



**Anti-Drugs Association – Belgrade
Operations Branch**

www.stopdrogama.org

(Društvo za borbu protiv narkomanije – Beograd)

UNODC Global Youth Network member

UNODC Vienna NGO Committee on Narcotic Drugs member

World Move for Health NGO Network member

**ORGANIZATIONAL ASSESSMENT TOOL
FOR NGOs WORKING ON DRUG PREVENTION,
DEMAND REDUCTION AND DRUG CONTROL**

Belgrade, August 2007

ORGANIZATIONAL ASSESSMENT TOOL

FOR NGOs WORKING ON DRUG PREVENTION, DEMAND REDUCTION AND DRUG CONTROL

	Early Stage	Developing	Maturing	Well functioning
Section 1: Organisation's Foundation				
Mission				
	Vague idea of purpose of organisation, perhaps with the organisation undertaking several activities which are not linked.	Mission formed but perhaps not fully understood within organisation. No systematic link between mission and planning and use of resources.	Mission is clear to staff and volunteers and external constituents and key stakeholders. Planning and budgeting processes linked to mission.	Mission is clear and strategies are in place to develop the organisation in line with its mission over the longer term.
Legal base				
	Organisation is registered, but organisation fails to benefit from any potential advantages. Individuals are not clear on their specific legal responsibilities.	Legal and financial advice is not integrated into the planning and implementation of the organisation's activities. There is progress towards full compliance with all legal responsibilities and the organisation is beginning to benefit from any potential advantages of its status.	Legal and financial advice is integrated into the planning and implementation of the organisation's activities. There is full compliance with all legal responsibilities and the organisation is benefiting from any potential advantages of its status.	Legal and financial advice is integrated into the planning and implementation of the organisation's activities. There is full compliance with all legal responsibilities and the organisation is benefiting from any potential advantages of its status.
Client groups				
	Organisation has little information on the general needs of their client groups. Programmes are generally donor-driven. Client groups are not included in planning or implementation of programmes.	Organisation is building information base on client groups. Client group interests are clearly represented in programme planning. Significant credibility with client groups.	Client groups are routinely sought in the making of key decisions including evaluation of activities. Client groups are represented in decision making bodies within organisation. Client groups' capacities are recognised and integrated into organisation's planning.	Organisation is able to provide a high quality services to client groups and their views are paramount in all aspects of policy, organisational design, resource management and services. Board of organisation is client-group led.

	Early Stage	Developing	Maturing	Well functioning
Section 1: Organisation's Foundation				
Stakeholder relationships (Government/private sector/other NGOs)				
	Organisation's relationships with other bodies are either non-existent or antagonistic. Organisation has little understanding of its own boundaries or role in relation to other key stakeholders	Professional relationships evolving with organisation beginning to form strategy to develop relationships with key stakeholders. Contractual/ advisory/ funding relationships may be beginning to develop.	Relationships are based on regular contracts/ broader collaboration and organisation recognised by other stakeholders as a credible project implementer/ source of policy or professional wisdom/ credible advocate.	Relationships are based on equal partnership with organisation seen as key actor at the national or local level. Organisation has regularly engagements with decision makers. Organisation is sought after and leads the formation of opinion: its practices and analysis is spread to other NGOs and Government. Organisation is able to critically review and develop relationships in accordance with developing mission.
Public Relations				
	Organisation has no profile outside the range of immediate collaborators and service users. No documentation for publication exists.	Organisation is poorly known within its immediate environment. The organisation conducts ad hoc PR activities but there is no strategy and little access to appropriate expertise. Messages do not routinely support mission.	Organisation has built up picture of its key audiences (public, donors, key stakeholders etc) and is working to develop strategies for each. Organisation has access to appropriate skills.	Organisation has clear image and this is linked to mission and activities. The organisation is well known to key audiences. PR strategy is supported by staff, service users and promotes mission of organisation.

