a list of different organisational capacity aspects. On each aspect four categories of capacity were described: planting, seedling, maturing and harvesting. These categories represent phases in organisational development from very basic to well-developed. In the assessment process, individual staff members have first given their own score. The results of this scoring were calculated and the averages were presented for the whole organisation and submitted to further discussion. The final results represent the outcomes of this discussion in the form of a final consensus-based scoring. There were no consensus could be reached this is indicated in the report.

The capacity self-assessment tool has the following categories:

1. Governance
2. Organizational culture
3. Organizational management and administration
4. Program Cycle and Process Management
5. Thematic and programmatic aspects of organization's interventions
6. Outputs, outcomes and performance
7. Financial administration and management

8. Resource mobilization and use
9. External relations
10. Human resource management
11. PME-systems to promote learning
12. Approaches and cross-cutting issues

The outcome of this process is a quantitative baseline to guide future capacity development actions and interventions in the framework of the coming MFS period to strengthen those capacity and capability aspects that are most important and/or most urgent. As not all aspects can be considered, the translation of outcomes of the capacity assessment in the action-planning also followed a process of priority setting.

3. Organizational Overview:

Brief description of the organization

- *Location, years in existence*
- *Prime focus of organization / sectors involved in*
- *Staffing: type and number*
- *Partners / donors the organization works with*

4. OSA Implementation Description

4.1 OSA Participants:

Name	Function
Bikash Kumar	Field Officer
Anamika Bose	Programme Manager – Health
Srilekha Chakraborty	Programme Officer – Health
Pradeep Jha	Advocacy Officer
Ravi Shastry	Programme Officer
Tanmoy Saha	MIS Manager
Manoranjan Kumar	Project Coordinator
Abhishek Bharti	Project Facilitator
Avirupa Sinha	MIS Officer
Munmun Dey	Project Manager
Facilitator	Terence Pradhan

4.2 OSA Process:

The OCA in NEEDS was facilitated in the organization's office in Deogarh. Of the 10 (ten) participants, 4 (four) had been part of the baseline process in 2011.

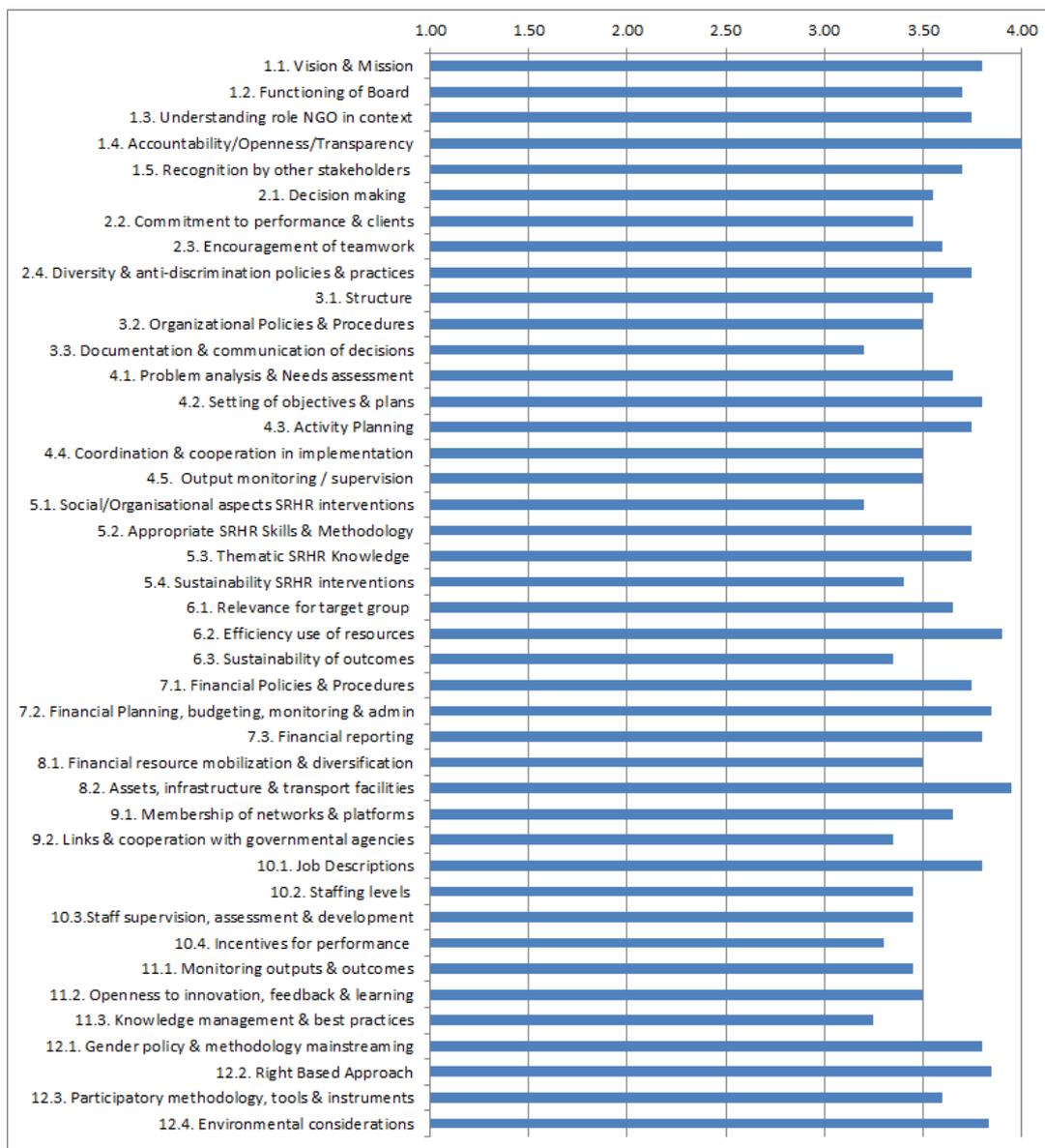
The participants were prepared for the process and eagerly participated in the scoring and in the discussions on the collective scores.

