

GUIDELINES FOR THE 2005 AOR

April 2005

Developed by Madhu Pokhrel, Shiva Bhusal, Ganga Parajuli,
Renuka Gurung and Ushma Chauhan Jacobsen

Introduction

This guideline has been developed jointly by the Programme Unit with inputs from the Information/Advocacy, HRD and Finance Units to assist better co-ordination, collection, analysis and presentation of the Annual Organizational Review (AOR) findings.

The AOR, one of MS Nepal's M & E tools, is a series of processes and events which allows us to:

1. establish accountability to the programme and partners,
2. document activities and the reasons for them,
3. guide new decisions
4. provide a framework for dialogue, and
5. learn.

The AOR is important for MS Nepal. Important processes and events require planning, they require co-ordination between the different players, they require a common focus and approach, and they need a common expectation of the outcomes.

The rethinking of the reasons for the AOR, the areas of investigation and the formats for analysis and presentation comes at a very good time. As two new Programme Officers have recently joined the Programme Unit Team, the process of making this guideline has been one of a *peer assist* – a situation where knowledge and experience can be transferred from the “old” to the “new” and where the “new” have a chance to ask the questions which the “old” have forgotten to ask.

Methods

The key methods of the AOR, also called the *Jest visit*, are:

- Each partner visit covers approx. 2 days.
- The sessions for discussion are
 - Group interviews of 10-15 participants comprised of project staff, board members, DW and beneficiaries
 - DW/PO meeting
 - Individual meeting with partnership staff
 - Community visits
- The areas for discussion include:
 - Organizational Management
 - Constituency and membership (applicable to CBOs)
 - Cooperation
 - Working in and on the conflict
 - Change
 - Other issues e.g. budgets, status
- The POs responsibility is to:
 - Prepare the programme and send information IN NEPALI to the partner in good time
- The Partners' responsibility is to:
 - to inform participants and arrange the logistics of the meetings
 - to prepare the issues which need to be discussed
 - to ensure that the AIR/AOR is included in the partnership M and E budget
- To set the context of the 2005 AOR, the POs should remember to revisit the reasons for the AOR and refer to the previous year's AOR.

Guiding thoughts

Although every individual will conduct and respond to the AOR in their own individual way, there is also a need for a common mindset which informs the AOR as a tool for developing and improving the MS Nepal programme.

Some of the approaches discussed during the preparation meeting are:

1. It is essential to investigate the changes that have occurred during the past ONE YEAR.
2. The discussions should be guided by a focus on UNDERSTANDING and DECIDING rather than describing.
3. During the process of information analysis, POs have to be acutely aware of REFLECTING CRITICALLY on the findings.
By using the word critical reflection, we mean *the ability to interpret experiences and data to create new insights and agreements on action*.
4. To be conscious of our own roles and status, which ALLOW AND DEMAND that we set good examples for good participation, dialogue and joint learning.
5. As resources are often spent to the detriment of the exercise, it is necessary to be conscious of giving equal time to:

Logistics of meetings	Information Collection	Individual reflection, analysis and writing	Collective sharing and discussion
-----------------------	------------------------	---	-----------------------------------

6. To prioritize quality from quantity.
7. Constantly be on the look out for making linkages between the partners.
8. Especially relevant for this year: how will the recommendations and learning feed into the transitional policy paper?

And finally, in Shiva Bhusal's words:

Remember that a good AOR should create job satisfaction amongst people in the MS Nepal because it is our opportunity to improve the programme.

Central Question:
How has the growth in personal and organizational capacities changed the lives of individuals in the community?

