



## PARTNER ORGANIZATION ASSESSMENT FORM (O-SCAN)

<b>A TRANSPARENCY</b>					Score	Comments	
The organization can be easily reached and found through a number of ways. It provides insight into its plans, results, income and expenditures. The foundations of the organization are clear, known, frequently referred to and consistent with organizational reality.					↓	↓	
1	<b>Accessible</b>	<b>A</b> The organisation has no website with information on the address, telephone number, and e-mail address of the organisation.	<b>B</b> There is a website, but it does not mention all contact information, including the visiting address of the organisation and directions for reaching it by public transport or car. Contact information may also be outdated.	<b>C</b> The website contains all current contact info, but there are significant problems with reaching or finding the organization - on internet, by phone, by public transport, by car - or getting a timely reply to e-mail.	<b>D</b> The organization can be easily reached and found through a number of different ways.		
2	<b>Annual plans &amp; reports</b>	<b>A</b> No annual plan or annual report available at all - not for this year or any year before, not on paper and not online.	<b>B</b> Annual plan is available, but not for the current year or not with budget. Annual report available, but not for the last year or without financial report. The plan and narrative report only describe activities, no results.	<b>C</b> Annual plan includes budget, but parts of the plan are incomplete or unclear. Annual report includes financial report but not audited. Results information is limited to activities and outputs.	<b>D</b> Insight is provided into the organization's annual plan and budget, its income and expenditures, and achieved outputs as well as outcomes. Available online are (i) its latest annual plan and (ii) annual reports for at least the last three years.		
3	<b>Foundations</b>	<b>A</b> No written statements expressing the mission, vision, identity, and values of the organization formulated.	<b>B</b> Foundational statements available, but they do not reflect adequately the core business, nature, and principles of the organization; they cannot be quoted from memory, are only known by a few and hardly ever referred to.	<b>C</b> Mission, vision and value statements are not just empty phrases, but reflect a wider held understanding of the organization's reason for being, beliefs and commitments. They are referred to at the appropriate occasions.	<b>D</b> Foundational statements are well-thought out and consistent with organizational reality. They are broadly held and understood within the organisation and frequently referred to.		
<b>B STRATEGY</b>					Score	Comments	
The organization operates on the basis of a formal, multi-annual, and integrated strategy that is relevant, effective, and sustainable.					↓	↓	
4	<b>Strategic vision</b>	<b>A</b> There is no long-term vision for the target group or target area as well as the organisation itself. There is no awareness of the challenges faced today. The organization is largely run on the basis of daily or forever shifting concerns.	<b>B</b> There is some sense of the changes desired in society and the direction in which the organization should go, either with management or staff, but there is no concrete plan of how to effectuate it.	<b>C</b> Management and staff are each clear on the societal and organizational vision, but their 'stories' are not always in agreement, which in effect means that each is more or less going its own direction.	<b>D</b> Management and staff are clear and in agreement on where the organization and its beneficiaries should be in the future; they have a clear and consistent story on why and how this will happen, and significant initiatives are put in place to get there.		



