

TERMS OF REFERENCE FOR ORGANISATION ASSESSMENT

SPO

Cheshire Homes Society of Zambia (CHSZ) is the Strategic Partner Organisation (SPO) of Liliane Foundation since 2015. By accepting the role of SPO, the organisation also agreed with the SPO roles and responsibilities:

- The SPO develops and propagates context specific policy and aligns its interventions with the international and national context and policy environment relating to disability and child rights (vision barer); SPO policies and the LF strategies are aligned and similar in the vision and direction in which they are planned to be implemented. The SPO communicates these strategies to the network of POs and finds ways to contextualize them by shaping and focussing action in accordance with what is needed in the country.
- The SPO effectively manages the program cycle, the grant provision, and the partnerships with the POs; The SPO is responsible to identify, select and assess capacities of local POs that can participate in the network which will implement the CBR oriented policies and the directions of the LF/SPO. The network partners need to be supported to become financially and strategically reliable local POs, they need to be CBR minded organisations with good grassroots knowledge on disability.
- The SPO monitors, guides and facilitates the implementation of the policy by the local partner organisations, monitors the work of the POs and facilitates of their capacity development trajectories.
 - The SPO has a diverse and healthy financial base and a culture of being transparent in their communication with local partner organisations and Liliane Foundation in the Netherlands.
 - The SPO, in consultation and/or partnership with their network of POs identifies significant lobby & advocacy issues, addresses these issues collectively, or as SPO, with relevant stakeholders (government, civil society) with the aim to optimize services and opportunities for children with disabilities.

ORGANISATIONAL ASSESSMENT

Reason:

Liliane Foundation conducts organisational assessments of SPOs as a standard procedure. The purpose of these assessments is to identify the strengths of the organisation as well as the elements to improve. Along these lines, it is especially relevant to acquire **concrete** and **practical** recommendations through this assessment. The findings will inform Liliane Foundation on how best to support the SPO to enhance its capacity in view of ensuring a high quality programme for children with disabilities, during the next phase of the strategic partnership.

Goal:

To enable CHSZ to identify how to equip the organisation, specifically the team which develops and manages the Child Empowerment Programme (CEP) programme for children and youths with disabilities , and the supporting teams/departments, to achieve its mission regarding children and youths with disabilities in Zambia, and to carry out its role of SPO as effectively as possible.

Objectives:

1. Gain in-depth **insight** in the organisational capacity of CHSZ, with a focus on:
 - a. the capacities needed for the role of SPO,
 - b. the capacities needed to improve the Child Empowerment programme
 - c. What is needed to improve the effectiveness of all CHSZ's work for children and persons with disabilities.
2. Determine the organisational needs to continue **the enhancement of the capacity** and advise CHSZ on the priorities to focus on;
3. Obtain **concrete** and **practical recommendations** to prepare a capacity development plan which aims at enhancing CHSZ's organisational capacity, in particular for the SPO role, to improve the Child Empowerment Programme as recommended.

The OA will have the following scope:

- A. The general topics related to the capacities of an organisation as reflected in the LF OA tool (see annex 1), including the PO's views on these aspects.
The general topics are:
 - 1) Leadership;
 - 2) Strategy;
 - 3) Organisational Structure;
 - 4) Financial Management (including Grant Management) and Fund raising;
 - 5) Processes (including M&E);
 - 6) Output and Services;
 - 7) Human Resources;
 - 8) Partnerships and External Relations
 - 9) Lobby and Advocacy.
- B. In combination with the ability of CHSZ to strategically manage the PO network, transfer the CBR vision and translate this into a relevant programme in relation to the national context.

Note: The following list of overarching questions and specific questions aims to ensure that discussions and interviews explore the situation and experiences deeper than the internal review questionnaire. The list is not exhaustive. The CHSZ Board, Management and the CHSZ staff are invited to add their questions, or adjust questions, to ensure that their concerns are covered during the assessment.

The overarching questions are:

- A. Does (and if so, how does) the Child Empowerment Programme fit within the mission and vision of the CHSZ? What is its contribution?
- B. Which organisational capacities are needed to further enhance the capacities of the PO's?
- C. Is CHSZ able to monitor the impact of the Child Empowerment Programme? Is result based M&E data available. How is M&E data used and stored? Are CHSZ and the POs learning from M&E data?
- D. Which specific capacity development support does CHSZ require from Liliane Foundation in the coming years?
- E. Is the available child protection policy implemented and monitored. Are cases reported and solved? How does CHSZ monitor the POs on their child protection policy implementation? How might this be strengthened?

