Capacity Assessment Tool (CAT)
For Site Support Groups (SSGs)
BirdLife Africa Partnership

Conserving Biodiversity in Africa:
Guidlines for Applying the Site
Support Group Approach

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Acknowledgments

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Abbreviations

CAT: Capacity Assessment Tool
CET: Conservation Empowerment Index
FBO: Faith Based Organisation
IBA: Important Bird Area
OCA: Organisational Capacity Assessment
NGO: Non-Governmental Organisation
SSG: Site Support Group

School Children at Seychelle Bird Festival

Introduction

BirdLife International is a global partnership of national Non-Governmental Organisations (NGOs) working with people to conserve wild birds, their habitats and global biodiversity and striving towards the sustainable use of natural resources and livelihoods improvement. Currently, the Partnership works in more than 106 countries organised under six regional groupings. In Africa, BirdLife Africa Partnership is a growing network of 22 national Partners, Affiliates and Programmes with about 300 staff and over 30,000 members. An additional 200,000 children from 5000 Wildlife Clubs are involved in Partnership activities

every year. Partners are involved in among others, research, conservation action, environmental education, policy and advocacy and sustainable development. BirdLife Africa Partnership works with local community groups living within and around Important Bird Areas (IBAs), sites considered critical for biodiversity conservation. These groups are commonly known as Site Support Groups (SSGs). In general, SSGs aim at promoting conservation, improving their livelihoods, and engagement in advocacy for enabling decisions and desired policy for sustainable development and conservation. In Africa, there are about 150 SSGs across 1,231 IBAs. However, their activities are diversified, depending on the ecological and socio-economic context in particular sites. The most common activities include monitoring of habitats and species, education and awareness, policy and advocacy, and local projects on income generation for livelihoods improvement.

Capacity Building within the BirdLife African Partnership

There is no overall theory of capacity building. It encompasses institutional development but goes beyond individual organisations and institutions to broader systems, groups of organisations and networks by addressing complex multi-faceted problems. It thus requires the participation of various actors, organisations and institutions[1]. A regional review of the experience of SSGs approaches at national level in Africa by BirdLife Africa Secretariat[2] revealed a clear and definite need for sustained capacity building strategies for the SSGs customised to local context. SSGs require increased support (from national Partners and the network) to build their capacity for effective co-ordination of

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[1] For an evaluation of capacity building approaches by civil society organisations, see: Blagescu & Young (2006). *Capacity Development for Policy Advocacy: Current Thinking and Approaches among Agencies Supporting Civil Society Organisations.* ODI Working Paper 260

[2] Zeba, S. 2004. *Experience of SSGs Approaches at National Level-Taking stock of Early Experience in Africa: Regional Review Report,* BirdLife International Africa Partnership Secretariat.

projects at IBA sites. This need is also increasingly being reflected in SSGs work given the dynamics of conservation and development policy processes at local and national levels.

Significant support to SSGs is already being provided by national Partners in Africa. In order to continue with this support in a most effective way, it is important to determine the development and capacity status of SSGs so as to design need-based intervention strategies. As a capacity enabler, BirdLife Africa Secretariat, therefore, seeks to identify effective intervention strategies, determine resource needs for SSGs, and evaluate the ability of SSGs to implement projects at the local level. The secretariat has developed a standard Capacity Assessment Tool (CAT) for use to evaluate SSG capacity status across the African network. This will provide a standard baseline to understand the aggregate capacity strengths and challenges of each SSG.

Elements of the Capacity Assessment Tool (CAT)

The CAT has been developed based on the Conservation Empowerment Index (CEI) – a capacity assessment tool produced by Nature Kenya, the BirdLife Partner in Kenya. All the 40 organisational capacity assessment aspects contained in the CAT are derived from the CEI, the BirdLife's Quality Assurance Standard[3], the McKinsey Capacity Assessment Grid[4] and from Pact's Organisational Capacity Assessment (OCA) Tool[5] which measure individual capacity needs of NGOs and Faith Based Organisations (FBOs) and the effectiveness of those organisations' capacity building initiatives. The use of the CEI aspects ensures continuity of a process already established within the network by the BirdLife Partnership in Kenya. BirdLife's Quality Assurance Standard helps to

[3] BirdLife International. Quality Assurance System for BirdLife Organisations.

