

NOTE: This tool is not meant to be self-administered. To gain the most accurate assessment of SBCC competencies, the interviewer should probe after each answer to obtain a fuller context in how SBCC work is conducted, and ideally, should follow up this tool with a KII to probe about each competency further.

1. Analysis

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<p>1.1. When your organization is starting a program or campaign, does your organization use the key elements of situational analysis?</p> <p>Key elements: -Review existing data to prepare for program design -Conduct a literature review about the problem - Identify barriers and facilitators that would affect your program design (consider basic social, cultural, and economic challenges) - Develop a clear problem statement to inform your program design -Conduct formative research to inform your program design (qualitative and/or quantitative)</p>	Programs do not use any of the key elements	Programs use some key elements but cannot clearly articulate them	Programs use several key elements and can clearly articulate them State which key elements:	Programs use almost all of the key elements State which key elements:	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
<p>1.2. When your organization is starting a program or campaign, does your organization use the key elements of audience/communication analysis?</p>	Programs do not use any of the key elements	Programs use some key elements but cannot clearly articulate them	Programs use several key elements and can clearly articulate them State which key elements:	Programs use almost all of the key elements State which key elements:	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4

<p>Key elements: -Conduct a participation analysis that identifies partners and allies to strengthen communication interventions -Segment the primary, secondary, and tertiary audiences -Identify field workers/change agents -Assess knowledge, attitudes, skills and behaviors of participants at the individual level using data -Identify social networks, social and cultural norms, collective efficacy and community dynamics, including leadership patterns -Analyze audiences' access to media use -Identify capacity strengthening needs of local media, traditional media, NGOs, communication agencies, partners, and allies -Identify other resources needed</p>					
<p>1.3. Does your organization use a theory to guide program or campaign development? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>Organization does not use theory to guide program or campaign development</p>	<p>Organization uses a theory to guide program or campaign development but it is not a behavior change theory</p>	<p>Organization uses a few theoretical constructs from behavior change theories to guide or program or campaign development</p>	<p>Organization uses a behavior change theory or theories to guide program or campaign development</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>

2. Strategic Design

<p>2.1. When your organization designs a communication strategy, does your organization include communication objectives? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>Organization does not include communication objectives</p>	<p>Organization includes communication objectives but are not sure they are measurable and do not incorporate KAPs (knowledge, attitudes, and practices)</p>	<p>Organization includes communication objectives that are either SMART (specific, measurable, achievable, realistic, time-bound) or include KAPs</p>	<p>Organization includes communication objectives that are SMART and address the KAPs</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>2.2. When your organization develops an approach for a campaign, does your organization include the key elements of positioning? Key elements: -Explicitly state the assumptions underlying the basic strategy and approach -Explain why and how the program is expected to change health behavior -Position the program clearly to benefit the audience</p>	<p>Programs do not use any of the key elements</p>	<p>Programs use some key elements but cannot clearly articulate them</p>	<p>Programs use several key elements and can clearly articulate them State which key elements:</p>	<p>Programs use almost all of the key elements State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>2.3. When designing a program or campaign, does your organization follow a conceptual framework or model? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>Organization does not follow a conceptual framework or model</p>			<p>Organization follows a conceptual framework or model that includes the key constructs program/campaign need to address</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 4</p>
<p>2.4. When designing a program or campaign, does your organization identify channels that are most appropriate for your target</p>	<p>Organization does not identify channels by audience</p>	<p>Organization identifies channels for one audience based on what they think the audience would utilize</p>	<p>Organization identifies channels per target audience based on what they think the audiences would utilize</p>	<p>Organization identifies appropriate channels per target audience based on media habits as validated by data</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>

