

ORGANISATIONAL SELF-ASSESSMENT

REPORT FOR:

THE FOUNDATION FOR RESOURCE AND COMMUNITY EMPOWERMENT OF CAMEROON (FORCE-CAM)



Prepared by Marcy Caouette, VSO Volunteer.

March 23, 2009



Note The organisational assessment process was made possible through support from VSO Cameroon.

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Introduction

Organisational Development (OD) is an important process available to organisations when they are interested in assessing their organisational strengths and weakness, to highlight areas in which they can focus their resources towards improvement. OD therefore, assesses each area of an organisation and ranges from visible areas such as program impact and delivery to unseen, often under-discussed areas such as organisational policies and management issues. When participating in such an assessment the organisation must be open, honest and most importantly, willing to change. When the organisation participates completely, when they confront their weaknesses and celebrate their successes, they benefit fully from the OD process.

Through support provided by VSO Cameroon, the Foundation for Resource and Community Empowerment of Cameroon (Force-Cam), a locally run, non-profit making organisation based in Bamenda, successfully participated in carrying out the OD process as a necessary step in establishing a long term partnership with VSO.

Force-Cam's journey with OD first began on November 15, 2008, when an introduction to OD workshop was carried out with a VSO volunteer along with all Board and Staff members. The intention of the workshop was to explain the OD process, its purpose and to give each member the opportunity to decide whether or not they wanted to be involved. Staff and Board unanimously agreed to participate in the OD process, ensuring their full participation and openness when being interviewed about each area of Force-Cam. Over the following 4 months, interviews and assessments were carried out, in preparation for a final OD workshop held from March 13-14, 2009, to review the information collected and further assess the organisation. The final OD workshop brought together staff and board members from as far as Yaounde to the south and Nkambe to the north. While the range of participants was diverse, the focus of strengthening Force-Cam was shared by all, leading to a very enjoyable workshop. The OD self-assessment process, including staff, board, volunteer and beneficiaries interviews along with the introductory and final workshop were all successfully conducted and all results are reflected in this report.

Capacity Building Areas: discussed during the self-assessment

Comments made by Staff and Board during the final self-assessment workshop, held in Bamenda on March 13 & 14 2009 are listed below and serve as background for further information to come. The list below shows each indicator that was discussed during both individual interviews and the final workshop, the comments made related directly to the indicator topic.

A Vision and Strategy

A1 Vision and Strategy

- We appreciate that vision is not well understood by all
- Force-Cam is helping the needy much in line with the original vision.
- Particularly this year a lot of activity has been done in line with vision.
- The inert religious cooperation is a fulfilment of the vision
- We know why our organisation exists. The vision is clearly stated. All that we do is in line with this vision

A2 Strategy Implementation

- FORCE –CAM does not have a strategic plan

B Governing Board

B2 Role of Board

- We have a policy place that governs the board.
- The Board members understand their responsibilities.
- Board are not really organised/ functional, usually because of means.

B10 Accountability of Board

- Factual info is gathered before decisions are made
- Room for improvement on what is already being done

C Management

C1 Participation in Decision Making

- Because I participate in making reports from the field I feel involved in decision making
- Room for improvement in communication and facilitation to access meetings
- Improvement in IT skills to empower staff /board to utilise information

C5 Access to Information

- Improve communication system particularly email and web utilisation
- Use of phones and communication credit

Programme Management

D1 Effective Planning Cycle

- Planning is limited by assurance for funding
- Need for empowerment of field staff to attain planning skills

D2 Participation in Planning and Implementation

- There is participation in the planning process but there is need for full involvement of the beneficiaries
- Overall approach in respect to stated guide lines of beneficiary participation should be reviewed.
- Sensitise the beneficiaries on what Force-Cam wants to do through meetings

D4 Participation in M&E

- There is a limited M&E system in place.
- Monitoring is ongoing but there is no definite schedule for evaluations.
- Improved transportation for monitoring.
- Reporting not regular

D5 Programme Impact

- Create quarterly evaluation forms for beneficiaries for feedback
- Evaluating the response of the programme
- Evaluate sustainability of the interventions
- Kids leave school with life skills
- IGA for Force-Cam
- Beneficiaries empowered with a philosophy to replicate what Force-Cam has done

