**Grassroots Organizations Capacity Assessment Report**

**Community Learning Center in Chrey Commune, Svay Antor District, Prey Veng Province**

July 2015

Project Funded By:

****

Project Implemented By:



Study was Carried out and Reported By:

ACTED and KYA

***Grassroots Organization Capacity Assessment for Community Learning Center Management Committee***

***In Chrey Commune, Svay Antor District, Prey Veng Province***

Table of Contents

[1|INTRODUCTION 2](#_Toc328559423)

[2|ASSESSMENT OUTCOMES 4](#_Toc328559424)

[2.1 Overall Situation 4](#_Toc328559425)

2.2 Governance and Administration……………………………………………………………………………………………….5

2.3 Organizational Management…………………………………………………………………………………………………….6

2.4 Financial Management……………………………………………………………………………………………………………..6

2.5 Commune Investment Plan (CIP)……………………..………………………………………………………………….……7

2.6 External Relations and Resource Mobilization…………………………………………………………………………..8

[3|JOINT ACTION PLAN WITH CLCMC 9](#_Toc328559430)

# I

# NTRODUCTION

This report explains the findings of an assessment carried out to measure the Institutional Capacity of the Community Learning Center Management Committee in Chrey Commune, Svay Antor district, Prey Veng Province. The assessment is formally referred as a Grassroots Organizations Capacity Assessment (GOCA) and the assessment tool was designed by a panel of experts from ACTED.

**What is GOCA?**

The GOCA is designed to facilitate group discussions between members of grassroots organizations and external facilitators providing capacity-building support. Alternatively, the tool may be self-administered by the grassroots organization. The tool is conducted according to a 5-level indicator system that assesses 5 aspects of organizational and operational development. Under this tool, a grassroots organization can range from 0 (very weak an unsustainable) to 5 (very strong and self-sustaining) in each of the following 5 categories:

1. Governance and Administration;
2. CLC Management;
3. Financial Management;
4. Commune Investment Plan (CIP);
5. External Relations and Resource Mobilization

Each category consists of a set-of indicators and sub-indicators (questions) which measure the extent of organizational and operational capacity of that specific category. Indicators and sub-indicators may be adjusted and/or changed depending on the context. The indicators are assigned scores related to their relevance and each time an indicator is achieved, the score is added up with the maximum score being 5.0 per category. Higher score in each category show higher organizational and operational capacity of the grassroots organization in that category. The overall score is calculated out of the mean average score of each of the 5 categories.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Organizational Capacity** | **Very Weak unsustainable** | **Weak** | **Average** | **Strong** | **Very Strong self-sustaining** |
| **Score** | 0 - 1.00 | 1.01- 2.00 | 2.01 - 3.00 | 3.01 - 4.00 | 4.01 - 5.00 |

**Methodology**

Following the baseline GOCA (July 2015), tailored training sessions will be provided to the assessed CLCMC on indicators where it scored lowest. Afterwards, the second GOCA will be held in December 2015. This report analyses the outputs of the last assessment of Community Learning Center Management Committee at Chrey Commune, Svay Antor Distric, Prey Veng Province and provides recommendations for CLCMC and operational development. This assessment will be repeated for other five times (December 2015, June 2016, December 2016, June 2017, and December 2017) in order to monitor progress and provide further recommendations.

# A

# 

# SSESSMENT OUTCOMES

1. **Overall Situation**

The overall grade obtained by ***Community Learning Management Committee in Chrey Commune*** is only 0.24, which indicates that the CLCMC is operational in very weak; not functional level as per defined in the GOCA. This is mainly because the CLC has yet to start operating.

The performance of this CLCMC is not satisfactory in those all 5 GOCA tools, while the Community Learning Centre Management (CIP) is 0.00 and a higher one just only 0.55 for External Relations and Resource Mobilization. So, it needs to develop the institutional capacity in all categories, while paying special attention to the components which they show comparatively poor performances - such as Governance and Administration, CLC Management, Financial Management, Community Investment Plan and External Relations and Resource Mobilization.

The results for each of the five broad assessment categories are summarized in the charts (see report for category-indicator-wise scores) and based on these key strengths and weaknesses identified.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Category** | **Governance and Administration** | **CLC Management** | **Financial Management** | **Community Investment Plan (CIP)** | **External Relations** | **Total Average Score** |
| **A- First GOCA Score** | 0.30 | 0.00 | 0.20 | 0.15 | 0.55 | 0.24 |

1. **Governance and Administration**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| CLC has a governing/management body (e.g. CLCMC) | CLCMC do not involve in decision-making related to strategic direction and policies |
| CLCMC members have clearly defined TORs that detail key functions | CLC does not have a well-articulated vision and mission statement |
| The executive members of CLCMC (i.e. chairman, treasurer, secretary) aware of their roles and responsibilities | CLC does not have Human Resource Management since CLC is still not yet run |
| The executive CLCMC/committee consist of at least 30% female members | CLC does not have a designated or official place to work, meet/or and keep documents |
|  | CLC does not have CLCMC meetings well-documented by means of minutes |
|  | CLC does not have CLCMC review and approve the CLC annual financial statements |

