



Capacity Reassessment for Star Supported Institutions

2009-2010

Submitted by:

MCH-STAR Initiative Prime Partners

Emerging Markets Group, Ltd.

Boston University

The Centre for Development and Population
Activities (CEDPA)



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Star Supported Institutes:

Child in Need Institute (CINI)
Indian Clinical Epidemiology Network (IndiaCLEN)
Population Foundation of India (PFI)
Public Health Foundation of India (PHFI)
State Innovations in Family Planning Services Project Agency (SIFPSA)



CONTENTS

I.	Background.....	4
II.	Confidentiality Statement	6
III.	Instructions.....	7
IV.	Mch-Star Capacity Assessment Tool For Ssis.....	8
1.	INSTITUTION LEVEL ASSESSMENT	8
1.1.	Institutional Commitment To Mnchn	8
1.2.	Corporate Sustainability	10
1.3.	Institutional Leadership And Image.....	12
2.	TECHNICAL ASSISTANCE.....	14
2.1	Institutional Commitment To Technical Assistance.....	14
2.2	Technical Assistance Experience	15
2.3.	Access To Services And Systems For Technical Assistance	17
2.4.	Institutional Support For Technical Assistance.....	18
2.5	Technical Assistance Influence On Policy	19
2.6	Financial Management And Sustainability Related To Ta	21
3.	RESEARCH AND EVALUATION	22
3.1	Institutional Commitment To Research And Evaluation	22
3.2	Research And Evaluation Experience	23
3.3.	Access To Services And Systems For Research And Evaluation	25
3.4.	Institutional Support For Research And Evaluation.....	26
3.5	Research And Evaluation Influence On Policy	27
3.6	Financial Management And Sustainability For Research And Evaluation	29
4.	POLICY AND ADVOCACY.....	31
4.1.	Institutional Commitment To Advocacy And Policy	31
4.2	Advocacy And Policy Experience	33
4.3.	Access To Services And Systems For Advocacy And Policy.....	34
4.4.	Institutional Support To Advocacy And Policy Activities	34
4.5	Institutional Involvement Or Influence On Policy.....	36
	Financial Management And Sustainability	37
V.	Overall Rating Of Institution.....	38
VI.	Additional Questions For Capacity Assessment Of Ssis.....	39



I. BACKGROUND

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. Indicators used to measure capacity assets serve as a foundation for subsequent monitoring and evaluation of the MCH-STAR initiative's capacity development.

A first round of capacity assessment of SSIs was done in year 2008 when 3 SSIs, IndiaCLEN, PHFI and PFI, were identified as STAR-supported institutions. The findings of these assessments were analyzed to identify the strengths and gaps in capacity of SSIs to provide technical assistance, research and evaluation, policy and advocacy support to their clients with specific focus on MNCHN issues in India. Based on the findings and identified needs of individual SSIs, the SSIs developed capacity building and institutional strengthening proposals which were approved with inputs from MCH-STAR core team and USAID.

Based on the identified capacity and institutional strengthening needs and the requirements of individual SSIs for the MNCHN projects undertaken with MCH-STAR funding, various capacity building activities were carried out in past 18 months. These activities included workshops, on-site mentoring, consultative meetings, provision for establishing and strengthening organizational systems to enable SSIs to efficiently respond to MNCHN priorities in the focus states of UP and Jharkhand and at the national level.

As the capacity building and institutional strengthening plans are still being implemented by the SSIs, it is necessary to track the progress and effectiveness of capacity building efforts and identify new areas that emerged while working on MNCHN issues in past 18 months.

Objectives of second round of capacity assessment of SSIs:

1. To identify changed perceptions of SSI members in Capacity and Institutional Strengthening of SSIs as a result of CBIS efforts over the last 18 months.
2. To identify additional CB and IS needs of SSIs to be addressed in the CB-IS plans for year 09-10.
3. To identify the strengths and weaknesses of current/ongoing CB and IS activities to make necessary modifications/adjustments.

