

STRATEGIC REVIEW OF THE COALITION OF BETTER PARENTING

Coleen Wint-Smith

Consultant

2002

TABLE OF CONTENTS

STRATEGIC REVIEW - Introduction and Objectives	3
BACKGROUND	
• The Jamaican Reality	3
• The Coalition for Better Parenting - An Outline	5
STRATEGIC REVIEW - Process and Findings	
• Part A - Focus Group, SWOT Analysis & prioritised goals	9
• Part B - Specialised interviews & discussions	40
• Part C - Evaluation of Current capacity of CBP Secretariat	49
• Summary of Findings	58
• Summary of Recommendations	61
APPENDICES	
• Appendix 1 -- Instrument used for Strategic Review 2001	65

STRATEGIC REVIEW - Introduction and Objectives

The Coalition for Better Parenting (CBP) an umbrella organisation in Jamaica, has been funded by UNICEF for the past five years under the 1997-2001 Government of Jamaica (GOJ)/UNICEF Basic Education and Early Childhood Development Programme. Some restructuring, a number of projects and other initiatives were undertaken during this period, either directly by the CBP or indirectly, through its member agencies. With the Country Programme drawing to an end, a review of the CBP, its structure, programmes, and overall mission and effectiveness needed to be reviewed. The review will also provide the platform for the Coalition to develop over the next 3-5 years.

The review is also conducted in light of the fact that UNICEF, Jamaica has been the primary funder of the CBP during the period and will be shifting its focus somewhat during the next five years in Jamaica. While parenting will still be an important component of UNICEF activities, the CBP must identify additional funding partners, and begin to seek ways of becoming more sustainable. Based on this review, a strategic and financial plan or Plan of Action will be developed to guide the activities of the CBP over the next 3 to 5 years.

BACKGROUND

The Jamaican Reality

The Convention on the Rights of the Child (CRC) is one of the primary guides used in Jamaica and the Caribbean in relation to childcare and protection. Article 18 of the CRC speaks very directly to parenting, as do Articles 3, 5, 9, 10, 20 and 21, which address:

- the best interests of the child
- parental guidance and the child's evolving capacities
- separation from parents
- family reunification
- protection of a child without a family
- adoption

**The Convention on the Rights of the Child
ARTICLE 18**

"Parents have joint primary responsibility for raising the child, and the State shall support them in this. The state shall provide appropriate assistance to parents in child-raising."

The CBP therefore endorses the rights-based approach within its mission. It also recognises the life-cycle approach to training, public education and other interventions, recognising the important role parents play at all stages of a child's development.

The CBP has had an interesting existence. This review will therefore only outline its evolution, analyse and make recommendations for its continued growth and change, addressing the needs in parenting in Jamaica as well as those of member agencies.

This review is done in the context of a Jamaica that, like other countries in the region, face many economic, political and social challenges, which endanger the social framework of the country and thwart sustainable human and national development. Poverty, migration, disturbing levels of crime and violence (especially among the youth), drug abuse, early parenting, high numbers of female headed households, underachievement of males relative to females are other disquieting realities in the country. "Economic hardships have contributed to the increasing difficulty of the family to function adequately as an economic unit, or even effectively perform its main function, that of primary socialisation of children."¹

The Fifth Ministerial Meeting on Children and Social Policy in the Americas (Kingston, Jamaica, October 200) stated: *"In spite of significant progress in implementing social policies and programmes in favour of children and adolescents, there are still weaknesses in areas related to support for families, community organisations...health and family life education, among others. Further, that weaknesses in these policies, if not corrected, increase the risk for millions of children and adolescents to suffer exclusion, violence, impoverishment and despair."* Countries represented at that Conference determined to ensure *"...such protection through combined strategies of support, including institutional and legal reform.....formation of community support groups and family life education, with special emphasis on the role of the father."*²

¹ Assessment and Analysis of Parenting in Jamaica, Heather Ricketts, 2000

² The Kingston Consensus - 5th Ministerial Meeting on Children and Social Policy in the Americas, Oct. 9-13, 2000

Additionally, research conducted in Jamaica³ that looked, in part at the correlation between family functioning, the presence of the father, parental well-being provides understanding into some of the behavioural and attitudinal issues affecting children and families that are sometimes of concern.

The Coalition for Better Parenting - An Outline

One early member of the Coalition, Mrs. Janet Brown, Tutor/Coordinator at the Caribbean Child Development Center (CCDC) recalls the initiative that led to the development of the CBP. In 1991, the then Minister of State in the Ministry of Education and Culture, Mr. Burchel Whiteman (now Minister of Education, Youth and Culture), invited groups working with parents to find ways of strengthening the Ministry's efforts to impact on parenting through programmes with Parent-Teachers' Associations. The main outcome of the consultation was an agreement to establish a Coalition, an umbrella group that could provide a network of trainers and speakers to be available to PTAs. Mr. Whiteman offered to house the group in the Ministry's Guidance and Counselling Unit. According to Brown, it was, from the beginning, not very clear how the process of the CBP would work and what its main purpose was. There was, however, a clear goal of setting up a resource center for information on parenting issues.

