



Self Assessment Tool

November 2015



a. Overview

The Impact Awards recognise and reward excellent organisations working with children and young people. They are strong, well-managed organisations that have gone through a rigorous assessment process.

Stars Foundation aims to support these organisations in becoming even stronger at what they do and while keeping in mind the challenging contexts that they are working within, help build resilience and long term sustainability.

Stars Foundation aims to work with Impact Award Winners over a period of two years to build their organisational capacity, supporting them where possible to leverage additional funding and to identify and facilitate networking opportunities that may serve as positive contributions to their work moving forward.

The objectives of the capacity building programme are to:

- Work with each organisation to identify areas of capacity building that will strengthen its ability to achieve its vision, mission and objectives;
- Showcase and encourage the replication of best practices through peer-to-peer sharing and learning opportunities and joint problem-solving;
- Build a network of strong organisations that can then serve as role models for other civil society organisations with whom we can share resources and tools to further replicate best practice.

b. What is it for?

We hope this tool will provide Impact Award winners with the opportunity not only to reflect on its internal capacity and processes, but also to identify its strengths as an organisation and help identify and prioritise areas that may need some particular attention.

This information will be used by Stars and Impact Award Winners to collectively identify and prioritise areas for capacity building support (through the regional capacity building workshops) and to identify opportunities for sharing and learning within the group.

We also hope that this self-assessment will act as a useful tool for Awardees to reflect and implement wider capacity building efforts (with Stars' support or independently) to strengthen its long-term resilience to successfully deliver its objectives.

This self-assessment of Impact Award Winners is intended to complement the findings from Stars' 3-day assessment visit. This will give Stars and Award Winners the opportunity to reflect on the Impact Awards process and the assessment that was made.

Our intention is to resend this tool each year along with our annual reporting procedures, so that Award Winners can track their progress against priority areas identified in the previous year and decide on its priorities moving forward. This also allows Stars to capture a qualitative measure of Award Winners' progress across the time of the Stars relationship. We hope that this information will allow us to draw out any potential correlations with our funding model, to share with others in



c. Who is it for?

We are keen that each Award Winner decides the best process to take to complete this exercise, taking into account any wider considerations that may be specific to your organisation.

However, please do keep in mind that you may get different views and perspectives from different people, depending on their backgrounds and/or role within the organisation.

We encourage you to consult with team members at all levels, Board members, project stakeholders and participants, as well as a range of sources (such as policies and procedures in place) to avoid a potentially biased or one-sided perspective.

We encourage all participants to remain honest, reflective and open in this process, to ensure your organisation gets the most out of the exercise.

d. The Structure

The Self-Assessment tool is divided into six sections (based on the Impact Awards assessment criteria):

1. **Programmes and Impact;**
2. **Leadership and Governance;**
3. **Finance and Sustainability;**
4. **Human Resources;**
5. **Inclusiveness and Collaboration;**
6. **Future Plans and Ambitions.**

Each section includes a brief overview as well as a section for you to identify priority areas, potential strategies to tackle these and an opportunity to capture existing capacity building efforts you are already working on.

The first five sections provide a comprehensive set of questions based on the subject theme. The last section - Future Plans and Ambitions - provides more flexibility for you to identify specific capacity building areas that may relate to your organisation.

e. For each question you will...

- Select the example that best represents your current status as an organisation;
- Specify whether or not this is an area you would like to develop as an organisation (Yes/No)
- Rate whether this is a priority for your organisation (1 = low / 2 = medium / 3 = high priority)

There is a comments box after each question, should you find it useful to capture any comments or sources of evidence you have used.

f. Next steps

- Complete the Self-Assessment tool and prioritisation table for each section;
- Submit the completed document to the Regional Programme Officer (by the deadline specified);
- Stars will collate findings and send you a visual representation of your self-assessment as well as a comparison of the average across the group;
- Regional winners will discuss and prioritise findings during the Awards week to collectively decide a plan of action for Stars' capacity building support;
- Stars will share the self-assessment tool (as part of its wider reporting tools) on an annual basis (for 2 years).

1. Programmes and Impact

During our assessment process, Stars sought to understand your organisation's ability to articulate the needs you are seeking to address and the context in which it is operating; the programmatic response you are offering and the rationale behind it; your achievements and impact to date on the lives of children, and how these are measured and captured.