Process:

- A modified CB assessment and Institutional Strengthening questionnaire has been designed to include additional questions to the existing CB assessment questionnaire. The additional questions explore SSIs perceptions about need for additional capacity building activities based on their first-hand experience of working on MNCHN project under MCH-STAR initiative. The feedback from SSIs on specific activities conducted in past 18 months such as workshops, events, on-the-job mentoring will also be reviewed to identify capacity building needs and specific requirements of individual SSIs.
- E-copies of modified questionnaire will be sent to all 4 SSI team members (across the SSI, not just limited to identified/assigned personnel).

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



1. **Capacity and institutional strengthening Assessment:** The capacity and institutional strengthening assessment questionnaire will be completed by the technical staff and senior management in the institution involved in MCH-STAR. For the desired result, it is important that with the questionnaire will also be responded by the head of the institution and a representative member of the institution's Board.

2. **Analysis and Report Writing:** Once all the completed questionnaires are received, 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 of respondent from SSI: _____

Designation of respondent in the SSI: _____

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

Person(s) conducting the interview: _____



III. INSTRUCTIONS

Instructions for completing the form: Please use the following scale while recording your score in appropriate boxes

0 – Put score in column “NO” - Does not exist at all

1 – Put score in column “YES” – Exists but minimally, lowest-standard, lowest level/degree

2 – Put score in column “YES” – Exists but not as per the highest standard or to the highest level/degree

3 – Put score in column “YES” – Exists as per highest standards or to the highest degree



IV. MCH-STAR CAPACITY ASSESSMENT TOOL FOR SSIS

1. INSTITUTION LEVEL ASSESSMENT

1.1. INSTITUTIONAL COMMITMENT TO MNCHN		
	Score	Documentation/ Comments
1. Maternal health, newborn health, child health, and or nutrition is stated and documented in the mission, goal, objective or aim		
2. If Yes to above (#1), which ones (check all that apply)		
• Maternal health		
• Child Health		
• Newborn health		
• Maternal nutrition		
• Child nutrition		
3. The organization has staff dedicated to one or more of these MNCHN program areas		
4. If yes to #3, please specify the positions and persons assigned to each:		
5. 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		
6. If yes to #5, please specify which (check all that apply)		
• Research		
• Evaluation		



<ul style="list-style-type: none"> • Policy analysis 		
<ul style="list-style-type: none"> • Policy advocacy 		
<ul style="list-style-type: none"> • Delivery of technical assistance 		
<p>7. A list exists of all the work done in MNCHN</p>		<p>Get a copy if possible</p>
<p>8. The organization is involved in TAGs, committees, work groups, networks, or other forum that focus on MNCHN</p>		
<p>9. If yes to #8, specify which ones and organization's role (write on back if required):</p>		



1.2. CORPORATE SUSTAINABILITY		
	Score	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"> • Technical Assistance 		
<ul style="list-style-type: none"> • Research and Evaluation 		
<ul style="list-style-type: none"> • Policy and Advocacy 		
14. Funding sources for each of the following:		
<ul style="list-style-type: none"> • Technical Assistance 		
<ul style="list-style-type: none"> • Research and Evaluation 		
<ul style="list-style-type: none"> • Policy and Advocacy 		
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		



21. Staff are assigned responsibility for developing messages that communicate organization's direction and the issues it addresses		
22. The organization uses cost analysis to determine unit, fixed and variable costs, and tracks costs against benefits to determine operational efficiency		
23. Financial reports are consistently used for management decisions		
24. The organization prepares long-range financial plans with projected income and expenditures		

	Score	Documentation/ Comments
26. If response to #25 is yes, please specify the management teams and their leads:		
27. Organization has lead technical and professional staff, who are not necessarily managers, but who lead areas of competency		
28. If response to #27 is yes, specify the technical/professional leads		
25. The organization has a management team and there are persons in authority at the head of each organizational unit		