[4] The McKinsey Capacity Assessment Grid is a tool designed to help non-profit organisations assess their organisational capacity. The Grid can be used to identify those particular areas of capacity that are strongest and those that need improvement, or to measure changes in an organisation's capacity over time Ref: *"Effective Capacity Building in Non-Profit Organisations",* prepared by McKinsey & Co for Venture Philanthropy and Partners (www.venturepp.org)

[5] Pact Ethiopia OCA tool, 2001

maintain the high standard set by BirdLife Partners, and serves as a basis for developing a standard SSGs capacity evaluation mechanism for all African Partners. The McKinsey Capacity Assessment Grid is a widely used tool and represents global best-practice on capacity assessment for non-profit organisations. The grid can be tailored and customised to different situations due to its flexibility. Pact's OCA tool is also widely used and adopted and adapted by many NGOs, FBOs and people's organisations working in all areas on sustainable development.

The Capacity Assessment Tool (CAT) contains the following features:

1. An assessment of forty aspects of an organisation's capacity. Thirty four of these aspects are drawn from the CEI and the remaining six have been drawn from both the BirdLife Quality Assurance document and the McKinsey Capacity Assessment Grid (these are underlined in the matrix chart) while Pact's aspects have been adapted and mainstreamed across the 40 aspects

2. The capacity assessment aspects are clustered into four broad categories: (i) Aspirations and Strategy; (ii) Organisational Skills; (iii) Human Resources; and (iv) Systems, Infrastructure and Organisational Structure

3. The weighting on the assigned ranks are standardised to 10 aspects of organisational capacity. This enables the assessors to identify clear and targeted areas of capacity building intervention based on the four broad categories

4. A space is provided for filling in the explanations of the scores. This allows the assessor to capture the reasons behind the selected scores, as well as additional information relevant to the analysis.

Photo credit: Nature Kenya

Forest Guards in training

Assessment Process

The CAT takes into consideration the fact that SSGs are at different stages of growth and development, and that their capacity needs and intervention strategies will largely depend on the circumstances of individual SSGs. A few assumptions are, therefore, worth noting before using the CAT. These are that SSGs are locally based, more often rural entities operating at the site level; the approaches to SSG formation and management are different in each site; and that assessment should be based on a process of consultation with SSGs and national Partners. BirdLife highly recommends flexibility regarding local capacity issues and approaches, including the use of this assessment tool. A very participatory way of doing the assessment is also highly encouraged where not just the group members are involved but also represen-

tatives from all the other stakeholders such as relevant government personnel, other groups, NGOs, and private sectors that work in the area, area administration offices among others. The following steps are suggested in undertaking the assessment process:

1. Meet with the SSG officials and explain the process at least two weeks before the actual assessment date. It's recommended that one or two of these be well-versed with the process and be the ones to lead the group together with the main assessor for ownership

2. Provide the questionnaire to the group officials after the briefing meeting and give an overview of the purpose of the whole exercise, explaining any terms which could potentially have any hidden meanings

3. Encourage the group to organise a consultative meeting with a few selected members of the group – preferably the old members – to go through the questionnaire

4. During the joint assessment meeting, encourage participants to think about the aspects of the organisation in creative and interesting ways – a well thought-out and relevant ice-breaker could elicit this.

5. When attaching a score to any of the indicators, encourage the participants to think and write down reasons for their scores – this is very helpful during the analysis and discussions thereafter. A space is provided for entering this information. Explain to the participants to mark the box that is closest to describing the situation at hand: descriptions will rarely be perfect. Consensus must be reached by the participants before the score is put down.

6. Officials together with the main assessor then do the analysis and get results for each aspect, working out the weakest points in the SSG where capacity needs to be built but also the strongest aspects which can sustain the SSG.