audience? <i>(Circle answer that most accurately reflects what the organization does)</i>					
2.5. When designing a program or campaign, does your organization use a coordinated approach, using multiple channels? <i>(Circle answer that most accurately reflects what the organization does)</i>	Organization does not follow a coordinated approach or use multiple channels	Organization uses one of the following: mass media, community mobilization, or interpersonal communication	Organization uses two of the following: mass media, community mobilization, or interpersonal communication	Organization achieves scale by using mass media tied to community mobilization and interpersonal communication among multiple audiences	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
2.6. When designing a program or campaign, does your organization develop a budget? <i>(Circle answer that most accurately reflects what the organization does)</i>	Organization does not develop a budget	Organization develops a budget as the program goes along	Organization develops a realistic budget based on assumed costs	Organization develops a realistic budget based on previous experience	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
2.7. When designing a program or campaign, does your organization include the key elements of implementation in the design process? Key elements: -A work schedule with regular benchmarks to monitor progress -A line-item budget -A management plan, including partner roles and responsibilities that make sure all involved are aware of what is expected of them	Programs do not use any of the key elements	Programs use some key elements but cannot clearly articulate them	Programs use several key elements and can clearly articulate them State which key elements:	Programs use almost all of the key elements State which key elements:	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4

3. Development & Testing

<p>3.1. When your organization develops program materials, does your organization use the key elements of effective materials development?</p> <p>OR</p> <p>When revising existing program materials, does your organization use the key elements of effective materials development?</p> <p>Key elements: -Inventory of existing materials -Creative briefs -Audience consultation -Concept testing -Stakeholder and technical review -Materials development workshop including key stakeholders and target audiences -Audience pretesting</p>	<p>Programs do not use any of the key elements</p>	<p>Programs use some key elements but cannot clearly articulate them</p>	<p>Programs use several key elements and can clearly articulate them</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>3.2. When your organization develops your own program materials, does your organization use the key elements of effective materials testing?</p>	<p>Programs do not use any of the key elements</p>	<p>Programs use some key elements but cannot clearly articulate them</p>	<p>Programs use several key elements and can clearly articulate them</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>

<p>OR</p> <p>When revising program materials from other organizations, does your organization use the key elements of effective materials testing?</p> <p>-Concept test with representatives of the target audience -Follow concept testing with in-depth pre-testing of materials, messages and processes -Pre-test with primary, secondary, and tertiary audiences -Feedback to partners and allies to ensure maximum ownership and use</p>					
<p>3.3. When your organization revises your own program materials, does your organization use the key elements of effective materials revision?</p> <p>OR</p> <p>When you make revisions to existing program materials, does your organization use the key elements of effective materials revision?</p> <p>Key elements: -Make changes based on pre-</p>	<p>Programs do not use any of the key elements</p>	<p>Programs use some key elements but cannot clearly articulate them</p>	<p>Programs use several key elements and can clearly articulate them</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>

<p>testing results of messages that are not understood correctly</p> <ul style="list-style-type: none"> - Make changes based on pre-testing results of messages that are not remembered - Make changes based on pre-testing results of messages that are not socially or culturally acceptable 					
4. Implementation					
<p>4.1. If your organization trains others, which organizations does your organization provide training to?</p> <p>LIST:</p> <p>When training, does your organization use the key elements of training?</p> <p>Key elements include:</p> <ul style="list-style-type: none"> -Establishing training session objectives that are SMART -Including relevant stakeholders -Using a participatory process -Using adult learning methodologies -The inclusion of an evaluation of the training 	<p>Programs do not use any of the key elements</p>	<p>Programs use some key elements but cannot clearly articulate them</p>	<p>Programs use several key elements and can clearly articulate them</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A)</p> <p><input type="checkbox"/> = 1</p> <p><input type="checkbox"/> = 2</p> <p><input type="checkbox"/> = 3</p> <p><input type="checkbox"/> = 4</p>

5. Monitoring

<p>5.1. When tracking outputs and activities, does your organization use the key elements of monitoring?</p> <p>Key elements include: -Developing a monitoring plan -Developing indicators for SBCC -Developing tools to monitor the implementation of SBCC activities -Developing a system to ensure that monitoring data is of high quality -Developing a dissemination plan -Implementing a dissemination plan that may include local government, NGOs, the private sector and media for maximum coverage -Mobilizing key participants to share information, results and credit with partners, allies and communities -Using data from monitoring to make mid-course program adjustments</p>	<p>Programs do not use any of the key elements</p>	<p>Programs use some key elements but cannot clearly articulate them</p>	<p>Programs use several key elements and can clearly articulate them</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
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6. Evaluation