At the outset, the availability of space and human resources were somewhat curbed, bureaucracy meant that things moved slowly, and long periods of time elapsed between meetings. However, cooperative activities took place, funded by UNICEF and managed by the Guidance and Counselling Unit. In 1994 the Unit also launched Parents' Week with support from UNICEF. This annual programme, which still continues (now as Parent Month), provided a vehicle for the CBP collaborative process.

In 1998 UNICEF initiated a stakeholders' consultation process with a view to strengthening the effectiveness of the parenting education elements of the GOJ/UNICEF Basic Education and Early Childhood Development Programme. Three national consultations were held in which delegates recognised the need to add Working Groups to the structure of the CBP and to establish a

³ Samms-Vaughn, Dr. Maureen Cognitive, Educational Attainment and Behaviour in a Cohort of Jamaican Children, March 2001

Secretariat outside of the Guidance and Counselling Unit so that more broad-based ownership of the process could be achieved. "Agency members of *The Coalition for Better Parenting (CBP)* breathed new life into the network through a series of three national consultative workshops held during the summer. Greater involvement and collaboration amongst the agencies in planning, implementing and monitoring promises a more effective provision of services to the nation's parents and families."⁴

A decision was taken at the CBP Annual Conference in 1998 to restructure the Coalition and to expand its role. The revised structure of the CBP in 1998 is illustrated in Figure 1 below, followed by the 2000 depiction in Figure 2.

