

**CCCM Cluster Partner Capacity Assessment Tool**

Name of Assessor (s): …………………………………. Date of assessment: ……/………/……

**Specific Assessment Areas**

There are three areas of assessment: (1) Organizational Profile; Identification information of the organization, (2) Organizational Capacity; in relation to camp management capacity (3) Organizational systems; M&E and Finance and Administration.

**Mode of Assessment**

The method of assessment will be self-assessment, where 2-4 staff in each of the organization will work in a group a team to assess and rank their organization for each of the sections. The team/group should have a team leader (CEO or Deputy or its equivalent), a programs person preferably for CCCM, a Finance Officer or any one in-charge of finance and admin, a Board member if possible and an M&E officer or any one in-charge of data. In some organizations Officers multi-task where you find an officer doing more than one thing. Pls make some notes in that regard.

The staffs from the NGOs or partner organizations that are going to administer this tool should guide the team BUT not suggest scores. They should take the team through the tool and how to rank/score and explain to them the reason why they have to do the ranking. The reason is that they know their organization best and we want an honest opinion based on which we shall develop action points to support the organization function better.

**Section 1: Organizational Profile**

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| --- | --- |
| **Name of Organization:**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **When it was established**  Year of founding: \_\_\_\_\_\_\_\_\_\_\_\_Years of active operation/length of service: \_\_\_\_\_\_\_\_\_ | |
| **Contact Details**  Postal address: Tel: e-mail: | |
| **Location where CSO**  District/State \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_County \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Parish/payam \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **Geographical areas of operation:** **Type of Partner:** | |
| **Registration with Government**: 1. Yes 2. No  Reg. No: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Validity period of current operation license:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **Name of Executive Director/Team Leader of the CBO:**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **Does the Organization have a strategic plan?**   1. Yes 2. No | |
| **Human Resources**  # of Full-time staff\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  # of par time staff\_\_\_\_\_\_\_\_\_ # of Volunteers\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_# of Consultants\_\_\_\_\_\_\_\_\_ | |
| **Financial Resources**  Maximum Annual Income\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Major Donors\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **Does organization have eternal technical support?**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **Current program/Project Activities**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **Key Achievements**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **Key Challenges**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |
| **Partnerships:** Please specify the private firms and other NGOs/CBOs with which the organization has established partnerships | |

**Guidance and explanation to the scores**

|  |  |  |
| --- | --- | --- |
| **Score** | **Description** | **Explanation** |
| DK/NA | Don’t know or Not applicable | In some sections or questions the assessors may not know or information. In this case the one guiding the assessment should ensure that they get someone who has the information only in cases where the officer is away from station and cannot be reached is when you record Do not Know.  In some cases, there are technical areas where some NGOs/CBOs do not operate or services they don’t offer then indicate not applicable with a brief explanation. |
| 1 | Needs urgent attention | There is substantial lack of either technical skills, or documents/policies or essential equipment. The organization is not able to function or deliver services properly as a result of the deficiencies. In this case the organization requires more of support |
| 2 | Needs major improvement | Some essential Camp Coordination and Camp Management (CCCM) related skills, documentation or policies, structures and systems are available, but its either insufficient, the documents are outdated, old or of poor quality with limited functionality. This organization will require support in some of the areas. |
| 3 | Satisfactory but has room for improvement | Most essential skills, documents, structures and systems are there but some of them need refreshers for skills, revisions for documents and need for replacing. This is fair and may require minimal support |
| 4 | Good but some things must be improved | The organization has almost all the CCCM skills, structures and systems required to run and documentation is of high standards. There is little required to improve the organization |
| 5 | Excellent/exemplary | No need to do any thing |

**Section II: Organizational Capacity**

1. **Camp Coordination and Camp management (CCCM)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Assessment Area*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** | ***Score*** |
| The overall organization strategy has CCCM as one of its priority areas |  |  |  |  |  |  |
| The organization has specific CCCM activity plan to ensure the provision of assistance and protection for the displaced in one single camp, taking into account their physical, psychological, cultural, social, and emotional well-being |  |  |  |  |  |  |
| The organization has well developed Terms of Reference of Camp management officer and is in position to play a central role to ensure the provision of assistance and protection to the displaced people in accordance with agreed upon standards and guidelines |  |  |  |  |  |  |
| Programme staff have learning/skills development opportunities in CCCM including Humanitarian Principles, Coordination in camp setting, community participation, protection and prevention/response to Gender Based Violence, information management, standards, and settlement design etc |  |  |  |  |  |  |
| The organization collaborates with other institutions that have a stake in the CCCM |  |  |  |  |  |  |
| Lessons and best practices in CCCM are documented and shared with key stakeholders |  |  |  |  |  |  |