Please reflect on the questions below and for each question:

- Select the example that best represents your current status as an organisation
- Specify whether or not this is an area you would like to develop as an organisation (Yes/No)
- Rate whether this is a priority for your organisation (1 = low / 2 = medium / 3 = high priority)

	To what extent...	1 = Not at all	2 = Somewhat	3 = Mostly	4 = To a great extent	Enter answer number	Develop? (Y/N)	Priority (1-3)	Comments (optional)
1	Are you able to <u>monitor</u> the performance of your organisation's work?	e.g. we do not monitor our performance or work.	e.g. monitoring is conducted very infrequently (or on an ad-hoc basis) and is a challenge for us as an organisation.	e.g. we have routine and regular monitoring processes in place that help us to review performance. There are no dedicated staff members responsible for this.	e.g. we have routine and regular monitoring processes in place that help us to review performance. We have an independent M&E unit that is responsible for monitoring our work				
2	Are you able to <u>evaluate</u> the performance of your organisation's work?	e.g. we do not evaluate our performance or work.	e.g. evaluation is conducted very infrequently (or on an ad-hoc basis) and is a challenge for us as an organisation.	e.g. we have routine and regular evaluation processes in place that help us to review performance. There are no dedicated staff members responsible for this.	e.g. we have routine and regular evaluation processes in place that help us to review performance. We have an independent M&E unit that is responsible for evaluation of our work and/or have conducted independent evaluations in the past.				
3	Are you able to <u>demonstrate long-term changes</u> (5+ years) that your work has made on the lives of children and young people?	e.g. we are only able to demonstrate the short-term outputs of our work.	e.g. we can demonstrate outputs and outcomes but these are mostly short-medium term. We have some qualitative examples of long term change but these are mostly anecdotal.	e.g. we have qualitative and quantitative indicators in place that help us to demonstrate long term changes related to our work.	e.g. we have qualitative and quantitative indicators in place that help us to demonstrate long term changes related to our work; evidence collected has been verified by an independent evaluation of our work.				
4	Does your organisation <u>use the information it collects to inform your work</u> ?	e.g. we do not use the information we collect to inform our work.	e.g. we use the information we collect to inform our work, but processes for this are informal and/or ad-hoc.	e.g. we have formal mechanisms in place to ensure information collected informs our work.	e.g. we have formal mechanisms in place to ensure information collected informs our work. This is done regularly (throughout the project-cycle).				
5	Do your different <u>programmes and activities feed into a longer term strategy</u> for the organisation?	e.g. this is not something that we consider when developing programmes or activities.	e.g. this is something we consider where possible but the design of programmes and activities can sometimes be more opportunistic.	e.g. the majority of our programmes and activities feed into a longer term strategy.	e.g. all of our programmes and activities are aligned with a longer term strategy.				

1. Programmes and Impact

Priorities	Looking at the scores above, please list the capacity needs that are most important to your organisation in each area.
Plan of Action	How might you organise your work in order to achieve the priorities identified? Are you already engaged in wider capacity building activities to address any of these areas?
Resources/ support required	What additional support might be required? Can this be done internally? Will it require external support?

2. Leadership and Governance

During our assessment process, Stars sought to understand the respective roles and responsibilities of your organisation's governing body and management team and the process by which you set the strategy for the organisation to identify upcoming priorities.

	<i>To what extent...</i>	1 = Not at all	2 = Somewhat	3 = Mostly	4 = To a great extent	Enter answer number	Develop? (Y/N)	Priority (1-3)	Comments (optional)
1	<i>Does your organisation engage in <u>strategic planning</u>?</i>	e.g. we do not have a strategy or any strategic planning processes in place.	e.g. we have an annual strategic planning process only.	e.g. we have longer term strategic planning processes (3+ years) but sometimes deviate from these plans.	e.g. we have longer term strategic planning processes (3+ years) with annual reviews to ensure that we remain on-track.				
2	<i>Does your strategic development process include the input of <u>your Board, staff, stakeholders and beneficiaries</u>?</i>	e.g. just one or two people are involved.	e.g. the Board and senior management team are involved only. Other staff members, stakeholders and beneficiaries are not consulted.	e.g. the Board, senior management team and staff at all levels are involved. Stakeholders and beneficiaries are consulted at certain points in the process.	e.g. the Board, senior management team and staff at all levels are involved. Stakeholders and beneficiaries are engaged meaningfully and actively involved from start to finish.				
3	<i>Do the skills, experience and background of Board members (or equivalent) <u>match the needs</u> of your organisation?</i>	e.g. the Board is not gender-balanced or inclusive of representatives from our target group. Their skills are not particularly varied or reflective of our needs as an organisation.	e.g. Board members are diverse in terms of skills/ backgrounds, but there are some gaps. Efforts have been made to improve the gender-balance and inclusion of target groups, but we still have some way to go.	e.g. Board members meet most of our requirements in terms of skills and experience. However there are still a few gaps relating to ensuring it is representative and inclusive of our target group (or vice versa).	e.g. Board members meet all our requirements in terms of skills and experience and is representative of our target groups (for example, there is good gender balance and representation of youth as well as different ethnicities/abilities etc.).				
4	<i>Are your Board members (or equivalent) <u>engaged in the work</u> of your organisation?</i>	e.g. members are not delivering against their responsibilities	e.g. members are delivering against their overall roles and responsibilities, but in general oversight and support is minimal.	e.g. in addition to delivering against overall roles and responsibilities, more specific roles and responsibilities are defined and members provide additional support to the team, when requested.	e.g. Board members are actively engaged and proactively support the team in areas of added-value, such as fundraising or provision of training to staff.				
5	<i>Are the <u>skills and experience</u> of your Senior Management team <u>relevant</u> to the needs of your organisation?</i>	e.g. we are very reliant on the Executive Director for the implementation of our strategy and to make important decisions for the organisation.	e.g. the senior management team has relevant and complementary skills but there are some departments not fully represented. A large proportion of decision-making still rests with the Executive Director.	e.g. the senior management team has relevant and complementary skills with all departments represented in decision-making processes.	e.g. the senior management team has relevant and complementary skills and experience; the organisation is not reliant on any one member. They actively lead decision-making processes.				

