

# Discussion-Oriented Organizational Self-Assessment (DOSA)

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**Date of self-assessment:**

**Facilitator:**

**Organization Password:**

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## I. Human Resource Management

**Discussion:**

- a) When was our most recent staff training?
- b) How often over the last 12 months have we held staff training events?

<b>1</b>	<b>We routinely offer staff training.</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5

**Discussion:**

- a) For our three most recent staff training events, what evidence is there that they strengthened staff capacity and performance?
- b) To what extent were the areas of improved staff capacity relevant to our human resource needs?
- c) To what degree did these training events prepare staff to respond to our strategic objectives?

<b>2</b>	<b>Our staff training directly contributes to the achievement of our organization's strategic objectives.</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5

**Discussion:**

- a) What are three primary, ongoing functions (e.g., monitoring and evaluation, proposal writing, resource mobilization) that we carry out to achieve our mission?
- b) To what extent do staff, as a group, have the requisite skills to carry out these functions?
- c) To what extent is the number of employees carrying out these functions commensurate with work demands?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3	We have the appropriate <i>staff skills</i> to achieve our mission.	1	2	3	4	5
4	We have the appropriate <i>staff numbers</i> to achieve our mission.	1	2	3	4	5

**Discussion:**

- a) Over the last 12 months, to what degree have the personnel and management practices noted below influenced the performance of new hires and veteran employees?
- b) Give examples of instances in which the practices listed below either contributed to or detracted from employee performance.

The following systems or practices contribute to good performance by our employees:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5	Recruitment	1	2	3	4	5
6	Compensation (salary and benefits)	1	2	3	4	5
7	Personnel evaluation	1	2	3	4	5
8	Promotion (professional advancement)	1	2	3	4	5
9	Grievance and conflict resolution policy	1	2	3	4	5
10	Staffing (allocation of tasks and responsibilities)	1	2	3	4	5
11	Supervision	1	2	3	4	5

**Discussion:**

- a) Over the last 12 months, to what extent have we experienced loss of competent staff?
- b) What factors contributed to this loss?
- c) For the same time period, what examples do we have of practices listed below that directly contributed to retention of competent staff?

The following systems or practices encourage appropriate levels of staff continuity and stability among our staff:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12	Recruitment	1	2	3	4	5
13	Compensation (salary and benefits)	1	2	3	4	5
14	Personnel evaluation	1	2	3	4	5
15	Promotion (professional advancement)	1	2	3	4	5
16	Grievance and conflict resolution policy	1	2	3	4	5
17	Staffing (allocation of tasks and responsibilities)	1	2	3	4	5
18	Supervision	1	2	3	4	5

**Discussion:**

- a) Consider three recent supervisor-supervisee interactions with which you are familiar (these examples should be *representative* of prevailing supervisory practices).
- b) To what degree did these interactions enhance the supervisee’s ability to meet organizational expectations?

19	Supervisory practices enhance our staff’s capacity to meet the organization’s objectives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

## II. Financial Resource Management

### Discussion:

- a) What practices and procedures do we have in place to help us avoid deficits?
- b) How often do we employ these practices and procedures?

20	We <i>regularly</i> use established procedures to maintain our revenue and expenses in balance.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

### Discussion:

- a) What are our organizational objectives this fiscal year and to what extent are these mirrored in our current budget?
- b) What *specific steps* of this year's budget planning process facilitated consideration of mission and programmatic priorities?

21	The budgeting process leads us to allocate funds in a way that closely reflects our organizational priorities.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

### Discussion:

- a) How accurate were last year's financial projections in relation to actuals?
- b) How timely is the distribution of reports on financial projections versus actuals?
- c) Do we have contingency measures currently in place if projected revenue fails to materialize?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
22	Our financial management practices lead to accurate financial projections.	1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
23	We regularly modify our program expenditures based on findings presented in our internal financial reports.	1	2	3	4	5
24	Our financial contingency measures prevent operational disruptions.	1	2	3	4	5

**Discussion:**

- a) What are three recent procurements?
- b) Did procurement follow written procedures?
- c) What was the impact of these procedures on costs?

