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# Capacity Assessment Tool for STAR-Supported Institutions

Submitted by:

**MCH-STAR Initiative Prime Partners**

Emerging Markets Group, Ltd.

Boston University

The Centre for Development and Population  
Activities (CEDPA)





## Capacity Assessment Tool for STAR-Supported Institutions



## CONTENTS

I.	Purpose of Capacity Assessment .....	1
II.	Confidentiality Statement .....	2
III.	MCH-STAR Capacity Assessment Tool for SSIs .....	3
1.	INSTITUTION LEVEL ASSESSMENT .....	3
1.1.	Institutional Commitment to MNCHN .....	3
1.2.	Corporate Sustainability .....	5
1.3.	Institutional Leadership and Image .....	7
2.	TECHNICAL ASSISTANCE .....	9
2.1	Institutional Commitment to Technical Assistance .....	9
2.2	Technical Assistance Experience .....	10
2.3.	Access to Services and Systems for Technical Assistance.....	12
2.4.	Institutional Support for Technical Assistance .....	12
2.5	Technical Assistance Influence On Policy .....	14
2.6	Financial Management and Sustainability Related to TA .....	16
3.	RESEARCH AND EVALUATION.....	18
3.1	Institutional Commitment to Research and Evaluation .....	18
3.2	Research and Evaluation Experience.....	19
3.3.	Access to Services and Systems for Research and Evaluation.....	21
3.4.	Institutional Support for Research and Evaluation.....	22
3.5	Research And Evaluation Influence On Policy .....	24
3.6	Financial Management and Sustainability for Research and Evaluation.....	26
4.	POLICY AND ADVOCACY .....	28
4.1.	Institutional Commitment to Advocacy And Policy .....	28
4.2	Advocacy and Policy Experience.....	29
4.3.	Access to Services and Systems for Advocacy and Policy.....	30
4.4.	Institutional Support to Advocacy and Policy Activities .....	31
4.5	Institutional Involvement or Influence on Policy.....	33
4.6	Financial Management and Sustainability.....	34
IV.	Overall Rating of Institution .....	35



## I. PURPOSE OF CAPACITY ASSESSMENT

A capacity assessment is an analysis of desired future capacities against current capacities to understand capacity assets and needs of the organization, which in turn leads to formulation of capacity development strategies. The indicators used to measure capacity assets serve as a foundation for the subsequent monitoring and evaluation of capacity development.

The Capacity Assessment and Plan Development will be done in three phases:

1. **Capacity Assessment:** The capacity assessment interviews will be conducted with the technical staff and senior management in the institution involved in MCH-STAR. For the desired result, it is important that interviews be held with the head of the institution and a representative member of the institution's Board.
2. **Analysis and Report Writing:** Once all interviews are completed, MCH-STAR will analyze the findings for each SSI and write up a brief report. The report with findings will be shared with the SSI for comments and finalization.
3. **Presentation of Feedback and Development of Capacity Development Plan:** Each SSI will organize a participatory working meeting at their office with technical assistance from MCH-STAR to present and discuss findings, make strategic decisions, and develop initial capacity building and institution strengthening plans. This meeting should include senior management and technical staff and the head of the organization. It is highly recommended that Members of the Board also be present for the discussions as institutional strategic decisions will be made.



## II. CONFIDENTIALITY STATEMENT

The identity of persons interviewed and the related data are to remain confidential.

Contents of interviews are not to be discussed with anyone except those involved with MCH-STAR Initiative. The feedback on capacity assessment needs will be discussed separately with each SSI.