A. Organizational Management

Management

- Overall policies and practices
- Organizational structure
- Delegation of responsibility
- Decentralization
- Decision-making processes
- Participatory planning
- Regular monitoring and evaluation
- Communication - regular meetings, sharing information

Finance

- Financial policy and procedures
- Financial plan and budget
- Book keeping, inventory management and reporting
- Annual auditing

Human Resource Development

- Clear roles and responsibilities; job descriptions
- Staff training policy
- Staff performance evaluation

Networking and Coordination

- Coordination with Government line agencies and other donors
- Issue based networking with other CSOs

Sustainability

- Organizational
- Financial

External Information

- Media
- Assistance from MS Nepal

B. Constituency and Membership
(only applicable for community based organizations)

- Leadership
- Regular Board and General Assembly meetings
- Members of the board represent the community
- Growth of constituency
- Participatory decision-making processes
- Strength of the voice of communities in the organization
- Roles and value of volunteers

C. Cooperation

- With the Development Worker
- With the Communities
- Between the communities
- With MS Nepal

D. Conflict

- How the programme is affected
- Partner / MS responses to extraordinary situations
- Public Auditing
- Extent of Rights based approaches

परिवर्तन

तपाईंको संस्थाको संस्थागत क्षमता अभिवृद्धिले लक्षित मुदायका मान्छेहरुको जीवनमा कसरी परिवर्तन आएको छ त ?

क. संगठनात्मक व्यवस्थापन

व्यवस्थापन

- समग्र नीति र अभ्यास
- संस्थागत संरचना
- उत्तरदायित्वको प्रत्यायोजन
- विकेन्द्रिकरण
- नीति निर्माण प्रक्रिया
- सहभागितात्मक योजना
- नियमित अनुगमन र मूल्याङ्कन
- संचार – नियमित भेटघाट, सूचनाको आदान प्रदान

वित्त/अर्थ

- वित्तिय नीति र प्रक्रिया
- वित्तिय योजना र बजेट
- लेखा, वस्तुसूची व्यवस्थापन र त्यसको जानकारी
- वार्षिक लेखा परीक्षण

मानव स्रोत विकास

- स्पष्ट भूमिका र उत्तरदायित्व: कार्य विवरण
- कर्मचारी तालिम नीति
- कर्मचारीको कार्य मूल्याङ्कन

संजाल र समन्वय

- सरकारी निकाय र अन्य दाताहरूसंग समन्वय
- मुद्दा र विषयमा आधारित अन्य नागरिक समाज संगठनहरूसंग संजाल सम्बन्ध

दिगोपना

- संस्थागत
- वित्तिय

वाह्य सूचना

- संचार माध्यम
- एम. एस. नेपालबाट हुने सहयोग

ख. निर्वाचन क्षेत्र वा सदस्यता

(समुदायमा आधारित संस्थाहरुको लागि मात्र)

- नेतृत्व
- नियमित कार्यसमिति र साधारण सभा बैठकहरु
- कार्य समितिमा समुदायका प्रतिनिधिहरुको प्रतिनिधित्व
- निर्वाचन क्षेत्र वा सदस्यताको वृद्धि
- सहभागितात्मक निर्णय प्रक्रिया
- संस्थामा समुदायको सशक्त आवाज
- स्वयंसेवकहरुको भूमिका र महत्व

ग. सहयोग

- विकासे कार्यकर्ताहरु संग
- समुदायसंग
- समुदायहरु बीचमा
- एम एस नेपाल संग

घ. द्वन्द

- कार्यक्रमको प्रभाव
- असाधारण परिस्थितिमा साभेदार र एम. एस. को प्रतिक्रिया
- सार्वजनिक लेखा
- अधिकारमा आधारित अवधारणाको मात्रा/सीमा

Question Checklist

A. Organizational Management

Management

- Overall policies and practices
Are there clear programme objective, planning activities and management?
Policies on personnel, gender, disability, pluralism?
Match with MS Mission/Vision statement?
What has changed during the past year?
- Organizational structure
What has changed during the past year, and why?
Is it people centered?
- Delegation of responsibility
What has changed during the past year, and how?
- Decentralization
How do you see decentralization?
What has changed during the past year, and why?
- Decision-making processes
How do you understand decision-making?
What has changed during the past year, and why?
- Participatory planning
What has changed during the past year, and why?
- Regular monitoring and evaluation
Have new methods or tools been used over the past year?
What are the learnings from that?
- Communication - regular meetings, sharing information
What has changed during the past year, and why?