25	Our procurement practices contribute to the effective use of resources.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

**Discussion:**

- a) Over the past year, what problems, if any, have we had regarding delayed transfer of funds to the field or our partner organizations?
- b) What mechanisms are in place to ensure that money flows to the field or partner organizations in a timely manner?
- c) How effective are these mechanisms?

26	Our cash management procedures lead to the timely disbursement of funds.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

**Discussion:**

- a) When was the last time we reviewed the level of reserves in relation to our annual operating budget?
- b) For how many months could we maintain our current level of operations if we were solely dependent on the reserves we currently have on hand?
- c) What concrete measures are we currently taking to enhance our reserves?

27	We work to establish cash reserves equivalent to 25% of our annual operating budget	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

### III. Service Delivery

**Discussion:**

- a) What are three representative projects in our current program portfolio and who are the stakeholders in these projects?
- b) For the three projects identified, what are some concrete examples of stakeholder involvement in each of the processes listed below?

Stakeholders in our programs are engaged in:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
28	Assessing needs	1	2	3	4	5
29	Designing projects	1	2	3	4	5
30	Implementing projects	1	2	3	4	5
31	Monitoring projects	1	2	3	4	5
32	Assessing their impact	1	2	3	4	5

**Discussion:**

- a) For the three projects identified in the preceding question, to what degree are *traditionally under-represented* stakeholders ( e.g., rural poor, women, ethnic minorities) engaged in the tasks listed below?

Traditionally under-represented stakeholders are engaged in:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
33	Assessing needs	1	2	3	4	5
34	Designing projects	1	2	3	4	5
35	Implementing projects	1	2	3	4	5
36	Monitoring projects	1	2	3	4	5
37	Assessing their impact	1	2	3	4	5

**Discussion:**

- a) For the same three representative projects, what impact indicators are we using to track progress toward meeting project objectives?
- b) To what extent does the evidence that we have in hand (e.g., internal and external evaluations) suggest that we are achieving intended impact?
- c) To what extent does the evidence that we have in hand suggest that we are enhancing the capacity of local organizations?

Our Projects:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
38	<i>routinely</i> use result-based indicators to track progress in achieving objectives.	1	2	3	4	5
39	are routinely monitored through internal evaluations.	1	2	3	4	5
40	achieve intended impact as demonstrated through internal and external evaluation.	1	2	3	4	5
41	enhance local organizational capacity as demonstrated through evaluation.	1	2	3	4	5

**Discussion:**

- a) For the same three representative projects, to what degree have we addressed each of the sustainability issues listed below?
- b) To which kinds of sustainability (environmental, economic, political, social, cultural) do we pay most attention?
- c) Least attention?

Throughout the project cycle (design, implementation, monitoring, and impact assessment), we give adequate attention to:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
42	Environmental sustainability (how project activities impact on the quality of water, air, soil and biodiversity).	1	2	3	4	5
43	Economic sustainability (how recurrent costs associated with project activities will be met).	1	2	3	4	5
44	Political sustainability (how project-supported innovations will be accommodated within the framework of existing laws, policies, and political institutions).	1	2	3	4	5
45	Institutional sustainability (how the long-term viability of institutions created through project activities will be maintained).	1	2	3	4	5
46	Cultural sustainability (how project-supported innovations fit within the framework of existing norms, values, roles, and practices).	1	2	3	4	5

**Discussion:**

- a) With respect to the same three projects, how have we delivered technical support to the field?
- b) To what degree has this technical support to the field been timely and appropriate?
- c) What discernible impact has this technical support had on meeting project objectives?

47	The <i>quality</i> of technical support for our field-based activities contributes to achievement of project objectives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

## IV. External Relations

### Discussion:

- Over the last 12 months, what kinds of information about our work have we shared with our constituency and the general public?
- In the context of *all* the information we present to our constituency and the general public, what relative priority have we assigned to information about our *impact*?
- How effectively do we demonstrate the impact of our work to constituency and the general public?