**Date of Interview:** \_\_\_\_\_ **Name of SSI:** \_\_\_\_\_

**Name and position of person interviewed:** \_\_\_\_\_

**Interview was (circle one):** in person/by phone/by email/mail

**Person(s) conducting the interview:** \_\_\_\_\_



### III. MCH-STAR CAPACITY ASSESSMENT TOOL FOR SSIS

#### 1. INSTITUTION LEVEL ASSESSMENT

1.1. INSTITUTIONAL COMMITMENT TO MNCHN			
	Yes	No	Documentation/ Comments
1. <b>Maternal health, newborn health, child health, and or nutrition is stated and documented mission, goal, objective or aim</b>			
2. <b>If Yes to above (#1), which ones (check all that apply)</b>			
• Maternal health			
• Child Health			
• Newborn health			
• Maternal nutrition			
• Child nutrition			
3. <b>The organization has staff dedicated to one or more of these MNCHN program areas</b>			
4. <b>If yes to #3, please specify the positions and persons assigned to each:</b>			
5. <b>The organization been involved in research, evaluation, policy analysis, policy advocacy, or the delivery of technical assistance in one or more of the areas of MNCHN</b>			
6. <b>If yes to #5, please specify which (check all that apply)</b>			
• Research			
• Evaluation			



	Yes	No	Documentation/ Comments
<ul style="list-style-type: none"> <li>• Policy analysis</li> </ul>			
<ul style="list-style-type: none"> <li>• Policy advocacy</li> </ul>			
<ul style="list-style-type: none"> <li>• Delivery of technical assistance</li> </ul>			
7. A list exists of all the work done in MNCHN			Get a copy if possible
8. The organization is involved in TAGs, committees, work groups, networks, or other forum that focus on MNCHN			
9. If yes to #8, specify which ones and organization's role (write on back if required):			



1.2. CORPORATE SUSTAINABILITY			
	Yes	No	Documentation/ Comments
10. Organization has a vision of becoming self-sustaining and is making efforts to decrease donor dependence and diversify revenue			
11. Organization has a business-like approach, e.g. concerned with efficiency, responsiveness to clients, value of service			
12. The organization has a business plan that includes income with set rates			Get a copy of any rates or plan
13. The business plan includes resources for each of the following			
<ul style="list-style-type: none"> <li>• Technical Assistance</li> </ul>			
<ul style="list-style-type: none"> <li>• Research and Evaluation</li> </ul>			
<ul style="list-style-type: none"> <li>• Policy and Advocacy</li> </ul>			
14. Funding sources for each of the following:			
<ul style="list-style-type: none"> <li>• Technical Assistance</li> </ul>			
<ul style="list-style-type: none"> <li>• Research and Evaluation</li> </ul>			
<ul style="list-style-type: none"> <li>• Policy and Advocacy</li> </ul>			
15. Strategic plans are based on market data, responsive to the external environment, and used to review progress and keep performance on track			
16. Strategic plans include revenue generation and cost reduction			
17. Board members are active in promoting the organization's image and fundraising for the organization			
18. The organization documents and widely disseminates experiences and achievements via reports, articles, seminars, workshops, conferences, and exhibits			
19. The organization has a list of all such documents and dissemination experiences			Get a copy
20. The organization has strong linkages and networks, creating opportunities for collaborative activities			



	Yes	No	Documentation/ Comments
<b>21. Staff are assigned responsibility for developing messages that communicate organization's direction and the issues it addresses</b>			
<b>22. The organization uses cost analysis to determine unit, fixed and variable costs, and tracks costs against benefits to determine operational efficiency</b>			
<b>23. Financial reports are consistently used for management decisions</b>			
<b>24. The organization prepares long-range financial plans with projected income and expenditures</b>			
<b>25. The organization has a management team and there are persons in authority at the head of each organizational unit</b>			
<b>26. If response to #25 is yes, please specify the management teams and their leads:</b>			
<b>27. Organization has lead technical and professional staff, who are not necessarily managers, but who lead areas of competency</b>			
<b>28. If response to #27 is yes, specify the technical/professional leads</b>			



