THE ASSOCIATION OF NON-GOVERNMENTAL ORGANISATIONS (TANGO)

Inception Report

For the Consultancy: Learning Events Focusing on NGO Performance Standards

Submitted by
ERNWACA.

March 2012

ENCE FOR THE CONSULTANT TO CARRY OUT LEARNING EVENTS FOCUSING ON NGO PERFORMANCE STANDARDS
1. Introduction

Following the signing of the contract for the consultancy services for TANGO on the 23rd February 2012, the consultant embarked on the consultancy assignments as defined in the Terms Of Reference and in the scope of work. The work started on the 24th March 2012. The delay for the start of this work was due to unforeseen circumstances beyond our control.

This Inception Report provides a status report on the progress of the work done so far by the Project Team (with the International Consultant present). The report contains the plan for the comprehensive baseline survey of NGOs, one of the purposes of the survey being to identify their (a) best practices as regards NGO performance standards, (b) measures to address NGO weaknesses in order for NGOs to achieve acceptable performance standards.

Following initial meetings of the whole Project Team aimed at clarifying the Terms of Reference and the strategy for the implementation of the consultancy, the team proceeded to the sampling of NGOs for the proposed baseline survey and case studies.

2. The achieved sample of NGOs

The research team employed the well-known randomised, stratified, sampling methodology for obtaining a representative sample of NGOs across the country. Initially, the aim was to select twenty-four (24) NGOs to represent three designated sectors (Health, Education and Agriculture), eight from each sector, as originally indicated in the proposal (for the present consultancy about NGOs’ Performance Standards). The sampling frame consisted of a list of 71 registered NGOs (provided by TANGO) and stratified by Type of organisation (National/International) and Location. In the event, the stratification procedure for identifying the NGOs in the three pre-determined sectors (for the study) resulted in the emergence of a fourth group of NGOs which was labelled a “Composite Group” of NGOs (as it is a diverse, composite, set of NGOs that offer programmes/services for Health, Education and Agriculture and other activity areas, such as Community Development, Microfinance, and Capacity Building). The actual number of NGOs for these sectors was as indicated in Table 1 below that is, 6, 18, 6 and 41 for the Health, Education, Agriculture and Composite Group, respectively.
Subsequently, individual NGOs were randomly selected from each sector/group, 2 from the Health sector, 6 from the Education sector, 2 from Agriculture sector and 14 from the Composite Group. This selection was undertaken after having first determined the required size for the sample of NGOs for each sector/group in proportion to the numbers of NGOs in the sector and in accordance with the proposal for the consultancy, that is, 24 NGOs (or 33% of the total population of 71 NGOs). The required ratios between the numbers of NGOs in each sector are shown in Table 1 below, as is the derived sample of NGOs.

Table 1: THE NUMBER OF SAMPLED NGOs BY SECTOR/GROUP

<table>
<thead>
<tr>
<th>Number of NGOs</th>
<th>EDUCATION Sector</th>
<th>HEALTH Sector</th>
<th>AGRICULTURE Sector</th>
<th>COMPOSITE Group</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Numbers</td>
<td>18</td>
<td>6</td>
<td>6</td>
<td>41</td>
<td>71</td>
</tr>
<tr>
<td>The ratios between the</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Number of NGOs in each</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Number of sampled</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>14</td>
<td>24</td>
</tr>
<tr>
<td>NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The achieved sample is as follows:

(a) For the Education Sector: 5 Urban NGOs + 1 Rural NGO (Total, 6 NGOs)

(b) For the Health Sector: 1 Urban NGO + 1 Rural NGO (Total, 2 NGOs)

(c) For the Agricultural Sector: 1 Urban NGO + 1 Rural NGO (Total, 2 NGOs)

(d) For the Composite Sector: 9 Urban NGOs + 5 Rural NGOs (Total, 14 NGOs)

The randomly selected NGOs for the Baseline survey and the Case Studies are:

A) For the EDUCATION Sector
   i) Urban Area
      1. Boka Loho Society
      2. FAWEGAM
4. The Epilepsy Association- GEA
5. Worldview - The Gambia – WTG

ii) **Rural Area (Upper River Region)**
1. Wuli & Sandu Development Agency – WASDA

**B) For the HEALTH Sector**

i) **Urban Area**
1. Gambia Food & Nutrition Association – GAFNA
2. Health Promotion & Development. Assoc. – HePDO