7. Confirm with the members that the results are a true reflection of the situation in the group and where necessary work out changes through group consensus.
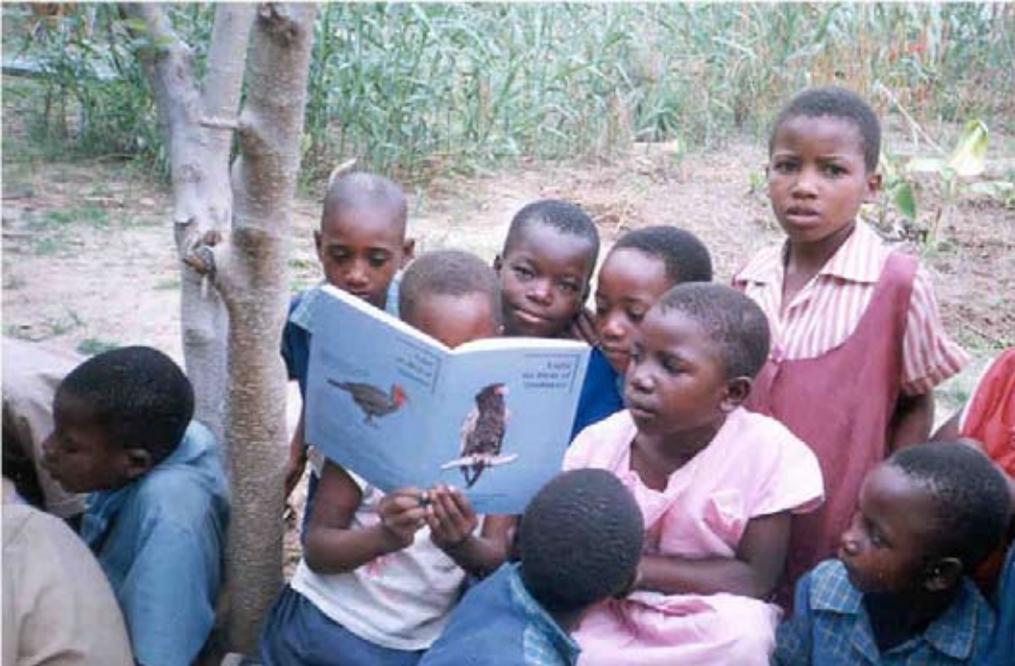
Peers learning about birds

8. The next thing is to discuss how they think capacity will be built and what resources will be needed to do it and where they think they could get the resources.

9. A macro-environment analysis can then be done with guidance from the assessor

10. The assessor will then do the report, share it with all stakeholders for input and then do a final report which is endorsed and owned by the SSG and which the SSG, BirdLife Partnership and other willing stakeholders can officially use to build the capacity of the SSG.

11. The report serves as a baseline and other future assessments can use it to gauge the gains made.

12. Another assessment can then be done after two years to assess improvements and chart way forward.

Scoring Instructions

Each statement should be scored with a number from 1 – 6 denoting the following:

1. Needs urgent attention and improvement
2. Needs attention
3. Needs improvement on a fairly wide scale, but not major or urgent
4. Needs improvement in limited aspects, but not major or urgent
5. Room for some improvement
6. No need for immediate improvement

The scores above correspond to different stages of development of a given organisation . Such organisational development stages of the group or institution are described below[1]:

Nascent: (1 - 2.4)	The organisation is at the earliest stages of development. All the components measured through this assessment are in either a rudimentary form or non-existent.
Emerging: (2.5 - 4.0)	The organisation is developing some capacity. Structures for governance, management practices, human resources, financial resources, and service delivery are in place and functioning
Expanding: (4.1 - 5.0)	The organisation has a track record of achievement: its work is recognised by its constituency, the government, the private business sector, and other NGOs active in the same sector.
Mature: (5.1 - 6.0)	The organisation is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks.

[1]PACT Ethiopia (2001), Organizational Capacity Assesment Tool, PACT Ethiopia

Photo credit: Nature Kenya

Participants during Monitoring

Rating	Stages
1.0 to 2.4	Nascent
2.5 to 4.0	Emerging
4.1 to 5.0	Expanding
5.1 to 6.0	Mature

SSG Capacity Assessment Tool

Name of SSG ....

