

ORGANIZATIONAL DEVELOPMENT TOOL

SAMPLE QUESTIONS FOR SURFACING INFORMATION



Below are lists of questions that can be used to help surface information for scoring organizations with the Organizational Development Tool. You do not need to ask every question, nor do you need to ask them in order. You can put these questions into your own words. You can also ask questions that are not on this list. The questions should not be read like a script or a formal question and answer scenario. The questions should help begin and guide conversations that will surface information in a comfortable and informal conversational manner with organization representatives and to better understand their capacity in the various areas scored on the ODT. When asking for information, ask for specific examples. Engage with more than one person. Encourage diverse voices to contribute to the information shared so that you have perspective from different angles of the organization.

Identity and Agency	Structure and Function	Human Resources
<ul style="list-style-type: none"> • I am interested in hearing the story of how the organization got started. What motivated its formation? Who was involved? • What are the values that guide your work and how do they shape your work to improve children’s lives? • What is the core programming that has remained at the center of your work? Why? • What is the link that integrates the different programs that you have? • What are you most proud of as an organization? What can you point to and say, “This is what we have accomplished and we have done it well” ? • As you look back through the organization’s history, what have been some moments of challenge or success that helped you to be confident about your work? • What are your strengths as an organization? What are the areas of work where you have developed a strong expertise? 	<ul style="list-style-type: none"> • Most organizations develop an organizational structure and then it shifts and changes over time. Can you provide me a quick overview of your structure? • So it looks quite clear on paper, how does it actually work? • Give me an example of what shows the effectiveness of the structure. • Give me an example of a challenge that you have in relation to the current structure. • How is information shared across the organization? • Do you find that information flows easily, or is it often the case that some people do not have access to information? • How often do you review your structure and function to understand how it works? 	<ul style="list-style-type: none"> • I want to explore a little bit of how the work gets done. Tell me a little about your staffing. How do you identify new staff members and what do you look for in your team? • What is the balance between paid and unpaid staff? And how does that affect your work? • How do you build a sense of teamwork and unity in your team? • How do you go about building the skills of your team? • What about volunteers? What is the process of someone becoming a volunteer and developing the skills to work with families and children? • What are your greatest challenges in staffing? • How do you divide up the various roles and responsibilities? • And how well is that working? Do you find it facilitates working together or that there are challenges? • Is there an overall set of policies that guide hiring, salaries, etc.?

Governance	Management	Leadership
<ul style="list-style-type: none"> • How many board members do you have? How are they recruited? • What do you see as your top responsibilities as a Board? • And how do you go about doing your work as a Board? How often do you meet? Who works more closely with the Director? • Give an example of what was on your agenda during your last meeting. What did you discuss – what issues did you consider and resolve? • Describe your relationship to the Director – how do you interact? • When there is a difference of perspective, how is that resolved? • What are the things that are the greatest concern for you as Board members? • What makes you want to be on this board? • What are the Board’s priorities for the organization over the next five years? • What are you most proud of? 	<ul style="list-style-type: none"> • How are decisions made in this organization? Who makes them and how do they get input from others? • Do you have a management team? Who does it include and what is their role? • How does the management team relate to other groups – staff and board? • Give me an example of how staff provide leadership in the organization? How frequently does this happen? • Can you tell me about the systems that facilitate the work – how do you manage, organize, and streamline your work procedures? • What policies are in place to guide your work? 	<ul style="list-style-type: none"> • Since the founding of the organization, how has the role of the founder evolved or changed? • What are the strengths of your leader? What, in how he or she does his job, make him a good leader? • What are the challenges of the leader? • What is the main role that he or she plays? What responsibilities does he or she hold? • Who deputizes the leader? How would you describe the relationship between the two individuals? • How does the leader support leadership development of others in the organization? • What opportunities exist for staff to provide feedback to the leadership or on how effectively he or she is providing leadership?

