



Template: Organizational Capacity Assessment

Note: This document is provided for information purposes only. Health professional associations making use of this resource should revise and modify it for use in their specific circumstances.

This tool is derived from the SOGC's booklet: Strengthening Organizational Capacity of Professional Associations (see Tool 1.2). For more information on the methodology of this assessment and on how to calculate results, please refer to the accompanying booklet.

Name of the association: _____

Date of completion: _____

Completed by: _____

Date of revision/approval by Board/Executive Committee: _____

Assessment Questions	Assessment Score					Comments
	0	1	2	3	4	
1. Culture of the Association						
1.1 Vision and Mission						
1.1.1 Does the association have a clearly documented vision and mission statement?						
1.1.2 Is the vision understood by all members and does it give a sense of purpose and direction to the						

Assessment Questions	Assessment Score					Comments
	0	1	2	3	4	
association?						
1.1.3 Is the mission understood by all members and does it give a sense of purpose and direction to the association?						
1.1.4 Do association members support the mission statement?						
1.1.5 Are the goals and actions of the association consistent with the mission statement?						
1.1.6 Are the vision and mission reviewed on a regular basis (i.e. is there a formal process to review the vision and mission)?						
Other Comments:						
1.2 Values (e.g. professionalism, justice, equity, excellence, etc.)						
1.2.1 Are the association's values defined and promoted (e.g. in a document)?						
1.2.2 Does the association specifically value the equal participation of men and women in the organization (e.g. in positions of influence within the association such as President, member (s) of the Executive Committee, Executive Director)?						
1.2.3 Do most members of the association identify with the organization's values?						

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1.2.4 Do association actions (projects, programs, statements, etc.) reflect its culture and values?						
1.2.5 Is there a positive attitude towards change within the association?						
Other Comments:						
1.3 Rewards/Incentives (reimbursement of expenses, honorarium, public recognition, award, etc.)						
1.3.1 Are the policies, rewards/incentives and compensation adequate for attracting, keeping and motivating members?						
1.3.2 Are the policies, rewards/incentives and compensation adequate for attracting, keeping and motivating volunteers?						
1.3.3 Are the policies and rewards/incentives adequate for attracting, keeping and motivating staff (if the association has any)?						
1.3.4 Are people within the association treated fairly and in the same way, regardless of gender, language, geography, qualifications, rank or position?						
1.3.5 Are people outside the association treated fairly and in the same way, regardless of gender, language, geography, qualifications, rank or position?						

Assessment Questions	Assessment Score					Comments
	0	1	2	3	4	
Other Comments:						
2. Operational Capacity of the Association						
2.1 Governance						
2.1.1 Is the association's Board and/or Executive Committee governed by a constitution and rules and bylaws? Are these governing documents still relevant?						
2.1.2 Does the association have a Board and/or Executive Committee that provide overall direction and set priorities?						
2.1.3 Are the Board and/or Executive Committee's roles and responsibilities clearly defined and understood?						
2.1.4 Do the Board and/or Executive Committee meet on a regular basis, complete their responsibilities and properly document all their decisions?						
2.1.5 Are the Board and/or Executive Committee members adequately prepared and capable of fulfilling their governance responsibilities?						
2.1.6 Is the balance of men and women on the Board and/or Executive Committee representative of the membership, and the profession in general?						
2.1.7 Do the Board and/or Executive Committee support gender equity within the organization and its						

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programs?						
2.1.8 Are the Board and/or Executive Committee members from all regions of the country?						
2.1.9 Do the Board and/or Executive Committee have members from outside the association (i.e. other stakeholders) including the public?						
2.1.10 Do the Board and/or Executive Committee have a process to review and assess its performance?						
2.1.11 Do the Board and/or Executive Committee have good credibility in the professional and medical community and among key stakeholders?						
Other Comments:						
2.2 Leadership and Management						
2.2.1 Does the association have an Executive Director responsible for the organization’s daily operations and leadership?						
2.2.2 Are the roles and responsibilities of the Executive Director and/or staff clearly defined and understood?						
2.2.3 Is the Executive Director an official member of the Board and/or Executive Committee (does he attend all meetings, ensure that the agenda/minutes						