**C) For the AGRICULTURE Sector**

i) **Urban Area**
1. National Women's Farmers Association – NAWFA

ii) **Rural Area (North Bank Region)**
2. Stay Green Foundation - SGF

**D) Composite Group**

i) **Urban Area**
1. Action Aid International The Gambia (AATG)
2. Catholic Relief Service The Gambia- CRS
3. Child Fund- The Gambia
4. DEGOGO HIV/AIDS Support Organisation
5. Friends of The Gambia (FOTGA)
6. Gambia Artisanal Fisheries Development Association- GAMFIDA
7. Media Agenda
8. Pro- Poor Advocacy Group - Pro-PAG
9. The Home Farm Project

ii) **Rural Area (West Coast Region)**
1. Association of Farmers, Educators and Traders (AFET)
2. National Youth association For food Security - NaYAFS

iii) **Rural Area (Central River Region)**
1. Agency for Village Support (AVISU)

iv) Rural Area (North Bank Region)
   1. Agency for the Development of Women and Children- ADWAC
   2. Juffureh & Albreda Youth Society – JAYS

3. The Research Instruments

Based on the requirements of the study, four research instruments were developed further. They are as follows (see also the Attachment):

1. The Self-Completion Questionnaires for Managers of NGOs in The Gambia.
2. The Interview Guide for the individual interviews of Managers
3. The Interview Guide for Community Leaders, Union Leaders, Employers, Professional Bodies and the Organisations’ Clients
4. The template for the Desk Study of documentary sources.

The research team looked closely at the individual items in each instrument in order to ensure content validity and reliability.

4. Mobilisation for the Survey Operations

As part of its mobilisation activities, the Consultant held consultative meetings with the client in order to discuss the Terms Of Reference for the project, the scope of work, and the access to the client’s relevant and other documents (for the Desk study purposes).

5. The Desk Study

The preliminary review of the relevant policy documents and technical reports on NGOs (by the Consultant) has started. The Consultant has also accessed existing NGO data on the number of registered NGOs in The Gambia.

6. Staffing and Recruitment
The required personnel for the field research and for data processing for the consultancy have been recruited; they include:

a. (3) principal researchers  
b. (4) assistant researchers  
c. Support staff for data processing and editing; 1 verifier, coder and a data entry clerk are being mobilised to work in the collection and processing of the data for study.

THE PROPOSED MODULAR TRAINING PROGRAMME

1. The proposed structure for the Modular Training Programme:

A Two-Part Modular Programme is anticipated and will be as follows:

PART I: This will consist of a set of Cross-Sector Core Modules (relevant to the three sectors)  
PART II: The Sector Specific Modules

2. The cross-sector Core Modules will be as follows:

Module 1: Perspectives on Assessments and Performance Standards  
Module 2: Quality Assurance and Accountability  
Module 3: Work – Based Learning and Reflective Learning  
Module 4: The politics of Performance assessment in organisations  
Module 5: Staff Development

3. The Sector – Specific Modules will be identified later.  
4. The Module Specifications will be as follows for each Module:
   1. The General Objectives  
   2. The Learning outcomes  
   3. The Module Design and Content  
   4. The Teaching – Learning approaches
5. The Planned Activities
6. The Assessment Strategies
7. The Module Staff
8. The Resources and Facilities
9. The Module Management
10. The Recommended Reading list.
WEST AND CENTRAL AFRICA

NGOs’ PERFORMANCE STANDARDS

THE SELF-COMPLETION QUESTIONNAIRE FOR
MANAGERS OF NGOs IN THE GAMBIA

Introduction

This questionnaire has been developed as part of a World Bank study (about NGOs’ Performance Standards) which aims to enhance the efficiency and accountability of NGOs in delivering basic services to the poor in The Gambia.

Thank you very much for taking the time to complete this questionnaire. Your Organisation was selected randomly from the list of registered NGOs. Please answer the questions below and, where applicable, circle the number in the appropriate box. Your answers will be confidential.