E Resources and Financial Management

E1 Management of Information

- Something is being done already but need for improvement in generating reports and accessibility to information
- Need a filing system for Head office
- Financial management system lacking too.
- Information sharing still inconsistent
- Need training on financial management

E3 Financial Resource Situation

- Design a fundraising strategy
- Need an Income generating strategy for Force-Cam
- Improve skills in Project proposal writing
- Look for more donors

E4 Financial Policies and Procedures

- Improve on book keeping
- Need for a written financial policy
- Computerise financial management system

Human Resource Management

F2 Job Descriptions

- There are job descriptions (understood) but are not documented
- There is no clarity in the job descriptions as they are now

F4 Qualified Staff

- Support supervision for back-stopping
- Empower with skills on HIV/AIDS
- Empower with skills on project cycle management

F11 Team Work

- Improve spirit of collaboration both internally and externally
- Regular meetings
- Organisation should set aside funds to facilitate the team work process
- Commitment
- Proper timing to synchronise time for all staff to be available to work together

G Advocacy

G1 Understanding Advocacy

- To develop an advocacy strategy that supports complete free education in the future
- Training in advocacy skills

G6 Advocacy and Rights Based Approach

- We have no competencies in this area
- We need to start something in this area

H Networking

H1 External Image

- Force-Cam has done something to improve OVCs lives which is why their image is known
- Improve publicity (communication strategy) like development of a website, community radio,

H3 Stakeholders and Advocacy

- Nothing being done in advocacy
- Links exist but are not being utilised to achieve Force-Cam's objectives

I Gender

I1 Gender Related Skills

- There is gender sensitivity in planning
- Need for training in mainstreaming gender

J HIV & AIDS

J1 Awareness of HIV/AIDS

- More sensitisation in the communities
- Need training for staff
- IEC materials for community sensitisation
- Condoms for both staff and communities
- Addressing stigma at the community level

J2 HIV/AIDS in Projects

- Community education
- Training for staff
- Generate proposals for IGA's to support PLWHA

J4 HIV/AIDS Education and Prevention

- Developing activities in prevention and awareness on HIV.
- There is some inaugural work with PLWHA in Yaoundé. Still limited to psycho-social support

J7 Women and HIV/AIDS

- Need to develop programs specifically targeting women

K Information Technology

K1 IT Resources

- Staff training in IT
- Internet connection
- IT equipment; projectors, laptops , computers
- Camera

Capacity Building Areas: discussed during the self-assessment by beneficiaries

Beneficiaries from Ndu were interviewed on February 15, 2009, prior to the OD woskshop held in Bamenda. The comments made by beneficiaries are extrememly useful in understanding how the community and beneficiaries view Force-Cam. Their comments were shared with staff and board during the OD workshop and are included here as a measure of Force-Cam's external image among other important areas of assessment.

A Vision and Strategy

A1 Vision & Values

- The vision of Force-Cam is to help orphans and their families.

C Management

C5 Access to Information

- As beneficiaries we know the different programs that Force-Cam does that benefit us like getting food support, paying children's school fees and school books.
- Yes it is easy to get information about Force-Cam, we see them in the community and know where the office is.

D Programme Management

D2 Participation in Planning & Implementation

- We have been asked for our input in programs. We participate in meetings about projects. We feel that Force-Cam listens to us.

D4 Participation in M &E

- Yes, we have been asked if projects are going well and we are asked for our opinions.
- Meetings are held at times when we are able to attend.
- We think that all distributions should be held at the same time. We wonder why some children are receiving things that others are not.

D5 Programme Impact

- Changes are that school fees are paid all the time, on time. Force-Cam helps our children to attend school.
- Long term change depends on if the child is serious. If they complete school then they are serious and they can become doctors.

E Resources and Financial Management

E5 Financial Transparency

- We are not aware of finances for Force-Cam

F Human Resource Management

F4 Qualified Staff

- Yes we think the staffs in Ndu and Bamenda are qualified to do the work they do.
- They are experienced and have lots of knowledge of the community and its needs.
- Staff are respectful and encourage us caretakers.

G Advocacy

G6 Advocacy & Rights

- Force-Cam helps us to know our rights but not much discussion happens about it.

H Networking

H1 External Image

- Force-Cam has a good reputation in the community generally.
- There are misunderstandings of the children chosen for the program.
- Jealous neighbours seeing one child chosen but not their own cause's bitterness.