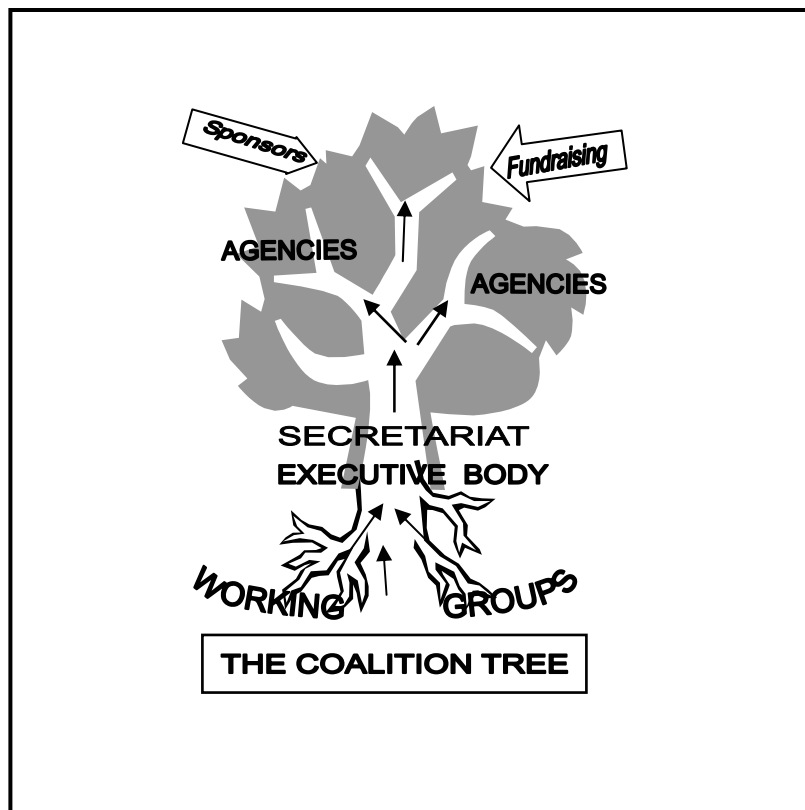


Figure 1

⁴ CBP NEWS, December 1998

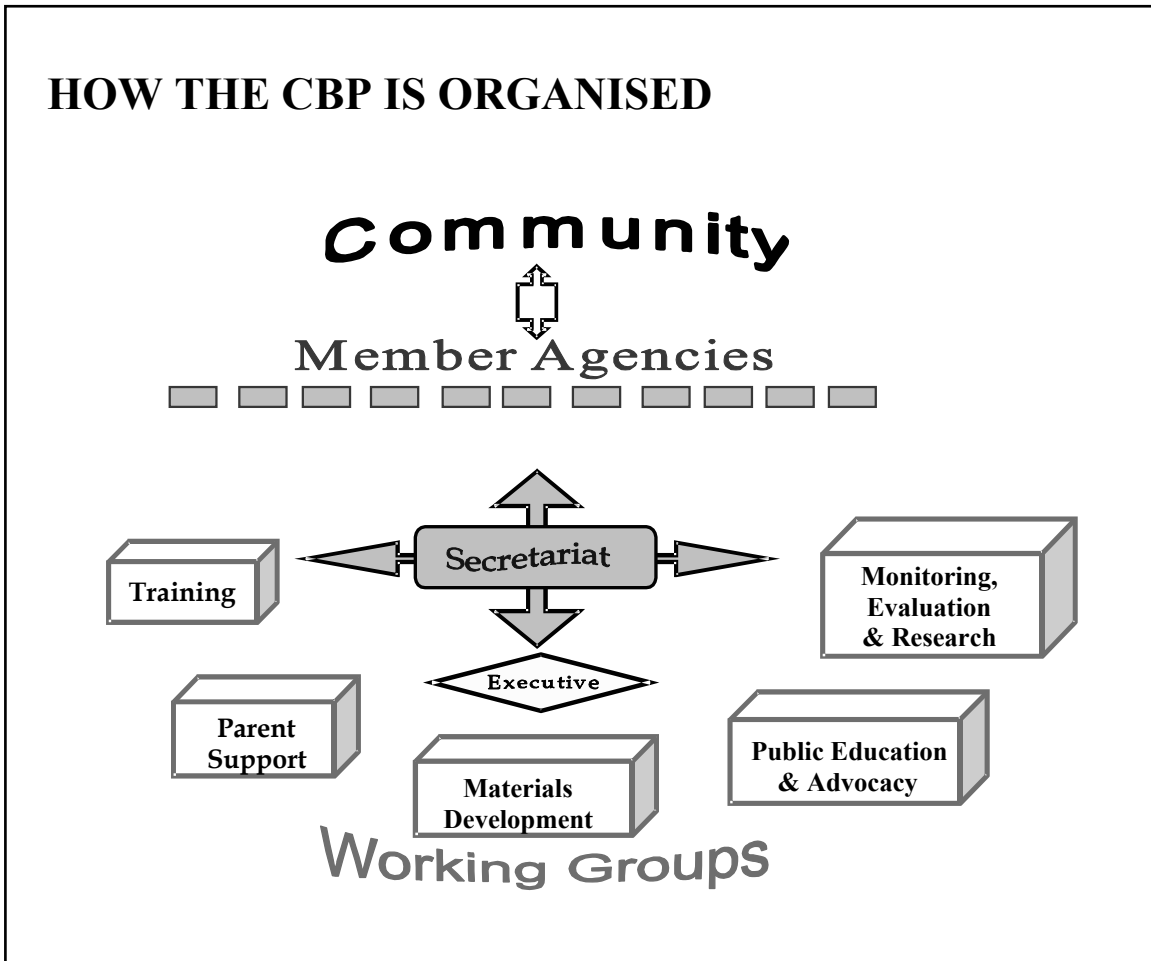


Figure 2

Space to house the Secretariat was offered by the Women's Centre Of Jamaica Foundation and it was agreed that UNICEF's funding for the Secretariat activities and general programme support for the Coalition would also be routed through the Women's Centre since the CBP was not yet a legal entity. The Ministry of Education also continued their institutional support and assigned an officer, Ms. Jacqui Moriah as the new Coordinator for the Secretariat for the period February 1999 to March 2000.

The CBP, therefore, quickly went from having a limited structure to having significantly more advanced structure. In addition to a new office, Working Groups and Executive, the CBP had an approximately \$4 million dollar budget to be disbursed to projects being implemented by member agencies. The Ministry of Education and Culture had reaffirmed its commitment to the staffing of the CBP Secretariat for the duration of the GOJ/UNICEF Programme, ending in 2001 and pledged to seek inter-ministerial collaboration/contributions towards the support of the CBP Secretariat. The CBP made a number of strides during the period, and many challenges faced.

Ms. Moriah's secondment to the Secretariat ended in March 2000. Shortly after her departure the Administrative Assistant also left. Between March and October 2000 the Secretariat had different persons working as Administrative Assistant for short periods and there were extended periods during which the Secretariat was not staffed. A new Coordinator was hired in October 2000 and the present Administrative Assistant at the end of January 2001. This Coordinator did not renew her contract and left office in September 2001. A new Coordinator was selected in October 2001, just prior to Parent Month. The Secretariat also outgrew the office space at the Women's Centre and moved to new accommodation in April 2001. The arrangement with the Women's Centre for the handling of all CBP fund receipt and disbursements continues to date (November 2001).

Elections were held for Executive positions in 1998, posts to be held for two (2) years. The elected posts are Chairperson, Deputy Chairperson and Treasurer. Each Working Group also elects a chairperson and this person sits on the Executive.

Between 1998 and 2001, the CBP has seen four (4) Coordinators, Three (3) Administrative Assistants, three (4) chairpersons (this includes deputy's acting as Chairperson after the Chairperson has demitted office for personal reasons.)

STRATEGIC REVIEW - Process and Findings

The review was conducted primarily in three parts, which generally interlink:

PART A. A Focus Group of CBP members, SWOT Analysis and prioritising Goals. The broad topics covered were:

- Mission & Vision
- Leadership/Governance
- Management Practices

PART B. Specialised interviews and discussions on the following broad areas:

- Management of HUMAN Resources
- Service PROGRAMMATIC CAPACITY Delivery
- Management of FINANCIAL Resources
- RESOURCE DEVELOPMENT & MOBILISATION

PART C. CBP Secretariat Evaluation - current capacity & areas of need

PART A

The following analysis derives from a Focus Group of the Coalition for Better Parenting convened on September 25, 2001 at the HEART /VTI Board Room, Gordon Town Road, Kingston.