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Section 2 : Organisation's Capacity				
Leadership				
	Board of Trustees or equivalent may or may not exist but management is not accountable to the public for policy and implementation.	If Board exists, it provides merely routine approval of management decisions. Mission, strategic priorities are largely set by management. If no board exists, management are making decisions in a more public and transparent manner.	Board exists and plays an active role in setting strategic direction for the organisation. Board selects Chief Executive. Plans are routinely scrutinised by Board, which is itself accountable to client groups. Lack of role clarity exists between Governance and Management.	Board guards mission of organisation, sets strategy and provides guidance to senior management. Board conducts itself with integrity and oversees plans and budgets with clear regard for mission of organisation.
Governance/ Accountability mechanisms				
	Strategic decisions are made in haphazard and personal manner. Discussion of key moral issues is avoided. Meetings on strategic questions are irregular and agendas set by Chief Executive.	Policies are beginning to emerge but not rigorously applied by management or staff/ volunteers. Regular meetings of management/ trustees but not based on adequate information.	Board or other governance body meets on regular basis. Meetings are well prepared and informed. Management retains decision making power over policy direction. Board or other governance body tend to focus on operational rather than strategic matters.	Board / other Governance body and Management work in partnership to develop policy and ensure adherence to strategy. Climate of openness and diversity prevails and routine self-evaluation takes place.
Management conduct				
	A single individual or small group control all functions. Style of leadership is charismatic and staff/ volunteers have little input to decision making.	Most decisions taken by small group with limited input from others in organisation or stakeholders. Staff/ volunteers are not informed on decision-making processes or their outcomes. Leadership style is controlling.	Management are regularly consultative and authority is regularly delegated. Basis for decision making is more generally understood. Leadership provides general framework and direction and style is based on authority and consensus.	All management/ staff and volunteers have clear and agreed understanding of their roles. Leadership is a shared function. Organisation's mission is the driving force of all activities. Leadership is transparent and accountable - all staff and volunteers contribute to policy development.

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Section 3: Organisation's Resources				
Human resources (Staff/ volunteers)				
	There is no clear link between the activities of the organisation and the recruitment and training of staff or volunteers. No job descriptions exist. Allocation of tasks is ad hoc. There is no articulation of training needs.	Job descriptions exist but these may not be tied to the strategic needs of the organisation. Roles between staff and volunteers are unclear. Some essential tasks are left undone. There are no monitoring mechanisms to measure work progress.	Job descriptions regularly updated, but probably imposed by Director. developing strong team culture. Some human resource planning does take place, but not coherent with overall strategy. Training needs are identified by Director.	Organisation wide analysis of HR requirements regularly undertaken and this is linked to strategic needs of organisation. Roles and responsibilities are clearly understood by all throughout the organisation. Training and recruitment based on HR plan.
Team Development/ Conflict resolution				
	- / -	Focus largely on individual achievement and collaborative work is not valued. Manager's efforts to mediate conflicts seen as divisive.	Recognition of value of team work. Interpersonal skills are valued and there is an investment of management resources and training to avoid conflict, on an as needed basis.	Organisational culture is highly team oriented. All aspects of organisation's activities have team input. All staff have developed high level of communications skills which lead to early identification of conflicts and their resolution.
Work organisation				
	Little understanding of need to organise work beyond the short-term directive. No mechanisms to co-ordinate different initiatives.	Work organised by Director. Some work plans exist but not co-ordinated.	Developed work planning and monitoring. Plans and reports shared across organisation.	Teams and individuals organise work around clear understanding of organisation's priorities and procedures. Formal mechanisms exist to facilitate high level coordination.