[Note: once completed, please return the questionnaire as soon as possible to
the ERNWACA Researcher or to the Secretary,
ERNWACA Office, Mile 7, Quarters No. 3, P.O. Box 4457, Bakau;
Tel 4497627; mobile: 9902867; e-mail: maxnjie@yahoo.co.uk]

The Official Designation of the Sector

<table>
<thead>
<tr>
<th>The Health Sector</th>
<th>Code</th>
<th>Date (day)</th>
<th>(month)</th>
<th>(year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Education Sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Agriculture Sector (Social Dimensions)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ID Code for each respondent in each sector

<table>
<thead>
<tr>
<th>For Health</th>
<th>For Education</th>
<th>For Agriculture (Social Dimension)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td>E</td>
<td>A</td>
</tr>
</tbody>
</table>
QM1. Please circle the numbers in the appropriate boxes below:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Nationality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1</td>
<td>Gambian</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
<td>Non-Gambian</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Less than 30 yrs old</th>
<th>30 to 45 yrs old</th>
<th>Over 45 yrs old</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

QM2. Your Position in this Organisation

Please circle the numbers in the appropriate boxes below:

<table>
<thead>
<tr>
<th>Managing Director</th>
<th>Senior Manager</th>
<th>Line Manager (Head of Department/ Division/ Unit)</th>
<th>Other (please specify)</th>
<th>Full-time</th>
<th>Part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

QM3. Your Specialist Subject Area:

………………………………………………………………………

QM4. Your highest professional qualification in your specialist subject area:

Please circle the number in the appropriate box below:

<table>
<thead>
<tr>
<th>Certificate</th>
<th>Higher /Advanced Certificate or Diploma</th>
<th>Bachelor’s degree</th>
<th>Master’s degree</th>
<th>Doctorate</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

QM5. Have you attended any official professional courses /seminars/ conferences /workshops (that are relevant to your present position in the Organisation) in the last two years? (Please circle the number in the appropriate box)

IF YES, please give their title(s)
IF NO, GO TO QM6

…………………………………………………………………………

QM6. Name of this Organisation

…………………………………………………………………………

Location of this Organisation.

…………………………………………………………………………

QM7. The address of this Organization

<table>
<thead>
<tr>
<th>Village</th>
<th>Town/City/District</th>
<th>Region/Division</th>
<th>Place of residence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rural</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

QM8. (Please circle the number in the appropriate box)

The type of Non-Government Organisation

QM9. Please circle the number in the appropriate box below to indicate the type of Organisation

| Local | National | Regional | International |
|-------|----------|----------|--------------|-------------|

Inception Report – Learning Events  2
QM10. Please name the organisation(s) that sponsor(s) the Organisation financially:

<table>
<thead>
<tr>
<th>Organisation(s) Sponsor(s) Financially</th>
</tr>
</thead>
<tbody>
<tr>
<td>………………………………………………</td>
</tr>
</tbody>
</table>
QM13. Please complete this table for the number of registered Clients
   By Programme/Service, Gender and Year

<table>
<thead>
<tr>
<th>Programme/ Service Name</th>
<th>Year 2009</th>
<th>Year 2010</th>
<th>Year 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gender</td>
<td>Gender</td>
<td>Gender</td>
</tr>
<tr>
<td></td>
<td>male</td>
<td>female</td>
<td>GR</td>
</tr>
<tr>
<td></td>
<td>male</td>
<td>female</td>
<td>GR</td>
</tr>
<tr>
<td></td>
<td>male</td>
<td>female</td>
<td>GR</td>
</tr>
</tbody>
</table>

The Organisation’s running Budget

QM14. Please complete this table

<table>
<thead>
<tr>
<th>Year</th>
<th>Total No. of Programmes offered, per year</th>
<th>Total No. of Clients, per year</th>
<th>Total Number of Staff, per year</th>
<th>Total Budget, per year (Dalasis)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Full-Time</td>
<td>Part-Time *</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[Key: * please indicate in the brackets the average percentage (%) amount of time per week for which the Part-Time Staff worked.]
QM15. Was the mission statement validated

By external validation?  
1.  
By internal validation?  
2.  
By external and internal validation?  
3.  
Other (Please specify.....)  
4.  

QM16. How frequently is the mission statement reviewed?

Every year?  
1.  
Every two years?  
2.  
Every three years?  
3.  
Other (Please specify ....)  
4.  

QM17. How frequently are the Organisation’s statements about its general objectives reviewed?

Every year?  
1.  
Every two years?  
2.  
Every three years?  
3.  
Other (Please specify ....)  
4.  

Planning

QM18. Has the Organisation a corporate Strategic Plan?

IF YES: GO TO QM19

IF NO: GO TO QM22

YES NO
1 2

QM19. Do you think that the assumptions underlying the Strategic Plan are reasonable?