<b>We routinely share information on our progress in achieving our mission through our communications with:</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>48</b>	<b>Constituency</b>	1	2	3	4	5
<b>49</b>	<b>General public</b>	1	2	3	4	5

### Discussion:

- Over the last 12 months, to what kinds of donors (e.g., bilateral, major foundations, corporations) have we submitted narrative and financial reports?
- What is the quality of the information we have provided in these reports?
- To what degree have these reports increased donor confidence in our work?

		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>50</b>	<b>Timely external <i>financial reports</i> contribute to donor confidence in our programs.</b>	1	2	3	4	5
<b>51</b>	<b>Timely <i>narrative reports</i> contribute to donor confidence in our programs.</b>	1	2	3	4	5

**Discussion:**

- a) Over the past 12 months, what has been the frequency and nature of our organizational contacts with policy makers?
- b) To what degree are these contacts part of an ongoing communication strategy?

<b>52</b>	<b>We <i>regularly</i> engage relevant policy makers and institutions in dialogue related to our mission.</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5

**Discussion:**

- a) Over the past 12 months, what specific linkages have we established or maintained with the private business sector?
- b) During the same period, to what degree have we offered companies the opportunity to assume a role other than that of donor?

<b>53</b>	<b>We forge innovative linkages with the private business sector.</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5

**Discussion:**

- a) What concrete measures have we taken over the last 12 months to diversify our funding?
- b) How effective have these measures been?
- c) To what degree is our organizational viability dependent upon the continued support of just a few large donors?

<b>54</b>	<b>We take concrete measures to diversify our financial support.</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5

**Discussion:**

- a) What is the approximate number of *current* donors in each of the categories listed below?
- b) How do current counts compare to last year's numbers?

The <i>number</i> of donors in each of the following categories is increasing:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
55	Private individuals	1	2	3	4	5
56	Corporations	1	2	3	4	5
57	Foundations	1	2	3	4	5
58	Public Sector/Government	1	2	3	4	5
59	Multilaterals	1	2	3	4	5

**Discussion:**

- a) What are the *current aggregate* levels of financial support provided by donors in each of these categories?
- b) How do the *current aggregate* levels of financial support compare to the levels from last year?

The <i>level of financial support</i> from donors in each of the following categories is increasing:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
60	Private individuals	1	2	3	4	5
61	Corporations	1	2	3	4	5
62	Foundations	1	2	3	4	5
63	Public Sector/Government	1	2	3	4	5
64	Multilaterals	1	2	3	4	5

**Discussion:**

- a) What is the *size* of the average contribution made by *current* donors in each of these categories?
- b) How do these averages compare to those of last year?

The <i>average size of contributions</i> from donors in each of the following categories is increasing:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
65	Private individuals	1	2	3	4	5
66	Corporations	1	2	3	4	5
67	Foundations	1	2	3	4	5
68	Governmental units	1	2	3	4	5
69	Multilaterals	1	2	3	4	5

**Discussion:**

- a) What are we spending this year to raise one dollar of private support?
- b) How does this cost compare to what we spent last year?

Our fundraising ratio (what we spend to raise one dollar of public or private support) is:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
70	Closely monitored	1	2	3	4	5
71	Improving (less money spent to raise one dollar of support)	1	2	3	4	5

**Discussion:**

- a) Over the past 12 months, what feedback on our performance have we gathered from donors, constituents, and/or the general public?
- b) What are some concrete examples of changes we have made on the basis of this feedback?

72	We <i>routinely</i> use feedback from the general public and our constituency to improve performance.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

## V. Organizational Learning

### Discussion:

- What information has flowed between senior management at Headquarters and non-supervisory staff (including field staff) over *the past month*? Typically, who initiated these communications?
- Is the prevailing flow of information top-down or bottom-up? Is information exchanged horizontally, e.g., between field offices?
- Typically, to what degree did you perceive this information to be useful?