I Gender

I3 Women Benefiting in Programmes

- Children and women benefit most from Force-Cam's work.
- Yes meetings are scheduled at times to include women.
- To increase women's involvement and support, Force-Cam should start IGA's to support women care takers.

J HIV & AIDS

J1 Awareness of HIV& AIDS

- The organisation promotes awareness and understanding around the issues of HIV & AIDS through activities like the children's HIV group where children are taught about HIV and they then teach the other children in their household what they've learned.

J3 Respect for People with HIV& AIDS

- There is no discrimination within FORCE-CAM.
- The organisation works with HIV positive people as well as negative people in the same way.



Force-Cam Staff members enjoying the participatory group work activities during the assessment workshop, March 13, 2009.

Summary of Scores

A summary of scores is listed below. The averages are a combination of scores collected from individual staff interviews, beneficiary interviews and the final OD assessment workshop. The number value identified for each indicator follows the scoring system used throughout the entire process using numbers 1 – 4, as explained.

- 1= The organisation has done nothing or very little in this area; don't know**
- 2= The organisation has seriously started to do something in this area;**
- 3= The organisation has developed quite far in this area, but still some improvement is needed;**
- 4= The organisation is doing this very well; there is no immediate need for improvements in this area.**

Table 1

Indicator	Average Score
A1 Vision & Strategy	2.71
A2 Strategy Implementation	1.86
B2 Role of the Board	1.75
B10 Accountability of the Board	3
C1 Participation in Decision Making	3
C5 Access to Information	2.87
D1 Effective Planning Cycle	2.73
D2 Participation in Planning & Implementation	2.90
D4 Participation in M & E	2.79
D5 Programme Impact	2.95
E1 Management of Information	2.53
E3 Financial Resource Situation	2
E4 Financial Policies & Procedures	2.40
F2 Job Descriptions	2.10
F4 Qualified Staff	2.74
F11 Team Work	2.93
G1 Understanding Advocacy	1.4
G6 Advocacy & Rights Based Approach	1.67
H1 External Image	3
H3 Stakeholders & Advocacy	1.8
I1 Gender Related Issues	2.95
J1 Awareness of HIV & AIDS	2.45
J2 HIV in Projects	2.43
J4 HIV Education & Prevention	1.75
J7 Women in HIV	1
K1 IT Resources	2.15

Average scores for Force-Cam capacity indicators range from the lowest score of 1 to the highest score of 3 and serve as a good indication of areas in which Force-Cam is either very strong or needs some improvement. When identifying priority areas for improvement which is discussed further below, we will see that the scores assigned to each area have little weight in determining the priority areas selected.

Recommended/Confirmed Priority Areas for the organisational development plan

Priority Areas identified during the OD workshop have been listed according to their priority as determined by Staff and Board. All workshop participants were given green stickers which they were asked to place on indicators which they felt required immediate attention. Therefore the number of green stickers indicates the number of individuals who felt this should be a priority area of focus within the next year, as shown in Table 2. Following the exercise identifying the most urgent areas, participants were asked to do a similar exercise with pink stickers to highlight the areas they felt were important but that should receive attention in the next 2-5 years, rather than immediately. Therefore, pink indicates priority areas identified for focus within the next 2 to 5 years as shown in Table 3.

Summary of Selected Priorities selected for focus within 1 year

Table 2

Urgent and Important Issues to Focus on	Green Stickers (#)
A2 Strategy Implementation	*See note below
K1 IT Resources	9
E3 Financial Resource Situation	9
F4 Qualified Staff	9
B2 Role of the Board	7
J1 Awareness of HIV & AIDS	6
C5 Access to Information	5
E4 Financial Policies and Procedures	5
D1 Effective Planning Cycle	4
E1 Management of Information	3
H1 External Image	2
A1 Vision and Strategy	1
C1 Participation in Decision Making	1
D4 Participation in M & E	1
F2 Job Descriptions	1
G1 Gender Related Issues	1
B10 Accountability of the Board	1
D5 Programme Impact	0

Urgent and Important Issues to Focus on	Green Stickers (#)
D2 Participation in Planning & Implementation	0
F11 Team Work	0
G1 Understanding Advocacy	0
G6 Advocacy and Rights Based Approach	0
H3 Stakeholders and Advocacy	0
J2 HIV in Projects	0
J4 HIV Education and Prevention	0
J7 Women in HIV	0

* Note* this indicator was not rated or selected by participants during the OD workshop. When asked why it was not selected, participants responded that they want Force-Cam to create a strategic plan and they felt it was an obvious area in which they need improvement. Therefore participants chose to focus on other areas that may not have appeared so obvious. Force-Cam unanimously wants to create a strategic plan and has named this as a top priority.