2. Leadership and Governance

Priorities	<i>Looking at the scores above, please list the capacity needs that are most important to your organisation in each area.</i>
Plan of Action	<i>How might you organise your work in order to achieve the priorities identified? Are you already engaged in wider capacity building activities to address any of these areas?</i>
Resources/ support required	<i>What additional support might be required? Can this be done internally? Will it require external support?</i>

3. Finance and Sustainability

During our assessment process, Stars sought to understand the financial processes and controls in place within your organisation and the implementation of financial guidelines and policies. We also sought to understand your approach to fundraising and wider income diversification strategies.

	To what extent...	1 = Not at all	2 = Somewhat	3 = Mostly	4 = To a great extent	Enter answer number	Develop? (Y/N)	Priority (1-3)	Comments (optional)
1	Is your organisation in a <u>financially secure</u> position?	e.g. financial reserves are very low and we are uncertain of where funds will be found from one year to the next.	e.g. financial reserves are somewhat lacking but funds are secured for the coming year.	e.g. financial reserves are relatively healthy and we have a good proportion of funding secured for the following few years.	e.g. financial reserves are at a very healthy level and we have sufficient funds for the next few years (which correspond to the strategic plan for the same period).				
2	Does your organisation have <u>diverse sources of funding</u> in place?	e.g. we are heavily reliant on one or two main donors.	e.g. we have made efforts to diversify our donor base but one or two donors still represent a large proportion of our income.	e.g. we have a range of donors and do not feel overly-reliant on any one donor; we have some multi-year agreements in place.	e.g. we have a range of donors and do not rely on any one donor. We are in a strong position to work with those most aligned with our work and approach.				
3	Are you able to <u>generate your own income</u> as an organisation?	e.g. we haven't had any success in generating our own income.	e.g. we have been successful in generating some small amounts of income in the past (but our approach is ad-hoc).	e.g. we generate a regular amount of income each year. We plan to increase this proportion further in the coming years.	e.g. we generate a substantial proportion of our own income each year. Income generating activities are integrated with programmes and sustain the organisation's work.				
4	Are your <u>financial processes</u> working well?	e.g. we do not have adequate systems/policies in place, staff lack the required training and there is no financial software in place.	e.g. we have policies and processes in place and staff are adequately trained (for the most part). However we still follow manual accounting processes, which makes the process less efficient.	e.g. staff have received all the necessary training and understand the systems and procedures documented in our policy. Our financial software is appropriate to our financial management needs.	e.g. staff have received all the necessary training and understand the systems and procedures are documented in our policy. We regularly review our procedures – including use of our financial software - to strengthen financial management further.				
5	Are you satisfied with the <u>financial monitoring</u> processes in place?	e.g. this is done too infrequently; responsibilities are not defined.	e.g. responsibilities are clear but tend to sit with just one person. We could strengthen these processes further and/or increase their frequency.	e.g. responsibilities are clear and divided across different team members to ensure controls are maintained. However the Board could provide more regular oversight of finances (not just once a year).	e.g. responsibilities are clear and divided across different team members to ensure controls are maintained. Regular oversight and support is provided by a Board member with financial expertise.				

3. Finance and Sustainability

Priorities	Looking at the scores above, please list the capacity needs that are most important to your organisation in each area.
Plan of Action	How might you organise your work in order to achieve the priorities identified? Are you already engaged in wider capacity building activities to address any of these areas?
Resources/ support required	What additional support might be required? Can this be done internally? Will it require external support?