1.3. INSTITUTIONAL LEADERSHIP AND IMAGE		
	Score	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"> • Technical assistance 		
<ul style="list-style-type: none"> • Research and Evaluation 		
<ul style="list-style-type: none"> • Advocacy and Policy 		
36. List the persons who take on leadership roles for each of the following:		
<ul style="list-style-type: none"> • Technical assistance 		
<ul style="list-style-type: none"> • Research and Evaluation 		
<ul style="list-style-type: none"> • Advocacy and Policy 		
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:		
	Score	Documentation/ Comments
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"> • Technical assistance 		



• Research and Evaluation		
• Advocacy and Policy		
40. Board knows about and is supportive of work with MCH-STAR		
41. Key individuals demonstrate charisma and commitment and employ them to foster networks		



2. TECHNICAL ASSISTANCE

2.1 INSTITUTIONAL COMMITMENT TO TECHNICAL ASSISTANCE		
	Score	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)		
• Any request that happens to come but not proactive		
• Responsive to requests by government		
• Respond to calls for proposals or bids		
• Has a systematic approach for actively seeking TA opportunities		Get copies of any brochures
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										
								Score	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									



E	For corporations									
F	For Civil Society/NGO									
G	For others, specify									
18. Organization is involved in MNCHN-related expert committees, advisory groups, or task forces										
A	Technical Advisory Groups									
Institution	Local	State	National		International					
B	Task Forces									
Institution	Local	State	National		International					
C	Expert Committees									
Institution	Local	State	National		International					
D	Joint reviews									
Institution	Local	State	National		International					
E	Other (Specify)									



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
19. Technical experts within the institution that provide TA have access to the following services				
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			
20. Organization has activities that support high quality and responsive technical assistance			
A	Staff are encouraged to seek and offer Technical Assistance		
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
21. The institution's technical experts actively participate in government health policy discussion at various levels			
22. Technical experts from the institution are involved in the following policy making dialogues			
	MNCHN		Non-MNCHN
Local			
State			
National			
International			
23. Technical expert staff from the institution are actively serving government or professional associations through appointments, secondments, or participation on committees / commissions			
24. Reports developed through TA are used to influence change in programs and policies			
25. If Yes, list specific instances where TA reports have changed operational programs and/or policies at state, national or international levels			
A			
B			
C			



		Yes	No	Documentation/ Comments
26. TA reports on MNCHN issues generated by institution have been fundamental to the introduction, change or removal of policy				
A	Maternal Health			
B	Newborn Health			
C	Child Health			
D	Maternal Nutrition			
E	Childhood Nutrition			
27. If Yes, describe the finding and how it has been incorporated into policies and programs				
A				
B				
C				
28. Organization has a systematic ability, e.g. public relations unit, to communicate technical MNCHN information to policy makers and public				
29. TA reports are generated for dissemination and advocacy				
30. The institution makes TA reports widely available				
31. Mechanisms for making TA reports widely available include:				
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			
32. Organization is actively involved in networking on MNCHN				



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

2.6 FINANCIAL MANAGEMENT AND SUSTAINABILITY RELATED TO TA				
		Yes	No	Documentation/ Comments
39. The organization manages TA sources of income as part of the institutional operations budget				
40. Sources of TA fees/income (%)		3 years ago		Now
A	% National Public			
B	% National Private			
C	% International Public			
D	% International Private			
E	% Other , specify			
41. Fees generated from TA have been stable or growing from year to year				
42. Level stability or growth of fees generated from TA has been: (circle one)				
<ul style="list-style-type: none"> • Low • Medium • High 				



3. RESEARCH AND EVALUATION

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



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



11. Organization is involved in scientific committees							
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
12. Research staff has access to the following services				
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
13. Organization has activities that support high quality research and evaluation activities.				
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			



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
14. The institution researchers, research team or research leaders actively participate in government health policy discussion at various levels			
15. Researchers are involved in the following policy making dialogue			
	MNCHN		Non-MNCHN
Local			
State			
National			
International			
16. Research staff are actively serving government or professional associations through appointments, secondments, or participation on committees / commissions			
17. Research and or evaluation findings are used to influence change in programs and policies			
18. If Yes, list specific instances where R&E results have changed operational programs and/or policies at state, national or international levels			
A			
B			
C			