YES NO
1 2

QM20. Are the Action Plans for the Organisation the result of discussions with the local communities?

YES NO
1 2

QM21. Is Planning in the Organisation Centralised?  
1  
Decentralised?  
2  

Budgeting

QM22. Is the Organisation’s running budget:-

(a) broken down into Cost Centres?

(b) analysed by Programme/ Service/ Project activity?

YES NO
1 2

Needs Analysis

QM23. Are there established procedures at the Organisational level for identifying Community needs?

IF YES:-GO TO QM24

IF NO:- GO TO QM25

YES NO
1 2

QM24. (a) Is the capacity for researching local community needs adequate?

(b) Does the local community participate in the reviews/ evaluations of the Organisation’s Programmes/ Services?

<table>
<thead>
<tr>
<th>Never</th>
<th>Sometimes</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

(c) Does the local community participate in the recruitment of the Organisation’s staff?

<table>
<thead>
<tr>
<th>Never</th>
<th>Sometimes</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
### Programmes/ Services

**QM25.** Please complete this table for each Programme/Service [P/S] that this organisation provides

<table>
<thead>
<tr>
<th>Name of Programme/ Service [P/S]</th>
<th>The Year that the [P/S] Started</th>
<th>The Level of the [P/S] Content</th>
<th>Duration (months) of the [P/S]</th>
<th>Average No. of clients over the three years (2009 to 2011)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Less than 1</td>
<td>1-3</td>
<td>More than 6</td>
</tr>
</tbody>
</table>

### Monitoring

**QM26.** Are the Programmes/ Services periodically reviewed?

<table>
<thead>
<tr>
<th>Every two years?</th>
<th>Every three years?</th>
<th>Every four years?</th>
<th>Every five years?</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
Output

QM27. Please complete this table for three discrete Programmes/ Services (P/S)

[Note:  (a) include only Programmes/ Services of duration one month or more (full-time or part-time) but less than one calendar year.

(b) select one P/S established 5 years ago or longer, one established 3 to 4 years ago, and one 2 years ago or less

(c) for each P/S, select only one Group of clients, for each Year]

<table>
<thead>
<tr>
<th>Programme/ Service Name</th>
<th>Year</th>
<th>Number of APPLICANTS for the P/S</th>
<th>Number who ENROLLED on the P/S</th>
<th>Number who COMPLETED the P/S</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td>female</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td>2009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Marketing

QM28. Turning to the Organisation’s Marketing plan, what proportion (%) of the Organisation’s budget is committed to Marketing?

QM29. Does the Organisation’s promotional strategy include the following?

(a) A Prospectus?

(b) Leaflets for the Programmes/ Services?

(c) Participation in School careers evenings

(d) Industrial visits

(e) Open days

(f) Exhibitions

(g) Other (Please Specify)?

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Human Resource Development

QM30. Please complete the tables below for the Number of non-support (in Years 2009 to 2011) who attended the types of Staff Development programmes indicated:-

<table>
<thead>
<tr>
<th>Professional Development Programmes (including Subject Knowledge updating)</th>
<th>Management Development Programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-house Training Programmes</td>
<td>College-based Training Programmes</td>
</tr>
<tr>
<td>Number of staff</td>
<td>Number of staff</td>
</tr>
<tr>
<td>Year</td>
<td>male</td>
</tr>
<tr>
<td>2009</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
</tr>
</tbody>
</table>
QM31. Please complete the following table about the total Cost of each type of Staff Development programme for non-support staff, per year, for the Years 2009 to 2011?

<table>
<thead>
<tr>
<th>Year</th>
<th>Professional Development (including Subject Knowledge updating)</th>
<th>Management Development Programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In-house Training Programmes</td>
<td>College-based Training Programmes</td>
</tr>
<tr>
<td>2009</td>
<td>Cost (in Dalasis)</td>
<td>Cost (in Dalasis)</td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

QM32. Does the Organisation have a formal system for finding out the destinations of its Clients, 3 to 6 months after leaving the Programmes/Services (P/S) which they attended?