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Section 3: Organisation's Resources				
Staff and Volunteer development				
	No assessment of performance conducted and therefore no planning for training, development and changes in structure. Volunteer development needs not considered a priority.	Evaluation of performance of staff and volunteers may exist, but this is personalised. Ad hoc training.	Performance appraisal system in place. Volunteer development supported in line with organisation's broader strategy.	Performance management systems in place, with regular appraisal and developed HR plan. HR plan linked to organisation's strategy. Leadership succession planning in place.
Salary administration				
	Staff may survive on other sources of income. Sources of salary payments are ad hoc and short term. Payments may vary over time and internally there are inconsistencies between individuals.	Salaries are low by market standards but are regularly paid and the organisation can recruit and pay on the basis of stable core funding for 2 years. Salary scale does not exist but broadly appropriate differentials exist.	Stable funding for core costs exists and salary scale is established. Differential with broader employment market exists but organisation can attract and retain key staff.	Salaries and reward systems are sufficient to attract and retain appropriately skilled and experienced staff throughout the organisation. Policies regarding salary scales and reward packages are explicit.
Communication (internal)				
	Meetings irregular and dominated by Director. No identified purpose to meeting. Staff and volunteers are asked for technical input only. No information on key decisions provided. No mechanisms for staff or volunteers to communicate	Regular meetings are conducted according to known procedures. Dominated by Director. Intra organisational communications conducted informally. Consciousness developing that communications breakdowns are occurring.	Communications are open but hierarchical. Staff/ volunteers participate in meetings and are informed on key decisions. Mechanisms exist to allow for horizontal and vertical communications.	Communications are well developed and staff are increasingly able to shape the way they participate in management. Stakeholders and client groups are regularly consulted on key policy issues.

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Section 3: Organisation's Resources				
Diversity				
	Organisation is characterised by lack of representativeness on the basis of ethnicity, gender, class or client group interest.	Awareness of the value of representation of diverse interests, but no policy in place.	Policies in place to diversify organisation's human resources, but composition does not reflect policy.	Composition of staff, management and governing body is broadly representative of organisation's broader environment and client group interests.
Accounting				
	Financial procedures are unclear and incomplete. No manual of procedures exists. Reporting is weak and untimely	Financial procedures and reports are clearer but incomplete. Financial reports tend to accentuate the positive than represent reality.	Financial reports are complete and timely.	Organisation able to deal with a range of reporting requirements with ease and in a timely fashion.
Budgeting				
	Budgets are inadequate, and produced in response to donors' requirements. Budgets are marketing rather than management tool.	Budgets are developed for projects not the organisation and are typically 20% inaccurate. Only the Director and/or accountant understand the budget. Budget management is highly centralised.	Budgets are usually adhered to, but project activity may diverge from original plans. Budgeting skills are spreading through the organisation.	Budgeting is an integral part of project and organisational management and planning process.
Financial Control				
	No clear procedures for handling payables and receivables. Stock control does not exist. Cash management duties are not segregated. Internal control, procurement, property management procedures do not exist.	Financial controls exist but lack systematic office enforcement. Cash management duties are partly segregated. Internal control, procurement and property management procedures are informal and not documented.	Good stock control systems exist, cash management duties are separated as far as possible. Internal control, property management and procurement procedures are documented and usually adhered to.	Excellent stock and cash control for all payable s and receivables.

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Section 3: Organisation's Resources				
Administration				
	No filing system or regularised documentation exists. Procedures are developed on an ad hoc basis, no mechanism exists to take note of problems or suggestions.	Simple administrative procedures formalised. Filing and recording systems exist but not comprehensive. No systematic approach to the improvement of systems. No operating manual.	Admin. systems are functional. Admin. manual in place but not regarded as authoritative. Regular review of procedures using staff and external input.	Admin. Manual of high standard and used regularly. Accessible, flexible and utilised regularly. Continuous assessment, internal and external and staff allocated time for the improvement of systems.
Ext. Audit / External financial review				
	Organisation unsure as to its legal obligations. Financial records are incomplete.	Organisation meets minimum legal requirements. Sufficient data exists for external audit entity. Audits are linked to project implementation or governmental regulations.	Independent audits regularly performed. Financial records are complete.	Independent audits regularly performed. Financial records are complete. Organisation has track record of unqualified audits.
Fund management				
	There is no categorisation of funds and project and operating funds are not separated. There is no understanding of the difference between revenues and assets or expenses and liabilities. Strictly cash accounting.	Account categories exist and project funds are separated. Some temporary cross-project funding may exist. Method of accounting is in transition from cash to accrual.	Standard procedure is to avoid cross-project financing. Method of accounting is accrual.	All project funds are separated and adequate controls to avoid cross-project financing.

