

**Kenya ICT Action Network
Competence Status
As at October 2007**

Organisational Score

Legitimacy

issue

Legal *category*

- Organisation is recognised/registered under relevant laws
- Organisation has an appropriate constitution
- Constitution is clearly understood by the governing body
- Constitution is clearly understood by all employees
- Constitution is clearly understood by other primary stakeholders

Ownership

- Organisation's owners are clearly known and respected and play their role
- Owners' roles and systems for management and control are clearly provided for
- Owners' rights and duties are clearly understood

Public/community/social sanctioning

- Public is aware and accepts the organisation's work
- Public supports the organisation's work
- Organisational goals are in harmony with public's aspirations and goals
- Public has avenues for participating

Participation

- All primary stakeholders identify the organisation's direction, goals and broad guidelines
- Primary stakeholders are involved in evaluating and giving feed back on the impact of the goals
- Implementation and monitoring of feed back
- Each level of stakeholders are motivated as individuals with unique contributions

Leadership

Governing and management bodies

- Each body is rightly and appropriately in place
- Each body's structure and job/role(s) are clearly defined
- Each body's role(s) are clearly understood and followed
- Governing body is properly oriented and performing well
- Management body is functioning well
- Each body provides the necessary leadership
- Governing body champions and mentors management and staff
- Governing body motivates and inspires management, staff and other primary stakeholders
- Governing body is representative of the primary interests and functions
- Leadership is competent, stable and independent
- The leadership puts the organisation's core values into practice
- The leadership is well grounded, flexible and dynamic

Policies and Goals

- Organisation has (a) clearly defined and expressed

Vision

Mission

Strategic issues, objectives and implementation strategies

Policy guidelines, principles, rules and regulations and professional standards

All primary stakeholders and key players are party to and have a common understanding of

Vision

Mission

Strategic issues, objectives and implementation strategies

Policy guidelines, principles, rules and regulations and professional standards

Leadership policies are fair and equitable

Strategic thinking, planning and management

Organisation strategically thinks, researches and understands itself

Organisation has identified a niche which it continuously maintains

Organisation endeavours to offer its major services

Organisation understands its customers and what they prefer

Organisation addresses its customers' needs and preferences

Organisation continuously understands and copes with its internal and external environment

Organisation develops and manages its resources in relevance to its strategic goals

Organisation's strategies are aligned to its goals and niche

Organisation plans to work itself out of the area or sector - for community to take over

Management and Administration

Organisational Structure and Systems

Organisational structure with clearly defined lines of authority and responsibility is in place

The organisational structure is provided for in the policies/constitution

Roles and responsibilities for all levels (governing body-staff) are in harmony with HR policies

Clearly defined and expressed organisation-wide (all levels) systems are in place

The systems are followed by all organisational organs

The systems are a product of involvement by a wide cross-section of key players

The systems enable the organisation to perform better and achieve its goals

Structure and systems are reviewed as provided for in organisational policies

System is regularly reviewed to ensure it is relevant

Management plans and policies

Management plans and policies for all organisational issues are in place

Management plans and policies are followed

Management plans and policies are reviewed and adjusted when necessary, according to the constitution

Management policies promote fairness, equity and participation at work

Management policies and plans are in line with organisation's core values and constitution

Management policies and plans are in line with organisational goals, strategic plans and ability

Management policies and plans promote good organisational management, control and accountability

Statutory laws are followed and in line with basic human rights and duties

Top management and other employees are ethical and professionally accommodating

Decision-making processes and procedures

Uniform guidelines for decision-making processes exist at all levels of the organisation

The guidelines give space for the involvement of all employees in all aspects of decision-making

The processes and procedures are systematic

The guidelines are utilised

The decisions made are timely and fair

People have access to those whom they must work with

Horizontal and vertical involvement is practiced

The guidelines encourage primary stakeholders' initiatives and entrepreneurship

Risk Management

System is in place to minimise abuse of organisational resources and power

System is followed to minimise abuse of organisational resources and power

Ratio of domestic to foreign sourced resources is high

Regular audit of the organisation and its activities is carried out

Safety at work

Rules for safety are in place and followed

Adequate and appropriate safety materials, equipment and support are functional and available

Support systems for staff and local community are in place and implemented

Documentation

Guidelines for documentation exist

Organisational policies, processes and procedures are documented, available to and understood by all staff

Documentation is in line with practices observed

Documentation is in line with practices narrated

Management of information

Systems for collecting, analysing, reporting and disseminating information to all key players exist at all levels

The system is up-to-date and in use

Communication on issues is adequate

Plans and activities implemented are well communicated

Information is available to the public and/or partners

Capacity development

Guidelines and processes for organisational capacity development are in place

The guidelines are utilised

Capacity development is planned and prioritised

Research to identify organisational needs and understand the external environment is carried out

Organisation has capacity to continuously cope with changing environments

Officially organised sessions for strategic creativity exist

Outputs of these sessions are implemented

Organisation is improved to cope with environmental dynamisms

Performance assessment

A relevant system for appraising governing body, all employees, other key players, and organisational systems is in place

The system clearly spells out expectations

The system is systematic, clear, open, transparent, well understood and participatory

The system is for evaluating, monitoring and reporting

The system assesses outputs, processes and impact vis-à-vis objectives

The system provides for regular reviews, updates and feedback on

governing body, employees and other key players

fulfilment of mission, objectives and other goals

processes, procedures, mentoring, policies, plans, documentation and other systems

implementation of activities, programs and organisational management

organisational capacity and resources

The feedback data is used to address and adjust the relevant aspects

The system is implemented

The system is regularly reviewed for relevance, continuous learning and change

Review-feedback is incorporated into succeeding interventions

Organisation's Core Business

Program development

- Is guided by relevant policies and plans and the pursuit of a niche
- Is consistent with the organisation's mission, overall goals/objectives and strategies
- Programs are a product of a participatory and inclusive process
- Programs are well understood by all primary stakeholders
- Programs are viable, relevant, efficient, adequate, effective, innovative and timely
- Adequate and appropriate support systems are in place and in use
- The program development process is mentored, monitored and evaluated
- Programs do not negatively impact on the environment (ecological)
- Program development is informed by continuous research
- All key stakeholders discuss and agree on how program benefits will be distributed.