19. Research or evaluation results on MNCHN issues generated by institution have been fundamental to the introduction, change or removal of policy				
		Yes	No	Documentation/ Comments
A	Maternal Health			
B	Newborn Health			

C	Child Health			
D	Maternal Nutrition			
E	Childhood Nutrition			

20. If Yes, describe the finding and how it has been incorporated into policies and programs

A	
B	
C	

		Yes	No	Documentation/ Comments
21. Organization has systematic ability, (e.g.) public relations unit, to communicate R&E findings to policy makers/public				
22. Data and research and evaluation findings are generated for dissemination and advocacy				
23. The institution has a press/communications unit/division/staff or the systematic ability to generate scientific information for the general public				
24. The institution makes research and evaluation data and findings widely available				



25. Mechanisms for making data/findings widely available include:				
A	Raw data available on website or CD-ROM			
B	Reports on website or CD-ROM			
C	Dissemination meetings			
D	Publications			
E	Hard copies of reports			
F	Other, specify			
26. Organization is actively involved in networking				
27. Researchers actively participate in research networks				
28. Name the research networks				
29. Organization plays a lead role in research networks, name of network:				
30. Organization communicates with research network by e-mail				
31. Organization has organized or been involved in the organization of research regional/international network meetings during the past 2 years				
32. Number of research documents produced and disseminated throughout the network				

3.6 FINANCIAL MANAGEMENT AND SUSTAINABILITY FOR RESEARCH AND EVALUATION				
		Yes	No	Documentation/ Comments
33. The organization manages research funds independently of institutional operations budget				
34. Sources of research funds (%)		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		
35. In the past budget year, how (%) was the research funding provided		Percentage	
A	% Grants		
B	% Contracts		
C	% Endowments		
D	% Donations		
E	% Investments		
F	% Other		
36. Research budget has been stable or growing from year to year			
37. Level of research budget stability or growth has been: (circle one)			
<ul style="list-style-type: none"> • Low • Medium • High 			
38. Number of awards and money spent on applied research using institutional funds yearly			
39. Number of awards and money spent on applied research using external funds yearly			
40. Amount of money spent on library acquisition yearly			
41. Number of meetings of the research review/ human subjects committee			
42. Number of meetings of the research priority setting committee			



4. POLICY AND ADVOCACY

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



10. There are dedicated staff within the organization for advocacy and policy analysis			
11. Program staff have time allocated towards advocacy / policy			
12. The organization has a roster of potential consultants for advocacy and policy activities			
13. There has been an assessment of the impact of organization's advocacy and policy work			



4.2 ADVOCACY AND POLICY EXPERIENCE				
		Yes	No	Documentation/ Comments
14. Organization effectively uses documented learnings or research from own activities or existing evidence for advocacy or policy analysis				
15. Organization has produced and disseminated White papers related to MNCHN in the last two years				
16. Organization has published papers or articles on MNCHN in peer-reviewed journals in the last two years				
17. Organization has presented data for the purpose of advocating for policy or programmatic change in various fora in the last two years				
A	Local			
B	Regional			
C	National			
D	International			
18. Organization has developed advocacy material related to MNCHN				
A	Maternal Health			
B	Neonatal Health			
C	Child Health			
D	Maternal Nutrition			
E	Childhood Nutrition			
19. Organization's engagement with the media for advocating around identified issues				
A	MNCHN			
B	Non-MNCHN			
20. There are examples of changes in MNCHN policies or programs related to efforts of the organization. If so, specify:				



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4.3. ACCESS TO SERVICES AND SYSTEMS FOR ADVOCACY AND POLICY				
		Yes	No	Documentation/ Comments
21. Advocacy and Policy Staff has access to the following services				
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			
		Yes	No	Documentation/ Comments
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
22. Mechanisms exist for dissemination of knowledge, data, and advocacy and policy information on program activities among partners and across networks				
A	Electronic newsletters / mailing groups			



