

DRAFT - Assessment Process **BCSA HIV and AIDS Related Organisations as** **at 14th September 2010**

OBJECTIVES OF THE ASSESSEMENT TOOL

1. To identify best practice and contribute towards the process of consolidation of best practice organisations. This includes documentation of their evolution into best practice organisations.
2. To make organisations aware of what is going on in their organisations.
3. To enable organisations to identify, understand and address their critical issues and challenges.
4. Addressing points 2 and 3 will assist in defining an organisational baseline which will be of assistance in measuring progress towards being more relevant, effective, efficient and sustainable organisations.
5. To develop appropriate documentation and reporting formats that demonstrates progress and results.
6. To develop networking, exchanges and solidarity with each other.
7. To gather information that will assist in defining more clearly the support programme of the Desk.
8. To raise awareness of the unfolding process as a result of the assessment tool.

I) General Profile

To be filled in by the leadership of the organisation in a meeting with staff and board members. Based on the "CBO Capacity Analysis" toolkit¹, adapted for the context of the BCSA.

1. Name of the Organisation: _____

2. When was it established? _____

3. Contact details:

¹ CBO Capacity Analysis – A toolkit for assessing and building capacities for high quality responses to HIV, December 2007; download from http://www.aidsalliance.org/custom_asp/publications/view.asp?publication_id=114

Is there access to email – internet – CD ROM – telephone – postal mail?
(please underline)

What is the preferred way of receiving information? _____

Name of Manager office number and cell phone:

Name of Chairperson of the Board and cell phone: _____

4. Communities where the organisation works: _____

5. Registration: Is your organisation registered as NPO? _____

If yes, NPO number: _____

If no, what are the challenges?

Does it have a constitution? _____ (if yes, please enclose a copy of the constitution)

6. Staff and structure:

Who manages the organisation? _____

How many full-time staff, part-time staff, and volunteers? _____

What are their job descriptions (please attach job descriptions)?

Do you have a technical advisor? _____ If so, who? _____

7. Describe your community:

In five lines summarise the state of your community with regard to the general condition of life and in particular HIV/AIDS:

8. List the organisations and structures in your community and what they do and the relationship you have/or do not have with each one:

| Other organisations | Their role | Existing relationship |
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9. List government departments that work in your community and what they do. List the ones that you work with and their role:

| Government departments | Tasks in the community | Existing relationship |
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10. List other organisations and technical service providers that you network with and work and their role (i.e. Pick’nPay, clinics, other FBOs...):

| Other organisations | Their role | Existing relationship |
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11. The organisation’s work:

Do you have a mission, vision and overall objectives/goals

Vision:

Mission:

Overall objectives:

Describe your main area of activities for the period 2010 – 2011:

Activity Description/ target group and number of people reached/ outcomes/achievements and impact of activity/Challenges and their management.

| Area of activity | Estimated number of clients | Impact on the clients | Challenges in the service activity |
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12. Which BCSA church are you related to?

Name, address and contact details:

Describe the relationship your organisation has with the local church.

In particular, how is the church involved/not involved in the organisation?

List the reasons for involvement and non-involvement:

What is the impact of the church's involvement and non-involvement?

More detailed questions:

- At which levels are church members involved in the organisation (board, staff, management)?

- In which ways does the local church and the leadership support the organisation's work (fundraising, promotion, accommodation, technical support, material, food and clothes donations etc.)?

- How are the organisation and the issue of HIV and AIDS integrated and represented in church life (in services, departments, awareness campaigns etc.)?

- Are reports being submitted to the church? Is informal communication taking place regularly? Through whom?

A general question: What are the reasons for the level of church involvement that you have?

13. Key achievements and main challenges

Name key highlights/successes, gains and victories of the organisation's work and why:

Which main problems/issues/constraints do you face? Why? And how do you manage or solve them?

14. Sources of funding

| Source of funding | Date of first funding | What kind of support (Financial, material, other resources)? |
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15. Future plans:

What are the immediate needs/priorities?

Does the organisation have plans to scale up? _____
If so, how?

If the organisation received more funding, how would you use it?

16. Date _____

Names and position of persons involved in completion of profile:

| | |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

II. Areas of Capacity: Area A: Governance – What do we hope to achieve from this area?

Open end question: How do you select leaders, make important decisions and resolve conflict within the organisation?