1.3. INSTITUTIONAL LEADERSHIP AND IMAGE			
	Yes	No	Documentation/ Comments
29. Leaders in organization foster ownership within the group			
30. Leaders in organization negotiate with stakeholders			
31. Leaders in organization manage relationship with key stakeholders			
32. Leaders in organization have been able to create an environment that motivates and supports individuals			
33. Leaders in organization have been able to develop a system for overall management within your area of work			
34. Leadership is supportive of MNCHN activities			
35. If yes, for which specific activities			
<ul style="list-style-type: none"> <li>• Technical assistance</li> </ul>			
<ul style="list-style-type: none"> <li>• Research and Evaluation</li> </ul>			
<ul style="list-style-type: none"> <li>• Advocacy and Policy</li> </ul>			
36. List the persons who take on leadership roles for each of the following:			
<ul style="list-style-type: none"> <li>• Technical assistance</li> </ul>			
<ul style="list-style-type: none"> <li>• Research and Evaluation</li> </ul>			
<ul style="list-style-type: none"> <li>• Advocacy and Policy</li> </ul>			
37. The organization has a management team and there are persons in authority at the head of each organizational unit			
38. If response to #37 is yes, please specify the management teams and their leads:			
39. Organization has lead technical and professional staff, who are not necessarily managers, but who lead areas of competency			
<ul style="list-style-type: none"> <li>• Technical assistance</li> </ul>			
<ul style="list-style-type: none"> <li>• Research and Evaluation</li> </ul>			



<ul style="list-style-type: none"> <li>• Advocacy and Policy</li> </ul>			
<b>40. Board knows about and is supportive of work with MCH-STAR</b>			
<b>41. Key individuals demonstrate charisma and commitment and employ them to foster networks</b>			



## 2. TECHNICAL ASSISTANCE

2.1 INSTITUTIONAL COMMITMENT TO TECHNICAL ASSISTANCE			
	Yes	No	Documentation/ Comments
1.	Organization has a vision or strategy that includes the delivery of technical assistance.		
2.	Organization does provide Technical Assistance.		
3.	Organization has not provided TA but is interested.  If answers to #2 is 'no', skip to next section		
4.	If Yes to #2, what approaches are used to access opportunities for TA (check all that apply)		
	<ul style="list-style-type: none"> <li>Any request that happens to come but not proactive</li> </ul>		
	<ul style="list-style-type: none"> <li>Responsive to requests by government</li> </ul>		
	<ul style="list-style-type: none"> <li>Respond to calls for proposals or bids</li> </ul>		
	<ul style="list-style-type: none"> <li>Has a systematic approach for actively seeking TA opportunities</li> </ul>		
5.	The organization has a business plan that includes income from TA with set rates		Get a copy of any rates or plan
6.	In the business plan, what percent of the income of the organization is proposed to come from TA?		____%
7.	In the last year, what percent of the income of the organization actually came from TA?		____%
8.	Organization has a team of technical experts dedicated to providing TA		
9.	The organization has MNCHN technical experts on staff or on a database		
10.	The organization has a roster of potential expert consultants to respond to requests for TA		
11.	The organization has a computerized or web-based database of consultants or experts to call upon		
12.	If yes to #9 or #10, please specify how organization seeks consultants and the type of roster or database they have:		



13. The organization has recently been involved in delivery of technical assistance			
14. If response to #13 is yes, specify TA provided (write on back if required):			

2.2 TECHNICAL ASSISTANCE EXPERIENCE										
			Yes	No	Documentation/ Comments					
15. Organization has experience in Technical assistance related to MNCHN										
16. If response to #15 is yes, specify the type of TA provided in the last 2 years										
17. If response to # 16 is yes, specify:		Non-MNCHN	Maternal		Neonatal		Child		Nutrition	
			Yes	No	Yes	No	Yes	No	Yes	No
A.	For MoHFW									
B	For WCD									
C	For State government									
D	For donor									



<b>E</b>	<b>For corporations</b>									
<b>F</b>	<b>For Civil Society/NGO</b>									
<b>G</b>	<b>For others, specify</b>									
							<b>Yes</b>	<b>No</b>	<b>Documentation / Comments</b>	
<b>18. Organization is involved in MNCHN-related expert committees, advisory groups, or task forces</b>										
<b>A</b>	<b>Technical Advisory Groups</b>									
<b>Institution</b>	<b>Local</b>	<b>State</b>	<b>National</b>		<b>International</b>					
<b>B</b>	<b>Task Forces</b>									
<b>Institution</b>	<b>Local</b>	<b>State</b>	<b>National</b>		<b>International</b>					
<b>C</b>	<b>Expert Committees</b>									
<b>Institution</b>	<b>Local</b>	<b>State</b>	<b>National</b>		<b>International</b>					
<b>D</b>	<b>Joint reviews</b>									
<b>Institution</b>	<b>Local</b>	<b>State</b>	<b>National</b>		<b>International</b>					
<b>E</b>	<b>Other (Specify)</b>									