There were 8 respondents, most of whom have experience with the CBP and the Working Groups and/or the Executive and Secretariat of the CBP. There was one Peace Corps Worker who participated in discussion but who did not complete the instruments administered. There were apologies from one person. The facilitators were Carol Narcisse and Colleen Wint-Smith

Background to Focus Group

CBP Technical Consultant, Colleen Wint-Smith, adapted an instrument for the CBP to conduct a self-assessment. The instrument was initially to be implemented at the September 20 CBP Quarterly Members Meeting (Medallion Hall, Hotel Kingston). However, although started, time

constraints forced the process to be aborted. The members recommended and supported the reconvening at a convenient time be scheduled in order to continue the process. September 25 was recommended and the HEART/VTI Board Room at Gordon Town was offered as the venue.

Based on some concerns with interpreting the instrument at the Quarterly members meeting, some further amendments were made for the September 25th Focus Group.

It should be noted that a larger group was expected and preferred for the Focus Group session, however, those that *did* attend were familiar, reliable and knowledgeable about the CBP and its activities. Some of the participants at the Quarterly Members Meeting who participated in the initial process, were, to one extent or another, relatively unfamiliar with some of the workings of the CBP and felt unable to offer useful responses. Having observed and participated in the quarterly meeting, hearing reports and discussions, they had a better perspective of the CBP operations. They were, therefore, cognizant of the importance of the process, even though they were not familiar with, e.g. the personnel at the Secretariat or the Executive.

Additionally, the process should be recognised as an initial effort within certain time constraints. There is always room for improvement of the instrument, its application and the ideal number of respondents. However, it was emphasised that this process of self-evaluation should become a regular part of the operations of the CBP, and those present saw this initial effort, as a useful exercise.

Objectives of Focus Group

The objectives of the session were to:

1. Determine **baseline indicators** for the CBP (using an instrument)
2. Have members complete a **SWOT Analysis** (Strengths, Weaknesses, Opportunities and Threats) and engage in brief discussions
3. Have participants **prioritise the goals** of the CBP

The information gathered will assist the Technical Consultant and her team of sub-consultants in the development of the assessment and strategic plan for the CBP.

METHOD

The respondents were asked to complete the revised document (see Appendix 1) individually and afterwards their answers were noted on a board. Each response had a value (from 1-5, with 5 being the highest). The average score for the responses to each question was calculated. (i.e. with $n=8$, if 3 responded with a score of 4, and 5 responded with a score of 2, the average would be $(12 + 10) \div 8 = 22 \div 8 = 2.75 \approx 3$). The group collectively agreed to round-off decimals of 0.5+ to the nearest whole number. It is these average scores that pertain to the current analysis. The Consultants found the overall ratings to be on the high side and reasoned that this may be, *in part*, because the numbers were rounded *upwards*. Other perceptual factors may also have come into play.

Participants made some additional language and interpretation amendments to the document after discussion and overall agreement.

It should be noted that respondents were asked to complete only part of the document, sections A - D. In some instances, only certain sections or questions would be answered (e.g. they may only relate to the Executive, or only to Working Groups etc.). Section B5, relating to Member Agency Capacity Building generated some discussion. The eventual consensus was that this section implied that *each* body (Executive, Secretariat, Working Group or Member Agency) plays a role or facilitates capacity building for any of the other bodies. For example, HELP for Parents (a Member Agency) could play a vital role in the capacity building of, say, the Training Working Group's internal sessions, or for another Member Agency, say, the Jamaica Foundation for Children. The sections relating to the financing, cash flow and other arrangements that relatively few individuals are aware of, would be deliberated separately by a more informed group.

PRESENTATION & DISCUSSION OF FINDINGS

The Findings will be presented as follows:

- I. Introduction to the CBP structure
- II. Presentation and analysis by section (Executive, Secretariat, Working Groups, Member Agencies)
- III. Overall Analysis
- IV. SWOT Findings
- V. Prioritised Goals of the CBP
- VI. Conclusion
- VII. Issues that speak to the Strategic Plan

FINDINGS & ANALYSIS

I.