Finance

- Financial policy and procedures
What has changed during the past year, and why?
- Financial plan and budget
What are the reactions to MS Nepal's new financial and accounting system?
What sort of new areas are emerging which require financial resources?
- Book keeping, inventory management and reporting
What has changed during the past year, and why?

- Annual auditing
What has changed during the past year, and why?

Human Resource Development

- Clear roles and responsibilities; job descriptions
What has changed during the past year, and why?

- Staff training policy
What has changed during the past year, and why?

- Staff performance evaluation
What has changed during the past year, and why?

Networking and Coordination

- Coordination with Government line agencies and other donors
What has changed during the past year, and why?

- Issue based networking with other CSOs and other MS Nepal partners
What has changed during the past year, and why?

Sustainability

- Organizational
Have any new steps or initiatives been taken?

- Financial
Have any new steps or initiatives been taken?

Information

- Media
How effective are the means you use to disseminate information about your organization and activities to your stakeholders?
Has your organization been named in any media within or outside Nepal?
What was the context?
Have you used any new media forms?

- Assistance from MS Nepal

How has the Info/Advocacy Unit at MS Nepal helped?
Has the information material produced by MS Nepal been useful?

B. Constituency and Membership (only applicable for civil society organizations)

- Leadership
- Regular Board and General Assembly meetings
- Members of the Board represent the community

- Growth of constituency

How has the constituency or membership base changed in the past year?

What is the organization doing to diversify its constituency and membership base?

- Participatory decision-making processes
- Strength of the voice of communities in the organization
- Roles and value of volunteers

C. Cooperation

- With the Development Worker

Who does the DW co-operate with?

What has been the most important contribution of the DW to the organization?

What has the DW learned by co-operating with the organization?

- With and between the Communities

What have been the achievements in the co-operation between your organization and the communities?

What have been the achievements in the co-operation between the communities?

What have been the challenges to co-operation?

- With MS Nepal

How participatory and co-operative has planning and exchanges with MS Nepal been?

How has the verbal/written communication been?

Are there some things which the partner feels have been imposed by MS Nepal?

How useful have the HRD trainings facilitated by MS Nepal been?

D. Conflict

- *To what extent has the partnership been affected by the conflict?*

- *What are Partner / MS responses to extraordinary situations?*

- Public Auditing

How transparent is the organization in explaining about its finances and activities to its stakeholders?

PARTNER AOR REPORTING FORMAT

1. FACTS

Organization Name:

Reporting Period:

Partnership type:

Partnership focus:

Partnership History:

Numbers and Reasons for meetings over the past year:

PO to Partner/Communities

Other CO personnel to Partner/Communities

Partner to PO/CO

2. REVIEW OF THE ORGANIZATION

A: Organizational management

B: Constituency and Membership

C: Cooperation

D: Conflict

E: Concluding remarks

3. RECOMMENDATIONS

To the Partner organization

To the MS Country Office

To PAB

TO MS DK

ANALYSIS

The analysis of the AOR discussions will be made using the 4 themes presented on page 5. These will be presented using the AOR reporting format given on page 10.

There are 4 other questions which can guide reflection when preparing the conclusion.

1. If change cannot be found, consider why?

Is it because the issue needs a longer time to change?

Is it because the organization doesn't have the human and financial resources to make the change?

Is it because change has occurred in other places?

And lastly, is there a reason that we have not thought about yet?

2. What are the existing good practices where change is not required?

3. What trends can we see?

4. Is the organization conscious of rights-based approaches?
If it is, how are they working with this approach?

AOR Schedule for 2005

April 1 – 15 May:	Partner AORs
20 May:	CO AOR
15 May – 14 June:	Analysis, reflection, writing, translation and circulation to partners
14 June:	CO Presentation of AOR
14 – 30 June:	Editing for half year report
30 June:	Deadline for half year report.