1. **Protection and Humanitarian Principles**

(*Immediate response to circumstances and conditions that create gross violation of the rights of the displaced persons, subjecting them to serious risks and hazards)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Assessment Area*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** | ***Score*** |
| Programme staff have skills and knowledge in protection and humanitarian Principles |  |  |  |  |  |  |
| Programme staff have learning/skills development opportunities in centrality of protection, gender mainstreaming, assessments, monitoring and site planning |  |  |  |  |  |  |
| Protection is reflected in the overall strategy and plan of the organization |  |  |  |  |  |  |
| Protection mainstreaming activities are guided by policy frameworks at national and international levels e.g. Humanitarian Principles, Code of Conduct, PSEA etc |  |  |  |  |  |  |
| The organization has protection policies, procedures and guidelines e.g reporting PSEA, response procedures, investigations and complaints mechanisms |  |  |  |  |  |  |
| Lessons and best practices in protection are documented and shared with key stakeholders |  |  |  |  |  |  |

**D. Community engagement and participation**

*The ability of vulnerable women, children and their households to be able to access, acquire or provide critical services and the ability of implementing partners to provide quality services to vulnerable families and their households either directly or through referral)*

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| --- | --- | --- | --- | --- | --- | --- |
| ***Assessment Area*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** | ***Score*** |
| The organization engages with the community through active participation to access other critical services including shelter, education, health, sanitation and hygiene among others to the displacement affected persons |  |  |  |  |  |  |
| The organization has functional referral mechanisms in place (there is evidence that members of the affected population are being referred and are accessing services on referral) |  |  |  |  |  |  |
| The target population actively participate in project activities, choice of interventions, monitoring and other decision-making including feedback and complaint mechanisms |  |  |  |  |  |  |
| The organization carries out extensive resource mobilization and has established visible partnerships with private sector for the benefit of vulnerable families and their households |  |  |  |  |  |  |
| **Total Score** |  |  |  |  |  |  |

**Section III: Organizational Systems**

**E. Monitoring & Evaluation (M &E)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Description of Model System**  *Monitoring and evaluation are planned at or before the onset of a technical intervention. Quality Assurance/Quality Improvement measures are in place and being implemented. The implementation of activities is routinely monitored and data are collected and used. Monitoring and evaluation data feeds into the operational planning processes and provides the basis for making adjustments in plans.* | | | | | | |
| ***Assessment Area*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** | ***Score*** |
| Monitoring and evaluation are planned at or before the onset of a technical intervention. |  |  |  |  |  |  |
| Monitoring and evaluation are included in the work plan. |  |  |  |  |  |  |
| Quality Assurance/Quality Improvement measures are in place and being implemented. |  |  |  |  |  |  |
| Information obtained through M&E is used internally and disseminated to other stakeholders to ensure that the data is used to inform planning activities. |  |  |  |  |  |  |
| The implementation of activities is routinely monitored and data are collected and used |  |  |  |  |  |  |
| Monitoring and evaluation data feeds into the operational planning processes and provides the basis for making adjustments in plans. |  |  |  |  |  |  |
| The organization has a person responsible for managing monitoring and evaluation |  |  |  |  |  |  |
| Monitoring data is kept in a secure and organized manner |  |  |  |  |  |  |
| Monitoring and Evaluation is reviewed regularly by senior management and technical staff |  |  |  |  |  |  |
| Organization has monitoring tools |  |  |  |  |  |  |
| **Total Score** |  |  |  |  |  |  |