Summary of Selected Priorities selected for focus within 2 -5 years

Table 3

Important Issues to Focus on	Pink Stickers (#)
HIV in Projects	7
Gender Related Issues	6
Advocacy and Rights Based Approach	5
Accountability of the Board	3
Awareness of HIV & AIDS	2
External Image	2
Participation in Decision Making	2
Vision and Strategy	2
Participation in M & E	2
Effective Planning Cycle	1
Participation in Planning and Implementation	1
Team Work	1
Understanding Advocacy	1
Stakeholders and Advocacy	1
HIV Education and Prevention	1
Women in HIV	1
Financial Policies and Procedures	0
Access to Information	0
Job Descriptions	0
Management of Information	0
Programme Impact	0
Role of the Board	0
Qualified Staff	0
Financial Resource Situation	0
IT Resources	0

Recognising our Strengths

As the table



Force-Cam Staff participating in the OD assessment workshop in Bamenda, March 14, 2009.

Hopes for the Future of Force-Cam

As part of the OD assessment workshop a session was conducted entitled 'Hopes for the Future', where the group consisting of Staff/Board, and Force-Cam volunteers were asked to envision Force-Cam in five years time. Once the group had collected their thoughts individually, they were then asked to share their dream for the organisation. The following responses fell into 5 categories and are as follows below.

Staffing

- Staff capacity will be fully developed and utilized
- Fully employed staff
- Well trained and seasoned staff

Infrastructure

- We should have offices in all places that Force-Cam works
- Fully equipped offices with computers and staff that are computer trained

- Force-Cam will open its own school

Geographical Expansion

- Force-cam will expand across Africa
- Expansion to other regions

Funding

- Force-Cam must have income generating activities in agriculture and livestock rearing

Programs

- Will also assist care givers physically, financially and materially

The next part of the exercise asked participants to indicate activities that Force-Cam is currently doing well, that they want to see maintained. The responses are as follows.

- ✓ Educational support
- ✓ Education for vulnerable children
- ✓ Psycho-social support
- ✓ OVC support in communities
- ✓ Educational and nutritional support for OVC's
- ✓ Home rehabilitations
- ✓ Health facilities should be maintained

The last part of the exercise focused on changes that the participants would like to see for Force-Cam and are listed below.

- ✓ Improve on the nutritional support through IGA's for care givers
- ✓ Improve on financial reporting system
- ✓ More branches of Force-Cam should be created
- ✓ Involvement of more handicap/disabled children
- ✓ Force-Cam should create an institution for children's education
- ✓ Improve on HIV/AIDS sensitisation
- ✓ Help children improve their educational output
- ✓ Improve allowance/assistance to volunteers
- ✓ Improve on the reporting process and management meetings
- ✓ Get the beneficiaries to be more involved in our activities
- ✓ Penetrate Muslim and other hard to reach communities
- ✓ Frequent the feeding program

Recognizing our Strengths

When looking at the excersies conducted at the final workshop, along with information gathered throughout the interview process we can see each area in which Force-Cam excells. From the assessment workshop participants listed educational and nutritional support, psycho-social support and home rehabilitation as projects that Force-Cam currently runs, which should be maintained in the future. When looking at scores collected during individual interviews, we can see that program management ranks as the second highest score. The combination of high scores in the area of programs and program management show that a major strength of the organisation is found in her programs. Another score that is rated quite high is vision, leading to the conclusion that since staff, board and volunteers all understand the vision of Force-Cam they are devoted to ensure that the organisation succeeds in fulfilling their vision through the community programs they run. When we look at each individual indicator we further see that Force-Cam has scored well in external image, team work and program impact. Each of these indicators can be linked, proving that Force-Cam, through the implementation of programs, has a good image within the community, a large community impact and both are achieved through strong team work. It can be argued that the most important thing that an organisation or individual has is their reputation. In this respect Force-Cam's greatest strength lays in the fact that the organisation has a good reputation, not only with the community, but also with all staff, board and volunteers.

