



Organisatie toets op basis van onderstaande Checklist on Organisational Capacity Assessment (COCA)

Checklist on Organisational Capacity Assessment

1. Legal framework

Is the organisation legally registered?

- Yes
- No

Explanatory notes:

Give any relevant explanation.

2. History and mission

In this section, you are requested to give a clear description of your organisation's goals.

Text field:

Describe the mission of the organisation

[Max. 500 characters]

Explanatory notes:

Briefly describe:

- When and how the organisation came into being.
- How its mission relates to structural poverty reduction.
- The role played by donors, including the Directorate-General for International Cooperation (DGIS), in the organisation's history.

3. Strategy

Most organisations make use of multiyear planning instruments, which translate the general mission into concrete goals and results. In this section, you are requested to give a short summary of medium-term operational goals and intended results, taken from your organisation's most recent multiyear strategic planning.



Text field:

Briefly elaborate the organisation's mission, based on the following points.

Operational goal(s):

Results or result areas:

Activities or fields of activity:

[Max. 750 characters]

Explanatory notes:

If necessary, explain the above points, paying special attention to:

- The added value, in terms of intended positive impact on the target group and/or the goals during the planning period.
- The intervention strategy to achieve the operational goals and results; the focus should be on a description of the nature of the activities and/or fields of activity (N.B. do not give a specific, exhaustive list).
- The organisation's specific choices with respect to its mission.
- Measures/action plan to promote gender equality in the organisation's policy and programme.



4. External factors and relations

4.1 External factors

Many organisations are vulnerable to external factors (political, economic and social) which can have a positive or negative effect on performance. Indicate to what extent such factors could influence the performance of your organisation in the next few years:

- Positive
- Neutral
- Negative

Text field:

Explain the above answer in a maximum of 500 characters.

[Max. 500 characters]

Explanatory notes:

If the above answer requires further explanation, you can do so outside the text field.

4.2 Dynamic relations with southern partner countries

This section deals with the interactive relationship between the North and South. Concepts such as reciprocity and ownership play a key role and are vital for achieving sustainable capacity building.

Text field:

Give a brief description of the nature and content of the relationships with partners. The following points should be addressed:

- The involvement of partners (formal or otherwise) in the general or daily management of the organisation.



- The influence of partner organisations on strategy and/or decision making within the organisation or its programmes (feedback mechanism).
- Exchange of staff between the North and South (both directions).
- The criteria for selecting partner organisations.

[Max. 500 characters]

Explanatory notes:

If the above answer requires further explanation, you can do this outside the text field.

4.3 External relations

The key question when analysing external relations is: *'To what extent is the organisation able to effectively mobilise local stakeholders in order to achieve its goals?'* This refers to relations with other NGOs, businesses, the public, donors and governments. The relations can be North-North, North-South or South-South. This question relates to all groups or organisations with which a structural cooperation relationship exists.

Text field:

Cooperation with NGOs: *nature of cooperation, intensity, division of tasks.*

International donor community: *nature of the support received from key donors and the percentage that goes towards the organisation's expenses.*

Private sector: *nature of cooperation with the business community.*

Other: *nature of cooperation.*

[Max. 500 characters]

Explanatory notes:



Explain the above, in order to clarify the following aspects:

- The general strategy for cooperation with third parties
- Successful examples of cooperation with third parties (in terms of results achieved).

4.4. Public support base

Public support for development cooperation within the society is vital for both the applicant organisation and the Minister. The organisation needs public support to obtain access to financial and non-financial resources. The Minister needs a broad support base for development cooperation in order to secure political support for future national contributions to development.

Text field:

Fill in the information for the past year in the field below, as shown,:

- a) Involvement of the society in the organisation's policy development and implementation:** *briefly indicate the role of citizens, non-governmental organisations and/or businesses.*
- b) Level of contribution of the private sector:** *Percentage of total expenditure paid for by the Dutch private sector (the public, businesses).*
- c) Strategic alliances:** *Cooperation in the form of group lobbies and campaigns – excluding the channelling of funds and contracting.*
- d) How you inform the general public about your activities:** *via annual reports, the mass media, the Internet.*

[Max. 750 characters]

Explanatory notes:

If necessary, explain the above points, preferably with examples, including aspects such as:

Re a) The existence of a shadow board or advisory committee, a volunteer force, youth exchange programmes, etc.

Re b) A substantial volunteer force (give numbers) can be included in the calculation.

Re c) Specify the added value of the cooperation, based on the results achieved.

Re d) Elaborate on the nature of the activities, and specify any feedback and results obtained (in the field of public support) from the strategy followed.



5. Results

This section deals with results achieved by the organisation in the past few years. The idea is to formulate the results clearly in terms of added value or innovation.