5. OSA Findings

5.1 OSA Scores

Provide brief analysis of the scoring





5.2 Analysis of assessments of organisational capacities

NEEDS, as an organization, has been consolidating itself over the last few years – both in terms of field interventions and internal management processes. According to the participants of the OCA, there has been a marked improvement in the organization’s accountability and transparency to relevant entities, itself and to the communities. Transfer of cash processes to communities for project works are compulsorily through banks and community is also involved in social audit processes.

The organization’s efforts are recognized by the government and NEEDS is a member of various committees constituted by District Authorities. The organization has also been nominated as the technical service provider for developing the District Health Action Plan.

Programme planning and monitoring mechanisms and processes have also been improved with introduction of baseline and end-line assessments for all developments undertaken. A rigorous ‘Mid Term Review’ process has also been structured into the programme management process.

The participants felt that over the last five years, their organizational knowledge and capacities on various aspects of SRHR issues has improved significantly. The reasons for improvement are due to the specific inputs and trainings received periodically and also induction of an IEC Officer and establishment of an IEC Cell to develop communication material on SRHR issues. The organization

has also developed various modules and tools and been actively intervening in various SRHR issues including participating in 'Public hearing on Safe Motherhood' and organizing a District level Symposium on Male Involvement.

Participants were of the opinion that Trainings provided by Alliance on Sexual Health issues and exposures organized by the SRHR Alliance to programmes on Health issues have contributed significantly to organizational capacities.

Cross learning amongst Alliance partners in India, Bangladesh and Indonesia and support in organizing Workshop on 'Sexuality' for all NEEDS staff, and participation in 'Global Symposium on Men Engage' have also been beneficial.

Sharing of best practices and innovative approaches of Alliance partners organized by SRHR Alliance has been of particular benefit to the organization particularly exposure to innovative approaches adopted by Alliance Partner (CINI) and training on VHND monitoring provided by CINI

NEEDS has been strengthening its Knowledge management processes in order to record and share best practices and has increased linkages with other organizations and initiated active participation in cyber groups and networks for learning and sharing processes. The organization has also introduced 'Case Management Diaries' for continuous tracking of behaviour, knowledge and practices as well as services received.