Specific Questions:

Organisational Capacity

1. To what extent do the findings of the external consultant coincide with the outcomes of the internal organisational assessment survey and the PO satisfaction survey?
2. How has the organisational capacity of CHSZ evolved the last couple of years¹? Have recommendations been implemented and what has been the change/impact?

Capacity to manage the PO Network

3. What is the composition of the current PO network? Which changes in this network has CHSZ been able to realise and which effect did these changes have?
4. Which are the strengths and weaknesses of the PO network according to the CHSZ/SPO? And which changes would the SPO wish to make to improve the effectiveness and or the reach of the programme?
5. What are the perceptions and recommendations of external partners (PO's and other stakeholders) regarding the way CHSZ is implementing its role as SPO?
6. How does CHSZ handles any complaints? Is there a complaint mechanism? Are complaints filed? How might this be strengthened?

Approach and methodology

The Liliane Foundation favours a participatory approach for this Organisational Assessment. The reasons are that it ensures that the views of all key actors will be heard and the conclusions can be drawn together, which facilitates recognition and respect for the ensuing decisions. Lastly the implementation of the capacity development plan will be greatly facilitated, as it has become the common plan.

The participatory approach will be realised by asking a significant number of internal actors to fill in a survey form and then attend a workshop to build consensus on the results of the analysis of the survey responses.

To ensure that a full view of the organisational capacities can be obtained by all concerned, the internal survey will be complemented by an external assessment by an external consultant.

1. The Internal Assessment

Two survey tools have been developed to collect information from the main internal actors: staff of the SPO and the PO's.

1.1. Internal Organisational Assessment survey tool:

This part of the assessment aims at gaining insight into the internal views on the current organisational capacity and operating procedures.

¹ The last combined programme and organizational assessment was implemented in 2016 and a capacity development trajectory to address the recommendations were implemented.

Liliane Foundation has developed a tool for organisational assessments of SPOs, consisting of an online questionnaire and an offline tool to be used during the organisational assessment itself. The online questionnaire is preferably filled in by a large number of staff from all relevant sections and layers of the organisation to get the perspective of a diverse group of staff members at various levels. In the table on page 10, LF proposes a possible selection of staff. This survey is explained more extensively in Annex 1.

1.2. Partner Organisations Satisfaction Survey

This survey tool has been developed by LF to gain insight into the perceptions and opinion of the LPOS with regards the functioning of the SPO.

It also consists of an online and offline questionnaire that managers and staff of LPO's can fill in anonymously. See annex 2.

The following activities would preferably be undertaken by the external consultant:

2. **The external assessment**

This part of the assessment is undertaken by the external consultant to:

- 2.1. Form an independent opinion, based on the LF OA tool, of the organisation and capacity of CHSZ as SPO,
- 2.2. Clarify questions which arise from the analysis of the internal online survey;
- 2.3. Address issues which arise from the analysis of the online PO satisfaction survey;
- 2.4. Answer the overarching and specific questions which are not covered by the OA tool;
- 2.5. Come up with **concrete** and **practical** recommendations following the OA.

The methods s/he will use for this are:

- Outcomes of the partner organization satisfaction review. analysis of the online internal survey
- Study of former evaluations and assessments of the CHSZ as organisation and other relevant documents;
- Interview Board and Management Team Members;
- Interview at least 7 key staff of departments such as the Senior Management, Child Empowerment, other programmes, finances, human resource management, communication, monitoring & evaluation, administration;
- Interview and visit at least 5 POs (to be decided by CHSZ and LF)
- Interview at least 5 key external partners of CHSZ

3. **A two day workshop**

Under the guidance of an independent facilitator, the objectives will be:

- 3.1. Day One: A half day workshop in which the findings are shared with CHSZ and the POs and feedback on these findings can be given. The second half of the day will be to discuss the findings with CHSZ management and board. The aim of the workshop is to summarise the findings, including input given by POs, build consensus on the current organisational capacity of CHSZ.