4. Human Resources

During our assessment process, Stars sought to understand the processes in place for recruitment and performance management of staff and volunteers, training and growth opportunities and the implementation of human resources policies in place, including Child Protection procedures.

	To what extent...	1 = Not at all	2 = Somewhat	3 = Mostly	4 = To a great extent	Enter answer number	Develop? (Y/N)	Priority (1-3)	Comments (optional)
1	<i>Is your organisation <u>inclusive of staff and volunteers with a range of backgrounds and abilities</u> (please consider gender, religion, ethnicity, abilities etc.)?</i>	e.g. there is no Equal Opportunities policy in place and little diversity among staff and volunteers	e.g. there is an Equal Opportunities policy in place but in practice there is little diversity among staff and volunteers (or vice versa).	e.g. there is an Equal Opportunities policy in place as well as other policies that promote inclusion (e.g. a Gender policy). There is some diversity among our staff and volunteers; however this could still be improved.	e.g. there is an Equal Opportunities policy in place. Inclusion and diversity is celebrated and embedded within all policies and approaches of the organisation. This is evident from the diverse staff and volunteer body.				
2	<i>Are you able to provide <u>development opportunities</u> for staff and volunteers?</i>	e.g. we have limited (or no) opportunities available.	e.g. we provide some development opportunities (such as internal trainings) but opportunities for progression are limited.	e.g. we provide a number of development opportunities (such as internal and external trainings); where possible, we promote internally.	e.g. we have a number of strategies in place to support the development of staff and volunteers. Many of our senior members started out in more junior positions.				
3	<i>Does your organisation promote <u>personal wellbeing</u> among its staff and volunteers (reasonable working hours, psycho-social wellbeing etc.)?</i>	e.g. we have limited (or no) capacity to consider staff and volunteer wellbeing.	e.g. we try to encourage personal wellbeing by including it in our policies and processes (e.g. reasonable working hours); however pressures to deliver services often override these guidelines.	e.g. personal wellbeing is promoted and efforts are made to ensure implementation of policies related to it; we would like to do more – e.g. provide counselling – but funding is limited.	e.g. personal wellbeing is promoted and monitored on a routine basis; a range of appropriate policies and interventions are in place to promote and ensure wellbeing.				
4	<i>Are you able to conduct <u>background checks</u> (including child protection related checks) for all staff and volunteers?</i>	e.g. we do not conduct any background checks on staff or volunteers.	e.g. we have started to implement background checks on staff and volunteers but this is a relatively new process (and/or is implemented on an ad-hoc basis).	e.g. we have conducted background checks for a number of years and see the value in doing so. However information can sometimes be limited, given the context.	e.g. we have conducted background checks for a number of years and see great value in doing so. We have found successful strategies to ensure meaningful information is captured, including those related to child protection.				
5	<i>Are <u>child protection policies and procedures</u> in place and implemented?</i>	e.g. we have no child protection policy or procedures.	e.g. we have a child protection policy but implementation is ad-hoc. No training is provided to staff and volunteers.	e.g. we have a child protection policy in place and training is provided to all staff and volunteers when they join. However, creating ownership and a sense of responsibility across the entire team remains challenging.	e.g. we have a policy in place with regular reviews and training to staff and volunteers. There is a person in the team allocated to deal with child protection issues, so staff know who to speak to about these issues. Ownership and responsibility is felt across the organisation (including the				

4. Human Resources

Priorities	<i>Looking at the scores above, please list the capacity needs that are most important to your organisation in each area.</i>
Plan of Action	<i>How might you organise your work in order to achieve the priorities identified? Are you already engaged in wider capacity building activities to address any of these areas?</i>
Resources/ support required	<i>What additional support might be required? Can this be done internally? Will it require external support?</i>

5. Inclusiveness and Collaboration

During our assessment process, Stars sought to understand the extent to which your organisation involves its beneficiary groups in the design, delivery and evaluation of your work, has processes in place to consult and engage with other stakeholder groups, and whether or not your organisation is engaged in meaningful partnerships and collaboration.