The organization has strengthened its gender policy to include sexual harassment in any form and at the field level, and made a strategic shift in its programmes to focus on 'community entitlement'. Innovative approaches to increase community involvement in initiatives have also been introduced.

Given below are some of the major reasons for the changes and the *role of the SRHR Alliance therein* – as elucidated by the participants:

5.2.1 Governance

Score: 2011 – 3.36

Score: 2015 – 3.79

Reason for change

- ✓ Complete financial transparency with target communities
- ✓ Introduction of Internal Audit mechanisms conducted by external auditor
- ✓ Robust financial systems demand transparency at all levels
- ✓ Involvement of communities in facilities and social audits
- ✓ All documents are accessible to all staff members
- ✓ Almost all transactions with communities are through banks

5.2.2 Organizational Culture

Score: 2011 – 3.30

Score: 2015 – 3.59

NO CHANGE

5.2.3 Organizational management and administration

Score: 2011 – 3.33

Score: 2015 – 3.42

NO CHANGE

5.2.4 Program cycle and process management

Score: 2011 – 3.36

Score: 2015 – 3.64

Reason for change

- ✓ Introduction of baseline and end line assessment as mandatory exercises for all development interventions
- ✓ Rigorous mid-term review processes introduced

Role of Alliance

- *Regular discussions on planning and monitoring parameters in Alliance meetings*

5.2.5 Thematic and programmatic aspects of organization's interventions Score: 2011 – 3.03

Score: 2015 – 3.53

Safe Motherhood

Reason for change

- ✓ Knowledge and skills attained through experience
- ✓ Induction of IEC Officer and establishment of IEC Cell to develop materials
- ✓ Staff received ToT on Menstrual Hygiene
- ✓ Regular training for staff on health issues
- ✓ Staff trained on PLA on Health issues
- ✓ Attended Public hearing on Safe Motherhood

Role of Alliance

- *Trainings provided by Alliance on Sexual Health issues*
- *Exposures to programmes on Health issues*
- *Cross learning amongst Alliance partners in India and Bangladesh and Indonesia*
- *Organized Sexuality Workshop for all NEEDS staff with support from Alliance.*

YFS/ASRH

Reason for change

- ✓ Developed and testing modules ARSH
- ✓ Introduced community knowledge assimilation on Sexual Health issues
- ✓ Use of visual aids with communities
- ✓ Developing and use of tools and approaches to promote ARSH
- ✓ Targeting youth and adolescents on safe abortion
- ✓ Working on ARSH centres at Community Health Centres level
- ✓ Developed communication materials on ARSH
- ✓ Training received by VSO on 'Youth Development'

Role of Alliance

- *Community knowledge and perception research being actively supported by Country Lead*

Family Planning

Reason for change

- ✓ Family Planning issues are an integral part of all Sexual Health related interventions
- ✓ IEC materials developed on Family Planning

SGBV

Reason for change

- ✓ Materials and visual aids developed on gender discrimination and violence
- ✓ Staff trained externally and Internally on Gender Violence

Male Involvement

Reason for change

- ✓ Organised District level symposium on Male Involvement

Role of Alliance

- *Participated in Global Symposium on male Involvement (Men Engage)*

5.2.6 Outputs, outcomes and performance

Score: 2011 – 3.20

Score: 2015 – 3.63

Reason for change

- ✓ Focus on cost effectiveness in all planning processes at all levels
- ✓ Greater coordination amongst sectors in programme implementation
- ✓ Robust business planning processes with communities on livelihood programmes
- ✓ Greater use of internal expertise for capacity building
- ✓ Practice of thrift in organizational activities
- ✓ Definite signs of health and hygiene seeking behaviour amongst communities - example demand for and availability of sanitary napkins in remote villages
- ✓ VHNCs are taking active role in demanding accountability from health service providers
- ✓ Communities from Non Operational villages seeking help from NEEDS for conducting 'Facility Audits'.