*Please specify and provide copies or a publications from recent TA experience if possible:*



2.3. ACCESS TO SERVICES AND SYSTEMS FOR TECHNICAL ASSISTANCE				
		Yes	No	Documentation/ Comments
<b>19. Technical experts within the institution that provide TA have access to the following services</b>				
A	Library			
B	E-mail			
C	Internet			
D	Key MNCHN journals and newsletters (electronic/hard copies)			
E	Scientific search engines and database, such as			
	• Cochrane			
	• Popline			
	• Medline,			
	• PubMed,			
	• Others, specify			
F	Computers for staff and consultants to use			

2.4. INSTITUTIONAL SUPPORT FOR TECHNICAL ASSISTANCE				
<b>20. Organization has activities that support high quality and responsive technical assistance</b>				
A	Staff are encouraged to seek and offer Technical Assistance			
		Yes	No	Documentation/ Comments



B	Staff are oriented/trained in the provision of TA			
C	The institution actively seeks opportunities for TA			
D	Institution includes income from Technical Assistance as part of annual organizational budget and financial report			
E	Institution has a contracts office that responds to bids			
F	Institution publicizes its TA activities through brochures, pamphlets, web-sites, other (specify)			
G	Institution has templates and processes to easily respond to requests for proposal to provide TA			
H	Institution has a database of consultants that is able to search for specific areas of expertise			
I	The institution values technical assistance in its promotion criteria			
J	The institution has formal collaborative relations with external institutions that regularly request TA			
K	The institution has a functional financial management system to support technical assistance work			
L	The institution has funds available to support experts' involved in providing TA participation in national/regional/international meetings and conferences			
M	Institution has a mechanism for getting feedback on client satisfaction related to TA			



2.5 TECHNICAL ASSISTANCE INFLUENCE ON POLICY			
	Yes	No	Documentation/ Comments
<b>21. The institution's technical experts actively participate in government health policy discussion at various levels</b>			
<b>22. Technical experts from the institution are involved in the following policy making dialogues</b>			
	MNCHN		Non-MNCHN
Local			
State			
National			
International			
<b>23. Technical expert staff from the institution are actively serving government or professional associations through appointments, secondments, or participation on committees / commissions</b>			
<b>24. Reports developed through TA are used to influence change in programs and policies</b>			
<b>25. If Yes, list specific instances where TA reports have changed operational programs and/or policies at state, national or international levels</b>			
A			
B			
C			



		Yes	No	Documentation/ Comments
<b>26. TA reports on MNCHN issues generated by institution have been fundamental to the introduction, change or removal of policy</b>				
A	Maternal Health			
B	Newborn Health			
C	Child Health			
D	Maternal Nutrition			
E	Childhood Nutrition			
<b>27. If Yes, describe the finding and how it has been incorporated into policies and programs</b>				
A				
B				
C				
<b>28. Organization has a systematic ability, e.g. public relations unit, to communicate technical MNCHN information to policy makers and public</b>				
<b>29. TA reports are generated for dissemination and advocacy</b>				
<b>30. The institution makes TA reports widely available</b>				
<b>31. Mechanisms for making TA reports widely available include:</b>				
A	Encourages the client to make reports widely available			
B	Reports on website or CD-ROM			
C	Dissemination meetings			
D	Publications			
E	Mass mailing of hard copies of reports			
F	Other, specify			



<b>32. Organization is actively involved in networking on MNCHN</b>			
<b>33. Technical experts actively participate in professional associations related to MNCHN, MNCHN networks</b>			
<b>34. Name the technical networks</b>			
<b>35. Organization plays a lead role in a technical network (s), name of network:</b>			
<b>36. Organization uses email to communicate with technical network members</b>			
<b>37. Organization has organized or been involved in the organization of technical regional/international network meetings related to MNCHN during the past 2 years</b>			
<b>38. Number of technical MNCHN documents produced and disseminated throughout the network</b>			