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are prepared, have a vote, etc.)?						
2.2.4 Is there a productive working relationship between the Board and/or Executive Committee and the Executive Director and/or staff?						
2.2.5 Do members support the association's Executive Director and/or staff?						
2.2.6 Are there enough active Board and/or Executive Committee members, committees and staff for implementing the association's strategy and improving performance?						
2.2.7 Does the association have a defined structure with clear lines of authority and accountability for Board and/or Executive Committee, Executive Director, volunteers and staff?						
2.2.8 Does the association's structure have the capacity to absorb and manage new projects?						
2.2.9 Does the association have adequate and effective administrative policies and procedures in place to support its work?						
2.2.10 Is the Executive Director and/or staff able to identify problems, make decisions and take appropriate actions within their responsibilities without interference?						
2.2.11 Does the association develop realistic and detailed work plans, aligned with the strategic						

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planning process, to manage the association?						
Other Comments:						
2.3 Strategy						
2.3.1 Does the association have a formal strategic plan?						
2.3.2 Is the strategic planning exercise an open and broadly participative process?						
2.3.3 Did the strategic plan exercise include an environmental scan to consider how change impacts the association and its strategic priorities?						
2.3.4 Is the strategic plan distributed to members and made available to external stakeholders?						
2.3.5 Do the Board and/or Executive Committee/ Executive Director/members/staff understand and support the goals/objectives/priorities of the strategic plan?						
2.3.6 Is there a process for reporting progress, reviewing and revising the strategic plan?						
2.3.7 Does the mission/vision/priorities of the strategic plan address the issues and concerns of the membership?						

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2.3.8 Does the strategic plan have a gender equity strategy and/or actions?						
2.3.9 Are mission/vision/priorities of the strategic plan relevant to the country?						
Other Comments:						
2.4 Financial Management (e.g. Planning, Accountability, Monitoring and Resources)						
2.4.1 Is an annual budget produced and integrated into the financial planning?						
2.4.2 Are members of the Board and/or Executive Committee involved in financial planning, budgeting and monitoring?						
2.4.3 Are monthly financial reports completed and reviewed by the Board and/or Executive Committee?						
2.4.4 Are audits conducted by an external person, reported and acted upon annually?						
2.4.5 Does the association follow nationally accepted accounting principles or an equivalent?						
2.4.6 Is the Executive Director of the association involved in the preparation, management and monitoring of the annual budget on an ongoing basis?						

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2.4.7 Is there an adequate computerized bookkeeping system (e.g. computer software) that can generate monitoring and reporting information?						
2.4.8 Is a consolidated financial report for the association as a whole (i.e. not only for project funding) prepared and disseminated annually?						
Other Comments:						
2.5 Human Resources Management¹ (Paid staff and members who provide technical expertise)						
2.5.1 Does the association have a transparent and competitive process to recruit staff with the skills needed to fulfill its needs?						
2.5.2 Does the association have a transparent and competitive process to recruit volunteers with the skills needed to fulfill its needs?						
2.5.3 Does the association have administrative/support staff?						
2.5.4 Does the association have staff with accounting/financial management skills (accountant,						

¹ In this manual, the term “human resources” relates to paid staff and members who may be paid or not and who provide technical expertise for the association’s activities. These members sit on technical committees and act as instructors and/or as technical experts on issues such as maternal mortality audits. They are different from the volunteer members who assume roles at the governance level of the association, for example sit on the Executive Committee and/or other relevant committees (i.e. strategic planning committee, annual clinical meeting committee, election committee, etc.).

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financial officer, etc.)?)						
2.5.5 Do job descriptions and employment contracts exist for staff and are they clear and up to date?						
2.5.6 Are salaries and benefits clearly outlined and competitive?						
2.5.7 Are there adequate staff, in number and qualifications, to meet the organization's needs?						
2.5.8 Are there adequate volunteers, in number and qualifications, to meet the organization's needs?						
2.5.9 Does the association have information kits, policy manuals, etc. for its members, volunteers and staff?						
2.5.10 Do performance reviews for staff take place at regular intervals?						
2.5.11 Do staff employed by the association have the appropriate qualifications and experience for the jobs they do?						
2.5.12 Does the association have policies and processes that specifically support gender equity?						
2.5.13 Is staff moral good, in general?						