If YES: GO TO QM33
If NO: GO TO QM34

QM33 Please complete this table for any three Programmes/Services that the Organisation offers

<table>
<thead>
<tr>
<th>Programme/Service Name</th>
<th>Number of former Clients who left P/S in 2010</th>
<th>Destinations of Clients They ............</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>male female</td>
<td></td>
</tr>
<tr>
<td></td>
<td>in 2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>male female</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
QM34 Regarding the Organisation’s provision of Programmes/Services, would you say that as a result of this provision the following have improved:

<table>
<thead>
<tr>
<th></th>
<th>Much</th>
<th>A little</th>
<th>Very little</th>
<th>Not at all</th>
<th>NOT SURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) The local Community’s Capacity to address Development problems?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>(ii) The Participation rate in local Community- initiated activities?</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Thank you for completing this questionnaire and for your time.

Please return the completed questionnaire to

the researcher

or to the ERNWACA Office,

ERNWACA Office, Mile 7, Quarters No. 3,

P.O. Box 4457, Bakau;

as explained in the Introduction.
THE INTERVIEW GUIDE FOR

THE INDIVIDUAL INTERVIEWS OF MANAGERS

<table>
<thead>
<tr>
<th>The Official Designation of the Sector</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Health Sector</td>
<td>H</td>
</tr>
<tr>
<td>The Education Sector</td>
<td>E</td>
</tr>
<tr>
<td>The Agriculture Sector (Social Dimensions)</td>
<td>A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ID Code for each respondent in each sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Health</td>
</tr>
<tr>
<td>HI</td>
</tr>
<tr>
<td>.............</td>
</tr>
</tbody>
</table>

[Notes for the Interviewer:

Please:

(a) ensure well in advance of the interview that the appropriate authorities understand the aim of this project and have:
   (i) given their consent for this first individual confidential interview
   (ii) set aside a quiet room for the interview
   (iii) allocated one hour or so for this purpose

(b) explain to the interviewee that:
   (i) the word “organisation” is used here for convenience sake
   (ii) the aim of this first interview is to reflect on a number of issues, some of which were raised in the completed Questionnaire
   (iii) you may need to interview him/her again in order to clarify further some issues
   (iv) you may need to interview other stakeholders

(c) frame the questions in this Interview Guide as appropriate in the particular context of the organisation but you should ask all the questions, including, importantly, the PROBE questions.

(d) ensure that you bring enough writing paper and a spare pen for the interview]
(e) explain that in this Interview the term Organisation can refer to either the Organisation as a whole or to one of its Departments/ Divisions/ Units, and then agree on the focus of the interview}
MISSION

G1. The Mission statement:
Who was involved in the development of the mission statement?
   (e.g. was it the governors, the principal, the senior management, local Community leaders?).

ORGANISATIONAL STRATEGIES

G2. (a) Who was involved in articulating the organisational aims and objectives?

G2. (b) Who was involved in making Departmental/Unit strategy statements?
   e.g. the management; support staff; clients; parents; employers.

G2. (c) In what ways does the Organisation respond to the identified Community needs?

G2. (d) Can I ask you which ONE of the following is MOST informative for Planning Purposes
   (i) Active Marketing;
   (ii) Employment Trends;
   (iii) Industry / Business, initiative
   (iv) Collaboration with stakeholders.
   Answer

MANAGEMENT

Quality Assurance

G3. Is there a system of internal validation for Programme/Service proposals prior to final validation?
   PROBE the involvement of Externals in the system

Monitoring

G4. How does the Organisation monitor its Programmes/Services?
   PROBE Is it through the views of Clients/Staff/Employers

G5. Does the Organisation monitor the cost per Programme/Service review against agreed targets?

G6. Are the review/monitoring/evaluation activities conveyed to and analysed by the government’s National Stakeholder Monitoring Group?
   IF YES: PROBE the effectiveness of this protocol/code of practice.
   IF NO: GO TO G7
Leadership

G7. Can you explain. In what ways do the Organisation’s managers ensure that the Programmes/Services are relevant to the demands of the communities that they serve?

PROBE, Can I just check the Number of new demand-driven developments introduced?

G8. Do the Senior Managers in this Organisation work as a team?

IF YES:PROBE:
Can you explain how managers ensure effective team development?

IF NO:GO TO G9

Marketing

G9. Has the Organisation determined the cost-effectiveness of its marketing strategies?

PROBE the effectiveness and the cost in turn

Management Control

G10. Have key Performance Indicators (e.g. the number of Clients enrolled and the number of dropouts) been established for all Programme/Service managers?

PROBE are deviations highlighted and explained through the monitoring mechanism?

G11. Are there opportunities for comparing the Performance Standards of the various NGOs within this Sector?