THE EXECUTIVE

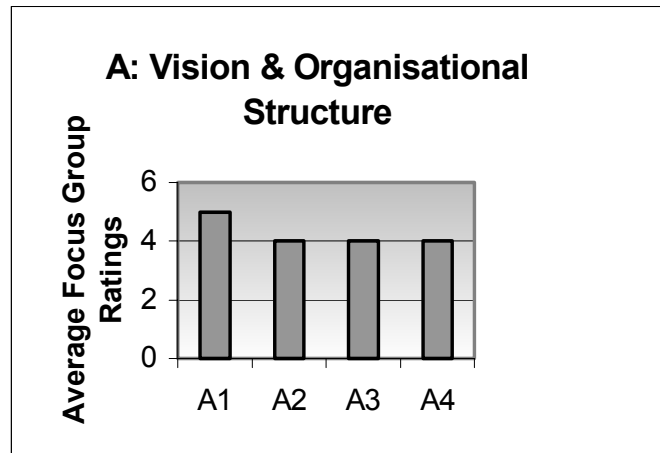
The CBP Executive comprises an elected Chairperson, Deputy Chairperson and Treasurer (elected from CBP membership every two years) and the Chairpersons of the respective Working Groups (elected from among the membership of those groups every two years). Responses indicate that the Executive is rated fairly highly in the categories assessed and is seen as being well respected and fairly consistent. Participants felt that the Executive has a good understanding of, and endorses the organisational structure and its established roles. The Executive members have the skills necessary to lead the CBP and value the consulting and team approach. However, while the Executive is seen to be quite effective, overall responsibility appears to fall on a few members. This may be the reason why policies and procedures tend to be informal, and why coverage from media, while not bad, is yet to help adequately project and promote the CBP. The working relations are good between the Executive and other organisations.

Areas needing attention:

- ★ *Media Relations*
- ★ *Broader responsibility by more members of the Executive*

- ☆ *Preparation of Strategic Plan (in progress)*
- ☆ *Ensuring that operational plans are completed for all programmes*
- ☆ *Ensuring operational plans are costed annually*
- ☆ *Developing more formal procedures and decision-making practices,*
- ☆ *Regular documentation of procedures and decision-making practices*

A: VISION & ORGANISATIONAL STRUCTURE (Executive)



A1: Knowledge, Understanding & Clarity of Organisational Structure

Average score for Executive = 5

"There is full knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by all players (Secretariat, Executive, Working Groups and member agencies) "

A 2: Organizational Mission

Average score for Executive = 4

" The CBP mission is recognized and understood and directs activities "

A.3 Organisational Roles

Average score for Executive = 4

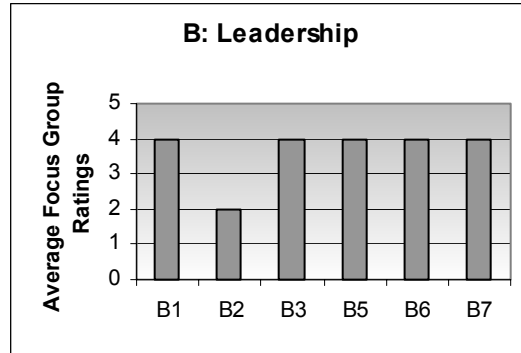
"Representatives endorse the roles and responsibilities of all paid and unpaid officers of the CBP and these roles are documented and available."

A.4: Internal Communications

Average score for Executive = 4

"Some of the formal communications channels facilitate long range vision and integrate written and verbal communication; communications are usually documented and distributed on a routine basis "

B: LEADERSHIP (Executive)



B 1: Governing Board Composition

Average score for Executive = 4

"Organization's Executive members address most skill sets needed for governance of the organization."

B 2: Executive Responsibility

Average score for Executive = 2

"Only a few Executive members contribute time or effort to the organization's governance."

B3: Secretariat /Coordinator Working Relations

Average score for Secretariat working with Executive = 4

"Secretariat /Coordinator has constructive working relations "

B5: Member Agency Capacity-Building

Average score for Executive = 4

"The body maintains regular contact with other stakeholders, has prioritized its own knowledge gaps and those of key fellow stakeholders, and takes the initiative to promote sharing of best practices for the purpose of capacity building on an ongoing basis."

B6: Decision-Making Processes

Average score for Executive = 4

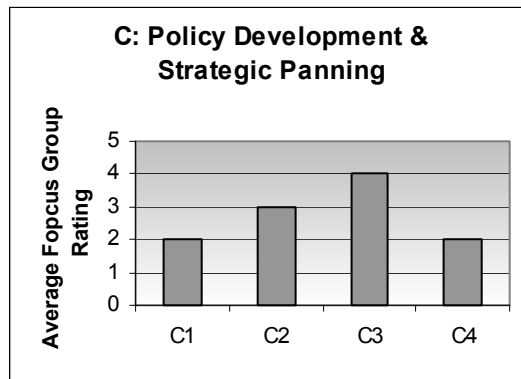
"Representatives value teamwork and develop plans, strategies or structures and attempt to delegate authority and responsibility for timely decision making "

B7: Management of Organizational Change

Average score for Executive = 4

"Representatives are proactive in leading organizational change, development and innovation, and periodically review and update their strategies, structures, and procedures accordingly - especially for continuity & transition."

C. POLICY DEVELOPMENT & STRATEGIC PLANNING (Executive)



C1. : Strategic Planning

Average score for Executive = 2

" A Strategic plan is outdated or being prepared "

C 2: Operational Planning

Average score for Executive = 3

"Annual operating plans completed for most programs in the past year but not costed."

