

The Organizational Development Tool is designed to assess a grantee-partner's capacity across eight areas:

1. Identity and Agency,
2. Structure and Function,
3. Child Rights
4. Strategy,
5. Relationships,
6. Human Resources,
7. Financial Resources, and
8. Governance, Leadership, and Management.

Each area consists of 3-6 items that together assess that area. In order to be able to compare scores across areas, the area scores were standardized to a five-point scale, where 1 is a low degree of organizational development in that area, 3 is a moderate level, and 5 is highly developed. Based on an organization's overall percentage score, organizations are categorized as being at the emerging, expanding, or established stage of organizational development.

Please note that the purpose for scoring an organization on the tool is to assess their capacity in order to inform capacity building support, rather than to simply make judgment on the organization. The tool is most valuable when the assessor and the organization engage in a reflective dialogue to more deeply understand the strengths and challenges as well as the factors that affect the organization's capacity. Shared understanding developed through that dialogue will inform a partnership to facilitate collaborative action on supporting the organization's development.

QUICK TIPS FOR USING THE TOOL

1. Disregard any hypotheses about a grantee partner's overall level of capacity prior to using the tool, so that it will be less likely to affect their score in individual categories or questions.
2. Each item is scored on a scale of 1 – 5. Read the Score definitions to help you get an understanding of the meaning associated with each number. If a group falls in between two of the description choices, you should select a 2 or a 4 to mark that they are in between those levels of development
3. Use the 'notes' field at the bottom of each page to list any special considerations that were taken into account in choosing this score (Notes may be useful when comparing a group that was scored by two or more individuals, and there are differences in the score).
4. You should try your best to score every item, but if you feel that a particular question is not applicable to the group, or that you lack sufficient information to make an accurate determination, the question may be left blank.
5. Only write or type in the boxes that are colored (or grey if printed in black and white).
6. Please fill in your information on the Intro page, noting date, name of organization, and name of person completing the tool.

More detailed scoring instructions can be found starting on page 3.

GETTING INFORMATION TO SCORE THE TOOL

1. Conduct a site visit to the organization:
 - Use the suggested questions to engage in dialogue for surfacing information about the organization. You do not have to ask every question in exactly the way it is presented. You can restate the question in the way that works for you. What is important is that you gather information.
 - 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.
 - Review systems and observe program implementation to understand if what is described is what is actually practiced. Organizations can sometimes describe what they aspire to do rather than what they are actually doing. Carefully observe the environment, interactions, and behaviors.
 - Also look for consistency in that behavior. If an organization only sometimes does some thing, then maybe they have not yet fully developed that competency. Then it is more likely that they are in the lower score category.
 - If you have recently visited the organization, use the information that you have gathered to score the organization. If there is an area where you have insufficient information, you can reach out to the organization to ask them for information. When asking for information, ask the organization to give you specific example of how they do the thing that you are asking so that it is not about what they wish they could do but rather what they are doing.
 - If you have observations to the contrary, feel free to say to the organization, “When I visited you last month, my observation was that your organization is doing X. That is different from what you are describing. Can you explain?”
2. After your site visits, reflect on the information gathered. Use the information to score the organization. Make notes as you score.
3. Send a blank copy of the tool to the organization. Ask them to score themselves. Encourage them to have a diverse group participate in the process.
4. Plan a follow-up conversation where you and the organization review and discuss the tool. You can ask the organization to send their scores ahead of time so you have a chance to review them before you meet and talk. On reviewing them, you can prioritize the areas where there are differences that you need to focus on.
5. The conversation can be done in person or by phone, but preferably in person with the full team that participated in the scoring process. As they share what they have scored themselves, ask them to provide evidence of this level of capacity or describe how their

claim actually works within the organization. Engage in a reflective dialogue that helps the organization to understand their own capacity. Through the discussion, come to agreement on the scores.

6. Once the tool has been scored, identify areas of strength and areas of challenge. Use this to encourage the organization to engage in efforts to build their capacity. Also work with them on a plan on what areas will be a priority for capacity building. Discuss strategies that they can engage on their own as well as those that they can receive support for.
7. Final scoring should be shared with Firelight Foundation. Organization should be scored again within 12 to 18 months.

STEP-BY-STEP SCORING INSTRUCTIONS

1. Fill in the information on page 1, regarding the name of the organization, your name and the conditions of the scoring.
2. Beginning on page 2, first review all of the items and their descriptions for the area being scored.
3. For each individual item, read the three descriptions carefully. Then choose the description that best fits the group and record the corresponding score in the colored box on the far right of the descriptions, labeled 'score'.

The score should be between 1 and 5. If a group falls in between two of the description choices, you can select a 2 or a 4 to mark that they are in between those levels of development. **

4. Continue scoring each of the items in the area. You should try your best to score every item, but if you feel that a particular question is not applicable to the group, or that you lack sufficient information to make an accurate determination, the question may be left blank.
5. Tally the total number of items left blank in each area. Record this number in the "Number Skipped" box that appears at the bottom of the Score column. Items that are skipped will not be included in the final Area Score calculation.
6. Use the box at the bottom to add any notes that you have and to highlight recommendations for capacity building in this area.
7. Scores listed in the score column will be automatically tallied at the bottom as the total score for that area.
8. Repeat the process with set of items in the remaining seven areas.
9. After scoring each of the eight areas, go to the ASSESSMENT SUMMARY page. Each area score should automatically appear in the column next to its category.
10. The final score should appear in the box next to the 'final score' field. It will be in the form of a percentage.

11. Use the percentage to select the corresponding category of the organizational capacity level. Check the box to the left of the percentages. If the final score is between:

20 – 46 %	Emerging
47 – 73 %	Expanding
74 – 100 %	Established

12. After the scoring has been completed, go to the CAPACITY BUILDING PLANNING PAGE. List the summary of strengths as well as summary of key challenges. Also summarize your overall impressions or reaction to the score of the group, what is surprising, striking or troubling. In addition, you can provide some contextual understanding of why the group may be at the particular level of the category or underlying reasons for the categorization.

13. Finally, use the suggested technical assistance area to list key priorities and to suggest the year when they should be addressed.

****** *On rare occasions, you may choose to score an item with a zero. A zero score indicates that the group does not show any development in the area OR that they are in fact showing negative characteristics. This should be used only for extreme circumstances, and notes should be made explaining the rationale behind the zero score. In general, most organizations should not receive any zero scores.*