Text field:

Specify the results achieved by the organisation in the past few years. These should preferably be measurable.

[Max. 500 characters]

Explanatory notes:

Explain the above results, and elaborate the following points:

- The contribution to the organisation's general goals.
- Improvement in the quality and quantity of the activities of partner organisations.
- Progress in the field of sustainability, with a special focus on diversifying funding for successful activities by means of contributions by the target group, local government or new donors.

6. Structure and Culture

6.1 Organisational structure

Text field:

Give the following information in an organigram:

Board: *Composition (number, background); frequency of meetings; main tasks (using key words).*

Management/management team: *Composition (number, departments represented).*

Support divisions and functions: *Name, specify the number of persons.*



Functional departments: Name, specify the number of persons and the tasks using one or two key words.

Advisory bodies and others: Name, specify the tasks in one or two key words.

[Max. 750 characters]

Explanatory notes:

In addition to the above, briefly explain the following points:

- The reasons for choosing the above organisational structure.
- Any recent or planned changes in the organisational structure.

6.2 Organisational culture

Text field:

Describe the main aspects of the organisational culture: core values, management style, internal communication.

[Max. 500 characters]

Explanatory notes:

Specify:

- How the organisation is strengthening its organisational culture in order to achieve the goals and results in an efficient and effective way.
- Recent changes in the organisation which affect the organisational culture.



7 Resources used to improve efficiency

7.1 Staff and staff policy

This section focuses on the relationship between staff policy and the organisation's ability to adapt and learn.

Text field:

With regard to staff policy, specify:

Aims: *strategy and summary of basic aims.*

Implementation: *Terms and conditions of employment, affirmative action, appraisal system, capacity building, career policy, attention to the position of women.*

[Max. 500 characters]

Explanatory notes:

Specify the following:

- The average expenditure on training (plus funding sources).
- Changes (innovation) in the form of new activities, improved working methods and organisational renewal made possible by the training of staff.

7.2 Non-financial resources

Text field:

Describe the non-financial resources of the organisation, such as office premises, hardware/software, etc.

[Max. 500 characters]

Explanatory notes:

Briefly explain, paying special attention to recent investments in this area and investments planned for the near future.



7.3 Financial resources

Text field:

Specify the following ratios for the past financial year.

- **Liquidity/solvency:**
- **Total income/expenditure:**
- **Capital and reserves:**
- **Permanent staff and organisational costs:**
- **DGIS funding in relation to other main sources of funding (give amounts):**

[Max. 500 characters]

Explanatory notes:

Specify expected changes in the form of income, expenditure and capital and reserves.



8. Monitoring, evaluation and quality management

8.1 Internal activities

Text field:

Briefly describe the procedures and systems that the organisation has in place to monitor progress and the quality of its internal activities. This relates to non-financial monitoring (financial monitoring is dealt with in the next section). Specify whether there is ISO 9000 certification, application of the INK model, accreditation by the Central Office for Fundraising Organisations (CBF), and other relevant quality and guarantee verification marks.

[Max. 750 characters]

Explanatory notes:

Explain the above, based on the following:

- A more detailed description of the quality system.
- A description of the variables measured in the monitoring system, and the frequency of measurement.
- Recent and expected developments with respect to the internal quality system.

8.2 Monitoring of partner organisations

Text field:

In the case of a channelling of resources to partner organisations, briefly specify how the organisation monitors the efficient deployment of resources by means of screening, reporting, quality requirements and sanctions.

[Max. 500 characters]

Explanatory notes:



Elaborate the above, based on the following:

- Examples of concrete improvements in the management capacity of partner organisations in the past few years.
- Examples of sanctions imposed in the past on partner organisations.
- Recent and expected developments in the monitoring of partner organisations.

9. Financial and administrative management

Text field:

On the basis of the organisation's internal financial procedures, describe the arrangement of the following responsibilities:

Annual budget assessment:

Authorisation of expenditure:

Budget depletion audit:

Purchasing/contracting:

Internal control function:

(Financial) reporting requirements for partners:

External audit:

[Max. 750 characters]

Explanatory notes:

In addition to the above, give detailed information on the following:

- The appointment of the head of finance (training/experience, whether or not member of the management team).
- The follow-up given to the recommendations of external auditors.
- The financial audit of partner organisations (sanctions, regular use of external auditors).
- The organisation of cost and/or budgetary control.
- Concrete improvements in the organisation's financial management structure which have recently been made or are expected in the near future.



11. Compulsory appendices:

- Organogram and broad organisational chart: staffing levels and division of tasks
- List of implementing partners, networks and strategic partnerships
- Brief description of the applicant's administrative organisation/internal control structure
- Relevant policy documents
- Strategic multiyear plan with budget
- External evaluations
- Other documents to support the above information