5.2.7 Financial administration and management

Score: 2011 – 3.33

Score: 2015 – 3.80

Reason for change

- ✓ Strength of finance team increased
- ✓ Improved monitoring of practices at field level
- ✓ Improved financial planning and monitoring systems introduced and followed

5.2.8 Resource mobilization and use

Score: 2011 – 3.05

Score: 2015 – 3.73

Reason for change

- ✓ Increase in overall budget size and in number of donors

- ✓ Increase in mobilizing resources locally due to convergence with govt and greater community contribution
- ✓ Improvement in mobility facilities for field work
- ✓ Improvement in work spaces in all operational Districts
- ✓ Communication and IT facilities provided to all relevant staff

Role of Alliance

- *Laptops and Tablets provided by Alliance*

5.2.9 External Relations

Score: 2011 – 3.13

Score: 2015 – 3.50

Reason for change

- ✓ NEEDS is presently members in 12 State and National level Networks on SRHR issues
- ✓ Member of Vikas Bazar network on livelihoods issues
- ✓ Greater collaboration with Govt. in implementation of livelihoods programme
- ✓ NEEDS is an automatic invitee to any District level Committee on most development issues
- ✓ NEEDS provided technical support in drawing up 3 District Health Action Plans

Role of Alliance

- *Membership in Men Engage forum*

5.2.10 Human resource management

Score: 2011 – 3.15

Score: 2015 – 3.50

Reason for change

- ✓ Clear Job Descriptions are there and shared with all new incumbents
- ✓ Individual 'daily action plans' are generated by all staff members

5.2.11 PME systems to promote learning

Score: 2011 – 3.18

Score: 2015 – 3.40

Reason for change

- ✓ Increase in personnel to manage field data and introduction of output and outcome tracking processes
- ✓ Introduction of untied funds for field testing of innovative ideas
- ✓ Increased linkages with other organizations of lessons learning and active participation in cyber groups and networks for learning and sharing processes
- ✓ Introduction of 'Case Management Diaries' for continuous tracking of behaviour, knowledge and practices as well as services received

Role of Alliance

- *Sharing of best practices of Alliance partners organized by SRHR Alliance*

5.2.12 Approaches and cross-cutting issues

Score: 2011 – 3.09

Score: 2015 – 3.77

Reason for change

- ✓ Gender Policy updated to include sexual harassment in any form
- ✓ Shift in project strategies to focus on 'Community Entitlements' in all programmes
- ✓ Introduction of sectoral convergence meetings for greater participation
- ✓ Greater involvement of community members in selection processes
- ✓ Facilitating greater Community Based Monitoring of development interventions

Role of Alliance

- *Exposure to innovative approaches adopted by Alliance Partner (CINI)*
- *Training on VHND monitoring provided by CINI*

6. Facilitator's remarks

Since 5 of the 10 participants were new to the process of scoring, the cumulative/average scores arrived at do not always correspond to the discussions. In a few cases although the scores do not indicate significant changes, yet participants provided evidences and instances to illustrate progress made on particular aspects.

The quality of discussions and the evidences provided to substantiate claims are of reliable quality.

7. Conclusion

NEEDS is a small but compact organization with a clear focus on its mission. Despite the staff turnover (in the OCA participants list) there is clarity on the organization's mission and strategy. The members of the staff are also active in their respective fields and there is much youthfulness and energy in the team.

There are definite signs of the organization's improvement in capacities related to SRHR and their recognition among the various stakeholders including the District Administration places them in a position to mainstream and institutionalise many of the interventions and approaches that have been initiated in the course of the SRHR programmes.

Annex 1: Excel Score Sheet with final results of assessment after discussion (doc. 3d (WASH) and 4d (SRHR) (also submit as a separate digital excel file, so that Simavi can further process these results)

Annex 2: Action Plan (doc. 5a (WASH) and 5b (SRHR) (present as separate document)

Annex 3: OSA Evaluation Comments (doc. 5c), with a calculation of the average evaluation scores

Process the individual forms aggregating all results and present averages. Include a small analysis along the lines presented below:

- *Insert # evaluation forms received*
- *Give the total number of participants per score (use a blank evaluation sheet for this presentation)*
- *Transcribe all qualitative statements on the final page of the evaluation*
- *Keep the original formulation forms as proof (in case requested by Avance of Simavi)*