

Annex 1E
Organizational Profile Scoresheet

1. LEADERSHIP

1A. *Rotation*

1A.1 Does the organization's leadership change regularly?

Yes [] 1
No [] 2

1A.2 Is the amount of time the leaders remain in their position sufficient for acquiring experience and learning leadership functions?

Yes [] 1
No [] 2

1A.3 Is there the possibility of reelecting successful leaders?

Yes [] 1
No [] 2

1B. *Density/Availability*

1B.1 How many people within the organization have acquired the capability and qualities to be effective leaders?

No one possesses these qualities [] 1
Few (1 to 3) [] 2
Some (4 to 6) [] 3
Many (more than 6) [] 4

1B.2 How many are put forward for leadership tasks?

Only a few are ready to be leaders. [] 1
The group of candidates is limited but adequate. [] 2
There is never a lack of candidates (candidates who are prepared, enthused, and available to assume a leadership role). [] 3

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1B.3 How amenable are former leaders to continued participation in the organization?

- There are no previous leaders; the organization is new. 1
- Almost no participation by former leaders. 2
- Some participation by former leaders. 3
- Active participation by former leaders. 4

1C. Diversity/Heterogeneity

1C.1 Do the leaders tend to come from a few groups or families that are always the same, or do the leaders represent a wider circle among the community?

- From few groups 1
- From various groups within the community 2
- From almost all the groups within the community 3

1C.2 What percentage of those that occupy leadership positions within the organization are women?

- Less than 10% 1
- Between 10 % and 25% 2
- Between 26% and 50% 3
- More than 50% 4

1D. Leadership Quality and Skills

1D.1 In general, how would you characterize the quality of leadership in this organization in terms of...

	<u>Excellent</u>	<u>Good</u>	<u>Adequate</u>	<u>Deficient</u>
a. Education/training	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b. Dynamism/vision?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c. Professionalism/skills?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d. Honesty/transparency?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

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1E. Relationship between Leadership, Staff, and Constituency

1E.1 How would you characterize the relationship between the executive director and the management and technical staff?

- Harmonious, without major problems [] 1
- Coexisting, with occasional rivalries [] 2
- Conflictive, with many problems [] 3
- Dysfunctional, without communication or coordination [] 4

1E.2 What level of acceptance and legitimacy does the leadership have, especially among grassroots organizations whose communities are underrepresented?

- The leaders are openly accepted and everyone recognizes their legitimacy to represent their interests. [] 1
- The leaders are accepted by the majority of the community; the majority recognize their legitimacy. [] 2
- The leaders are accepted by a minority of the community members; leaders have little legitimacy. [] 3
- The leaders are not accepted and do not have legitimacy within the community. [] 4

2. PARTICIPATION

2A. Frequency of Meetings

2A.1 Should the frequency with which the organization meets be greater, less, or remain the same?

- Greater [] 1
- Less [] 2
- The same [] 3

2B. Participation in Decisionmaking

2B.1 What have been the two most important decisions made in the past year?

Decision # 1: _____

Decision # 2: _____

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2B.2 Thinking about these decisions, did any of the following take place?
 (Code decision # 1 first, then continue with decision # 2.)

Topic	a. Prior dissemination of information	b. Opportunity for informal discussion	c. Consultation with grassroots	d. Widespread debate, opposing opinions, and frank discussion	e. Dissemination of results
	Yes = 1 No = 2	Yes = 1 No = 2	Yes = 1 No = 2	Yes = 1 No = 2	Yes = 1 No = 2
Decision #1					
Decision #2					

2C. *Inclusiveness*

2C.1 In the last three meetings, what has been the level of participation of women, of youth, and of the poorest groups?

	<u>Active</u>	<u>Moderate</u>	<u>Little/None</u>
a. Women	[] 1	[] 2	[] 3
b. Youth	[] 1	[] 2	[] 3
c. Poor	[] 1	[] 2	[] 3

2C.2 In comparison with earlier meetings, was this level of participation more, less, or the same?

	<u>More</u>	<u>Less</u>	<u>Same</u>
a. Women	[] 1	[] 2	[] 3
b. Youth	[] 1	[] 2	[] 3
c. Poor	[] 1	[] 2	[] 3

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2C.3 To what degree does the organization truly represent its members?

- Highly representative [] 1
- Somewhat representative [] 2
- Slightly representative [] 3
- Not representative at all [] 4

2C.4 What percentage of the population in this community feels included as beneficiaries of the organization or feels its interests are represented by the organization?

- Less than 25% [] 1
- Between 25 % and 50% [] 2
- Between 51% and 75% [] 3
- More than 75% [] 4

2D. Participation by Elites

2D.1 To what degree do the more prosperous families in the community (those with land, businesses, or professions) attend meetings, hold positions, or participate in activities of the organization?

- Active [] 1
- Moderate [] 2
- Little/none [] 3

2D.2 What is the relationship of the more prosperous families toward the organization itself?

- They are a resource to be counted on, sympathetic and/or supportive. [] 1
- They could be a resource, demonstrating interest but currently are an interfering element. [] 2
- They could be a resource, but demonstrate no interest and currently are indifferent. [] 3
- They cannot become a resource and represent an adversarial or negative element. [] 4

3. ORGANIZATIONAL CULTURE

3.1 How many members know the procedures, norms, and tasks of the organization?

- The majority of members [] 1
- Some members [] 2
- Few members [] 3

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3.2 How willing is the organization to confront problems with its members (if they were to happen) such as not attending meetings, avoiding work, or stealing property belonging to the organization?

- The organization is very willing to confront
damaging behavior on the part of its members. [] 1
- The organization is sometimes willing to confront
damaging behavior on the part of its members. [] 2
- The organization has little capacity to confront
damaging behavior on the part of its members. [] 3

3.3 For serious cases, do guidelines or rules exist to sanction, fine, or expel the transgressor?

- Yes [] 1
- No [] 2

4. ORGANIZATIONAL CAPACITY AND SUSTAINABILITY

4A. *Specific Capacities*

4A.1 What is the organization's capacity to...

	<u>Excellent</u>	<u>Good</u>	<u>Adequate</u>	<u>Deficient</u>
a. Carry out its specialized tasks (e.g., credit, training, commercialization)?	[] 1	[] 2	[] 3	[] 4
b. Supervise and contract specialized consultants or staff?	[] 1	[] 2	[] 3	[] 4
c. Prepare financial reports for banks, donors, or government?	[] 1	[] 2	[] 3	[] 4
d. Respond in a timely fashion to changes that affect the organization (e.g., price fluctuations, change of government)?	[] 1	[] 2	[] 3	[] 4
e. Develop specific plans for the future (instead of reacting to external opportunities as they present themselves)?	[] 1	[] 2	[] 3	[] 4
f. Reflect upon and learn from experience (build an institutional memory)?	[] 1	[] 2	[] 3	[] 4
g. Resolve problems or conflicts with other organizations or social actors?	[] 1	[] 2	[] 3	[] 4
h. Resolve problems or conflicts within the organization?	[] 1	[] 2	[] 3	[] 4

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4B. Collective Action and Formulation of Demands

4B.1 Does the organization have clearly defined processes for identifying the common needs and priorities of its members?

Yes [] 1
No [] 2

4B.2 In the last three years, have there been petitions or other formal expressions of demand by the membership?

Yes [] 1
No [] 2

4B.3 Have there been informal ways for members to express their demands?

Yes [] 1
No [] 2

4B.4 In what way has the organization addressed these demands?

Promotes demands of common interest [] 1
Tries to identify common elements [] 2
Tries to process them one by one [] 3
There were no demands [] 4