1. **Community Learning Center Management**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
|  | CLC does not have a chart or similar document outlining supervisory and staff responsibilities and/or working relationships |
|  | CLC does not have a structure clearly define lines of communication, accountability and delegation of authority in CLC |
|  | CLC does not have person(s), sub-committees, groups or departments to address specific issues |
|  | CLCMC do not have a management capabilities |
|  | CLCMC do not have an internal communication |
|  | CLCMC do not have participatory decision making |
|  | CLC does not have a Strategic Planning |
|  | CLC does not have Operational Planning |
|  | CLC does not have Succession Planning |

1. **Financial Management**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| CLC has an elected/appointed/employed treasurer/ accountant | CLCMC are not aware of key financial indicators of the organization |
| The treasurer/accountant have a clear Terms of Reference (ToR)/job description | The treasurer/accountant cannot explain his/her duties and responsibilities |
|  | CLC does not have internal control mechanism |
|  | CLCMC are not aware of the Annual Operational Plan |
|  | CLCM do not know how to manage budget (The budget align with the Annual Operational Plan (AOP) |
|  | CLCMC do not know how to write a financial report |
|  | CLCMC do not have annual financial reports audited by an external agency |

1. **Community Investment Plan (CIP)**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| CLCMC director is a commune chief | CLCMC currently does not have access to an adequate amount of program funding support from the CIP |
| CLCMC obtained the CIP process information from the commune chief in the past 1 year | CLCMC do not join regular CIP meetings with commune level and community in the past year |
|  | CLCMC did not use the CIP in the past year to address needs within the CLC |
|  | CLCMC do not meet with the community to conduct a needs assessment meeting |
|  | CLCMC are not have ability to manage contracts/agreements exists |
|  | CLCMC do not identify locally skilled trainers to employ as contract teachers for the skills required by the community |
|  | CLCMC do not know the needs of other CLCs in the community since they never conduct field visit to other CLCs in order to learn their needs yet |
|  | CLCMC do not approach local business owners to request work experience opportunities for their graduates |
|  | CLC does not have an M&E framework (e.g. Performance Monitoring Plan, log frame) in place |
|  | CLC does not have a the Key Person to conduct monitoring & Evaluation on CIP to CLC |

1. **External Relations and Resource Mobilization**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| CLC has sufficient funds to support activities for the next year | CLC is not known by the public as a potential local place for lifelong learning yet |
| CLCMC interact well with the public and regularly invited/involved to community function and celebration | CLCMC are not able to link with financial institutions |
| CLCMC member know that CLC have a registration with an institutional donor agency (such as PADOR for EU or DUNS for USAID | CLC is not linked with the private sector |
| CLCMC used to send their member to join DoE meetings in order to get information and benefit for developing community | CLC is not a part of a strategic network, federation and/or alliance |
|  | CLC is not Coordinating with relevant government officers and departments |
|  | CLCMC do not understand the government structures, policies and how it operates at different portfolio areas |

# R

# ECOMMENDATIONS FOR JOINT ACTION PLAN WITH CLCMC

Note: H1, H2 and H3 refer to the 1st, 2nd and 3rd GOCA Assessment. These reflect also the periods between the current GOCA assessments.

| **Recommendations** | **Action Points** | **H1** | **H2** | **H3** | **Remarks** |
| --- | --- | --- | --- | --- | --- |
| **1. GOVERNANCE AND ADMINISTRATION** | | | | | |
| **Vision, Mission and Values** |  |  |  |  |  |
| 1. Review CLC mission statement at least once within the project period to assure it provides a vision for the future and continues to reflect fundamental CLC goals and values. |  | X |  |  |  |
| **CLCMC Composition and Responsibilities** |  |  |  |  |  |
| 1. Familiarize themselves with their ToRs  * their roles and legal responsibilities to the CLC * CLC obligations and liabilities |  | X |  |  | The commune chief, the CLC director, already included the CLC program in the Commune Investment Plan from this year onwards |
| **Infrastructure and Logistics** |  |  |  |  |  |
| 1. Keep all documents related to work of the CLC in a safe place and file them properly when the CLC run. |  | X |  |  |  |
| 1. Allocate a designated place for the CLC to operate (work, meet and keep its documents) |  | X |  |  |  |