C.3: Impact assessment (achievement of the mission)

Average score for Executive = 4

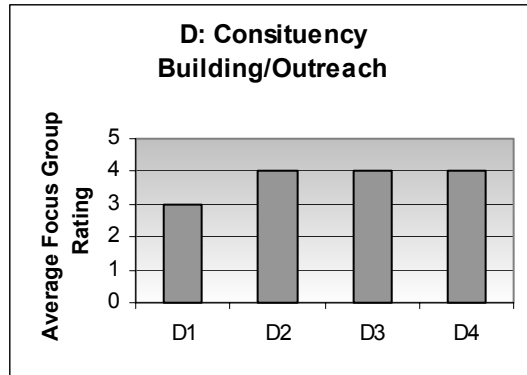
"Representatives periodically assess progress toward achieving the mission."

C 4: Policies and Procedures

Average score for Executive = 2

"Informal procedures and standard decision-making practices are agreed upon by the organization; some are documented but not regularly followed."

D: CONSTITUENCY BUILDING/OUTREACH (Executive)



D 1: Press/Media Relations

Average score for Executive = 3

"Organization takes active steps to garner favorable coverage in local press/media on an occasional basis."

D 2: Working Relations with Other Organizations

Average score for Executive = 4

"Organization has working relations and/or ongoing joint projects with several strategic partner organizations."

D 3: Government Relations

Average score for Executive = 4

"Organization has general constructive working relations with relevant governmental agencies, and participates periodically in official events and on parenting commissions/initiatives "

D4: Legitimacy

Average score for Executive = 4

"Organization is generally well respected by various actors in the parenting and childcare sector and the events it convenes generally attract attention; seen as a generally reliable source/resource "

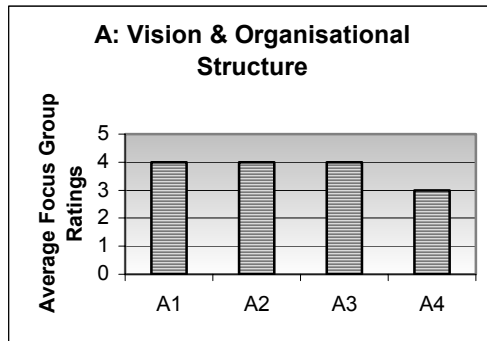
THE SECRETARIAT

Overall, the Secretariat's performance scores were between average and good for the most part, with only one score of 2. The Secretariat's working relations with the CBP Executive, Working Groups and Member Agencies was also seen to be fairly good, particularly the relationship with the Executive. While the Secretariat was seen to be effective in terms of development of plans, being a team player and being proactive, there were some shortcomings when it came to follow-up/evaluation. There was certainly clarity on the mission of the CBP and the attending roles and responsibilities.

Areas needing attention:

- ★ *Media Relations*
- ★ *Follow-up/ Monitoring of programmes and projects*
- ★ *Improve/consolidate relations with Government agencies and departments*
- ★ *Improve/consolidate relationships with member agencies*
- ★ *More detailed operational plans*
- ★ *More formal procedures, especially re documentation and follow-up*

A: VISION & ORGANISATIONAL STRUCTURE (Secretariat)



A1: Knowledge, Understanding & Clarity of Organisational Structure

Average score for Secretariat = 4

"There is full knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by most players"

A 2: Organizational Mission

Average score for Secretariat = 4

" The CBP mission is recognized and understood and directs activities"

A.3 Organisational Roles

Average score for Secretariat = 4

"Representatives endorse the roles and responsibilities of all paid and unpaid officers of the CBP and these roles are documented and available."

A.4: Internal Communications

Average score for Secretariat = 3

"Communications channels include regular staff and program meetings; the organization documents and distributes most pertinent information in writing."

B: LEADERSHIP (Secretariat)

B3: Secretariat /Coordinator Working Relations

Average score for Secretariat working with Executive = 4

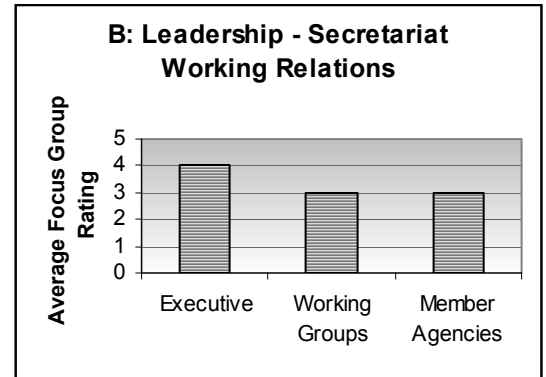
"Secretariat /Coordinator has constructive working relations"

