Organizational Capacity Analysis Tool (OCAT)

Pre-Reflection and Relevant Document Checklist

The Freedom Fund’s Organisational Capacity Analysis Tool covers 3 main themes, with 10 different dimensions, as follows:

|  |  |  |
| --- | --- | --- |
| Theme | Dimensions | Explanation of the Dimension |
| 1. Program | * 1. Project Development and Management | Are Projects designed and implemented to a high standard? |
| * 1. Monitoring Evaluation and Learning | Are projects effectively assessed to understand their achievements and impact and is there evidence that the organization uses this information to improve its work? |
| * 1. Accountability to Participants | Does the organization promote ownership among participants and take account of their feedback? |
| 1. Operations | * 1. Human Resources | Does the organisation have systems and processes in place for recruitment, retention, professional development, and performance management of the staff? |
| * 1. Organizational Policies | Does the organization have effective policies and do this support effective functioning of the organization and reduce risk related to programmatic, administrative and governance? |
| * 1. Financial Operation and Management | Does the organization have a system in place to manage financial operations following key principles of transparency? |
| 1. Organization Structure and Sustainability | * 1. Governance | Does the organization have well-established governance and administrative structures in place, making it a transparent and sustainable institution? |
| * 1. Leadership and Values | Does the organization have shared values that it lives out in practice, with accountable leadership at multiple levels of the organisation? |
| * 1. Fundraising | Does the organization have an effective fund-raising strategy, engaging with diverse funding sources? |
| * 1. External Relationships | Does the organisation actively communicate and collaborate with stakeholders and groups of people that help to reach the organizational goals? |

**Pre-Reflection**

*Please complete the following reflection questions and return to the Freedom Fund one week prior to your participation in the Organisational Capacity Analysis Tool during your on-site visit. We also ask that you share the completed pre-site visit reflection document will all staff who will be participating in the on-site visit.*

|  |
| --- |
| 1. **Strengths** |
| Consider the 10 dimensions listed above. Which of the 10 dimensions do you feel best represent the strengths of your organisation? Please list 1-2 dimensions. |
|  |
| Please explain the reasoning behind the dimensions you chose. |
|  |

|  |
| --- |
| 1. **Areas for Improvement** |
| Consider the 10 dimensions listed above. Which of the 10 dimensions do you feel your organisation could improve upon? Please list 1-2 dimensions. |
|  |
| Please explain the reasoning behind the dimensions you chose. |
|  |

|  |
| --- |
| 1. **Other Reflections** |
| Is there anything else you would like the Freedom Fund to be aware of prior to completing the Organisational Capacity Analysis Tool exercise during your on-site visit? |
|  |
| **Relevant Documents Checklist**  In the following table, check-off any documents your organisation has in written form. Please note that these documents are **NOT** required. We do not expect you to have all the documents listed below. This checklist is simply meant to inform your on-site discussions with a Freedom Fund representative. While you are **NOT** required to send the following documents in advance, please be prepared to share written documents with The Freedom Fund representative should it be helpful to review during your on-site visit. |

|  |  |
| --- | --- |
| DIMENSION 1.1: Program Development and Implementation | |
| Annual plan for the organisation |  |
| Program strategy document(s) |  |
| Annual reports |  |
| Community survey/research document(s) |  |
| Target population feedback documents (i.e. meeting notes, survey, etc.) |  |
| DIMENSION 1.2: Monitoring Evaluation and Learning | |
| Sample data collection tool |  |
| Sample report |  |
| M&E annual plan |  |
| Data Protection Policy |  |
| DIMENSION 1.3: Accountability to Participants | |
| Contact list of local stakeholders/referral sources |  |
| External Communications policy/plan |  |
| Advocacy strategy |  |
| DIMENSION 2.1 Human Resources | |
| Organizational Chart or Organogram |  |
| Job and/or role descriptions of key positions across the organisation (executive, programs, finance, administrative support, etc.) |  |
| HR policy that includes guidelines surrounding professional development |  |
| Organizational budget showing line-item for professional budget |  |
| HR forms or tools used for performance management and reviews |  |
| DIMENSION 2.2: Organizational Policies | |
| Employee Handbook, which contains guidelines, policies, and procedures |  |
| Safety and Security Policy |  |
| Recruitment and hiring policies and procedures |  |
| Conflict of Interest Policy |  |
| Sexual and other harassment policy |  |
| Ethical Code of Conduct |  |
| Media and Communications policy |  |
| Safeguarding Policy |  |
| Non-discrimination policy |  |
| Whistle Blowing Policy |  |
| DIMENSION 2.3: Financial Operation and Management |  |
| Organisational budget (present year and forecasted years) |  |
| Financial Policy |  |
| Operating Cash Policy |  |
| Petty Cash Policy |  |
| Financial Reporting Format |  |
| DIMENSION 3.1: Governance | |
| Written by-laws for Board of Directors |  |
| Agenda and minutes for most recent Board of Directors meeting |  |
| Diversity statement or policy |  |
| List of board of directors |  |
| Most updated Organizational Chart or Organogram |  |
| DIMENSION 3.2: Leadership and Values | |
| Succession plan |  |
| DIMENSION 3.3: Fundraising | |
| Fundraising Strategy Policy/Strategy Document |  |
| List of submitted Project Proposals in last three years |  |
| Budget Forecast for next Three Years / Five Years |  |
| List/ Database of Potential Donors |  |
| DIMENSION 3.4: External Relationships | |
| External Communications policy/plan |  |
| Advocacy strategy |  |
| List of network/forum/platform of which organization is part of |  |

**EOD**