PROBE: how each such comparison might be made and what would be the outcome of such comparisons

G12. Are the systems for authorising payments regularly followed, and are they subject to annual financial audit?

Communication

G13. Which ONE of the following methods for the communication of Organisational decisions to staff is the MOST effective?

<table>
<thead>
<tr>
<th>Method</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>The publication of the Organisation’s Key documents (such as the Mission statement)</td>
<td>a</td>
</tr>
<tr>
<td>Newsletters</td>
<td>b</td>
</tr>
<tr>
<td>Programme Team meetings</td>
<td>c</td>
</tr>
</tbody>
</table>
**Administrative Support**

G14. Continuing with the topic of effectiveness, would you say that the administrative support service here is on the whole effective?

**PROBE:** Is it efficient?
**PROBE:** Can you explain the basis for your views.

G15. (a) Are the support staff consulted and/or involved in every decision-making which affects their work? YES NO

**PROBE:**

(b) Are they represented on management meetings (i.e. those at Senior Management level and/or those at Line Management level)?

**Income-Generating Activities**

G16. I would now like to explore a different issue.

Can I ask you………..

(a) Has the Organisation got plans for extending the range of income-generating activities?

**PROBE** the range, the areas of activity, and the perceived benefit to accrue from such activities

(b) Are the income-generating activities exempt from taxation? YES NO

**External Relationships**

G17. In what ways does the Organisation monitor its relationships with external organisations (including other NGOs)?

**PROBE:** Which of these ways is the most effective?

G18. Are reports of the Organisation’s local surveys/studies/workshops disseminated to other local NGOs?

G19. Would you describe this Organisation’s ethos as one in which staff involvement is promoted (e.g. through participation in joint activities with outside bodies)? YES NO

**IF YES:** **PROBE** the staff involvement in different types of activities

**IF NO:** GO TO G20
RESOURCES

Equipment and Materials

G20. What are the Organisation’s arrangements for managing and utilising its equipment and material resources?

PROBE the arrangements for replacing and/or updating equipment

OUTCOMES

The next issue about which I would welcome your overall view of this Organisation’s efforts is that of the Programmes/Services delivery.

G21. Does the Organisation monitor the satisfaction of external bodies with the delivery of its Programmes/Services that is, bodies such as, the Departments of State; the National Training Agencies; the Local Government Authorities; the Trade Unions; the Educational Institutions; local Communities)?

IF YES: PROBE the monitoring procedures for appraising external satisfaction with the Programmes/Services?

IF NO: GO TO G22

G22. (a) Are there supportive procedures for dealing with Clients’ complaints?  

PROBE: Can you take me through these procedures

(b) Does the Organisation provide effective Counselling on its Programmes/Services?

G23. Have you any other comments which would help this organisation to be more effective in achieving its Objectives?

Many thanks for your participation in this study
### The Official Designation of the Sector | Code
---|---
The Health Sector | H
The Education Sector | E
The Agriculture Sector (Social Dimensions) | A

| ID Code for EACH RESPONDENT in each sector |
|-----------------|-----------------|
| SECTOR | Position in his/her Organisation | ID code |
| For Health | | HI......... |
| For Education | | EI......... |
| For Agriculture (Social Dimensions) | | AI......... |

**Introduction**

[Note: Interviewers must:-

(a) Ensure well in advance of the individual interviews that:

(i) all appropriate arrangements have been made for each interview to be conducted in a quiet room and for the agreed time of about one hour]

(ii) they familiarise themselves with the Questionnaire data and the Interviewdata already collected from the Managers

(b) start each interview with a brief introduction explaining the aim of the interview, its approach, and the assurance of confidentiality as regards the respondent’s responses.]
Inception Report – Learning Events  17

(c) frame the questions, as appropriate, but they should ask all of the questions including, importantly, the PROBE questions

QC1. Can I start with a question about Communication with this organisation from your experience
(a) How easy is it to contact the Organisation?

PROBE

(b) Does the Organisation respond to legitimate comments?

Please Turn Over.

(c) How easy is it to access the Organisation’s official documents (such as those about the Programmes/Services)?

QC2. Can I just check also:
Have you seen any materials for fund raising purposes that the Organisation publishes?

IF YES: GO TO QC3
IF NO: GO TO QC4

QC3. Do you agree or disagree that the materials published by this Organisation 

(i) are realistic?

(ii) are accurate?

