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A FRAMEWORK FOR ORGANIZATIONAL CAPACITY MANAGEMENT

USAID'S LATT-M PROJECT

FEBRUARY 2022

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A Framework for the Organizational Capacity Assessment

Introduction

The U.S. Agency for International Development (USAID)-funded Local Action Toward TB-Free Myanmar (LATT-M) is implemented by a network of local organizations led by Pyi Gyi Khin (PGK) in partnership with consortium members FHI 360 and Phoenix Association. The project aims to accelerate national progress toward ending the tuberculosis (TB) epidemic in Myanmar by 2035. LATT-M maintains a vision of communities affected by TB in Myanmar taking responsibility for their collective health; based on this vision, the project will mobilize and establish the first civil society TB community network in the country at the national and regional levels. Building the capacity of the TB community network is crucial for its involvement in the fight against TB. Conducting an organizational capacity assessment (OCA) is the first step in identifying the strengths and areas in need of improvement of the civil societies in the network. The assessment will assist in the designing and implementation of capacity-building activities tailored to meet the needs of these organizations.

Purpose

LATT-M will build and strengthen the capacity of the TB Community Network to improve the provision of effective TB services in Myanmar. It will partner with health civil society organizations (CSOs),

community-based organizations (CBOs), TB-affected communities and TB interest groups, which are also called self-help groups (SHGs). The purpose of the OCA is to assess the technical capacity needs of the member organizations in the TB Community Network and strengthen their capacities based on the identified gaps. The assessment evaluates two major components: organizational management capacity and TB technical capacity.

About the tool

The project designed an OCA tool (OCAT) to assess the growth of small organizations at various stages. The tool uses a simplified rating system to evaluate the strengths and specific technical needs of the organization, using scores ranging from A to D, with D indicating strong capacity, C indicating growing capacity, B indicating basic capacity, and A indicating minimum capacity.

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Methods of assessment

The OCAT, using a simplified rating system, will assess the strengths and specific technical needs of the organizations (see Annex 1). In collaboration with consortium partners' central teams, the member organizations will receive further technical assistance based on the needs identified in the assessment. The tool will also be developed in Myanmar Language to facilitate use by facilitators and all users. The following assessment techniques will be applied appropriately based on each organization's capacity, size and timeline:

- Self-assessment (if the organization can assess its capacity independently)
- Virtual workshop with focal persons
- Face-to-face meeting

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Assessment procedures

Tips for organizing the OCA meeting

- Contact the organization's focal person and agree on a date, time, preferred assessment platform, participant criteria and other arrangements (refreshments, allowance, meeting materials, etc.)
- Invite members representing different levels within the organization and aim to have a gender balance among members.
- Prior to the meeting, inform the organization's focal person or leader of the essential meeting information through official communication channels.
- If the meeting is to be in person, arrange the venue and refreshments.

Tips for facilitating the OCA meeting

The facilitator's role is essential to the success of the meeting. The meeting should include two facilitators that cover the following roles and tasks:

- Start with an introduction session; introduce the facilitators and ask the participants to introduce themselves and their roles within their organization.
- Briefly explain the LATT-M project and the purpose of the assessment meeting, including the objectives, OCAT outline, score, methods, timeline and next steps of the assessment.

- While explaining the score, the facilitators should emphasize that the scoring is designed to set priority actions and not to judge performance. Thus, sincerity is vital to scoring the organization's capacities and avoiding potential bias toward achieving a high score.
- If the assessment occurs online, it is better ensuring to check technology with the participants in order to reduce technology distractions.
- Ask the organization's leader to describe their organization's background and experiences before the start of questions.
- As the OCA meeting will take three or four hours to complete, arrange regular breaks to ensure the participants can refresh and concentrate.
- The facilitators should encourage, clarify and assist the participant's discussion and ensure that the participants understand the language the tool uses.
- For each part of the assessment, the facilitator should ask open-ended, probing questions to encourage group discussion, taking notes on the participants' answers.
- Ask the participants to respond to each other's views and reach a consensus together. If one person is leading the discussion, the facilitator should ask questions to the other participants, such as "What do you think about that?" or "Would you like to add anything?"
- If some participants struggle to read the questions, the facilitator should explain using oral translation rather than directly reading the sentences described in the tool.
- At the end of the meeting, conclude by asking about the participants' feelings and whether they have any thoughts to add. Then, explain the next steps and actions for after the assessment.

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Annex 1. The Organizational Capacity Assessment Tool

The purpose of the OCAT is to assess your organization's capacity regarding:

- Management practices
- TB technical knowledge and skills (especially for TB prevention and care that includes TB case finding, case management, and prevention as well as TB advocacy)
- Advocacy, communications and social mobilization (ACMS) skills
- Digital communication skills to promote TB awareness, address discrimination, form a network to work together fighting against TB, and advocate enhanced access to quality TB care and increased resource allocation to achieve the country's goal of TB elimination by 2035

The OCAT will help identify the strengths and gaps in your organization's capacity in these areas, allowing you to use this information to develop plans for strengthening your organization's TB technical capacity. Please respond to the questions as accurately as possible to ensure that the results are precise.

The OCAT consists of organizational profiling and an assessment of the two major components of organizational management capacity and TB technical capacity. These two components use a simple rating system on a scale from A to D. Please read the questions row by row and, in the "Score" column, write the letter from the scale that you believe best identifies where your organization stands. You may add a comment with any additional information, requested capacities or facilitator's remarks.

You can take as much time as needed to complete the assessment as it is a private reflection of your organization's capacities.

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1. Organizational Management Capacity

The following table assesses the organizational management capacity of your organization using a simple rating system on a scale from A to D. Please read the questions row by row and, in the “Score” column, write the letter (A, B, C, or D) from the scale that you believe best identifies where your organization stands. You may add a comment with any additional information, requested capacities or facilitator’s remarks. You can take as much time as needed to complete the assessment as it is a private reflection of your organization’s capacities. You can take as much time as needed to complete the assessment as it is a private reflection of your organization’s capacities.

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