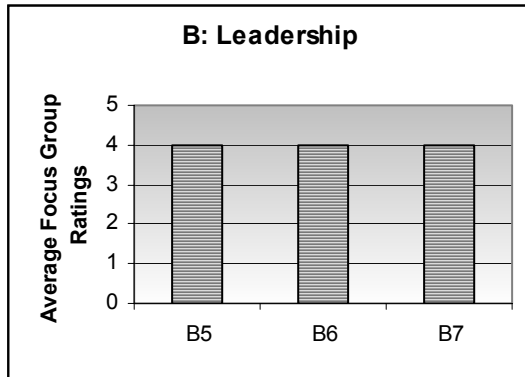
Average score for Secretariat working with Working Groups = 3

"Secretariat /Coordinator has satisfactory working relations"

Average score for Secretariat working with Member Agencies = 3

"Secretariat /Coordinator has satisfactory working relations"





B5: Member Agency Capacity-Building

Average score for Secretariat = 4

"The body maintains regular contact with other stakeholders, has prioritized its own knowledge gaps and those of key fellow stakeholders, and takes the initiative to promote sharing of best practices for the purpose of capacity building on an ongoing basis."

B6: Decision-Making Processes

Average score for Secretariat = 4

"Representatives value teamwork and develop plans, strategies or structures and attempt to delegate authority and responsibility for timely decision making"

B7: Management of Organizational Change

Average score for Secretariat = 4

"Representatives are proactive in leading organizational change, development and innovation, and periodically review and update their strategies, structures, and procedures accordingly - especially for continuity & transition. "

C. POLICY DEVELOPMENT & STRATEGIC PLANNING (Secretariat)



C 2: Operational Planning

Average score for Secretariat = 3

"Annual operating plans completed for most programs in the past year but not costed."

C.3: Impact Assessment (achievement of the mission)

Average score for Secretariat = 4

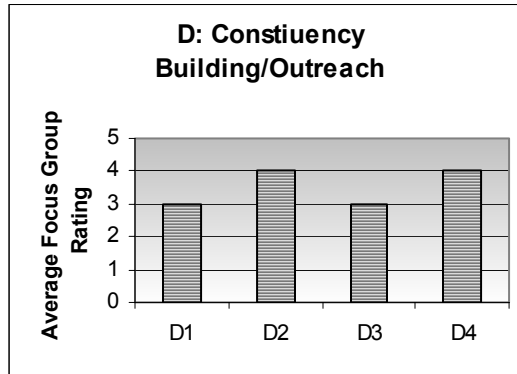
"Representatives periodically assess progress toward achieving the mission."

C 4: Policies and Procedures

Average score for Secretariat = 2

"Informal procedures and standard decision-making practices are agreed upon by the organization; some are documented but not regularly followed"

D: CONSTITUENCY BUILDING/OUTREACH (Secretariat)



D 1: Press/Media Relations

Average score for Secretariat = 3

"Organization takes active steps to garner favorable coverage in local press/media on an occasional basis."

D 2: Working Relations with Other Organizations

Average score for Secretariat = 4

"Organization has working relations and/or ongoing joint projects with several strategic partner organizations."

D 3: Government Relations

Average score for Secretariat = 3

"Organization has working relations with some relevant governmental agencies and occasionally participates in official events and on parenting commissions/initiatives."

D4: Legitimacy

Average score for Secretariat = 4

"Organization is generally well respected by various actors in the parenting and childcare sector and the events it convenes generally attract attention; seen as a generally reliable source/resource "

THE WORKING GROUPS

The Working Groups received a satisfactory rating in terms of their understanding and appreciation of roles and responsibilities, and relations with the Secretariat. They were also given a satisfactory rating for their facilitating the capacity building of other bodies. There was recognition of teamwork, the development of plans and delegating authority etc. However, the Working Groups were seen as needing to acknowledge the need for organisational change, innovation and occasional review, updating of strategies and procedures.

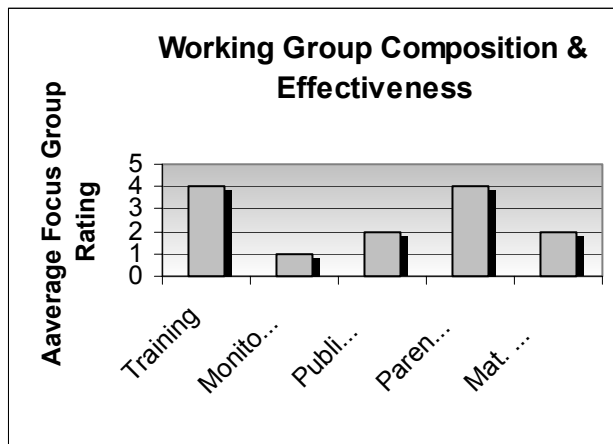
The composition and effectiveness of the Working Groups saw some disparities. This was perhaps reinforced at the Quarterly meeting where only the Training, Parent Support and Materials Development Working Groups (Mat. Dev.) had representatives that presented quarterly reports of meetings and activities. There was no representative from the Monitoring, Evaluation and Research (MER) or Public Education and Advocacy Working Groups (PEA), both of which received low ratings from the Focus Group. The Materials Development Working Group was also given a low rating, however that could reflect the general inactivity of that Group up until recently.