Resource Mobilization	Financial Management	Sustainability
<ul style="list-style-type: none"> • Obviously a great challenge for all of our organizations is having enough resources to do our work. Who is responsible for mobilizing resources? • How many donors do you have at the moment? Give me a sense of how you identified them. • How do you maintain those relationships? • What would you describe as your approach? Do you have a plan? Or do you take opportunities as they come? • When you have been most successful, what would you say contributed to that success? • What local sources of support have you been able to tap into? How have you gone about doing that? • Describe your process for proposal writing or report writing: Who is involved? How does it get done? • When it comes to resource mobilization, what is your assessment of yourselves as an organization? • What role does the Board play in resource mobilization? Give me a concrete example 	<ul style="list-style-type: none"> • Who is responsible for managing the organization's finances? • Tell me a little bit about yourself, how you came to this work and how you built your skills? • Give me an overview of your financial management. How well developed is your system? Where do you see your main challenges? • What is your process for creating a budget? Who is part of the budgeting process? • Let's walk through a couple of things. What happens when you receive your Firelight funds? What is the process that you go through? • Then when its time for one of your staff to implement a program, describe for me the steps that they go through to get the funds for their work. • Let's take one of your receipts and follow the whole process through your system so I can have a better understanding of how it works. 	<ul style="list-style-type: none"> • When you think about your budget, what are your biggest costs? • Give me your analysis on your organizational costs. • What are some things in the way that you work that create cost effectiveness? • When you think about the long term, what do you think will help you to remain financially viable? • What have you put in place in order to actually move from that idea into action that you are taking? • Do you have an income stream that you control? How do you get that income? • If not have you ever explored any opportunities? What has been a constraint or an enabler? • What support would you need in order to do this?

Program Planning	Program Implementation	Monitoring
<ul style="list-style-type: none"> • Let's talk a little bit about your programming. Can you provide an overview of the core programs of the organization, not limiting to what Firelight is funding. • How has your programming evolved to where you are now? What was your initial focus and how has it expanded to this point? What do you see as the key that connects the various pieces? • I want to talk a little bit about your planning process. What informs a decision to develop a new program? • Who is involved in that process? How are they involved? • What guides your programs? Is there a strategic plan that provides a long-term view or do you only have one-year plans? • If you have a strategic plan, what was your process for developing the strategic plan? Who was involved in the process? • From the strategic plan, what is the process for someone to understand what he or she needs to accomplish? • How do you assess your progress? • How does the plan guide decision-making or priorities in terms of focus of work? 	<ul style="list-style-type: none"> • Describe your program implementation. Who does what? • What is the role of staff? What is role of volunteers? What is role of community? • How do you ensure quality in your programming? • How does each person know what he or she needs to do in their work? How does that get articulated? • What do you see as your strengths in program implementation? • What are some of the main challenges that you experience in program implementation? • How do you go about trying to improve your programming? 	<ul style="list-style-type: none"> • How do you document your work – both what you do and the results? • How is that documentation reviewed and by who? • As the program ends – what happens? • Do you have a monitoring and evaluation system in place? Tell me how it works and what you see as its role and purpose in your work? • What happens to the data once it has been collected? • Who analyzes it and what does he or she do once they have analyzed it? • How does the group engage with the data?

Children and Families	Community	Networking
<ul style="list-style-type: none"> • Describe for me what it means to be a vulnerable child in your community. If you can give me a specific child, telling his or her story, that would be helpful. • How do you identify vulnerable children? • What kind of information do you record about the child? And who is responsible for that process of documentation? How does it inform your work with the child? • Do you engage with the family? Please describe that to me. • As you implement your programs, how do you ensure that you listen to children? Give me a specific example of a situation where you have done that. • What happens if a child is being beaten or neglected in the home? How do you handle those situations? 	<ul style="list-style-type: none"> • Describe your relationship to the community. What do you see as their role in your work? • What do you see as your role in relation to the community? • What do you see as the strengths and challenges of working with the community in that way? Is there anything you would change? • How do you involve the community in planning and reviewing your work? • Tell me a story that gives an example of how you work with the community? • Can you describe what a community with capacity looks like? What would I see in a community where you have worked? • How do you exit a community where you have been working? 	<ul style="list-style-type: none"> • Who are some of the main actors in your community that influence issues related to children? • Do you have a relationship with them? And if so, how did you initiate those relationships? Are they formal or informal? • How do those relationships help you? Describe for me the ways they have made a difference for you? • What is the most challenging aspect of that networking process? • Are there gaps in your relationships with stakeholders. If yes, where and why?

Child Rights	Child Participation	
<ul style="list-style-type: none"> • How do you understand children’s rights in your context? • Can you give me an example of how your understanding of children’s rights informs your programming? • Generally, what is the perception of children’s rights – is it positive or seen as a negative thing? • Do you engage others – the community, families, or traditional leaders – on children’s rights? • What are your objectives when you engage others? What do you want them to do with the information that you share about child rights? • Do you engage with government on children’s rights? Give me an example of that engagement. • What about children – do they have an opportunity to understand what children’s rights are and what that means for them? • How do you go about engaging them on child rights? • What do you hope that they are able to do as a result? 	<ul style="list-style-type: none"> • In this community and this context, how are children seen and heard? • In what ways do children have the opportunity to inform your programming? • How do you get input and feedback from them? • How do you build up leadership of children and youth? 	