Date of Assessment ....Assessor ....

Background Information

When was the SSG founded? ....

What is the total number of SSG members? ....

Disaggregated by gender: Male .... Female...............................

How many are youth? Male .... Female .... Total ....

Aspirations and Strategy

Aspects being assessed	Rank assigned						Briefly explain the reasons for

Aspirations

Mission, Vision and Strategic Goals

	Aspects being assessed	1	2	3	4	5	6	Briefly explain the reasons for
1.	**Values and Purpose:** The SSG has a clear understanding of the purpose of their mission and strategic goals, and what it aspires to achieve, and adheres to the values of the group	1	2	3	4	5	6	
2.	**Risk assessment:** The SSG understands and responds to the risks to which the group is exposed, including likelihood, impacts and potential solutions/mitigation measures	1	2	3	4	5	6	

		1	2	3	4	5	6
	3. Constituency: 3.1. The entire membership is well informed about the group's programmes, to the level that they can contribute effectively in the group's objectives and plans	1	2	3	4	5	6
	3.2. The SSG membership is involved in advocacy, capacity building and resource mobilisation work	1	2	3	4	5	6
	4. Overarching Goals: SSG's vision translated into clear, bold set of (up to three goals) that the group aims to achieve specified by a well-defined time frame for attaining goals	1	2	3	4	5	6
Conservation Goals	**5. Involvement in Conservation:** The SSG has a demonstrable interest in conservation, has projects and activities that relate to the conservation issues at their IBA site	1	2	3	4	5	6

Strategy			1	2	3	4	5	6
Overall Strategy	6.	Strategic Focus: The SSG has a strategic action plan complete with clear objectives, achievable targets and clear focus on environmental conservation	1	2	3	4	5	6
Organisational Review	7.	Group Review: The SSG leadership periodically reviews the structure and programmes of the group to ensure effectiveness and best use of resources	1	2	3	4	5	6
Program Development	8.	Projects Development: The SSG understands the project development process, implementation procedures, including work planning, how donors work, M&E, reporting accounting, and project modifications	1	2	3	4	5	6

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Sustainability, Fundraising and Revenue Generation	9. Sustainability Measures:								
	9.1. The SSG has reliable and varied sources of income (foreign and local), and is able to mobilise resources through proposal writing and/ or has established (or has the potential of establishing) income generating nature-based enterprises	1	2	3	4	5	6		
	9.2. The SSG networks with other like organisations to mobilise resources	1	2	3	4	5	6		
	9.3. The SSG has links to networks, coalitions and specialised institutions that are useful to it and has plans for its continuity	1	2	3	4	5	6		

Goals/Performance Targets	10. Monitoring:	1	2	3	4	5	6
	10.1. The SSG together with the entire membership keeps track of the implementation of plans against the group's objectives	1	2	3	4	5	6
	10.2. SSG projects have a set time frame between initiation and completion	1	2	3	4	5	6
	10.3. SSG has clear set of indicators for all projects	1	2	3	4	5	6
	10.4. M&E results are shared with all members and other stakeholders and also used for projects development	1	2	3	4	5	6
Total Ranks		10	20	30	40	50	60
Ratings		1-10=1	11-20=2	21-30=3	31-40=4	41-50=5	51-60=6

		1	2	3	4	5	6
Operational Planning -	1. Planning Process: The SSG has a clearly documented and well understood process on how it should plan and review its work	1	2	3	4	5	6
	1.2 SSG plans are based on available resources and include M&E aspect.	1	2	3	4	5	6
	2. Resources: Planning within the SSG takes into account financial and human resources available	1	2	3	4	5	6
Financial Planning and Budgeting	3. Budget Management: 3.1. The leadership together with the treasurer manages the group's budget to avoid financial deficits	1	2	3	4	5	6
	3.2. SSG has an annual budget against which expenditure is done.	1	2	3	4	5	6