	<i>To what extent...</i>	1 = Not at all	2 = Somewhat	3 = Mostly	4 = To a great extent	Enter answer number	Develop? (Y/N)	Priority (1-3)	Comments (optional)
1	<i>Are you working with the relevant <u>networks</u> related to your work?</i>	e.g. our involvement with networks is limited.	e.g. we are a part of various networks; however engagement is limited due to a lack of time and resources.	e.g. we are engaged in the main networks related to our work (on a country, regional and/or international level).	e.g. we are actively engaged in and lead some of the main networks related to our work.				
2	<i>Are <u>partnerships and collaboration</u> central to your programmatic approaches?</i>	e.g. we deliver our work independently of others.	e.g. we try to work in partnership with other organisations and stakeholders where possible but our overall approach is not reliant on them.	e.g. we have partnerships in place with NGOs, government and/or the private sector but are aware of further links to be made.	e.g. we collaborate fully with other organisations and stakeholders to avoid duplication and ensure the highest results possible.				
3	<i>Are you working with actors across <u>different sectors</u>?</i>	e.g. we typically work alone, or very occasionally with other NGOs.	e.g. we work in partnership with other NGOs but find it challenging to engage with government and/or the private sector.	e.g. we have partnerships in place with NGOs, government and/or the private sector but are aware of further links to be made.	e.g. we have meaningful partnerships in place with a number of different sectors (including the government and private sector); levels of engagement are high.				
4	<i>Are your <u>stakeholders</u> able to contribute to <u>programme design, delivery and evaluation processes</u>?</i>	e.g. limited (or no) opportunities for stakeholders to contribute to the project cycle.	e.g. some opportunities for stakeholders to contribute but this is on an informal and/or on an ad-hoc basis.	e.g. opportunities are integrated formally into each stage of the project cycle; however the approach is typically more consultative.	e.g. opportunities are integrated formally into each stage of the project cycle; the approach focusses on developing ownership.				
5	<i>Are your <u>beneficiaries</u> (in particular, children and young people) able to contribute to <u>programme design, delivery and evaluation processes</u>?</i>	e.g. limited (or no) opportunities for children and young people to contribute to the project cycle.	e.g. some opportunities for children and young people to contribute but this is on an informal and/or on an ad-hoc basis.	e.g. some opportunities are integrated formally into each stage of the project cycle; however the approach is typically more consultative.	e.g. opportunities are integrated formally into each stage of the project cycle; the approach focusses on developing ownership.				

5. Inclusiveness and Collaboration

Priorities	<i>Looking at the scores above, please list the capacity needs that are most important to your organisation in each area.</i>
Plan of Action	<i>How might you organise your work in order to achieve the priorities identified? Are you already engaged in wider capacity building activities to address any of these areas?</i>
Resources/ support required	<i>What additional support might be required? Can this be done internally? Will it require external support?</i>

6. Future Plans and Ambitions

During our assessment process, Stars sought to understand your organisation’s ability to articulate the needs you are seeking to address and the context in which it is operating; the programmatic response you are offering and the rationale behind it; your achievements and impact to date on the lives of children, and how these are measured and captured.

In this section we would like to hear from you about any other areas of organisational capacities that you feel may be important in order to achieve your future plans. This should include anything additional you feel is important to capture when thinking about your organisation’s capacity and its ability to achieve its long-term plans and ambitions.

- Please capture these additional areas (however varied they may be!) in the table below and use the scale (1-4) to measure your current capability in relation to these
- Specify whether or not this is an area you would like to develop as an organisation (Yes/No)
- Rate whether this is a priority for your organisation (1 = low / 2 = medium / 3= high priority)

	<i>Other capacity areas we need to consider when considering our long term ambitions are...</i>	1 = Not at all	2 = Somewhat	3 = Mostly	4 = To a great extent	Enter answer number	Develop? (Y/N)	Priority (1-3)	Comments (optional)
1									
2									
3									
4									
5									

6. Future Plans and Ambitions

Priorities	Looking at the scores above, please list the capacity needs that are most important to your organisation in each area.
Plan of Action	How might you organise your work in order to achieve the priorities identified? Are you already engaged in wider capacity building activities to address any of these areas?
Resources/ support required	What additional support might be required? Can this be done internally? Will it require external support?



Conclusion

Thank you for successfully completing the Self-Assessment tool. We hope this was a useful exercise for your organisation to reflect on its capacities and capabilities in different areas.

As noted under Next Steps, Stars will collate your answers to prepare a visual representation of your findings. We will also share this tool with you again next year so that you can capture any changes over the period. We hope this tool will act as a useful resource as you focus on organisational capacity building efforts in the coming year, and welcome any feedback you may have to strengthen the tool moving forward.

In the more immediate future, Stars will also use the information provided (and your identified priorities) as a basis to guide conversations during the session in Awards week with the regional group of Award Winners. Our intention within this session is that the group will collectively decide on a plan of action for the regional workshops and identify wider opportunities for sharing/learning that Stars may be able to help facilitate. We look forward to these discussions with you.

Thank you!