TICK () THE MOST RELEVANT BOX if there is a variation state below

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|---------------------------------|---|--|---|---|---|
| 1. Rules and regulations | Do you have written rules and regulations accepted and approved by all the members of the organisation? | No rules and regulations () | Some rules written down () | Written rules and regulations exist but weren't widely approved () | Written rules and regulations approved by representatives of the community and the organisation (...) |
| 2. Governing board | Do you have a board that meets and makes decisions that guide your organisation's development? | No committee, no meetings () | Committee is established but it never meets () | Occasional meetings but they rarely agree on decisions () | Regular meetings (quarterly), with useful guidance and decisions made for the organisation () |
| 3. Mission and values | Do you have a mission and set of values which are clearly understood, agreed and approved by all the members of the organisation? | No clear mission and values () | Can describe the mission and values of the organisation, but they have never been agreed or written down () | Mission and values written down long ago, but few people were consulted or understand them now () | Mission and values were agreed by all stakeholders and are regularly used to guide decisions about projects and activities () |

OBSERVATIONS AND ANALYSIS (What are the critical issues and needs? What is the action planned to address them? What support do you need including technical support from whom (including the Desk)? Needs and actions, suggestions for support):

RESOURCES/SKILLS that can be shared with other organisations:

Area B: Finance – What do we hope to achieve?

Open end question: How does the organisation plan and manage its finances?

TICK () THE MOST RELEVANT BOX

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|---|--|---|---|---|--|
| 1. Finances | Does your organisation keep account of money that can be presented on demand? | No accounts kept () | Records kept of money received and spent, but difficult to know how much money is held at any one time () | Accounts kept up to date and balances and statements are prepared and audited at the end of the financial year () | Balances and statements prepared monthly. At year end the audited financial statement is presented to external stakeholders for approval (...) |
| 2. Bank account | Does your organisation have a bank account to hold funds? | Organisation has no bank account but manages all funds in cash () | Someone's personal account used for any funds () | Bank account registered in organisation's name, which requires dual (or specific authorised) check signatories () | A manual record of all payments (cashbook) is kept and reconciled with bank statements on a monthly basis () |
| 3. Supporting documents | Do you maintain supporting receipts and invoices for every expenditure from the grant? | No - receipts/invoices are only asked for when claiming or using money to justify expenses () | Receipts/invoices are needed to justify expenses sometimes, but rarely kept on file () | Receipts/invoices are needed to justify any use of grant money and these are kept on file, but rarely reviewed by anyone () | All receipts/invoices and other supporting documents filed for three years and regularly reviewed by authorised person () |
| 4. Budget and cash flow planning | Does your organisation prepare, monitor and review a budget? | Budgets are prepared for every proposal but not used for anything else () | Budgets are prepared to decide how much to spend on all project and organisation costs, to ensure there is enough money for all future plans () | Budgets are presented annually for approval to a board or representative group of members () | Budgets are compared to money already spent and planned cash flow (to make sure there will be enough cash to keep the organisation running) () |

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| 5. Reporting to donors | Do you provide accurate financial reports on time to donors? | No experience of having to submit donor reports | Reports are submitted, but always late and with incomplete information | Some reports get submitted on time but are often incomplete or get queried by the donor () | Reports always submitted on time and always meet all donor requirements |
| 6. Reporting to the Board | Do you provide accurate financial reports on time to the Board? | No experience of having to submit financial reports to the Board (...) | Reports are submitted but not used for strategic planning (...) | Reports are submitted and discussed. They are the basis for the budgeting of the next financial year. (...) | Reports are submitted in time. Board is aware of the cash-flow situation and can take immediate steps to react on the financial situation. (...) |

OBSERVATIONS AND ANALYSIS (What are the critical issues and needs? What is the action planned to address them? What support do you need including technical support from whom (including the Desk)? Needs and actions, suggestions for support):

RESOURCES/SKILLS that can be shared with other organisations:

Area C: Administration and Human Resources – What do we hope to achieve?

Open end question: How do you organise for your work?

TICK () THE MOST RELEVANT BOX

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| 1. staff/ volunteer organisation | Does your organisation involve a number of salaried staff and volunteers who have different areas of responsibility? | Fewer than five volunteers run the entire organisation () | Five of fifteen volunteers with different roles, some who lead/manage the organisation () | One full-time staff person is paid a salary and organises all the other volunteers () | One to two full-time staff are paid salaries, and volunteers all have different, fixed areas of responsibility (...) |
| 2. staff and volunteer development | How do you ensure that staff and volunteers support and motivate each other and have sufficient skills | No meetings or trainings. Low skill levels as volunteers only to basic work () | Few meetings. Volunteers sent for training only occasionally. () | Occasional meetings to share lessons and support each other. Training is provided informally and externally. () | Regular meetings (monthly), training and team building activities to keep staff and volunteers motivated () |
| 3. Office and equipment | Does the organisation have its own office, meeting space and equipment for handling administration and writing reports? What equipment does the organisation have? | No office, no equipment () | Occasional access to another office and equipment () | Office and equipment (computer/printer) shared with another organisation or individual () | Own office and equipment () |

OBSERVATIONS AND ANALYSIS (What are the critical issues and needs? What is the action planned to address them? What support do you need including technical support from whom (including the Desk)? Needs and actions, suggestions for support):

RESOURCES/SKILLS that can be shared with other organisations:

Area D: Project Design and Management –What do we hope to achieve?