Internal Communication		1	2	3	4	5	6
	3.3. Internal audits are conducted on a regular basis	1	2	3	4	5	6
	4. Communication within SSG: 4.1. Planning and all other activities within the group are properly communicated. Key information is effectively shared in a timely manner with all the officials, and the entire SSG membership	1	2	3	4	5	6
	4.2. SSG members work on voluntary basis and value their membership within the SSG	1	2	3	4	5	6

		1	2	3	4	5	6
	5. Meetings: SSG meetings are convened regularly, involving the entire membership (always meeting the quorum regulations).The agenda is circulated well in advance to ensure effective contribution and deliberations are recorded in minutes available to all members	1	2	3	4	5	6
External Relationships	**6. Learning from Others/ Collaboration and Partnerships:** 6.1. The SSG takes time to learn and draw lessons from other partners and stakeholders who have relevant knowledge and experience before undertaking work.The SSG has agreed guidelines on collaboration	1	2	3	4	5	6
	6.2. SSG belongs to a network/coalition and is respected by other organisations in the network/coalition	1	2	3	4	5	6

	1	2	3	4	5	6
6.3. The SSG works closely with relevant government sectors and its plans contribute to National Plans						
6.4. The SSG is regarded as credible and valuable by donors and has diversified contacts with donor community						
7. External Communication: 7.1. All communication from outside including letters, e-mails, phone calls etc. is dealt with promptly by officials						
7.2. The SSG is known by local media and is respected by them and uses the media effectively						
7.3. The SSG accesses local resources and has good relations with local private business sectors						

			1	2	3	4	5	6
Performance Analysis and Program Adjustments	8.	Managing Change: Where major changes takes place in the group, i.e. in management, projects, partners etc. – the organisation's leadership works together as a team to institute necessary management interventions						
Knowledge/Data Management	9.	Filing System: The SSG has a filing system that ensures all documents are well organised making it easy to access and track information						
	10.	Sharing Knowledge: The SSG encourages openness and transparency in sharing of knowledge/data amongst of group members and to other stakeholders						
Total Ranks			10	20	30	40	50	60
Ratings (Nascent, Energing, Expanding & Mature)			1-10=1	11-20=2	21-30=3	31-40=4	41-50=5	51-60=6

Human Resources		1	2	3	4	5	6
Membership Composition and Commitment	1. **Commitment and Involvement:** SSG membership shows commitment to conservation, to the needs of the entire membership and widely involves the membership in group's activities, consistent with individual's skills, experience and availability	1	2	3	4	5	6
Membership/ Governance	2. **Governance:** 2.1 Responsibilities are shared amongst officials. Members assist the leader in establishing and articulating the SSG's objectives, plans and in reviewing the SSG's performance	1	2	3	4	5	6
	2.2. SSG Management is charged with fundraising and public relations	1	2	3	4	5	6

		1	2	3	4	5	6
	2.3. Management is charged with making policy for the SSG and sharing widely to members	1	2	3	4	5	6
	3. **Leadership:** 3.1. The SSG's leaders are democratically elected (through election and co-option), are answerable to members and are competent	1	2	3	4	5	6
	3.2. Gender balance exists in the SSG Management	1	2	3	4	5	6
	3.3. SSG leaders are accessible and foster participation of members	1	2	3	4	5	6
Professionalism and Skills	4. **Member Skills and Experiences:** Members of the SSG handling different aspects are properly trained and experienced to deliver effectively and efficiently	1	2	3	4	5	6

		1	2	3	4	5	6
	5. Knowledge and Expertise on Conservation: The SSG has scientific and technical expertise on biodiversity issues (e.g. botanists, ecologists etc) and socio-economic issues (lawyers, economists, sociologists etc)	1	2	3	4	5	6
	6. Learning Opportunities: The SSG provides opportunities for its membership to increase knowledge, skills and experience	1	2	3	4	5	6
Co-ordination Team/Process	7. Delegation and Co-ordination: 7.1. The SSG leadership delegates wisely, giving other members an opportunity to take responsibility in the running of the group	1	2	3	4	5	6
	7.2. The leadership ensures co-ordination of activities of the group	1	2	3	4	5	6