Comments and Observations from the VSO volunteer

As an organisation Force-Cam is small, relatively young and extremely motivated. Over the past 4 months I have had the priviledge of working with a group of people who are giving selflessly in an attempt to ease the suffering of others. Undergoing and conducting an organisational assessment has been a new experience for both Force-Cam and myself. It is only through the patience, support and openness of the organisation that this process was completely successfully. It is easy to predict that when an organisation is assessed, audited, viewed from the inside out, they may feel insecure and tempted to withhold information, to make their organisation appear stronger than they really are. This has not been a problem during this process. Over the course of conducting our assessment Force-Cam has been willing and open to change. The goal of the assessment is to improve the organisation, to show areas that improvement is necessary and Force-Cam has fully embraced this idea. The areas in which improvement can happen have been detailed in this report. Staff, board and volunteers have expressed thier opinions, selected the areas which they feel are of the utmost priority, as the facilitator I have done my best to support this process while allowing the individuals involved to learn about their organisation for themselves and to come to their own conclusions. I feel confident that the areas the staff have identified as priorities are in fact areas that will strengthen the organisation.

Since meeting the staff, board and volunteers of the organisation I have been impressed by their dedication and commitment to the cause. I truly feel that the strength of Force-Cam is in its team work, and I have been proud to be a part of the team since arriving. The small improvements that Force-Cam will make, combined with the areas in which the organisation is already strong will do nothing less than create a truly successful organisation. With the motivation and dedication already abundant within the organisation I have no doubt that Force-Cam can succeed in anything it sets its mind to.

Scores by Indicator

Annex I

Indicator Vision & Strategy	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
(A1 Vision & Values)	2.71	3.00	2.00	3.14
(A2 Strategies)	1.86	1.75		2.00
(A3 Strategy based on Context)	2.29			2.29
Average for Capacity Area:	2.29			
Indicator Governing Board	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
B1 Board recruitment	2.86			2.86
B2 Role of board	1.75	1.75		
B3 Board policies and procedures	2.29			2.29
B4 Organisational policies	2.43			2.43
B5 Networking	1.86			1.86
B6 Advocacy	1.43			1.43
B7 Strategic direction setting	2.29			2.29
B8 Monitoring funds and fundraising	2.71			2.71
B9 Human resource management	2.86			2.86

B10 Accountability	3.0	3.0		3.0
B11 Legal basis	3.71			3.71
Average for Capacity Area	2.47			
Indicator Management		Staff/Board	Beneficiaries	Staff/Board interviews
C1 Participation in decision making	3.0	3.0		3.0
C2 Staff meetings	2.86			2.86
C3 Accountability	2.86			2.86
C4 Delegation of authority	2.86			2.86
C5 Access to information	2.86	2.75	3.0	2.86
C6 Organisational transparency	2.14			2.14
C7 Senior management leadership	2.17			2.17
Average for Capacity Area:	2.68			
Indicator Programme Management	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
D1 Effective planning cycle	2.73	2.75		2.71
D2 Participation in planning	2.90	3	3	2.71
D3 Effective documentation	2.71			2.71
D4 Participation in M and E	2.79	2.5	3	2.86
D5 Programme impact	2.95	3	3	2.86
D6 Learning through M and E	2.86			2.86
Average for Capacity Area:	2.82			
Indicator Resources and Financial Management	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
E1 Information management	2.53	2.5		2.57
E2 Office facilities	2.43			2.43

E3 Financial resource situation	2.0	2.0		2.0
E4 Financial policies and procedures	2.40			2.29
E5 Financial transparency	1.71		1.0	2.43
Average for Capacity Area:	2.21			
Indicator Human Resource Management	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
F1 Recruitment & Selection	2.86			2.86
F2 Job Descriptions	2.10	2.25		1.86
F3 Evaluation and supervision	2.57			2.57
F4 Qualified staff	2.74	2.5	3.0	2.71
F5 Staff Training	1.86			1.86
F6 Terms and conditions	1.29			1.29
F7 Gender	1			1
F8 Disciplinary procedures	1			1
F9 Health and safety	1			1
F10 HIV policies	2.86			2.86
F11 Team work	2.93	3.0		3
Average for Capacity Area:	2.02			
Indicator Advocacy	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
G1 Understanding advocacy	1.4	1.50		1.29
G2 Research-based advocacy	1.29			1.29
G3 Resources for advocacy	1			1
G4 Skills in advocacy	1.29			1.29
G5 Understanding RBA	1.71			1.71