**F. Financial system/management**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Assessment Area*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** | ***Score*** |
| Finance Manual/Policy documents are in place and accessible by all staff |  |  |  |  |  |  |
| Finance staff are adequately qualified and trained in financial management |  |  |  |  |  |  |
| All financial transactions are recorded with relevant receipts and other supporting documentations |  |  |  |  |  |  |
| Average annual grant amount (funds received and utilized) |  |  |  |  |  |  |
| Systems are in place to prevent fraud such as:  2 signatories required for every cheque.  Regular audits of stocks and inventory  Strict procedures for purchase of goods and services |  |  |  |  |  |  |
| There is clear procedure for preparing and management of organization and project budgets |  |  |  |  |  |  |
| All staff clearly understand the procedure for:  Requesting and accounting for funds  Procurement of goods and services  Claiming expenses incurred during organization work |  |  |  |  |  |  |
| An external audit is conducted at least once a year and recommendations implemented |  |  |  |  |  |  |
| The organization has the capacity to prepare financial reports for various stakeholders |  |  |  |  |  |  |
| Programme staff have knowledge and skills in financial management |  |  |  |  |  |  |
| Organization has a requisition form |  |  |  |  |  |  |
| Organization has an accountability form |  |  |  |  |  |  |
| **Total Score** |  |  |  |  |  |  |

**G. Networking, Linkages and Collaborations**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Assessment Area*** | ***1*** | ***2*** | ***3*** | ***4*** | ***5*** | ***Score*** |
| There is a networking and collaboration strategy in place |  |  |  |  |  |  |
| The organization has working relationships with other Clusters, CSOs, government, media and private sector |  |  |  |  |  |  |
| The organization collaborates on joint projects with other organizations |  |  |  |  |  |  |
| The organization is an HRP partner or member of a CCCM Cluster |  |  |  |  |  |  |
| Project staff participate in exchange visits with other organizations |  |  |  |  |  |  |
| The organization engages regularly with the Cluster in a forum for sharing lessons and experiences |  |  |  |  |  |  |
| The organization shares information with other organizations/stakeholders |  |  |  |  |  |  |
| The organization’s goals and objectives are appreciated by relevant stakeholders |  |  |  |  |  |  |
| **Total Score** |  |  |  |  |  |  |

**SAMPLE QUESTIONS TO GUIDE GROUP WORK BEFORE SCORING OF INDICATORS**

**Competencies (knowledge, skills, attitudes)**

* What are the key functions/tasks of technical and management staff?
* What competencies do they require to effectively accomplish their technical and managerial tasks?
* What competencies exist/are in place?
* What competences need to be strengthened?

**Organizational Development /Institutional Development**

**Organizational structure**

* What is your organizational structure?
* How does it function in terms of roles and responsibilities of different organs?
* What challenges and questions are faced/experienced?

**Policies and procedures**

* What policies, procedures and systems exist in your organization?
* How are your policies, procedures and systems developed and operationalized?
* What challenges and questions are faced/experienced?

**Human resource development**

* How do you recruit, induct and appraise your staff and volunteers?
* How do you remunerate, motivate and develop your staff and volunteers?
* What challenges and questions are faced/experienced?

**Project management, monitoring and evaluation**

* How do you plan, implement, monitor and evaluate your programmes/activities?
* Who participates in planning, implementation, monitoring and evaluation of your programmes/activities?
* What challenges and questions are faced/experienced?

**Resource mobilization**

* How do you mobilize your resources?
* How do you ensure effective utilization of mobilized resources?
* What challenges and questions are faced/experienced?

**Gender analysis & planning**

* What gender issues have you identified in supporting CCCM work?
* How have you addressed the identified issues?
* What challenges and questions are faced/experienced?

**Advocacy and communication**

* What key issues increase vulnerability of the displacement affected population in your area of operation?
* How have you engaged the relevant stakeholders in addressing these issues?
* What challenges and questions are faced/experienced?

**CCCM Strategy**

* What policies, frameworks and protocols guide your CCCM work? Explain how.
* What challenges and questions are faced/experienced?

**Networking and collaboration**

* Whom does your organization collaborate with?
* What is the nature/benefit of the collaboration?
* What challenges and questions are faced/experienced?

**Target Population participation and involvement**

* Who are your target population/clients?
* How are they involved in activity implementation, needs identification, planning and decision-making?
* What challenges and questions are faced/experienced?

**6. CAPACITY BUILDING PLAN**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Capacity**  **area** | **Need**  **Gaps identified** | **What?**  **Action needed** | **When?**  **Now/soon/**  **later (Month)** | **Who?**  **On our**  **own/with**  **others** | **Resources**  **required** |
|  |  |  |  |  |  |
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