Information flows freely:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
73	Across Headquarters units and functions	1	2	3	4	5
74	To and from field offices	1	2	3	4	5

### Discussion:

- Over the last 12 months, what have been our organizational priorities? What information was available to us as we worked through these issues?
- To what degree was the information useful in achieving our organizational objectives?
- How typical are these examples of informational resources within our organization in terms of content and timeliness?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
75	Shared information is accurate.	1	2	3	4	5
76	Shared information is relevant.	1	2	3	4	5
77	Shared information is timely.	1	2	3	4	5

**Discussion:**

- a) Over the last 12 months, what data (qualitative and quantitative) have we routinely analyzed and reviewed?
- b) What are some concrete examples of how this data analysis has influenced our practice?
- c) To what extent does data analysis and review contribute to our organizational learning?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
78	We routinely collect and analyze data related to organizational priorities.	1	2	3	4	5
79	We modify our practices based on findings generated through data collection and analysis.	1	2	3	4	5

**Discussion:**

- a) Over the last 12 months, what are some of the most difficult organizational challenges that we have faced?
- b) To what degree have we used teamwork to resolve these issues?

80	We use teamwork effectively to achieve our organizational objectives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

**Discussion:**

- a) Over the last 12 months what are three examples of staff participation (including field staff) in planning and decision-making?
- b) In each of these instances, how broad-based was this staff participation?
- c) In each of these instances, how influential was this participation in the overall decision-making process?

81	Our senior management involves staff in participatory planning and decision-making.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

**Discussion:**

- a) To what degree did meetings over the last month lead to progress in achieving organizational objectives?
- b) To what degree did these meetings promote organizational learning?
- c) What are some specific examples of learning that emerged from these meetings?

82	Our staff meetings directly contribute to organizational learning and mission achievement.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

## VI. Strategic Management

### Discussion:

- a) Over the last 12 months, in what strategic planning activities have we engaged?
- b) What conclusions about our operating environment did we draw as a result of these planning activities?
- c) What changes did we make in our operations to reflect an enhanced understanding of the environment in which we operate?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
83	We use strategic planning to examine ourselves in relation to our external environment.	1	2	3	4	5
84	We modify our strategic objectives based on findings generated through strategic planning exercises.	1	2	3	4	5

### Discussion:

- a) What are three important activities/initiatives that we have initiated over the last 12 months.
- b) To what extent do these activities/initiatives reflect our strategic and operating plans?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
85	Our activities are developed and implemented in ways that are consonant with our strategic and operating plans.	1	2	3	4	5
86	We routinely track progress in achieving our strategic objectives.	1	2	3	4	5

**Discussion:**

- a) With respect to each of the areas listed below, what are some representative actions that our board has taken in the last 12 months?
- b) What has been the discernable impact of these actions on our organization?

Our board has contributed competently in carrying out such functions as:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
87	Fund raising	1	2	3	4	5
88	Public relations	1	2	3	4	5
89	Advocacy	1	2	3	4	5
90	Financial oversight	1	2	3	4	5
91	Policy definition	1	2	3	4	5
92	Strategic direction-setting	1	2	3	4	5
93	Representation to key constituencies	1	2	3	4	5

**Discussion:**

- a) What are the most important program and non-program decisions that our board, senior management, frontline staff (non-supervisory positions), and field staff have made in the last 12 months?
- b) To what degree have these decisions meshed with our mission, goals, and philosophy?

Commitment to our mission, goals, and philosophy is reflected in decisions made by:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
94	Frontline workers	1	2	3	4	5
95	Senior managers	1	2	3	4	5
96	Field staff	1	2	3	4	5
97	Board members	1	2	3	4	5

**Discussion:**

- a) What steps have we taken over the last 12 months to identify our constituency’s needs?
- b) To what degree are our constituency’s needs changing?
- c) What examples can we cite of programs that have been adapted over the last 12 months in order to meet the changing needs of our constituency?

98	We adapt our programs to meet the changing needs of our constituency.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

**Discussion:**

- a) Over the last 12 months, in what institutional partnerships (formal and informal) have we engaged?
- b) What concrete contributions have these partnerships made in helping us to achieve our strategic objectives?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
99	We actively engage in strategic partnerships with other organizations.	1	2	3	4	5
100	Our strategic objectives are achieved through partnerships with other organizations.	1	2	3	4	5