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5	<b>Strategic plan</b>	<p><b>A</b> There is no written multi-annual or strategic plan. Alternatively, there is a document with that term, but it seems to reflect the ideas of only one person, who has a limited sense of direction and limited knowledge of strategy formation.</p>	<p><b>B</b> There is a written plan. The document reflects that it was formulated with the assistance of a (semi-) expert, and perhaps with some input from the staff, but it has never been owned, implemented or even finished.</p>	<p><b>C</b> Strategic priorities are clear, and have been translated into measurable objectives, but priorities are not widely known and it is not well-understood how exactly they are to be achieved.</p>	<p><b>D</b> Strategic priorities are widely known, there is commitment to them and they guide daily operations. The strategic plan includes objectives that are bold but attainable, and a clear, multi-annual strategy on how to achieve them.</p>		
6	<b>Financial strategy</b>	<p><b>A</b> No recognizable initiatives regarding the diversification of sources of income through the generation of income or a systematic search for new fund opportunities. No contingency reserve available. Almost completely dependent on one or two external donors. No attention paid to financial risk and financial sustainability issues.</p>	<p><b>B</b> Limited plan for diversification; results still limited. Some, but insufficient contingency reserve available. Highly dependent on a few external donors. New projects and investments are based on limited financial risk and sustainability checks.</p>	<p><b>C</b> Financial strategy is included in strategic plan. Operations are financed from a wider sourcing base, including multiple donors as well as some local sources. Sufficient contingency reserve available. Financial risk and sustainability checks could be more thorough.</p>	<p><b>D</b> Financial strategy is integral part of strategic plan. Fully aware of donor opportunities, priorities and award criteria. Ample contingency reserve available. Operations are financed from a wide sourcing base, including significant contribution from local sources.</p>		
7	<b>Capacity development strategy</b>	<p><b>A</b> No recognizable initiatives regarding the development of the capacity of staff and organization.</p>	<p><b>B</b> Some (ad hoc) initiatives regarding capacity development; mostly individual training and hardware (e.g. car, laptop) and not always based on a clear understanding of needs and available solutions. No goals formulated. No evaluation taking place.</p>	<p><b>C</b> A more systematic approach is taken, incl. assessments, and efforts related to organizational policies, strategies, and systems. What lacks is a detailed plan, ensuring that efforts are consistent with the wider strategy, that sufficient time and resources are allocated, and that formal evaluation can take place.</p>	<p><b>D</b> Activities are integrated into an organization-wide strategy for capacity development. Its relevance to needs and wider planning documents (e.g. strategic plans) is demonstrated. Implementation is planned in detail, including a diverse range of activities, measurable objectives, and sufficient time and resources.</p>		
8	<b>Strategic cooperation</b>	<p><b>A</b> The organization has no other formal partnership that the one with WSN; apart from some informal contacts, it basically exists on an island when it comes to implementing its strategic plan.</p>	<p><b>B</b> There is active participation in networks or alliances and some sharing of information and consultation of others is taking place, but no joint activities are undertaken.</p>	<p><b>C</b> There are formal partnership(s), involving common activities, regular consultations and information exchanges.</p>	<p><b>D</b> Takes lead role in network or alliance. Long-term cooperation is taking place. This cooperation is mutually beneficial and significantly enhance the effectiveness of the organization.</p>		
<b>Conclusion</b>							



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C	<b>ORGANIZATION</b>				Score	Comments	
	Clear and well-defined plans, policies and systems are in place, being implemented consistently and adjusted regularly. Organization levels are properly separated, there is sufficient staff strength and proportional representation of the target group.				↓	↓	
9	<b>Annual planning, monitoring and evaluation system</b>	<b>A</b> No annual operational plan and budget prepared. There are no internal reports or reviews.	<b>B</b> Annual operational plan and budget prepared, but budget is not adjusted during the year. Internal reporting is done, but not on a regular basis.	<b>C</b> Annual operational plan, budget and M&E system. Systematized data collection and regular internal reporting, but data is not sufficiently analysed and utilized in decision-making and reporting is not explicit on progress towards objectives.	<b>D</b> Strong annual operational planning, budgeting, M&E system in place. Plans and budgets are adjusted during the year if needed. Disaggregated data and regular internal reporting. Data used for supporting planning and learning effort.		
10	<b>Management system</b>	<b>A</b> No system of written operating principles and procedures, criteria, and forms available.	<b>B</b> Basic set of principles, procedures, criteria and forms available, but incomplete and not known and consistently used by all.	<b>C</b> More or less complete and well-defined management system, known and used by most, but not all are able to use it and it is becoming outdated and incomplete as practices change.	<b>D</b> Well-defined, well-known, complete and constantly used management system in place, including procedures for system review and improvement.		
11	<b>Organisation levels</b>	<b>A</b> No separation of governance, management and operational roles; all located in the same persons.	<b>B</b> Different organizational levels are separated in a limited way, but can hardly be called independent.	<b>C</b> Organisational levels are sufficiently separated, but at least one level is not functioning properly.	<b>D</b> Organisational levels check and balance each other.		
12	<b>Policies</b>	<b>A</b> No formal policies on human resource, financial, program management etc. available.	<b>B</b> There are written policies, but they are outdated, incomplete, and not being used much.	<b>C</b> Clear policies in place, but either not all relevant issues are covered or implementation is insufficient.	<b>D</b> Clear policies in place. Policies cover all relevant issues and are systematically followed.		
13	<b>Staff composition</b>	<b>A</b> The society, especially key stakeholders, is poorly represented in the organisation (in terms of age, gender, ethnicity, religion, disability).	<b>B</b> The society, especially the key stakeholders, is represented in the organisation to some extent.	<b>C</b> Representation is “proportionately” in the organisation as a whole, but underrepresented at management and board level.	<b>D</b> Representation is “proportionately” and the target group is realistically represented in the organisation as a whole, including management positions.		
14	<b>Human resource capacity</b>	<b>A</b> The current management and staff strength is totally inadequate for the work to be performed.	<b>B</b> Significant human resource gaps exist, either in number or in vitality of the gap (i.e. a crucial post is vacant).	<b>C</b> All significant and most minor positions are filled, but some positions are filled by insufficiently motivated and/or qualified persons.	<b>D</b> All necessary positions are filled with committed and skilled staff.		