| **Recommendations** | **Action Points** | **H1** | **H2** | **H3** | **Remarks** |
| --- | --- | --- | --- | --- | --- |
| **Category 2. COMMUNITY LEARNING CENTER MANAGEMENT** | | | | | |
| **CLC Structure** |  |  |  |  |  |
| 1. Develop CLC chart or similar document outlining supervisory and staff responsibilities and/or working relationships |  | X |  |  |  |
| 1. At least 75% of CLCMC must regularly (i.e. when meetings are scheduled) attend the CLC's meetings. |  | X |  |  |  |
| **Management Capabilities** |  |  |  |  |  |
| 1. Be able a good leadership and management skills |  |  | x |  |  |
| 1. Have skill to effectively dealt with unexpected problems and/or conflicts |  |  | x |  |  |
| 1. Do plan in-place that adequately describes how different types of crises/problems may be mitigated |  |  | x |  |  |
| **Operational Planning** |  |  |  |  |  |
| 1. Develop an annual planning cycle |  | X |  |  |  |
| 1. Develop an Annual Operational Plan (AOP) |  | X |  |  |  |

| **Recommendations** | **Action Points** | **H1** | **H2** | **H3** | **Remarks** |
| --- | --- | --- | --- | --- | --- |
| **Category 3. FINANCIAL MANAGEMENT** | | | | | |
| **Bank Account** |  |  |  |  |  |
| Become aware of:   * to receive and transfer funds * to access other commercial bank services related to the bank account such as overdrafts and fixed deposits |  | X |  |  |  |
| **Bank Account** |  |  |  |  |  |
| 1. Have an active bank account (transfers in/out) |  | X |  |  |  |
| 1. Have bank statements up-to-date and properly filed |  | X |  |  |  |
| **Cash Management** |  |  |  |  |  |
| 1. Maintain a lockable cash box or safe to keep cash |  | X |  |  |  |
| **Treasurer/Accountant** |  |  |  |  |  |
| 1. The treasurer/accountant have the necessary qualifications and skills to carry out his/her duties and responsibilities |  | X |  |  |  |
| **Accounting** |  |  |  |  |  |
| 1. Maintained up-to-date hardcopy ledger books for all its different accounts recording receipts and payments (cash, bank) |  | X |  |  |  |
| 1. Prepared vouchers for incomes and expenditures |  | X |  |  |  |
| 1. Record with relevant receipts and other supporting documentation to all financial transactions |  | X |  |  |  |
| 1. Keep the financial documentation in a secure and consistent location |  | X |  |  |  |
| **Budgeting** |  |  |  |  |  |
| 1. Develop Annual Activity Plan (AOP) |  |  | x |  |  |
| 1. Reviewed and approved the annual budget |  | X |  |  |  |
| 1. Prepare detailed budgets for its activities |  | X |  |  |  |
| 1. CLC budget expenses and incomes allocated properly |  | X |  |  |  |
| **Financial Reporting** |  |  |  |  |  |
| 1. Have knowledge on writing financial report |  | X |  |  | CLC financial management must align to the budget disbursement from Government Guideline |
| 1. Prepare regular financial reports of its operations/ activities |  |  | x |  |  |
| 1. Review and approve the financial reports |  |  | x |  |  |
| 1. Accurate the report, i.e. matching with the entries in the accounting |  | X |  |  |  |
| **Financial Sustainability** |  |  |  |  |  |

| **Recommendations** | **Action Points** | **H1** | **H2** | **H3** | **Remarks** |
| --- | --- | --- | --- | --- | --- |
| **Category 4. COMMUNITY INVESTMENT PLAN** | | | | | |
| **CIP Engagement** |  |  |  |  |  |
| 1. Be able to understand how the CIP process in community |  | X |  |  | We have to develop CIP training manual reflect to the real situation of CLC in Cambodia. |
| 1. Access to an adequate amount of program funding support from the CIP |  | X |  |  | Build CLCMS capacity on CIP |
| 1. Regularly join CIP meetings with commune level and community |  | X |  |  |  |
| **CIP Advocacy** |  |  |  |  |  |
| 1. Familiar use the CIP in the past year to address needs within the CLC |  | X |  |  |  |
| 1. Identify clear challenges they have had in accessing adequate CIP budget |  | X |  |  |  |
| 1. Be able to prioritize CLC activities to reflect the needs of community to CIP meeting |  | X |  |  |  |
| **Monitoring Plan** |  |  |  |  |  |
| 1. Develop a clear monitoring objective |  | X |  |  |  |
| 1. Develop a data collection method |  | X |  |  |  |
| 1. Set up a monitoring team |  | X |  |  |  |
| 1. Monitor all CLC activities |  | X |  |  |  |
| 1. Understand the needs of other CLCs in the community |  |  | x |  |  |
| 1. Carry on frequency of monitoring (per month or year) |  |  | x |  |  |
| **Accountability** |  |  |  |  |  |
| 1. Access to the DNFE MoEYS CLC Budget |  |  | x |  |  |
| 1. Identify locally skilled trainers and employ as contract teachers for the skills required by the community |  | X |  |  |  |
| **Monitoring and Evaluation (M&E)** |  |  |  |  |  |
| 1. Develop M&E framework (e.g. Performance Monitoring Plan, log frame) and learn to use |  |  | x |  |  |
| 1. Review and update work-plans for CLC |  | X |  |  |  |
| 1. Select Key Person to be responsible for M&E |  | X |  |  |  |