B	Website			
C	Publications			
D	Update meetings			
E	Annual conference			
F	Media kits			
G	Other			
23. Mechanisms exist for dissemination of knowledge and information on issues and activities related to MNCHN				
A	Electronic newsletters / mailing groups			
B	Website			
C	Publications			
D	Update meetings			
E	Annual Conference			
F	Others			
24. Organization has an electronic database / mailing list of individuals and organizations working in the field of MNCHN				
25. Organization supports participation of advocacy and policy staff in national and international meetings and conferences				
26. Organization supports professional skill development training programs for advocacy and policy				
27. There is an identified person or persons in the organization to lead advocacy and policy initiatives around MNCHN issues				
28. The organization has worked towards building “champions of change” outside their own organization around MNCHN				



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



B	Non-MNCHN (Other health related)			
33. Organization has initiated partnerships or alliances with other organizations / networks / professional associations				
A	MNCHN			
B	Non-MNCHN (other health related)			

FINANCIAL MANAGEMENT AND SUSTAINABILITY			
	Yes	No	Documentation/ Comments
34. The organization has a separate budget for policy analysis and advocacy			
35. Organization has raised resources for advocacy and policy in the last two years			
36. Proportion of program budget for advocacy and policy	____%		
37. Number of funding partners independent of government			
38. Advocacy and Policy budget has been stable or growing from year to year			



	Yes	No	Documentation/ Comments
39. Level of advocacy and policy budget stability or growth has been: (circle one) <ul style="list-style-type: none"> • Low • Medium • High 			

V. 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.



VI. ADDITIONAL QUESTIONS FOR CAPACITY ASSESSMENT OF SSIS

Objectives:

1. To assess utility of capacity building activities in past 18 months.
2. To identify new areas of capacity building and institutional strengthening.

Based on the finding of the first of SSI capacity assessment and other specific capacity building areas identified by the SSI members, a capacity building and institutional strengthening plan was developed in the first years of the project and is being implemented for the period upto September 2009. The capacity building efforts from MCH-STAR core team and partners included series of workshops, consultations, routine meetings, on-the-job support and mentoring etc.

The purpose of this additional questionnaire is to document the experiences and preferences of SSI members while applying the new knowledge and skills they acquired as a result of activities mentioned above.

Please take a close look at the matrix below and record your personal experiences during application of relevant skills:



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
WORKSHOPS						
1	Proposal writing					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
2	Project management					
3	Secondary data					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
	analysis					
4	Nuts and bolts (Financial management)					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
5	Systematic reviews					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
6	Evidence-based advocacy to improve MNCHN					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
7	Policy analysis					
8	Qualitative research					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
9	Power Breakfast					
CONSULTATIONS						



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
1	Addressing management issues in Delivering Maternal and Newborn Health Services (Deborah Maine					
2	National consultation on childhood ARI management (organized by IndiaCLEN)					

On-The-Job Support/Mentoring



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
1	On-the-job mentoring by MCH-STAR core team					
2	Mentoring by distant mentors (Boston University and CEDPA)					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
3	Quarterly program review and Monthly SSI meetings					



S. No	Name of workshop/activity	What specific capacity building inputs you received from this workshop/activity? (Specific content areas)	Which of these new capacity inputs you applied in the field during implementation of MCH-STAR and other projects in past 18 months	How do you feel benefitted as a result of capacity building?	What more/additional inputs you require in this specific area/theme?	How would you like to gain these skills? (Please specify the process/es such as-workshops, on-the-job mentoring, e-learning etc.)
4	CBIS activities (under CBIS proposals approved till September 2009)					



Any institutional strengthening activities that have influenced organization's (or you as an individual) efficiency in responding to MNCHN technical assistance, research or policy analysis and advocacy activities.

Any success stories (Case studies) you would like to share as a result of capacity building and institutional strengthening in past 18 months.

If the organization is working on any MNCHN project/s other than MCH-STAR projects in past 18 months. Please provide the name of the project, donor and level of funding.



- What more or different could MCH-STAR do to enhance the capacity of your organization in MNCHN R&E, P&A, and TA?



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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