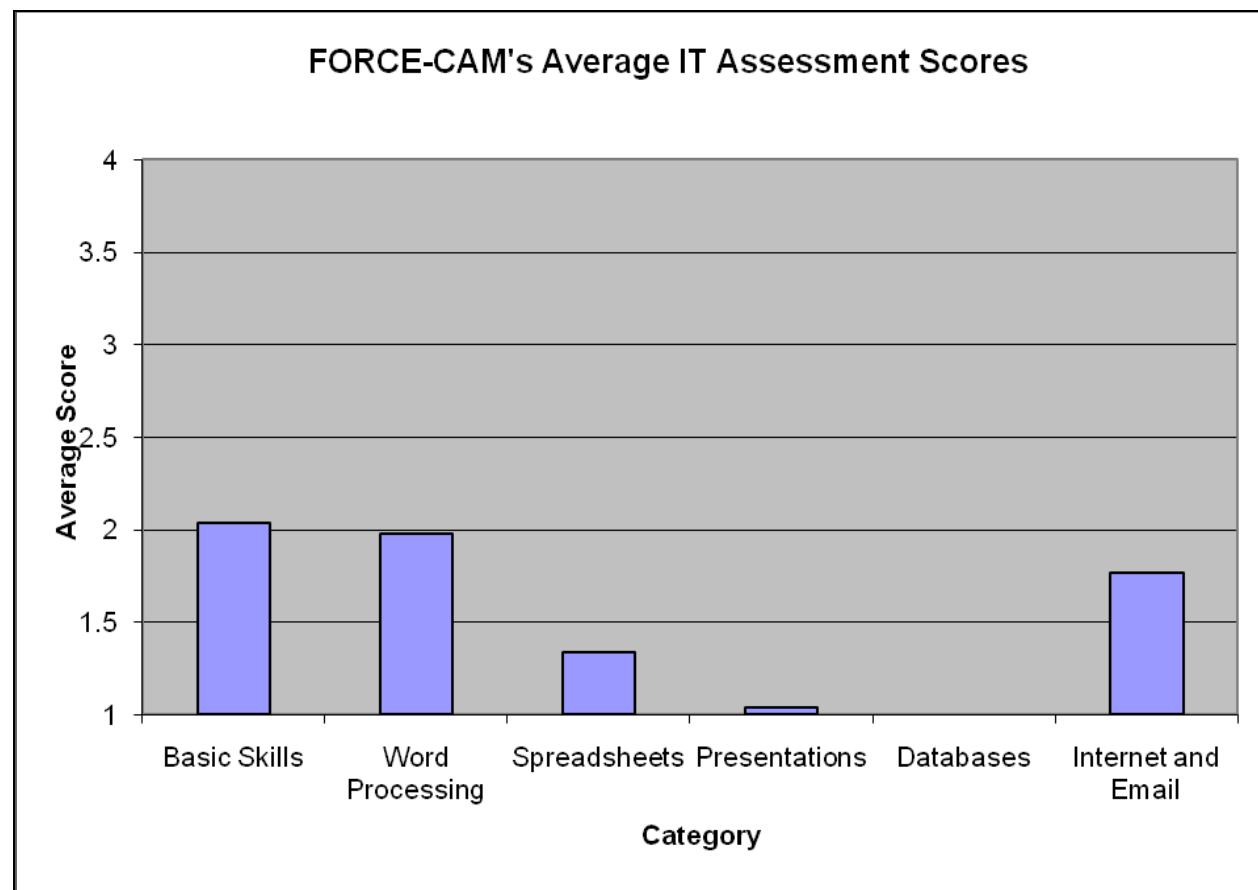
G6 Advocacy and RBA	1.67	1.0	2.0	1.57
Average for Capacity Area:	1.39			
Indicator Networking	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
H1 External Image	3	3.0	3.0	3.0
H3 Stakeholders and advocacy	1.8	1.75		1.86
Average for Capacity Area:	2.4			
Indicator Gender	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
I1 Gender skills	2.93	3.0		2.86
I2 Gender in Organisation	3.0	3.0		
I3 Women benefiting: programmes	3.0		3.0	
Average for Capacity Area:	2.98			
Indicator HIV & AIDS	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
J1 Awareness	2.45	2.5	2	2.86
J2 HIV & AIDS in projects	2.43	2		2.86
J4 Education	1.75	1.75		
J7 Women and HIV and AIDS	1	1		
Average for Capacity Area:	1.91			
Indicator Information Technology	Average (per indicator)	Staff/Board	Beneficiaries	Staff/Board interviews
K1 IT Resources	2.15	2.0		2.29
Average for Capacity Area:	2.15			