(iii) acknowledge the limits of what it can achieve?

(iv) describe its contribution to improving society and people’s lives?

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not Sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

QC3. (a) PROBE the justification for his/her response to Item (ii)

QC3. (b) PROBE also the justification for his/her response to Item (iv)

QC4. Can I ask you. Do you participate in:

(a) the Organisation’s own assessment of its Performance?

PROBE his/her involvement in monitoring, evaluating, reviewing, the Organisation’s performance and the maintenance of standards

(b) the Organisation’s Planning activities?

PROBE the type, variety, frequency, relevance, and purpose of these activities, such as Strategic Planning, Action Plans, Policy decisions etc.
QC5. Would you say that the Organisation has a sensitive understanding of the realities of life for its Clients?

**PROBE** the extent to which this understanding is reflected in the Programmes/Services content

QC6. Can I follow this up with another question? Do you think the Organisation’s Programmes/Services have brought about changes in the lives of its Clients?

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

(d) In their earnings?
(e) In opportunities for productive activity?
(f) In their confidence in their own abilities?

**PROBE** the explanation for (b)

**PROBE** the explanation for (c)

QC7. Let us now turn to the Standard of Performance of the Organisation as regards its Programmes/Services. If you were in a position to advise this Organisation about improving the standard of its Performance, what would you say?

QC8. Have you any other comments which would help this Organisation to be more effective in achieving its Objectives?

*Thank you very much for your participation in this study and for your time.*
THE DESK STUDY (see section 2.2.1.3.2 of the Proposal)

[Note:- below is a list of issues that necessitate a desk study and hence the collection of the relevant documents that each Principal Researcher should undertake when contacting and interviewing informants for each Case Study]

1. PURPOSE of the NGO
   1.1 The published Mission Statement and Policy statements
   1.2 The major considerations addressed in the Mission Statement? e.g. education, community, access, external relationships
   1.3 The Published Organisation/ Department/ Unit’s objectives

2. ORGANISATIONAL STRATEGIES
   2.1 The Organisation’s current Strategic Plan (including the Action Plans and Financial information)
   2.2 The Organisation’s Operating manual
   2.3 The Procedures manual for marketing the Organisation/ Department/ Unit
   2.4 The Validating procedures for the Programmes and Services
   2.5 Records of reviews and/or evaluation activities at Organisational level/ Departmental/ Unit level

3. MANAGEMENT
   Organisational Structure
   3.1 The organisation chart and the date of the last re-organisation (if any)
   3.2 Job descriptions (as appropriate)
   3.3 Infrastructure of organisational plans. (e.g. facilities, equipment, services, installations)

   Management Control
   3.4 The Procedures manual for e.g. enrolments, drop outs, completions, successes
   3.5 The system for purchasing materials and services

   Administrative Support
   3.6 Comments about the Programmes/Services from the staff/ the clients/ the public
Income-Generating Activities

3.7 The Strategy statements/Planning documents for income-generating activities
3.8 Ethical considerations and procedures when vetting proposals for fundraising

4. RESOURCES

Human Resources

4.1 The Staff establishment:- Number, grade, age, gender, nationality, qualifications/experience, full-time/part-time.
4.2 The Staff Development policy statements, programmes, procedures.
4.3 The Annual reports on Staff Development effectiveness.

5. OUTPUTS

5.1 The annual Organisation/Department/Unit’s Reports (over the last three years)
5.2 The MIS records for Programmes over the last three years e.g. enrolments, completions, drop-outs, attendance rates, achievements, continuing contacts with clients
5.3 The Organisation/Department/Unit’s annual records of the following (over the last three years):
   (a) Cost per client enrolled
   (b) Cost per successful client
   (c) Cost per client who completes a Programme
5.4 The Organisation/Department/Unit’s reports about:-
   (a) Expenditure Surveys (if any)
   (b) Service Delivery Surveys (if any)
5.5 The Organisation’s current Strategic Development Plan

6. OUTCOMES

Reports of studies/seminars/conferences/workshops about:-

6.1 The Capacity of local communities to initiate, undertake and manage Development activities
6.2 The Sustainability of the Organisation/Department/Unit
6.3 The collaboration with, and mutual support for, other NGOs as partners in National Development
6.4 Donors’ provision for the inclusion of this NGO in their own programmes for National Development.
6.5 Expansion of access to Programmes/Services
6.6 Empowerment of women in local communities