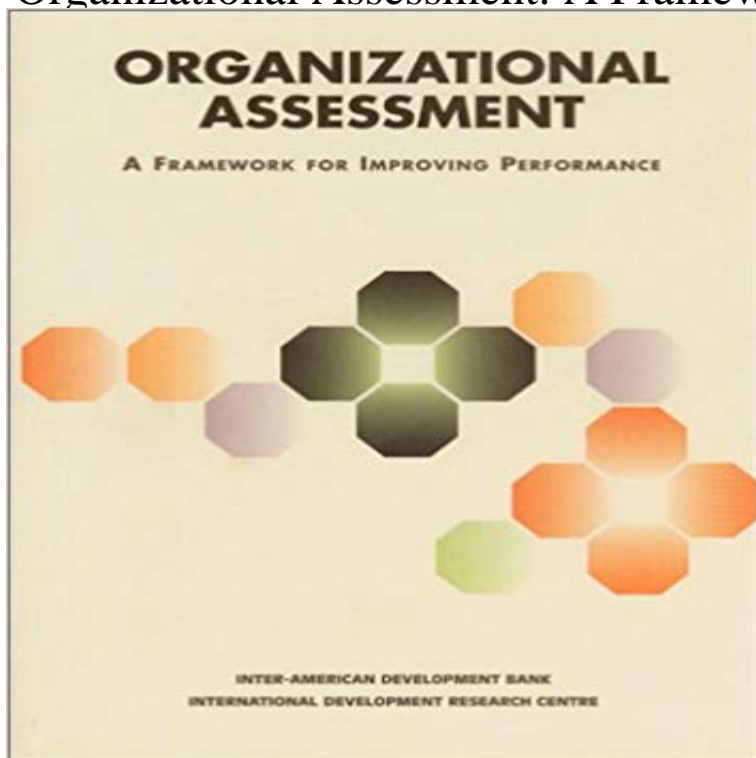


Organizational Assessment: A Framework for Improving Performance



The inability of development agencies to understand and improve the performance of the organizations they support continues to impede progress in the developing world, even after a decade of reforms. Strengthening the institutions that receive those grants and loans – including government ministries and executing agencies as well as nongovernmental organizations – has become the key to improving the efficiency and effectiveness of development assistance. This book offers a clear-cut methodology to diagnose institutional strengths and weakness at the onset of development activities. In this way, beneficiaries can respond to growing pressures from donor governments and organizations for accountable and sustainable use of development funding. The authors examine all aspects of organizational performance, including the enabling environment, institutional capacity, management, financial viability, and staff motivation. They also review the methodological issues involved in carrying out an assessment, ranging from the choice and framing of questions to data collection and analysis, the question of who owns the assessment, and the reporting of results. Designed for practitioners interested in organizational diagnosis and social change, this book includes a quick guide for organizational assessment, a sample report outline and questions, and a comprehensive assessment glossary.

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