<p>6.1. If your organization <u>evaluates</u> your own programs, does your organization use the key elements of evaluation?</p> <p>Key elements include: -Developing an evaluation plan -Developing a system to ensure that data is of high quality -Have staff that have the capacity to conduct qualitative analysis -Have staff that have the capacity to conduct quantitative analysis</p>	<p>Programs do not use any of the key elements</p>	<p>Programs use some key elements but cannot clearly articulate them</p>	<p>Programs use several key elements and can clearly articulate them</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>6.2. Does your organization have staff that can train others in quantitative and qualitative analysis? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>No staff with capacity to train other researchers</p>	<p>Staff that have capacity but have never trained other researchers</p>	<p>Staff have trained others to conduct qualitative research or quantitative research</p>	<p>Staff have trained others to conduct both qualitative and quantitative research</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>6.3. When conducting qualitative data analysis, what skills does your organization's staff have? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>No staff skilled in data analysis</p>	<p>Staff can pull out the main themes</p>	<p>Staff can code and pull out the main themes</p>	<p>Staff are proficient in coding, identifying the relevant themes, and comparing themes across groups</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>6.4. When conducting quantitative data analysis, what skills does your organization's staff have?</p>	<p>No staff skilled in data analysis</p>	<p>Staff can conduct bivariate data analysis</p>	<p>Staff can conduct multivariate data analysis</p>	<p>Staff are proficient in advanced quantitative methods (Propensity score, multilevel models,</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3</p>

<i>(Circle answer that most accurately reflects what the organization does)</i>				structural equation modeling	<input type="checkbox"/> = 4
<p>6.5. If you <u>hire</u> an organization to evaluate your organization's program, is your organization able to assess and provide feedback regarding the key elements of evaluation?</p> <p>Key elements include: -Developing an evaluation plan -Developing a system to ensure that data is of high quality -Staff that have the capacity to conduct qualitative analysis -Staff that have the capacity to conduct quantitative analysis - Using data from evaluation to inform future programming</p>	Programs do not use any of the key elements	Programs use some key elements but cannot clearly articulate them	<p>Programs use several key elements and can clearly articulate them</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements</p> <p>State which key elements:</p>	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
<p>6.6. If your organization hires an organization to evaluate your program, does your organization develop and post a request for proposals (RFP)? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	Organization does not develop or post an RFP	Organization identifies 1 research firm and asks them to submit a proposal	Organization develops and posts an RFP and identifies an organization based on their proposal	Organization develops and posts an RFP and identifies an organization based on their proposal and interviews	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4

7. Developing Strategic Leadership

7.1. Does your organization provide training opportunities for its staff? <i>(Circle answer that most accurately reflects what the organization does)</i>	No	Sometimes List:	A few times List:	Professional development is integrated into the organizational culture List:	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
7.2. Does your organization collaborate with other relevant SBCC partners? <i>(ask participant to define collaboration; circle answer that most accurately reflects what the organization does)</i>	No	Very rarely	Quite regularly	Potential for collaborative activities is included in work plans	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
7.3. Does your organization coordinate with SBCC partners? <i>(ask participant to define coordination; circle answer that most accurately reflects what the organization does)</i>	Organization does not coordinate SBCC efforts with others	Organization talks to a few other organizations working in SBCC	Organization has meetings once or twice a year with other SBCC partners	Organization utilizes a system in place to track SBCC efforts and routinely provides input into the system on activities to ensure a coordinated SBCC approach in the country	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4