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15	<b>Work place policy</b>	<b>A</b> No Work Place Policy defined; there is no formal rules and regulations on how to deal with issues affecting the work place.	<b>B</b> A Work Place Policy has been defined, but it is limited in scope and lacks disciplinary consequences. Little is done to implement the policy.	<b>C</b> There is a clear and well-defined Work Place Policy, known and understood by at least some, with strong evidence of compliance related to some aspects.	<b>D</b> Clear and well-defined Work Place Policy has been defined in relation to a wide range of issues and is also being implemented, with strong evidence of compliance related to all aspects.		
<b>Conclusion</b>							

<b>Organization:</b>	<b>Program that was scanned:</b>	<b>Date of scan:</b>	<b>Participants (full name &amp; position)</b>
<b>Conclusions and recommendations:</b>			
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Please remove this information after completing the scan.

### What is the O-scan?

The Partner Organization Assessment Form (O-scan) is an assessment tool designed to help partner organization ‘see where they are’ in relation to key organizational capacity criteria and standards used in professional philanthropy and development cooperation. The scan consists of 15 items, grouped into 3 sections: transparency, strategy, and organization. For each item, there are 4 assessment options. The options are designed to reflect the real-life development of organizational capacity from unawareness and non-existence of documents (option A), through existing but insufficient documentation/ implementation (option B or option C), to organizational capacity that meets professional standards (option D). In conducting the O-scan, participants first make an individual assessment of the organization and then share and discuss their scores in order to come to an agreed-on score for each item.

### How to use the O-scan?

- Step 1: Identify the organization to be assessed and select who will participate in the O-scan exercise. Preferably, those directly involved in managing the organization should be involved. Enter organization name, program title, date, participants in the table above.
- Step 2: Collect any existing documents related to the organization, such as annual budgets, annual reports, organisation structure, annual reports, manuals. This will serve as the evidence on which to base your assessment.
- Step 3: Provide each participant with a copy of the O-scan, as well as a (digital or printed) copy of the collected documents.
- Step 4: Complete the scan individually, reviewing the evidence and reading the scan carefully. Circle either A, B, C or D.
- Step 5: Appoint a facilitator who will lead the discussion and ensure that scores are based on a correct understanding of the items/assessment-options of the scan.



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- Step 6: Share individual scores and, if scores deviate from one another, discuss why you gave your scores, until the group reaches a consensus. Enter the agreed-on score in the column “score”. Where necessary, add comments to explain or qualify the choice. Draw a conclusion after completing each section.
- Step 7: Reflect on the results as well as the process of using the O-scan and record any conclusions and recommendations.

### Important notes:

- Some users find the language of the O-scan rather technical and difficult to understand. However, part of organizational capacity involves just that: understanding management concepts and tools.
- Some users tend to assess the organization as it exists ‘in their head’. The O-scan, however, seeks to evaluate the organization ‘as it is written’. Therefore, as much as possible, individual and agreed-on scores should be based on the written evidence available before you on the table (see documents under Step 2).
- The scan’s assessment options are designed to reflect reality. If you think a particular option or set of options does not fit the reality of how organizational capacity develops, then please mention this under conclusions and recommendations, so the scan can be improved.