Open end question: How do you select leaders, make important decisions and resolve conflict within the organisation?

TICK () THE MOST RELEVANT BOX

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|---|---|---|--|---|---|
| 1. Activity development and planning | Does the organisation plan the development of its activities, involving all people concerned? | Organisation mainly responds to immediate needs, with little planning () | Occasional short-term planning, e.g. major events or monthly activities () | All the organisation's ongoing activities are normally planned in advance with all staff and volunteers () | Annual plans are always developed and agreed with community members, volunteers, staff, and board (...) |
| 2. Project and proposal development | Are you successful in developing proposals? | Organisation responds to immediate needs, with no project framework or funded proposal () | Funding has been received for one successful proposal mainly developed by an outsider () | Funding has been received for at least one successful proposal in the last three years written and developed within the organisation () | Funding received for at least two proposals developed internally in the last three years, each with needs assessments, activity plans, and budgets () |
| 3. Target Group | What type of people do you try to reach with your HIV related activities? | Always try to reach the entire community () | Work with whomever we can, but try to take care of the more vulnerable people () | Work with specific groups of vulnerable people (e.g. orphans, or women-headed households) () | We seek out people who are especially vulnerable or affected by HIV and together with them design our work relevant to their needs () |
| 4. Monitoring and evaluation (M&E) | Does your organisation have a functioning M&E system? | Organisation does not do monitoring and evaluation for any of its activities () | Organisation mainly responds to immediate donor requests for M&E data, ad hoc, with little planning () | Organisation has an M&E system, is collecting data on an on-going basis and is reporting to donors () | M&E system is documented and data is used to inform management decisions, and to provide feedback to the community () |

OBSERVATIONS AND ANALYSIS (What are the critical issues and needs? What is the action planned to address them? What support do you need including technical support from whom (including the Desk)? Needs and actions, suggestions for support)

RESOURCES/SKILLS that can be shared with other organisations:

Area E: Technical Capacity – What do we hope to achieve?

Open end question: What experience does the organisation already have in HIV and AIDS work?

TICK () THE MOST RELEVANT BOX

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|--|---|---|--|---|--|
| 1. HIV and AIDS knowledge and skills | Do staff and volunteers have the necessary HIV and AIDS knowledge and technical skills to do their duties well? | A few people know basic facts about HIV and AIDS such as methods of transmission, prevention, care and support () | Staff and volunteers know the skills needed for their tasks () | HIV and AIDS issues well understood such as causes of vulnerability, effects of stigma, availability of treatment, but members get no regular training () | HIV and AIDS issues well understood, staff and volunteers trained for the work they do and often provide training and support to others (...) |
| 2. Information, education and communication (IEC) development and utilisation | How do you create messages to raise awareness or change people's thinking? | Do not use any materials, toolkits or activities () | Use some printed pictures or posters to illustrate messages and keep attention of a group () | Use materials or activities aimed at specific groups with specific messages, sometimes developed within the organisation () | Develop or adapt own materials and ensure their effectiveness by pre-testing or involving targeted groups in the production process () |
| 3. Gender and HIV and AIDS | What do staff and members understand about the relationship between gender and HIV and AIDS? | No understanding () | Know that women are more vulnerable but do not know what to do about it () | Have changed the way the organisation works to ensure women get equal participation, and benefit from its activities () | Always analyze how gender is affecting vulnerability to HIV and AIDS and access to services within the community, and respond with appropriate strategies () |
| 4. Human rights and HIV | What do staff and members understand about the | No understanding | Understand people living with HIV and AIDS are | Understand how abuse of human | Actively use explanations of the law and people's rights to |

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| and AIDS | relationship between people's rights, legal protection and HIV and AIDS? | () | often discriminated against and have rights that should be protected () | rights can make people more vulnerable to discrimination and risk of infection, but not sure how to use rights in the work or to help others () | help inform, defend or protect vulnerable people, or to advocate to other e.g. the police () |
| 5. Access to new information | How do you encourage and enable members to learn and develop their knowledge about HIV and AIDS? | No mechanisms for improving HIV and AIDS knowledge () | Some leaflets and information is made available. Occasional informal discussions () | Information regularly accessed through a variety of sources and actively distributed among members () | Regular internal discussions to learn and share knowledge; information regularly accessed from a variety of sources; and access to an internet/email connection () |

OBSERVATIONS AND ANALYSIS (What are the critical issues and needs? What is the action planned to address them? What support do you need including technical support from whom (including the Desk)? Needs and actions, suggestions for support)

RESOURCES/SKILLS that can be shared with other organisations:

Area F: Networking and Advocacy – What do we hope to achieve?