2.6 FINANCIAL MANAGEMENT AND SUSTAINABILITY RELATED TO TA				
		Yes	No	Documentation/ Comments
<b>39. The organization manages TA sources of income as part of the institutional operations budget</b>				
<b>40. Sources of TA fees/income (%)</b>		3 years ago		Now
A	% National Public			
B	% National Private			
C	% International Public			
D	% International Private			
E	% Other , specify			
<b>41. Fees generated from TA have been stable or growing from year to year</b>				



42. Level stability or growth of fees generated from TA has been: (circle one)

- Low
- Medium
- High



### 3. RESEARCH AND EVALUATION

3.1 INSTITUTIONAL COMMITMENT TO RESEARCH AND EVALUATION			
	Yes	No	Documentation/ Comments
<b>1. Research is a stated and documented mission, goal, objective or aim</b>			
<b>2. Organization is involved in Research and Evaluation</b>			
<b>3. Organization is not involved in Research and Evaluation, but is interested</b>			
<b>4. If yes to # 2, what approaches are used for increasing R&amp;E activities in the organization</b>			
<ul style="list-style-type: none"> <li>Any request that happens to come but not proactive</li> </ul>			
<ul style="list-style-type: none"> <li>Responsive to requests by government</li> </ul>			
<ul style="list-style-type: none"> <li>Respond to calls for proposals or bids</li> </ul>			
<ul style="list-style-type: none"> <li>Has a systematic approach for actively seeking R&amp;E opportunities</li> </ul>			Get copies of any brochures
<b>5. There is a formal or institutionalized process to set research priorities</b>			
<b>6. If Yes to above (#5), this process is primarily (select only one)</b>			
<ul style="list-style-type: none"> <li>Participatory within the institution</li> </ul>			
<ul style="list-style-type: none"> <li>Directive within the institution</li> </ul>			
<ul style="list-style-type: none"> <li>Driven by external donor priorities</li> </ul>			
<ul style="list-style-type: none"> <li>Driven by national priority setting</li> </ul>			
<ul style="list-style-type: none"> <li>Driven by individual investigators</li> </ul>			
<ul style="list-style-type: none"> <li>Other, specify</li> </ul>			
<b>7. The organization has dedicated staff for research and evaluation</b>			
<b>8. The organization has a roster of potential consultants for research and evaluation</b>			



**3.2 RESEARCH AND EVALUATION EXPERIENCE**

		Yes	No	Documentation/ Comments							
<b>9. Organization has experience in research related to MNCHN</b>											
<b>10. If response to #9 is yes, specify:</b>		<b>Non-MNCHN</b>		<b>Maternal</b>		<b>Neonatal</b>		<b>Child</b>		<b>Nutrition</b>	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
A.	Applied										
B.	Operations										
C.	Policy										
D.	Program evaluation										
<b>Specify:</b>		<b>Non-MNCHN</b>		<b>Maternal</b>		<b>Neonatal</b>		<b>Child</b>		<b>Nutrition</b>	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
E.	Meta-Analysis										
F.	Multivariate Analysis										
G.	Cost-benefit Analysis										
H.	Impact studies										
I.	Others, specify										



				Yes	No	Documentation/ Comments
<b>11. Organization is involved in scientific committees</b>						
A	Ethical Review (Human Subjects Review/Research Review)					
Institution	Local	State	National	International		
B	Biosafety					
Institution	Local	State	National	International		
C	Animal Safety					
Institution	Local	State	National	International		
D	Research Priority Setting					
Institution	Local	State	National	International		
E	Data Safety Monitoring Board					
Institution	Local	State	National	International		
F	Quality Control (GCP, GLP)					
Institution	Local	State	National	International		
G	Other (Specify)					

