

# APPENDIX 3 - Description Of The Organizational Capacity Assessment Training

Segregated in phases, the following text outlines the details of our implementation plan from recruitment all the way to the final certification of the organizations.

## RECRUITMENT

### How we find the organizations that will be part of this Initiative

The Institute identifies National (also called indigenous) ministries/organizations that have the potential to pursue wholistic impact. To do that we:

1. Developed application forms which potential organizations must complete (See Appendix 1.)
2. This will later be on our website where we will receive applications.
3. We will match this application form outcome with the profile for potential organizations to participate in the OCAT which are:
  4. Faith-based
  5. Have a Community Development approach.
  6. Valuing and working with the Church
  7. Missional/Ministry mindset
  8. Wholistic or at least have a strong potential for wholistic ministry.
  9. NGO/non-profit/missional
10. We will maintain a list of at least 10 potential organizations as candidates for the future.
11. From this list we will present 3-5 ministries per quarter to partners (investors).
12. These partners/foundations/investors will then invest in the capacitation of the 3-5 organizations.
13. LIA will do the capacitation/mentoring for two years and provide a certification as to the level these organizations appear to be able to pursue wholistic impact.
14. The Capacitation process will consist of four phases over two years with a fifth phase available should ministries require additional capacitation after this two-year process.

## PHASE 1: Orientation

There is a two (2) week Introduction and Orientation Time which takes place at the training center in Nairobi or in Jamaica consisting of the following:

1. Basic Training and review in Wholistic ministry to ensure that:
  - a. All are on the same page and understand the LIA Implementation Pathway
  - b. Understand what we mean with the pursue of wholistic impact.
2. Completion of the Organizational Capacity Assessment Tool (OCAT) (See Appendix 2)
  - a. The goal of this tool is to assist organizations in self-assessing the critical elements for effective wholistic ministry implementation, organizational management and identifying those areas that need strengthening or further development.
  - b. This OCAT will provide organizations with a set of criteria to assess their current missional strength, management capacity and overall organizational health in six (6) domains to implement quality wholistic development programs. The six domains are:
    - #1 Missional Health
      - o Vision
      - o Values

## #2 Spiritual Health.

- Doctrine and Christian Foundation
- Level of Scripture Engagement
- Role of prayer
- Staff and Member Care
- Spiritual Culture

## #3 Organizational and leadership Health

- Legal Status
- Governance or Advisory Board

## #4 Management health

- Organizational structure
- Operational policies, procedures, and systems
- Filing and information systems
- Human Resources management

## #5 Programmatic Health,

- Community Involvement
- Project planning and implementation
- Service Delivery standards and referrals
- Monitoring, evaluation, and quality assurance

## #6 Resource mobilization and partnership health

- Resource Mobilization
- Communication Strategy, documentation, and reporting
- Internal communication and decision making
- Stakeholder involvement
- Knowledge management

## #7 Financial Health

- Financial policies and procedures
- Internal controls
- Financial documentation and reporting
- Financial planning and sustainability

3. Agreement on areas for additional capacitation based on results of OCAT and mentoring schedule to accomplish that.

4. Selection of and preparation for the implementation of a 6-month seed project

5. Preparation of a strategic plan for agreed upon 2 -year wholistic project exemplifying the pursuit of wholistic impact.

6. Interacting with the investor, preferably in person for a couple of days during week 2 of orientation or 2-3 virtual meetings

7. Sign official MOU for 2-year project/commitment.

## **PHASE 2: Mission Project Implementation**

1. Have a six-month field visit (could be with the investor) to observe and to give feedback/course corrections to the sponsored orgs and evaluate how they are progressing:
  - First written report to investor
  - Evaluation also of Seed Project
2. Have a one-year review with the key leaders - gathering at the Training Center in Nairobi One week meeting–
  - Written report to investor.
  - Initial certification recommendation based on progress made on OCAT recommendations.

## **PHASE 3: Completion of Wholistic Mission Project**

1. 18-month field visit with investor and Rapid assessment
2. 24-month Training/evaluation at TC in Nairobi or Jamaica – determine need for further capacitation.
  - For some this will conclude the work and final certification. They may choose to continue to strengthen in some areas.
  - Some organizations will be recommended to a third year of remedial capacitation exercises and oversight.
  - Strong personal ongoing relationship now established with investor and the potential of further projects.

## **PHASE 4: Official Accreditation**

1. Receive certificate indicating their level of accreditation based on the seven (7) domains.
2. Join the Alumni Association with all its benefits (TBD) e.g., discount rates for GMC-Africa but most importantly, have like-minded organizations walking together as a cohort and getting together annually at the conference for inspiration, encouragement and sharing lessons.

## **PHASE 5: Remedial Capacitation (as needed)**

1. Follow agreed-upon additional capacitation process.
2. 30-month field M and E and rapid evaluation for final course corrections and recommendations
3. If needed a 34-month final evaluation and field report
4. Final certification