- 3.2. Day two: To discuss recommendations with CHSZ and if needed develop a preliminary outline of the capacity development plan that will enable CHSZ to strengthen its role as SPO

Workshop participants Day 1 (morning):

- PO representatives
- the respondents of the survey (at least a representative selection)
- CHSZ staff related to the CE programme
- other persons CHSZ wishes to involve.
- LF representative

Workshop participants Day 1 (afternoon):

- CHSZ staff related to the CE programme
- additional Board and MT members;
- LF representative

Workshop participants Day 2:

- Relevant CHSZ staff
- additional Board and MT members;
- LF representative

Tools and activities:

- Review the results of the analysis of the surveys;
- Review the findings of the external consultant;
- Group discussions to build consensus;
- Group activities to draw the outline plan.

Independent Facilitator / Chairperson:

The reason we propose this “external chairperson” is that we want to ensure that the discussions, to reach common conclusions from the internal and external assessment, are well balanced, frank and complete. The external consultant, needs to be free to present her findings, and this is difficult to combine with chairing the meeting. And if the chair person is a representative CHSZ there is a certain risk that the discussions become biased or skewed.

CHSZ is requested to suggest candidates and consult LF for the final selection.

NB

In view of covid-19 pandemic we also would like to receive a suggestion on how the assessment can be implemented if a face to face assessment is not possible.

DOCUMENTS

- CHSZ Strategy Paper;
- Brief Report of the 2015 Programme Evaluation and Organisational Assessment, the analysis report of the OA survey and the summary of the scores.

- Annual plans and reports of last two years of CHSZ as a whole and of at least 5 POs (to be decided by CHSZ and LF on which POs will be consulted);
- Manual of Operations; Personnel manual;
- Links to relevant government regulations.

PROFILE CONSULTANT

The consultant preferably meets the following profile:

- Training at the university level with at least five years of work experience, three of which in developing countries;
- Specializing in assessments of organisations, management and administration;
- Experience with participatory approaches and methods;
- Experience with training / capacity building in networks of organisations with similar missions while respecting the identity of each organisation;
- Experience with, or at least a good knowledge of programmes for persons / children with disabilities;
- Knowledge of the Liliane Foundation programme;
- Excellent knowledge of the English language (reading, writing and speaking).

REPORTING

The final report shall be written in a clear, plain and concise manner in the English language not exceeding twenty pages (excluding annexes). The report will consist of the following components – (1) Executive summary, (2) Programme description, (3) Evaluation purpose, (4) Methodology, (5) Findings, (6) Lessons learned, (7) Recommendations and (8) Annexes (the used data collection tools and the ToR). Other deliverables are stated in the planning and budget.

PLANNING

The organisational assessment will take place in Zambia. The draft proposal for the detailed planning is to be finalised in dialogue with CHSZ and LF.

Estimation of time needed:

- Interviews stakeholders: 2 days
- Interviews of staff CHSZ: 2 days
- Visiting PO's and programme sites: 10 days
- Drawing conclusions from these activities: 1 day
- Refining the programme for the workshops: 1 day
- Implementing the workshops: 2 days
- Preparation (including briefing meeting Board and Management and finalising the ToR) and Reporting: 6

Total working days - +/- 24days.

Some additional days allow for the Sundays and any other activities which might need to be added, or for unforeseen delays.

ANNEX 1

THE ONLINE SURVEY

This survey consists of the LF organizational assessment tool. This tool was developed through a careful process of comparing existing OA tools and selecting the most suitable tool. This tool was then adjusted to the specific requirements which arise from the LFs views and expectations for the Partnership with Strategic partners in the various countries.

For the purpose of internal assessments, this tool has been translated into an online survey that individual representatives of the organisation can fill in online anonymously. The program “survey monkey” automatically compiles and analyses the responses. As the tool also contains open questions, the program combines all answers there in text blocs per questions. Finally the program enables the users to present the results into more, or less, extensive reports.

To ensure that the conclusions, which are drawn from the survey, have an adequate validity the selection of the persons to fill in the survey should be done carefully:

- The number of respondents selected should be representative to the size of the organisation;
- The selected respondents should also reflect the various levels of the organization.