8. Developing Sound Organizational Management

8.1. If your organization has a mission statement does it include the key elements? Key elements include: -Consistent with the current organizational purpose -Meets the needs of the target audience	No formal mission statement exists, or the existing mission statement is inconsistent with the current organizational purpose and the needs of the target audience.	The mission statement exists, is consistent with the organizational purpose, and is sometimes cited by senior staff.	The mission statement is frequently cited by key stakeholders: staff, board, partner agencies, and clients.	The mission statement is widely known and regularly reviewed to assure that it reflects the current organizational purpose and the needs of the target audience. Cite mission statement:	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
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<p>-Cited by senior staff -Regularly reviewed to assure that it reflects the needs of the target audience</p>		<p>Cite mission statement:</p>	<p>Cite mission statement:</p>		
<p>8.2. If your organization has established values, does your organization apply them to day-to-day actions? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>Organizational values and ethical principles have not been defined.</p>	<p>Organizational values and ethical principles have been defined and are sometimes cited by staff.</p> <p>List Values:</p>	<p>Organizational values and ethical principles are frequently cited by staff at all levels.</p> <p>List Values:</p>	<p>Organizational values and ethical principles are widely known, and staff are held accountable for adhering to them.</p> <p>List Values:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>8.3. If your organization has a strategy, does it include the key elements?</p> <p>Key elements include:</p> <ul style="list-style-type: none"> - Links to the mission and values of the organization - Accurately reflects the needs of the clients and community - Used as a planning tool and referred to periodically - Includes measurable goals for your organization - Linked to potential clients and future demand of services - Aligned to a realistic budget where resources are accounted for 	<p>No organizational strategy exists.</p> <p>OR</p> <p>Strategies are developed in response to funders' requirements or the preferences of a few decision-makers, without reference to the mission and values.</p>	<p>The organizational strategy includes some key elements but was more often developed in response to other requirements, preferences, and mission and values. Once the strategy is developed it is not referred to. The budget includes aspirations rather than realistic projections.</p>	<p>The organizational strategy uses several key elements and can clearly illustrate them. The organizational strategy was almost always developed within the general context of the mission and values and is referred to occasionally.</p> <p>State which key elements:</p>	<p>Programs use almost all of the key elements. Because strategies are developed to conform to the mission and values, strategic planning is viewed as an opportunity to reaffirm or revise the mission.</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>8.4. When developing the organizational strategy, were the following key elements included in the process:</p>	<p>No organizational strategy exists.</p>	<p>The development of the organizational strategy included some key elements.</p>	<p>The development of the organizational strategy used several key elements.</p>	<p>The development of the organizational strategy used all of the key elements.</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3</p>

<p>Key elements include:</p> <ul style="list-style-type: none"> - Developed with key stakeholders, including board members, clients, and community, to gain buy-in - Strategy is not developed in response to funding needs rather it is developed to adhere to the mission and values of the organization - The strategy is reviewed periodically and adjustments are made as necessary. - A SWOT analysis was conducted to identify strengths, weaknesses, opportunities and threats for your organization. - A mechanism is in place for regularly scanning current and potential demand, evaluating other organizations' services, and using these findings to develop 			<p>State which key elements:</p>	<p>State which key elements:</p>	<p><input type="checkbox"/> = 4</p>
<p>8.5. If the organization has an organizational structure, are clear lines of authority and accountability identified? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>There are no formal documents that define current lines of authority and accountability.</p>	<p>An organizational chart or similar document defines lines of authority and accountability. It is included in the organization's</p>	<p>The organizational chart or similar document is sometimes used when issues arise pertaining to lines of authority and accountability.</p>	<p>The organizational chart or similar document is regularly updated and consistently used to resolve issues pertaining to lines of authority and</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>

		manual of policies and procedures.		accountability.	
<p>8.6. If the organization has a Board of Directors or governing body, were the following key elements included in board governance?</p> <p>Key elements include:</p> <ul style="list-style-type: none"> - Chosen from persons in the community based on characteristics and skills needed on the board. - Meets frequently, focuses on strategic issues and evaluates its performance annually. - The board periodically reviews the organization's mission and approves its strategic plan. - Ensures sufficient financial resources for the organization; approves the annual budget; tracks revenues and expenses against budget at least quarterly - Monitors the effectiveness of programs and services. 	<p>There is no board or the board consists of the founder and/or persons chosen by the founder. Board meetings are rarely held.</p>	<p>The board governance process included some key elements.</p>	<p>The board governance process used several key elements.</p> <p>State which key elements:</p>	<p>The board governance process used all of the key elements.</p> <p>State which key elements:</p>	<p><input type="checkbox"/> = 0 (N/A)</p> <p><input type="checkbox"/> = 1</p> <p><input type="checkbox"/> = 2</p> <p><input type="checkbox"/> = 3</p> <p><input type="checkbox"/> = 4</p>
<p>8.7. How are roles and responsibilities defined in the organization? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>Roles and responsibilities are not clearly defined. Work is assigned on an ad-hoc basis, according to the</p>	<p>Roles and responsibilities are in the process of being defined. Most work is still assigned on an ad-</p>	<p>Roles and responsibilities are defined in the policy and procedures Manual. They are</p>	<p>Roles and responsibilities are defined in the manual and used as the basis for assigning work. They are</p>	<p><input type="checkbox"/> = 0 (N/A)</p> <p><input type="checkbox"/> = 1</p> <p><input type="checkbox"/> = 2</p> <p><input type="checkbox"/> = 3</p> <p><input type="checkbox"/> = 4</p>

