

AsiaDHRRA

ORGANIZATION GROWTH MONITORING TOOL

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
1. Clarity and Internalization of the vision/mission/goal (VMG)	VMG is newly formulated by the board of trustees but not shared and popularized	VMG is written and disseminated thru brochure etc. and is being internalized by board members and staff	VMG is regularly reviewed and has clear focus and is consistently reflected in the policies and programs	VMG have been re-affirmed based on the current realities and values of the organization
2. Leadership and Democratic governance	With adhoc governance structure or at most with newly formed board of trustees duly elected through a participatory process. The governance tends to be leader-centered	Board are elected regularly with provision for continuity based on clear processes for Board selection and election of officers, including term of office With regular board meeting which is properly documented.	The board member's qualifications and expertise are consistent with the VMG of the organization. The level of discussion at the board level are related to focusing the programs and resources	With Dynamic set of board (with men, women, young, old) Policy review is regularly conducted by the board and staff. The quality of board decision are

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
		The governance has a semblance of being participatory and transparent.	of the organization Actual operation of the organization shows evidence of effective leadership, participative decision-making and subsidiarity	proactive and with value added to the executive/ management
3. Presence of Competent and Committed pool of Staff	Absence of staff but with working board or members undertaking the activities of the organization	With part-time staff or volunteer or at most with minimal number of staff who anchors the coordination and implementation of the activities of the organization	With full-time staff possessing the expertise needed by the organization to carry-out its operation	With a pool of competent and committed regular core staff handling strategic posts. With clear career development program anchored on a good appraisal and compensation package.

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
<p>4. Healthy relationship among leaders, members and staff</p> <ul style="list-style-type: none"> - management of differences - presence of code of Ethics 	<p>The operation of the organization is still based on fellowship type thus conflict are minimized and are settled through informal processes</p>	<p>The organizational climate encourages open exchange of ideas and harnesses efforts towards consensus-building.</p> <p>Conflicts are resolved through clear and defined processes which utilizes dialogue.</p>	<p>The organization has a clear policy on conflict of interest covering the board and staff, including volunteer, if any</p>	<p>A dynamic relationship between the board and the executive as they seek to implement board policies and decision.</p>
<p>5. Presence of effective programs</p> <ul style="list-style-type: none"> - Rooted in the people/grassroots communities - Focus - Measurement of impact 	<p>Absence of a clear programs but is able to implement small projects.</p>	<p>With clearly defined programs consistent with the organizational thrust agreed among the board, staff and other stakeholder.</p> <p>Presence of strong and healthy partnership with</p>	<p>The organization has the ability to respond to changes in the environment or realign plans, if needed.</p> <p>Programs are regularly assessed through</p>	<p>Program Phase out and Sustainability mechanism are installed.</p> <p>Efforts to mainstream the good practices is</p>

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
		its partner PO in the project area.	participatory processes. With effort to consolidate its partner PO into viable federation or other mechanism for joint undertaking towards common socio-economic or political concern	undertaken The program of the organization finds way to still provide accompaniment to its autonomous partner PO
<p>6. Presence of organizational systems and policies</p> <ul style="list-style-type: none"> - Presence of constitution and by-laws s - Established planning, 	Policies of the organization are not yet establish and is define as the need for it comes but with initial attempt to formulate organizational policies and systems e.g. initial	<p>The constitution and by-laws (CBL) is well defined and known to all leaders, staff and partners.</p> <p>Planning, monitoring and evaluation processes are clearly defined and</p>	<p>With regular review of the constitution and by laws (CBL)</p> <p>Monitoring and evaluation results are effectively utilized in planning and in</p>	<p>The constitution and by laws (CBL) is regularly reviewed and kept relevant to the current realities.</p> <p>Good practices related to planning,</p>

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
<p>monitoring and evaluation system</p> <ul style="list-style-type: none"> - Existence of staff policies 	<p>stage of drafting the constitution and by laws (CBL)</p> <p>Planning and evaluation is done as the need arise.</p>	<p>established.</p> <p>The responsibilities, duties and functions of the staff are clearly defined</p>	<p>improving program/project implementation.</p> <p>Conducts regular strategic planning processes.</p> <p>The organizational chart clearly indicates line of authority, workflow and accountability</p> <p>With clear personnel policies and procedures including a staff development program</p>	<p>monitoring and evaluation are documented into a good manual of operation.</p> <p>There is a balance between the various sub-units in the organization e.g. administrative and technical support</p>
7. Established capacity	With effort to document	With available facility for	With existing website	The organization

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
for research and Information technology exchange	and study existing rural development effort With minimal communication facility and capacity to respond to queries from partners	communication which allows the organization to quickly reply and interact virtually with partners Presence of programmatic way of documenting the experience of the organization	which promote the experiences and expertise of the organization With capacity to popularize the programs of the organization through publication and other media. With established research and mechanism for abstraction within the organization	has the capacity to formulate and advocate for policies based on solid research and documentation of its field experiences Has a well established data-base
8. Successor generation	The solidarity group is still centered on key personalities and	The organization has the consciousness and effort to identify second liners.	With established mechanism and program for developing	The organization provide opportunity for OJT / volunteer

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
	pioneers but with effort to expand to new and young member	The first line leaders are taking coaching and mentoring role over the second liner	second liner. Second liners are given the chance to take on tasks and functions which will develop their leadership and management skills	program for students and potential staff. With established enough pool of second liner
9. Sufficient resources	The organization have minimal fund mostly generated from personal donations of pioneers and members With simple system of keeping financial records	Project operations are supported by grants from donors With clear financial policies and systems which serves as guide in the handling of transactions. Supporting documents of	With established source of fund from donors and partners. The organization has a clear financial sustainability plan to finance its strategic plan. With attempt to diversify its fund sources.	The organization has internally generated fund. Has the capacity to launch various fund raising activities With established endowment fund There is mechanism

ELEMENTS OF EFFECTIVE ORGANIZATION	Formation Stage	Institutionalization Stage	Niching Stage	Sustainable Stage
		financial transactions are properly maintained for audit.	An audit is regularly done by an independent CPA	for disclosure in public fund raising activities
10. Healthy external relationships - Effective engagement with government & other development stakeholders	Linkages limited to the DHRRA network but with effort to expand local and international partners	With established linkages with other similar organization and sectors working in similar area or program	Has the capacity to effectively engage government and other sectors towards relevant rural development efforts	Have established strong constituency for its development agenda and program