		1	2	3	4	5	6
	8. Conflict Management: The SSG has laid down procedures for conflict management and resolution. Members can appeal in case they feel they have been treated unfairly	1	2	3	4	5	6
Motivation and Rewards	9. Member's Motivation: The SSG leadership understands its membership and takes time to encourage, develop, congratulate, reward and recognise, etc., to ensure members are motivated at all times	1	2	3	4	5	6
Decision Making Framework	10. Decision Making: The SSG leadership takes into account the views of its membership and other stakeholders, the risks, financial situations, etc. before making any decisions on behalf of the group.	1	2	3	4	5	6
Total Ranks		10	20	30	40	50	60
Ratings		1-10=1	11-20=2	21-30=3	31-40=4	41-50=5	51-60=6

Systems & Infrastructure and Organisational Structure

Systems & Infrastructure		1	2	3	4	5	6
Monitoring Systems	1. Monitoring System: A basic monitoring system is in place where information is recorded about projects, inputs and outputs against objectives and activities and used in project development	1	2	3	4	5	6
Financial Operations Management	2. Financial Management: 2.1. The SSG has a bank account, and a treasurer who is democratically elected, and is responsible for managing the group's finances	1	2	3	4	5	6
	2.2. Financial information is used in future planning	1	2	3	4	5	6

	1	2	3	4	5	6
3. **Accounting Procedures:** 3.1. The SSG keeps books of accounts, and has reliable procedures to ensure that resources are managed properly and the records properly kept	1	2	3	4	5	6
3.2. Separate projects have separate accounts	1	2	3	4	5	6
3.3. The SSG keeps clear records for all its transactions	1	2	3	4	5	6
4. **Financial Transparency:** 4.1. The SSG's financial management and reporting is transparent and the leadership is open to discuss financial matters with the membership as appropriate	1	2	3	4	5	6

	1	2	3	4	5	6
4.2. Financial reports are prepared in a timely manner, are accurate and are used for planning, monitoring and review purposes	1	2	3	4	5	6
4.3. Internal audits are conducted on a regular basis	1	2	3	4	5	6
4.4. Internal audits are conducted on a regular basis	1	2	3	4	5	6
5. **Budgeting:** 5.1. The SSG members are involved in developing and monitoring the budget annually	1	2	3	4	5	6
5.2. SSG has an annual budget against which expenditure is done.	1	2	3	4	5	6

Infrastructure	6.	Building and Office Space: The SSG owns or has access to an office to conduct meetings, carries out group operations, and stores the group's resources. The SSG also has access to reliable communication facilities (telephone, computers etc.)	1	2	3	4	5	6

Organisational Structure		1	2	3	4	5	6
Organisational Structure	7. **Participation of Members:** The SSG's leadership encourages members to express their opinions about the groups's work and operation and is open to different points of view	1	2	3	4	5	6
	8. Constitution/Bye laws: The SSG meets all legal requirements. A constitution is developed in a participatory manner, which clearly defines the roles and responsibilities of the officials and is operational	1	2	3	4	5	6
Organisational Design	9. Organisational Design: The SSG has a structure that ensures effective and best use of resources	1	2	3	4	5	6

		1	2	3	4	5	6
10.	SSG Operational Structure: The SSG structure chart shows the line of responsibility between the different positions in the group.						
Total Ranks		10	20	30	40	50	60
Ratings		1-10=1	11-20=2	21-30=3	31-40=4	41-50=5	51-60=6

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Farm products from around Kiriita.

The Macro-environmental Analysis

The is need to look at the macro-environment from three perspectives:

- Political Context
- Socio-cultural Context
- Economic Context

1. Political Issues

Opportunities and Threats

1. Put down the main political related opportunities that may exist that the SSG can exploit.

2. List down some main political related threats that the SSG could be exposed to that exist in the environment.

2. Social - Cultural Issues

Opportunities and Threats

1. Put down the main socio-cultural related opportunities that may exist that the SSG can exploit.

2. List down some main socio-cultural related threats that the SSG could be exposed to that exist in the environment.

3. Economic Issues

Opportunities and Threats

1. Put down the main economic related opportunities that may exist that the SSG can exploit.

2. List down some main economic related threats that the SSG could be exposed to that exist in the environment.

Annex 1

Checklist Questions on Areas for Assessment - Not presented in order of capacity form structure.