Annex II

Information and Technology Report

Individual Assessment Scores

	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Staff 6	Staff 7	Total
Basic Skills	1.17	1.83	1.41	2.5	3.70	1.59	2.04	2.04
Word Processing	1.07	1.37	1.60	3.19	2.60	2.19	1.85	1.98
Spreadsheets	1	1	1	1.5	2.12	1.75	1	1.34
Presentations	1	1	1	1.19	1.12	1	1	1.04
Databases	1							
Internet and Email	1	1.10	1.33	1.33	3.10	1.71	1.71	1.77
User Average	1.04	1.22	1.22	1.95	2.27	1.54	1.43	1.53



Annex III

Document Audit

The purpose of the audit is to gather and review documented information about the organisation in order to assess 'formal' policies, procedures and ways of working. Documents should be reviewed for quality, completeness, accessibility and latest update/review. Space is provided for comments.

Name of organisation: FORCE-CAM

Name of volunteer: Marcy Caouette

Date:

	Yes	No
A. Vision and Strategy		
Documented vision and/or mission	X	
Documented objectives and/or strategic directions	X	
Statements or values on: gender, participation, accountability, transparency, HIV & AIDS etc		X
B. Governing Board	Yes	No
Registration/incorporation	X	
Organisational by-laws and/or constitution	X	
Minutes of Board Meetings and attendance (Frequency)	X	
Record of general assemblies (Date of last one)		
List of Board members (Gender balance)	X	
Board policies: recruitment; diversity of membership; transparency; conflict of interest...		X

C. Management	Yes	No
Staff list and positions	X	
Organisational structure	X	
Internal Communication: information sharing		X
Minutes of staff meetings (frequency of meetings)	X	
D. Programme Management (Planning, Implementing, Monitoring, Evaluating)	Yes	No
Evidence of participatory approaches in planning cycle: assessment, design, implementation, monitoring & evaluation	X	
Planning documents	X	
Programmes and/or trainings Implemented: documented	X	
M & E system/Framework		X
Monitoring/Progress Report; Evaluation Report	X	
Lessons learned documented and shared		X
Number & type of beneficiaries documented (gender; district etc)	X	
Impact & Programme achievements documented		X
E. Resources and Financial Management	Yes	No
Financial rules, policies and procedures		X
Clear accounting system (per project, financial overviews: spent vs budget)	X	
Audit reports	X	
Fundraising strategy/Action plan		X
Clarity on % of overhead		X

Asset Inventory		X
F. Human resource management	Yes	No
Staff policies (i.e. recruitment, termination, professional development)		N
Job descriptions		N
Staff appraisal/evaluation (frequency of evaluation)		N
Professional development documented: when, who, what... (Learning documented)		N
Work plans /work objectives for all staff		N
G. Advocacy	Yes	No
Evidence of advocacy strategies, policies, objectives or activities		X
Strategic alliances with other organisations for advocacy promotion		X
Policy makers support and respond to advocacy activities		X
Collection of relevant documentation, articles on development issues, local issues, etc.		X
H.1 Networking	Yes	No
Evidence collaboration/ coordination/ sharing information with others (NGOs, government, etc.)	X	
Evidence of sharing reports / information (incl. financial) with beneficiaries		X
Evidence of membership of relevant networks/alliances (give names)	X	
Activities to promote good governance		X
Relationship with media (media clippings)	X	

H.2 Networking For Network Organisations	Yes	No
Evidence of needs assessment of members		
Evidence of sharing of best practices by members of network		
Number of relevant members/member organization are members		
No. and type of joint and collaborative activities led over the past year.		
I. Gender	Yes	No
Gender activities/ training for beneficiaries /staff		X
J. HIV & AIDS	Yes	No
Literature, resource information on HIV & AIDS available	X	
Available depending on location		