*Please specify and provide copies or a publication/study list if possible:*



### 3.3. ACCESS TO SERVICES AND SYSTEMS FOR RESEARCH AND EVALUATION

		Yes	No	Documentation/ Comments
<b>12. Research staff has access to the following services</b>				
A	Library			
B	E-mail			
C	Internet			
D	Purchasing and inventory system			
E	Maintenance and repair of facilities			
F	Human resources systems			
G	Key research journals (electronic or hard copies)			
H	Scientific search engines and database, such as			
	• Cochrane			
	• Popline			
	• Medline,			
	• PubMed,			
I	Statistical, epidemiological, and social science packages/software, specify which ones:			



3.4. INSTITUTIONAL SUPPORT FOR RESEARCH AND EVALUATION				
		Yes	No	Documentation/ Comments
<b>13. Organization has activities that support high quality research and evaluation activities.</b>				
A	Explicit or institutionalized career path for researchers			
B	Staff development training programs for researchers			
C	Provides training to external (non-employee) researchers			
D	Institutional budget line for Research			
E	Research supported using internal funds during last 3 years			
F	Institution encourages wide dissemination of R&E activities and results through media and other means			
G	Institute has its own journal publication or supports publishing			
H	Explicit or institutionalized practice to second (or provide leave of absence) to researchers to Government or professional associations for specified time periods			
I	Institution values applied health research for promotion criteria			
J	The institution has formal collaborative relations with external institutions			
K	The institution has a functional financial management system to support research activities			
L	The institution actively seeks funding and opportunities for research and evaluation			
M	The institution has an annual research conference or is involved in the organization of an annual conference			
		Yes	No	Documentation/ Comments



		Yes	No	Documentation/ Comments
N	The institution has training funds available for skill development			
O	The institution has funds available to support researcher's participation in national/regional/international meetings and conferences			
P	The selection criteria for training, professional development, and participation in professional meetings are transparent and equitable			



3.5 RESEARCH AND EVALUATION INFLUENCE ON POLICY			
	Yes	No	Documentation/ Comments
<b>14. The institution researchers, research team or research leaders actively participate in government health policy discussion at various levels</b>			
<b>15. Researchers are involved in the following policy making dialogue</b>			
	MNCHN		Non-MNCHN
Local			
State			
National			
International			
<b>16. Research staff are actively serving government or professional associations through appointments, secondments, or participation on committees / commissions</b>			
<b>17. Research and or evaluation findings are used to influence change in programs and policies</b>			
<b>18. If Yes, list specific instances where R&amp;E results have changed operational programs and/or policies at state, national or international levels</b>			
A			
B			
C			
<b>19. Research or evaluation results on MNCHN issues generated by institution have been fundamental to the introduction, change or removal of policy</b>			
A	Maternal Health		
B	Newborn Health		



		Yes	No	Documentation/ Comments
C	Child Health			
D	Maternal Nutrition			
E	Childhood Nutrition			
<b>20. If Yes, describe the finding and how it has been incorporated into policies and programs</b>				
A				
B				
C				
<b>21. Organization has systematic ability, (e.g.) public relations unit, to communicate R&amp;E findings to policy makers/public</b>				
<b>22. Data and research and evaluation findings are generated for dissemination and advocacy</b>				
<b>23. The institution has a press/communications unit/division/staff or the systematic ability to generate scientific information for the general public</b>				
<b>24. The institution makes research and evaluation data and findings widely available</b>				
<b>25. Mechanisms for making data/findings widely available include:</b>				
A	Raw data available on website or CD-ROM			
B	Reports on website or CD-ROM			
C	Dissemination meetings			
D	Publications			



		Yes	No	Documentation/ Comments
E	Hard copies of reports			
F	Other, specify			
<b>26. Organization is actively involved in networking</b>				
<b>27. Researchers actively participate in research networks</b>				
<b>28. Name the research networks</b>				
<b>29. Organization plays a lead role in research networks, name of network:</b>				
<b>30. Organization communicates with research network by e-mail</b>				
<b>31. Organization has organized or been involved in the organization of research regional/international network meetings during the past 2 years</b>				
<b>32. Number of research documents produced and disseminated throughout the network</b>				

3.6 FINANCIAL MANAGEMENT AND SUSTAINABILITY FOR RESEARCH AND EVALUATION				
		Yes	No	Documentation/ Comments
<b>33. The organization manages research funds independently of institutional operations budget</b>				
<b>34. Sources of research funds (%)</b>		3 years ago		Now
A	% National Public			
B	% National Private			
C	% International Public			
D	% International Private			
E	% Fees generated through research services/products			