To facilitate the selection of the respondents within CHSZ we propose the following basic selection criteria:

	Level in the organisation	Number of respondents for the survey
01	Executive Board	06
02	Management	05
03	Programme	05
04	Finance/Administration	03

ANNEX 2

PO Satisfaction Review (answers gathered in 2020)

1. Who is filling in this questionnaire?
2. In which geographical area do you work?
3. Who constitute your target group(s)?
4. On what focus areas/themes does your organisation work?
5. To what extent* has the SPO explained its policies and strategies (based on the LF core strategy) and its implications for you as organisation?
6. To what extent* has the SPO explained the mediation process and its implications for you as organisation?
7. To what extent* does the SPO involve you and the other POs from the network in developing the annual plan for the programme on country level?
8. To what extent* does the SPO inform you in a timely manner about your annual budget?
9. To what extent* does the SPO discuss your annual plan and budget with you before these are finalized to enable you to improve these?
10. To what extent* does the SPO send you feedback on your plans and reports to assist you in improving these?
11. To what extent* has the SPO involved you and the other POs in the network in developing policies and strategies national programme?
12. To what extent* does the SPO inform you of the progress of the national programme and the use of the funds it received for this?
13. When were you last assessed by the SPO?
14. Did the SPO communicate beforehand that it is going to assess your organisation?
15. Did the SPO explain the reasons for the assessment?
16. How was the assessment organized?
 - Participative discussions and active involvement of diverse staff from your organization.
 - No participative discussions, but one sided approach from the SPO.

17. How were the results communicated with you?

- Directly at the spot
- After some days, via e-mail
- Through another way, please specify

18. Were there any capacity building needs for your organisation identified?

19. If yes, to what extent* did you agree with the capacity development needs the SPO identified?

20. To what extent* did the trainings given by the SPO, or another relevant organisation, meet your expectations?

21. In which key areas has your organisation improved since working with SPO directly?

- project cycle management
- monitoring and evaluation
- financial management
- service provision
- lobby and advocacy
- disability identification and further referrals
- mediation process
- Other, please specify

22. How often are you visited by the SPO within a year?

23. To what extent* do you experience the field visits of the SPO as inspection / audit visits?

24. To what extent* do you experience the field visits of the SPO as coaching and supportive for your activities?

25. Does the SPO accompany you for several child visits, during the filed visit?

- Always
- Sometimes
- Never

26. Does the SPO provide advice on the spot if necessary?

27. Does the SPO take adequate time, during the visits, to discuss your progress and the problems you are experiencing?

28. Does the SPO review your documentation of the mediation process and use of finances during the visits?

29. Does the SPO provide advice to improve your documentation and reports?

30. Do you find the SPO monitoring and reporting requirements reduce the amount of time your staff has available to implement activities?

31. How comfortable* would you say you are with the SPO monitoring and reporting requirements?

32. To what extent* does the SPO have the necessary expertise to assist your organisation to improve its area(s) of focus (or programme)?

33. To what extent* was working with the SPO a challenge during the past year?

34. To what extent* do you feel the SPO has promoted your organization in your region/country?

35. To what extent* do you feel that the SPO defended the interest of your target group(s)?

36. To what extent* did the SPO assist you in widening your network?

37. To what extent* did the SPO facilitate exchange of information and experience between your organisation and the other Partner Organisations working with the SPO?

38. To what extent* did the SPO connects you and other POs in the network for the purposes of:

- Sharing knowledge
- Working on mutual projects
- Making joint decisions for the programme
- Learning lessons together
- Conducting strategic orientation

39. Did the SPO help you, directly or indirectly, in finding new/other donors?

40. How satisfied are you with:

- Non-Financial support provided by the SPO
- Day-to-day interactions with the SPO
- Quality of information provided by the SPO
- Capacity building services provided by the SPO

41. Would you recommend the SPO to other organisations from your network?

42. To what extent* is the SPO able to understand and prioritize the interests of the (PO) network in the country over their own organizational interest?

43. To what extent* is the SPO able to put conflict resolution mechanism in place between its own and interests of the (PO) network?

44. Does POs have active participation in certain decisions about the programme?

45. To what extent* is the SPO able to provide feedback to and from the POs they represent about the network's decisions or activities?

46. To what extent* is the SPO able to respect the autonomy and competency of the POs to carry out initiatives and decisions at their respective levels?

47. To what extent* does the SPO restrain from competing along the POs competencies and works collaboratively with them to pursue the PO network's initiatives?

48. What is the level* of trust among the POs on the leadership role of the SPO?

** Answers could range from 1 (not at all) to 5 (completely)*