Annex IV

List of Participants

Force-Cam Member	Staff/Board	Position Held	Location of work/residence
Helen Ndi	Steering President	Committee	Yaounde
Chris Ndi	Field Volunteer		Yaounde
Biba Labrang	Training Officer		Nkambe
Pa Geofrey Shey	Steering President	Committee	Nkambe
Victorine Yaje	Field Volunteer		Ndu
Mami Esther Bonjab	Steering President	Committee	Ndu
Edward Ngi	Community Support Officer		Ndu
Beshe Victorine	Psyco-Social Counselor	Support	Ndu
Foncha Joseph	Field Volunteer		Ntumbaw
Che Nathanael	Field Volunteer		Bafut
Elvine Gwei	Field Volunteer	Administrator	Bamenda
Emmanuel Yungsi	Publications Officer	& Research	Bamenda
Edison Yunivo	President/CEO		Bamenda

Annex V

Evaluation by Staff/Board

The evaluation completed by staff and board at the end of the workshop was divided into 2 questions. The answers to the questions are listed below.

Question # 1. What was good about the OD process and/or workshop?

- ❖ The workshop was good and every lecture/teaching was well understood
- ❖ There was good planning involved
- ❖ There was enough food to replenish used energy
- ❖ Simplicity of the facilitators
- ❖ Clarity of the teachings
- ❖ Participatory workshop by all members, whether people can read or write or not
- ❖ Workshop was well planned, financed and managed
- ❖ Communication has been free, time to express feelings and ideas respected
- ❖ Methodology of coming out with strategic plan has been wonderful and easy to understand
- ❖ Very good atmosphere was established during the meeting
- ❖ Highly participatory and entirely supported by VSO
- ❖ The OD was super, Marcy keep up the good job
- ❖ Outreach programme is wonderful ie. Everybody seems involved from top to bottom
- ❖ What we have learned in the workshop has made me to know how Force-Cam supports children
- ❖ The methodology was very good as the information, ideas came from members of Force-Cam
- ❖ We gained knowledge on what a strategic plan is and we've helped to put on in place for the next five years
- ❖ The issue of getting information from the participants is good because it helps us know or understand the real need for Force-Cam
- ❖ The workshop was well organised and rich information gathered from the workshop.
- ❖ Good food
- ❖ The participation by everyone and the facilitation were all good
- ❖ The workshop was very enriching. The structured questionnaire form immediately indicated our weaknesses
- ❖ The approach was equally good. In fact, I was impressed in the way Marcy structured the various working groups during our workshop
- ❖ Marcy was very diligent and available when required

Question 2. What are changes or improvements we could make in the OD process and/or workshop?

- ❖ The language should be made known or understood by all participants
- ❖ Prioritized targets should be made known by field delegate as soon as possible
- ❖ The process of the workshop was good. Many more workshops would really enrich us
- ❖ Interviewing beneficiaries is a good assessment to see whether Force-Cam has an impact or not
- ❖ Suggested improvement in the OD process is that the volunteer should stay and facilitate in the strategic planning
- ❖ We should improve in home rehabilitation and educational support
- ❖ Improve financial resources
- ❖ Change the OD questionnaire to be user friendly and more adapted to small organisations
- ❖ Improvement in the sensitisation method on what Force-Cam actually is. Ie media advertisements
- ❖ My general impressions about the OD process are good, I just wonder whether the questions did not sound too technical to be administered to small organisations and too long for partners to fill out
- ❖ The questions were many and if they could be asked in smaller parts it would be good. It was tiring answering them all at once, there was a rush to finish
- ❖ Opening time be respected, if possible provide transport means to participants to come on time
- ❖ Participants be pre-informed on possible discussion topics before meeting date
- ❖ We can improve on planning and strategy, on how to raise funds for Force-Cam (how to contact donors and share our goals and vision with them)
- ❖ The process of workshop was good, hoping that documentation would be given to participants at the end
- ❖ The interview of beneficiaries was a perfect job, it could be extended to other areas
- ❖ The workshop or OD meeting was well organised.
- ❖ It has impacted a lot to the participants and especially me, I haven't any idea to improve the OD meeting but with time it will come