Organisation's Customer

- Programs are relevant to the customer's needs, purposes and priorities
- The organisation has the ability to reach all categories (diversity) of customers
- The customer has a sense of owning the program and process of its development
- Organisation is positioned to continuously understand the customer's dynamic needs
- Systems are in place to sustain the customers

Organisation's Resources

Human Resource

Recruitment and retention

- Hiring, orientation, disciplinary, firing, conflict management & retention policies, rules & regulations are in place & applied
- The policies provide for staff diversity, volunteerism and are culture sensitive
- Job descriptions are clear, documented and relevant to the expertise required by the organisation
- Staff's abilities and size are commensurate to the job requirements and organisation's objectives and goals
- Each staff member has authority to carry out his/her work
- The policies and job descriptions are followed during recruitment
- Staff are motivated, committed and ethical in their work
- There is provision for development - quality and quantity - to cope with organisational and environmental changes
- There is a clear understanding & demonstration of who supervises who & of the expected outputs and impact by each employee
- Staff turnover is low

Recompensation

- Promotion, motivation and incentive policies are in place and applied
- Promotions are based on performance and pre-specified terms and conditions
- Remuneration is structured and competitive

Development

- Organisation identifies and develops human needs according to laid down procedures
- Each member of staff understands and pursues the organisation's core values and goals
- Each member of staff has basic skills in decision-making, planning, mentoring and monitoring
- Teamwork is promoted and takes place across all levels of the organisation
- The HR is assessed and feedback given is acted on

Non-Human Resources

Procurement and Control

- Organisation's asset procurement and management policies, plans and strategies are in place and utilised
- The policies and plans are relevant and ensure sufficient resources for the organisation's needs
- Non-human resource sourcing and use is in line with organisational requirements

Strategy implementation is matched with resources
The resources are from diverse and sustainable sources
Systems for asset and stock control are adequate, in place and in use
Organisation has the ability to implement and does implement the resource policies and strategies
Asset depreciation and disposal are according to organisation's policies
Resources are accounted for
Reconciliation of records with physical assets is carried out

Facilities, Tools, Equipment & Infrastructure

Are planned for
Are appropriate and sufficient
Adequate checks, balances and internal controls exist and are applied
Are functional and well maintained
Proper records of acquisition and physical existence exist
A system is in place for training on handling
Are utilised according to laid down policies, rules & regulations

Financial

Budgeting

Budgets are regular, relevant, timely, detailed, in line with overall plans and participatory
There is good & beneficial coordination between accounting and program staff
Budgets are followed
Deviations between expenditure and budgets are investigated and rectified

Accounting

Adequate accounting procedures are in place
Accounting procedures are followed
Every transaction is recorded appropriately and in a timely manner
Every transaction has a trail and relevant and effective controls
The accounting system is integrated and organisation based while catering for separation in accounting

Financial management

Adequate internal controls, checks and balances exist
The internal controls, checks and balances are observed
Duties are segregated and controlled
Each transaction is authorised by the people with authority
The ratio between domestic/internal and external sources of finance is high
Each source of resources is made up of diverse sub-sources
Bank statements are reconciled with accounts and petty cash
Regular internal and external audits are carried out
The external audits are by a reputable firm approved by the governing body
Reports are timely and accurate
Reports' recommendations are used for planning, monitoring and review

External environment

Institutional Linkages

Organisation has a clear public relations and linkages policy and strategy which it implements
Organisation networks and implements with organisations relevant and significant for the success of its mission
Organisation is credible and valuable to different and significant actors
Organisation contributes to influencing and shaping thinking with its network's organisations
Organisation takes national and regional development priorities into account in its plans

Organisation's outreach is wide and innovative

Host Government

Organisation influences its sector's environment

Organisation influences government policy to create an enabling environment

Organisation understands the laws, rules and policies that affect it

Government enforces the laws, rules and policies that affect the organisation

Organisation's activities and recommendations are integrated into the host government's development plans

Public

A system for understanding the general environment exists

There is good blend between the organisation and public's positive socio-culture

Organisation positively addresses its social responsibility

The public and local community understand the organisation's objectives and strategies

Organisation is credible and valuable to the public and its local community

Key

* In terms of needing attention. The lower the score the more urgent the need for attention

Scoring ranges from 0 -10. Each score has a meaning thus:

N/A - The attribute is not applicable to the organisation in question

0 - Needs very urgent and intense address

1 - Needs urgent and intense address

2 - Needs intense address

3 - Substantial number of issues need development and enrichment

4 - Substantial number of issues need enrichment

5 - Several issues need enrichment

6 - Some issues need further enrichment

7 - Working and some issues need further enrichment

8 - Sufficient to some extent but supportive and some issues call for enrichment

9 - Sufficient and some issues need further enhancement

10 - Very sufficient, at a minimum needs maintenance

** The lower the number the more urgent the need to address the issue/category/element

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