	perceived needs of the moment.	hoc basis.	beginning to be used as the basis for assigning work.	regularly reviewed to be sure that staff assignments serve organizational strategies.	
8.8. How are decisions made in the organization? <i>(Circle answer that most accurately reflects what the organization does)</i>	The director and senior managers make all significant decisions without discussing them with staff.	The director and senior managers make all significant decisions after listening to the views of selected staff members.	Mid-level staff members are encouraged to make and carry out significant decisions regarding their own work and the work of their teams.	All staff are expected to make significant decisions regarding their own work and the work of their teams, and to carry out those decisions.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
8.9. How are activities planned within the organization? <i>(Circle answer that most accurately reflects what the organization does)</i>	Most organizational activities are unplanned and decided on an ad-hoc basis.	Operational plans are developed for some projects and programs, usually to meet funders' requirements.	An operational or work plan is developed annually, independent of the organization's broader strategies.	The annual operational plan is designed to support the organization's strategies.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
8.10. How is information communicated and shared within the organization? <i>(Circle answer that most accurately reflects what the organization does)</i>	There is no formal Communication mechanism. Important information is communicated mainly by word of mouth.	Communication mechanisms are used only to convey necessary information from senior management to the rest of the staff.	Communication mechanisms are beginning to be used to share information across organizational units and among staff at different levels.	Communication mechanisms are used consistently to share information across organizational units and among staff at different levels.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
8.11. When hiring and training staff, are there established policies and procedures that are referred and adhered to? <i>(Circle answer that most accurately reflects what the organization does)</i>	There are no policies on job classification, salaries, hiring, promotion, grievances, or work hours. There are no procedures for performance evaluation, staff development, or maintenance of employee data.	The organization has recognized the need for a formal human resource system. It is working to clarify human resource policies and procedures.	Human resource policies and procedures are in place, and managers are beginning to use them to hire and retain talented and committed staff.	Human resource policies and procedures are in place, and managers use them consistently to hire and retain talented and committed staff.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4

<p>8.12. Outside of SBCC activities, how does the organization monitor and evaluate their work? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>The organization's work is monitored and its results are evaluated by external evaluators when funders demand it.</p>	<p>The organization monitors its own work to determine adherence to planned activities. Results are evaluated by external teams when funders demand it.</p>	<p>The organization regularly monitors its own work to determine progress toward achieving goals and objectives. It evaluates results at the end of each project and program.</p>	<p>The organization regularly monitors its progress, evaluates results, and uses the findings to improve services and plan the next phase of work.</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>8.13. How does the organization collect and manage service and financial data? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>Routine service and financial data are often inaccurate, and reports are rarely submitted on schedule.</p>	<p>The organization has introduced systems that are beginning to improve the accuracy and timeliness of routine service and financial reports.</p>	<p>Organizational systems yield routine service and financial data that are generally considered accurate, and most reports are submitted on schedule.</p>	<p>Organizational systems provide cross-checking to guarantee the accuracy of routine service and financial data. There are clear, enforced consequences for late reports.</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>8.14. When information is collected from staff, how are the reports utilized? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>Those who submit required reports receive no feedback from their managers. The information in the reports is filed away and not used for management or programmatic decisions.</p>	<p>Those who submit required reports receive sporadic feedback from their managers. Some managers use the information in the reports to make decisions.</p>	<p>All managers are expected to give regular feedback to staff who submit required reports, and to use the information in the reports as a basis for decisions.</p>	<p>Staff members who submit reports consistently get prompt feedback. With their managers, they analyze the information and use their findings to analyze trends, improve management and performance, and achieve outcomes.</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>8.15. When implementing programs and activities, how does the organization maintain quality? <i>(Circle answer that most accurately reflects what the organization does)</i></p>	<p>The organization emphasizes the number of activities undertaken, rather than the quality of services.</p>	<p>The organization acknowledges the importance of high quality services. It is considering activities that will help staff regularly assess and improve quality.</p>	<p>Some parts of the organization have undertaken activities to assess and improve the quality of services. A few interested staff members have taken responsibility for</p>	<p>There is an established, ongoing system for assessing and improving the quality of services. Trained staff is regularly using this system.</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>