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Section 3: Organisation's Resources				
Financial Resource Base				
	Organisation depends on single source and this is only on a project-by-project basis. Little understanding of the need for the organisation to become self sustaining. Regular cash flow difficulties.	Organisation remains dependent on limited number of sources but is making efforts to diversify resource base. Organisation is taking broader view of all resources available to it (human, financial, material, informational), but has weak market analysis. Financially vulnerable but fewer cash flow difficulties.	No single source provides more than 60% of total funding and organisation has deeper understanding of markets of potential support. Sustainability issues central to projects and organisational planning. Medium term planning exist with developed business plans. No cash flow difficulties.	No single source provides more than 40% of total funding. Long term plan exists for complete self sufficiency and this is being implemented. Organisation in a position to reject funding opportunities if they do not meet their strategic objectives or fit with its policies. Reserves strategy in place.
Accommodation/ communication				
	Organisation has weak infrastructure and has poorly located or inadequate space to carry out its activities. No communications infrastructure.	Has access to sufficient space and communications, but of poor quality. Maintenance is ad hoc and externally funded.	Infrastructure is adequate for the organisation to carry out its tasks, but upkeep is only possible with external support.	Organisation owns or has long advantageous lease on adequate space for its activities and the resources to maintain and develop infrastructure.
Management Information				
	No records kept on activities.	Random collection of some information but weak analysis.	Senior management and governing body seeking and receiving regular Management information but of variable quality.	Management Information systems developed in proportion to the organisation's strategy and capacity, and delivers clear information on performance in relation to core mission..

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Section 3: Organisation's Resources				
Planning				
	Project-by-project and largely donor driven. Weak efforts to scan environment. No systematic approaches to planning and monitoring.	More emphasis on environmental scanning in planning, but weak monitoring and evaluation damages project implementation. Design stage is marked by poor data collection at local level.	Projects and programmes are linked to organisation's strategy. Efforts consistently made to incorporate views of clients in planning process.	Annual operational planning is explicitly tied to strategic plans and rooted in organisation's mission with high level of client/ service user input.

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Section 4.: Organisation's activities				
Sectoral expertise				
	Organisation has very limited knowledge of the specific sectoral needs beyond their own activities. Professional skills are either very narrow or non-existent.	Organisation is developing technical skills and managerial competence in specific areas. Able to access additional expertise.	Well-regarded professional services are provided and organisation is considered a centre of expertise by other stakeholders.	Organisation is at the leading edge of developing higher standard services and its own services are regarded as models.
Programme relevance				
	Activities do not address the issues identified as important by the organisation.	Activities are attempting to address issues considered important in organisation's plans and by client groups.	Organisation is clearly focusing its resources on the most relevant needs, but not always in a manner appropriate to client needs.	Organisation is meeting most important issues and needs in a collaborative manner with client groups, which are shaping all key policy decisions.

Note: "Client/service user" could mean the individual that the organisation is trying to provide a service to, or it could be a community. For making of this useful tool we have used our NGO World Best Practice Compendium in Drug Prevention, Demand Reduction and Drug Control 2002 - 2007 supported by UN Office on Drugs and Crime - Vienna International Centre. This Compendium consist of more than 1000 useful handbooks, instructions and manuals for drug prevention, demand reduction and drug control.

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