Open end question: How do you understand and initiate networking? How does your organisation do advocacy work?

TICK () THE MOST RELEVANT BOX

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|---|---|---|---|---|---|
| 1. Networking | Are you part of a network? | Organisation is not involved in any network () | Organisation is involved in a network in its area/province () | Organisation is involved in a network with other provinces, and participates in making decisions () | Organisation is involved in a national network as an active partner (...) |
| 2. Advocacy awareness | Do you carry out advocacy activities to address barriers that prevent target groups accessing services or enjoying their rights? | Organisation does not have the skills to develop any advocacy activities () | Organisation has some skills but does not carry out any advocacy activities () | Organisation has initiated small scale advocacy activities with limited impact () | Organisation has effective strategic mechanisms to work on advocacy and carries out advocacy activities which have made positive impacts () |
| 3. Advocacy targeting decision makers | Do you carry out advocacy activities to influence decision makers to change conditions or policies that form barriers to your work in HIV and AIDS? | Haven't thought about local policies or conditions. Little or no targeted advocacy work done in the past () | Have only mobilised general public for support or awareness raising, but nothing targeted at key people or institutions of power () | Have developed targeted activities towards decision makers or policies but have lacked evidence, community voice, or strength of numbers () | Have done convincing evidence or consultation – based advocacy, mobilising allies and using many different communication methods () |
| 4. Advocacy targeting the general population | Do you carry out advocacy activities to influence the general population to change opinions and combat stigma and discrimination? | No advocacy work targeting the general public done in the past | Involved in occasional advocacy work targeting the general public in the past | Have developed targeted activities towards general population but have lacked evidence community voice, or | Have done convincing evidence or consultation – based advocacy, mobilising allies and using many different communication methods |

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| | | () | () | strength of numbers () | () |
| 5. Broader context and networking | Do you work in partnership to achieve common advocacy targets/issues? | Work in isolation. No knowledge of local policies, strategies or work of others () | Some knowledge of local government policies and of other local organisations () | Understand national and local policy and strategies of other organisations working in HIV and AIDS; have personal contacts with a few other relevant people/organisations () | Have effective networks working together, sharing resources or referring clients with local government, private of community organisations () |

OBSERVATIONS AND ANALYSIS (What are the critical issues and needs? What is the action planned to address them? What support do you need including technical support from whom (including the Desk)? Needs and actions, suggestions for support)

RESOURCES/SKILLS that can be shared with other organisations:

OBSERVATIONS AND ANALYSIS (What are the critical issues and needs? What is the action planned to address them? What support do you need including technical support from whom (including the Desk)? Needs and actions, suggestions for support)

RESOURCES/SKILLS that can be shared with other organisations:

III. Planning the next steps

After the assessment, screen your results again:
 Which special skills strength points have you identified in your organisation? Which challenges will you address in the future?
 List three (3) strength points and three (3) challenges/needs in the following two tables:
 The development action plan can be set up on the same workshop day as the assessment itself or in another soon following meeting that ideally involves the same participants again.

| Strengths/Skills | How can it be shared with other organisations in the BCSA network? | When are we able to share it with others? | Who is responsible to share it? | What support can the HIV and Desk provide in this process? |
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| What challenges are most relevant according to your assessment? | What actions are needed to address these challenges? | When can you address them? | Who is responsible for a follow – up? | Which resources/support do you require and how can the HIV and AIDS Desk be of support? |
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IV. The whole process facilitated by the HIV and AIDS Desk

1. After completion of the tool it will be sent to all organisations to be filled in by organisations and returned to the Desk.
2. Field visits and telephonic support will be provided to all organisations. Field visits will take place to the organisations in Gauteng as a priority for an orientation to the assessment tool and the importance of the process.
3. Organisations will return their forms to the Desk.
4. Individual workshops/visits will be held with the Soshanguve hub organisations during 11-13th October. The returned assessment tool will be workshopped together. On the 14th October all participating organisations in the hub will come together for a workshop. At this workshop we will review the process, pick up on key issues that need to be addressed and prepare the hub for their expanded role of being a host learning hub. A report will be prepared at this point.
5. All other organisations will be visited and workshopped.
6. Once there are an appropriate number of organisations in the rest of the country outside the hub visited and prepared through the assessment process, they will be exposed to the hub organisations for a exposure exercise and a workshop. Two such exposure /workshops will take place.