			conducting these activities.		
8.16. When developing budgets and establishing guidelines for management of finances, how does the organization establish a financial management system? <i>(Circle answer that most accurately reflects what the organization does)</i>	Budgets are developed without input from program managers. The finance system does not accurately track expenditures, revenues, and cash flow.	Budgets are usually developed with input from program managers. The finance system tracks expenditures, revenues, and cash flow by line item (e.g., salaries, utilities, materials), without links to program outputs or services.	Financial staff develops budgets in conjunction with program managers. The finance system tracks expenditures, revenues, and cash flow by line item, with some links to program outputs and services.	Program managers work with financial staff to develop budgets that support programmatic decisions. The finance system presents an accurate, complete picture of expenditures, revenue, and cash flow in relation to program outputs and services.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
8.17. How does the organization prepare for continued funding? <i>(Circle answer that most accurately reflects what the organization does)</i>	The organization operates with a single source of revenue, usually one large funder, whose mandate shapes strategies and programs.	The organization acknowledges the need for diversified funding. It has devised, but not yet implemented, a strategy for obtaining revenue from diverse sources.	The organization has begun to implement its diversification strategy and has already obtained significant revenue from diverse sources to cover current needs.	The organization follows a long-term revenue-generating strategy, balancing diverse sources of revenue to meet current and future needs.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
9. Social Media					
9.1. Does your organization use/plan to use social media tools? If yes, which tools do or would you like to use?	The organization does not use nor does plan to use any social media.	The organization plans to use social media but is not currently using it.	The organization is currently using at least one form of social media.	The organization uses multiple social media tools through an integrated approach.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4
9.2. If using or planning to use social media, what skills does the organization have?	The organization does not have staff skilled in social media.	The organization has staff that knows about social media but is not clear on how to apply it to programs.	The organization has at least 1 staff member that is trained or knowledgeable in social media.	The organization has multiple staff trained and knowledgeable in social media.	<input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4

10. Knowledge Management

<p>10.1. Does your organization have a systematic way to manage information and knowledge in order to better share with staff, partners, stakeholders, and/or target audiences?</p>	<p>Organization does not have a knowledge management system in place.</p>	<p>Organization has a basic knowledge management system but it is not easy to access or share information. The system is not up-to-date.</p>	<p>Organization has a current knowledge management system that stakeholders feed into but we are not able to share the information.</p>	<p>Organization has a current knowledge management system that stakeholders feed into and we can easily share the information.</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>
<p>10.2. Does your organization provide forums for knowledge sharing for internal staff, external partners and other stakeholders, and/or target audiences?</p>	<p>Organization does not provide forums for knowledge sharing and we do not plan to establish them.</p>	<p>Organization recognizes the need to provide a forum for knowledge sharing but do not know how to do it.</p>	<p>Organization has established a forum for at least one of the audiences mentioned but it is not utilized.</p>	<p>Organization has established a forum for at least one of the audiences mentioned and it is utilized effectively.</p>	<p><input type="checkbox"/> = 0 (N/A) <input type="checkbox"/> = 1 <input type="checkbox"/> = 2 <input type="checkbox"/> = 3 <input type="checkbox"/> = 4</p>