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Other Comments:						
2.6 Program/Project Management (e.g. Planning, Implementation, Monitoring and Evaluation)						
2.6.1 Is there a documented work plan for each program/project?						
2.6.2 Does the association use specific tools to manage programs/projects (e.g. results-based management framework (RBM) or Logical Framework Approach (LFA))?						
2.6.3 Does the association show good working relationships among staff and volunteers implementing programs/projects?						
2.6.4 Does the association demonstrate good problem-solving skills and decision making?						
2.6.5 Does the association monitor program/project activities?						
2.6.6 Does the association evaluate its program/project performance and improve from lessons learned?						
2.6.7 Does the association meet agreed-upon internal and external reporting requirements for performance?						
2.6.8 Is the feedback on performance provided to						

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appropriate person(s) and/or group(s)?						
Other Comments:						
2.7 Communication						
2.7.1 Do the Board and/or Executive Committee communicate with the members on a regular basis on issues of importance?						
2.7.2 Does the association have a communication plan that supports its strategy, goals and objectives?						
2.7.3 Does the association communicate and promote gender equity, both internally and externally?						
2.7.4 Are the mission, vision and strategic directions communicated effectively by the association to all members and external stakeholders?						
2.7.5 Does the association have a newsletter (paper or electronic version)? Is it published on a regular basis?						
2.7.6 Does the association have a website? Is it updated on a regular basis?						
2.7.7 Does the association communicate its unique role and position within the sector to external stakeholders?						

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Other Comments:						
2.8 Infrastructure						
2.8.1 Does the association have the necessary office space to support and facilitate its daily work?						
2.8.2 Are the association headquarters and regional offices (if any) easily accessible (e.g. accessible location, accessible by public transportation)?						
2.8.3 Are facilities maintained and managed effectively and efficiently?						
2.8.4 Does the association have the necessary technology/communication systems (e.g. telephone, email, fax, Internet, computers) to support and facilitate daily work?						
2.8.5 Does the association have the financial and technical capacity to maintain equipment and connectivity?						
2.8.6 To what extent does a lack of technology resources affect the association's performance?						
Other Comments:						

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3. Performance of the Association						
3.1 Effectiveness						
3.1.1 How effective is the association in carrying out its mission and implementing its strategies?						
3.1.2 How well does the association implement its programs/projects?						
3.1.3 Does the association work in a way that assures quality products or services (e.g. developing a training program to a government or international standard)?						
3.1.4 Is there a measurement system in place (e.g. quantitative and qualitative indicators) to capture the extent to which goals and objectives are realized?						
3.1.5 Does the association demonstrate an ability to carry out its activities and accomplish its tasks in a reasonable time and at a reasonable cost?						
3.1.6 Do beneficiaries (e.g. participants of their CME activities) of the association's programs deem them to be satisfactory?						
3.1.7 Does the association evaluate the quality and impact of its activities and make improvement adjustments on a regular basis?						
3.1.8 Is the association effective in communicating to its membership and stakeholders?						

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3.2 Efficiency						
3.2.1 Is performance assessed in relation to financial plans and budgets?						
3.2.2 Does the association use its human, financial and physical resources efficiently?						
3.2.3 Does the association deliver its programs/projects/activities within its budget?						
Other Comments:						
3.3 Relevance						
3.3.1 Does the association provide products/services (CME, access to professional information, technical resources, clinical protocols and guidelines, etc.) that respond to its members' and stakeholders' needs?						
3.3.2 Are members and stakeholders surveyed on a regular basis to obtain their perceptions of the association?						
3.3.3 Is the association willing and able to adapt to changes driven by its members and stakeholders (i.e. is it responsive to those it serves)?						

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3.3.4 Does the association promote itself with the government, public and other stakeholders?						
3.3.5 Does the association monitor its reputation with stakeholders?						
3.3.6 Does the association encourage innovation?						
Other Comments:						
3.4 Financial Position						
3.4.1 Is the annual budget adequate enough for the association to fulfill all its obligations?						
3.4.2 Is the association able to generate the revenues it needs to meet its budget, goals and response to stakeholder expectations?						
3.4.3 Is the association capable of developing project proposals and develop/nurture contacts and relationships with the donor community?						
3.4.4 Does the association have a surplus of cash to use during difficult times?						
3.4.5 Is the association financially self-sustainable (i.e. it has sustainable revenue-generating activities and does not depend on external financial support)?						
3.4.6 Is there ongoing, stable and predictable support from existing funding sources (e.g. membership,						

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donors, government)?						
3.4.7 Does the association have a strategy to strengthen its financial position in the long term?						
Other Comments:						
4. External Relations and How the Association is Perceived						
4.1 Environment in which the Association Functions						
4.1.1 Is the association able to cope with political instability and unexpected change?						
4.1.2 Does the association manage political, social or other factors that are likely to negatively impact on its performance?						
Other Comments:						
4.2 Legal and Political Framework						
4.2.1 Is the association legally recognized (e.g. as a professional association and/or non-governmental organization (NGO) by the Government)?						
4.2.2 Does the association have the capacity to act within the legal and political framework of the country?						