1.0 Governance

1.1 Governance Structure

a) Is there an independent governing body?

b) Does it represent all interest groups?

c) What has been the role of this body?

1.2 Vision /Mission

a) Does the organisation have a clear vision and mission?

b) To what extent has the vision and mission been internalised and understood by stakeholders

c) Are the activities of the organisation in tandem with the vision and mission?

1.3 Constituency

a) Does the organisation have a well-defined constituency?

b) To what extent is the constituency involved in organisation activities?

c) Are there baseline surveys that have been done to assess the needs of the constituency? Have the needs been incorporated in programme planning?

d) Is the organisation taking up some advocacy issues?

1.4 Leadership

a) How are leaders selected/appointed?

b) Is there a clear constitution guiding the organisation's leadership?

c) Does the leadership have the competence, experience and knowledge required by the organisation?

d) Is the leadership and senior management clear of their roles?

e) Assess the relationship between senior management, leadership and staff.

1.5 Legal Status

a) Is the organisation legally registered?

b) Does it have a constitution that is well understood by the constituency?

c) Assess the extent to which the organisation complies with the constitution.

2.0 Management Practices

2.1 Organisational Structure

a) Does the organisation have a clearly defined structure?

b) What policies are in place to promote good management practices?

2.2 Information Systems

a) Does the organisation collect baseline data before commencing work?

b) Is there a system of assessing impact of work done?

c) Are there trained personnel for collecting the information?

2.3 Administrative Procedures and Personnel

a) Are there clear policies on staffing? (i.e. recruitment, employment, disciplinary action etc.)

b) Are there procedures for solving conflicts and grievances?

    c)   Are manuals in place to guide administrative activities?

    d)   Are staff performance appraisals done?

    e)   Are there activities designed to promote teamwork?

2.4 Planning

    a)   Does the organisation have formal plans?

    b)   Is the planning process participatory?

    c)   Is there a mechanism of reviewing the plans?

2.5 Program Development

    a)   Assess the extent to which programmes are based on priority needs of the constituency.

    b)   Does the programme design incorporate monitoring and evaluation and reporting activities?

2.6 Monitoring and Evaluation

    a)   Is there a monitoring and evaluation system?

    b)   Are performance indicators clear?

    c)   How are results of M&E used in programming?

2.7 Program Reporting

    a)   Does the organisation have a clear reporting system?

    b)   Are reports published?

3.0 Human Resources

3.1 Human Resource Development

    a)   Does the organisation have a clear policy and plan in human resource development?

    b)   Assess the extent to which staff development activities are liked to their skills and organisational performance

3.2 Staff Roles/ Volunteers

    a)   Are there clear job descriptions?

    b)   Is the staffing level adequate to execute organisational activities?

3.3 Work Organisation
a) Are there regular staff meetings? What is the extent of staff participation?

3.4 Diversity of Issues
b) Assess the extent to which major stakeholders are involved in the organisation.

c) Is there a gender policy?

d) Has there been any training in gender?

3.5 Supervisory Practices
a) Assess the quality of staff supervision

3.6 Salaries and Benefits
a) How competitive is the staff compensation package?

b) Are all labour laws adhered to?

4.0 Financial Resources
a) Assess the quality of accounting system in place.

b) How are budgets prepared? Are they used as a management tool to control resources?

c) Assess the quality of financial reporting.

d) Is a control system in place?

e) Are regular audits carried out?

5.0 Service Delivery
a) Does the organisation have the capacity to deliver services to its beneficiaries?

b) Assess the extent to which the constituency owns the programs.

c) Are impact assessments carried out? And are the results used in planning?

6.0   External Relations

    a)   How is the organisation perceived by the stakeholders and the public?

    b)   Does it collaborate with the government and other agencies?

7.0   Sustainability

    a)   What strategies are in place to ensure organisational sustainability?

Notes

Notes

Notes

BirdLife International Africa Partnership