F	% Other		
<b>35. In the past budget year, how (%) was the research funding provided</b>		Percentage	
A	% Grants		
B	% Contracts		
C	% Endowments		
D	% Donations		
E	% Investments		
F	% Other		
<b>36. Research budget has been stable or growing from year to year</b>			
<b>37. Level of research budget stability or growth has been: (circle one)</b>			
<ul style="list-style-type: none"> <li>• Low</li> <li>• Medium</li> <li>• High</li> </ul>			
<b>38. Number of awards and money spent on applied research using institutional funds yearly</b>			
<b>39. Number of awards and money spent on applied research using external funds yearly</b>			
<b>40. Amount of money spent on library acquisition yearly</b>			
<b>41. Number of meetings of the research review/ human subjects committee</b>			
<b>42. Number of meetings of the research priority setting committee</b>			



#### 4. POLICY AND ADVOCACY

4.1. INSTITUTIONAL COMMITMENT TO ADVOCACY AND POLICY				
		Yes	No	Documentation/ Comments
<b>1. There a long-term vision and an articulated goal for advocacy and policy</b>				
<b>2. Organization is involved in advocacy and policy</b>				
<b>3. Organization is not involved in advocacy and policy, but is interested</b>				
<b>4. If Yes to #2, what approaches are used for advocacy and policy activities (check all that apply)</b>				
A	Systematically directed by organization's mandate and activities			
B	Response to requests by government or other stakeholders			
C	Proactive approach			
D	Response to unexpected opportunity			
<b>5. Advisory body exists to guide the policy/advocacy work of the organization</b>				
<b>6. Organization has set up consultative/advisory groups for seeking inputs from experts on MNCHN program/research activities to use for advocacy</b>				
<b>7. Key Government officials or key policy makers participate in such consultative/advisory groups</b>				
<b>8. Number of consultation/advisory meetings organized in the last year</b>				
<b>9. Organization participates in policy dialog with:</b>				
A	NRHM			
B	ICDS			
C	Other Government MNCHN programs, specify			
<b>10. There are dedicated staff within the organization for advocacy and policy analysis</b>				
		Yes	No	Documentation/ Comments



	Yes	No	Documentation/ Comments
<b>11. Program staff have time allocated towards advocacy / policy</b>			
<b>12. The organization has a roster of potential consultants for advocacy and policy activities</b>			
<b>13. There has been an assessment of the impact of organization's advocacy and policy work</b>			

4.2 ADVOCACY AND POLICY EXPERIENCE			
	Yes	No	Documentation/ Comments
<b>14. Organization effectively uses documented learnings or research from own activities or existing evidence for advocacy or policy analysis</b>			
<b>15. Organization has produced and disseminated White papers related to MNCHN in the last two years</b>			
<b>16. Organization has published papers or articles on MNCHN in peer-reviewed journals in the last two years</b>			
<b>17. Organization has presented data for the purpose of advocating for policy or programmatic change in various fora in the last two years</b>			
A	Local		
B	Regional		
C	National		
D	International		
<b>18. Organization has developed advocacy material related to MNCHN</b>			
A	Maternal Health		
B	Neonatal Health		
C	Child Health		
D	Maternal Nutrition		



		Yes	No	Documentation/ Comments
E	Childhood Nutrition			
<b>19. Organization's engagement with the media for advocating around identified issues</b>				
A	MNCHN			
B	Non-MNCHN			
<b>20. There are examples of changes in MNCHN policies or programs related to efforts of the organization. If so, specify:</b>				

4.3. ACCESS TO SERVICES AND SYSTEMS FOR ADVOCACY AND POLICY				
		Yes	No	Documentation/ Comments
<b>21. Advocacy and Policy Staff has access to the following services</b>				
A	Evidence and data from program / research activities			
B	Travel to program areas or settings			
C	Participation in meetings with government and stakeholders			
D	Updated policy and technical documents of government and key stakeholders			
E	Internet			
F	Human Resources systems			
G	MNCHN journals, and newsletters (cite key)			