Assessment Questions	Assessment Score					
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Other Comments:						
4.3 Linkages and Networks						
4.3.1 Does the association’s policy position align and link with those of other key stakeholders?						
4.3.2 Do senior leaders within the association build productive alliances, partnerships and networks with other national and international organizations?						
Other Comments:						
4.4 Ownership and Participation						
4.4.1 Is there a strong sense of ownership and pride by members, volunteers and staff of the association?						
4.4.2 Is the association perceived as being under independent control and governed by its Board/Executive Committee members?						
4.4.3 Do major stakeholders perceive the association as a local and/or national asset and support it?						
4.4.4 Is the association perceived as legitimate and trustworthy by the public?						
4.4.5 Is the association perceived as being open and transparent in all its operations?						

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Other Comments:						
5. Functions of the Association						
5.1 Membership Services						
5.1.1 Do individual members have an opportunity to review and contribute to the mission, vision and strategic directions?						
5.1.2 Are members actively involved in the activities of the association (committees, scientific activities, annual general meetings, etc.)?						
5.1.3 Does the association have a structured process to collect membership profile data, including membership fees?						
5.1.4 Does the association recognize and have multiple categories reflecting the diversity of individual membership (active members, life members, junior members, associate members, affiliate members, etc.)?						
5.1.5 Are membership benefits (and obligations) actively communicated to members and the professional community?						
5.1.6 Is membership in the association stable or changing (e.g. increase/decrease, M/F ratio)?						

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Other Comments:						
5.2 Promoting Quality and Standard Care						
5.2.1 Is the association seen by government(s) as the source of expertise and information on issues related to the profession?						
5.2.2 Does the association provide opportunities for professionals to maintain and update their qualifications, competencies, etc.?						
5.2.3 Does the association have a code of ethics for practitioners that is widely communicated and accepted among members?						
5.2.4 Does the association have the mandate to intervene when and where it is appropriate in situations of deficient professional practice?						
5.2.5 Does the association actively contribute in legislative processes related to professional and practice issues and public health policy?						
5.2.6 Does the association provide and/or lead in the provision of CME for practitioners?						
5.2.7 Is the association involved at the level of the countries' human resource planning as it relates to practitioners and health care?						

Assessment Questions	Assessment Score					Comments
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5.3 Advancing Professional Practice						
5.3.1 Does the association publicly recognize excellence in professional practice (e.g. practice, education, research, leadership, and policy)?						
5.3.2 Are there activities in place to encourage and support positive, quality practice environments for practitioners?						
5.3.3 Does the association undertake initiatives to improve salary, fee for services and benefit programs for practitioners?						
5.3.4 Does the association meet regularly with other professional associations for the purpose of sharing best practices, engaging in mutual learning opportunities and developing collaborations?						
Other Comments:						
5.4 Influencing Medical Practice and Health Policy						
5.4.1 Does the association represent their members on professional and health issues to the public, governments and other organizations?						
5.4.2 Does the association foster and maintain links with key decision makers in the Ministry of Health						

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and other key organizations (e.g. through regular communications and the ongoing exchange of resources)?						
5.4.3 Are position statements on health policy issues developed and disseminated by the association?						
5.4.4 Does the association have specific policies and strategies for promoting gender equity?						
5.4.5 Is the association consulted regularly for expert opinion on health policy concerns by the media, other civil society organizations or governments?						
5.4.6 Is the association a member of a recognized international federation (e.g. the International Federation of Gynecology and Obstetrics (FIGO), regional federations or societies)?						
5.4.7 Do association leaders have the skills to advocate effectively for public health policies, appropriate health care delivery and quality care?						
5.4.8 Does the association have a strategy and process for working with the media?						
Other Comments:						