4.4. INSTITUTIONAL SUPPORT TO ADVOCACY AND POLICY ACTIVITIES				
		Yes	No	Documentation/ Comments
<b>22. Mechanisms exist for dissemination of knowledge, data, and advocacy and policy information on program activities among partners and across networks</b>				
A	Electronic newsletters / mailing groups			
B	Website			
C	Publications			
D	Update meetings			
E	Annual conference			
F	Media kits			
G	Other			
<b>23. Mechanisms exist for dissemination of knowledge and information on issues and activities related to MNCHN</b>				
A	Electronic newsletters / mailing groups			
B	Website			
C	Publications			
D	Update meetings			
E	Annual Conference			
F	Others			
<b>24. Organization has an electronic database / mailing list of individuals and organizations working in the field of MNCHN</b>				
<b>25. Organization supports participation of advocacy and policy staff in national and international meetings and conferences</b>				
<b>26. Organization supports professional skill development training programs for advocacy and policy</b>				



	Yes	No	Documentation/ Comments
<b>27. There is an identified person or persons in the organization to lead advocacy and policy initiatives around MNCHN issues</b>			
<b>28. The organization has worked towards building “champions of change” outside their own organization around MNCHN</b>			



4.5 INSTITUTIONAL INVOLVEMENT OR INFLUENCE ON POLICY				
		Yes	No	Documentation/ Comments
<b>29. The advocacy/policy staff of the organization are involved in high-level Government-led policy task force/ committees</b>				
<b>30. Organization has effective relationship with key contacts in the following Departments / Ministries</b>				
A	MOHFW (MNCHN related), GOI			
B	WCD Department (ICDS), GOI			
C	DFHW, Jharkhand			
D	ICDS, Jharkhand			
E	DFHW, UP			
F	ICDS, UP			
<b>31. Number of meetings held with key MNCHN contacts in the last year</b>				
A	MOHFW (MNCHN related), NRHM, GOI			
B	WCD Department (ICDS), GOI			
C	DFHW, Jharkhand			
D	ICDS, Jharkhand			
E	DFHW, UP			
F	ICDS, UP			
<b>32. Organization is involved in partnerships or alliances with other organizations / networks / professional associations</b>				
A	MNCHN			



		Yes	No	Documentation/ Comments
B	Non-MNCHN (Other health related)			
<b>33. Organization has initiated partnerships or alliances with other organizations / networks / professional associations</b>				
A	MNCHN			
B	Non-MNCHN (other health related)			

4.6 FINANCIAL MANAGEMENT AND SUSTAINABILITY				
		Yes	No	Documentation/ Comments
<b>34. The organization has a separate budget for policy analysis and advocacy</b>				
<b>35. Organization has raised resources for advocacy and policy in the last two years</b>				
<b>36. Proportion of program budget for advocacy and policy</b>		_____ %		
<b>37. Number of funding partners independent of government</b>				
<b>38. Advocacy and Policy budget has been stable or growing from year to year</b>				
<b>39. Level of advocacy and policy budget stability or growth has been: (circle one)</b>				
<ul style="list-style-type: none"> <li>• Low</li> <li>• Medium</li> <li>• High</li> </ul>				



#### IV. OVERALL RATING OF INSTITUTION

Please rate your organization's overall capacity for each component below on a scale of 1-10 with 1 (no capacity) 4 (some capacity) 7 (good capacity) 10 (expert and extensive capacity):

1. Maternal health \_\_\_\_\_
2. Child health \_\_\_\_\_
3. Newborn health \_\_\_\_\_
4. Child Nutrition \_\_\_\_\_
5. Maternal Nutrition \_\_\_\_\_
6. MNCHN Research and Evaluation \_\_\_\_\_
7. MNCHN Policy Analysis and Advocacy \_\_\_\_\_
8. MNCHN Technical Assistance \_\_\_\_\_



**What do you feel are the capacity building and institution strengthening priorities for your institution related to MNCHN Research and Evaluation, Policy and Advocacy, and TA? Please write on back or separate paper if additional space is required.**



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