The Working Groups were seen as satisfactory in their media relations and general outreach to governmental or other agencies.

Areas needing attention:

- ★ *Need for greater awareness of the CBP mission and roles*
- ★ *Improved communications with Secretariat*
- ★ *Strengthening of the PEA, MER and Mat. Dev. Working Groups*
- ★ *Encouragement for the continued growth/activity of the Parent Support and Training Working Groups*
- ★ *Improve general media relations*
- ★ *Encourage relationships/collaboration and communication with other Working Groups*
- ★ *Need to make working policies and procedures more formalised than at present.*

A: VISION & ORGANISATIONAL STRUCTURE (Working Groups)



A1: Knowledge, Understanding & Clarity of Organisational Structure

Average score for Working Groups = 4

"There is full knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by most players."

A 2: Organizational Mission

Average score for Working Groups = 3

"The CBP mission is recognized and understood and sometimes directs activities."

A.3 Organisational Roles

Average score for Working Groups = 3

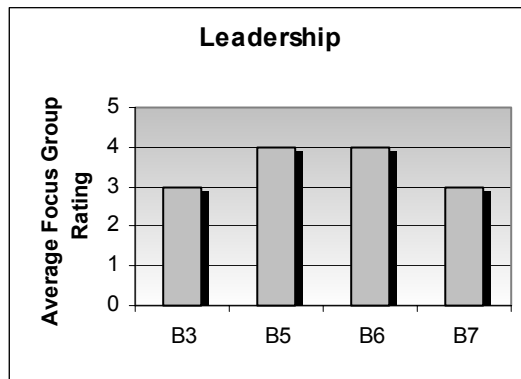
"Representatives are aware of and support the roles and responsibilities of all paid and unpaid officers of the CBP "

A.4: Internal Communications

Average score for Working Groups = 3

"Communications channels include regular staff and program meetings; the organization documents and distributes most pertinent information in writing."

B: LEADERSHIP (Working Groups)

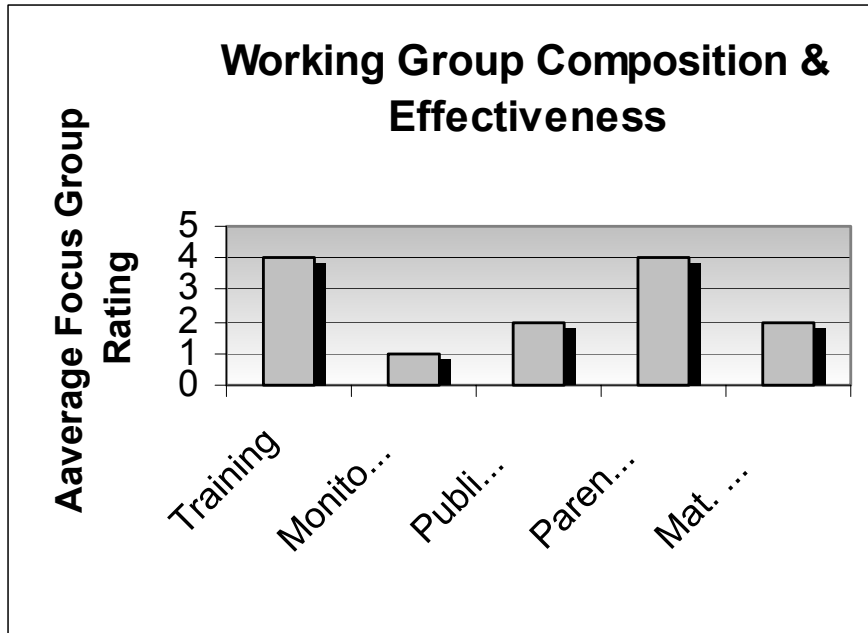


B3: Secretariat /Coordinator Working Relations

Average score for Secretariat working with Working Groups = 3

"Secretariat /Coordinator has satisfactory working relations."

B4: Working Group Composition and Effectiveness



Training = 4

"Working Group consists of member agencies that meet regularly and actively work towards fulfilling the action plans they develop annually and also collaborate with other Working Groups where necessary "

Monitoring Evaluation & Research = 1

"Working Group consists primarily of a one or two member agencies/individuals that meet occasionally or not at all and therefore do not effectively address the action plans."

Public Education & Advocacy = 2

"Working Group consists of a small number of member agencies that meet periodically and make attempts towards fulfilling some of the action plans "

Parent Support = 4 "

"Working Group consists of member agencies that meet regularly and actively work towards fulfilling the action plans they develop annually and also collaborate with other Working Groups where necessary "

Materials Development = 2

"Working Group consists of a small number of member agencies that meet periodically and make attempts towards fulfilling some of the action plans "

B5: Member Agency Capacity-Building

Average score for Working Groups = 4

" The body maintains regular contact with other stakeholders, has prioritized its own knowledge gaps and those of key fellow stakeholders, and takes the initiative to promote sharing of best practices for the purpose of capacity building on an ongoing basis."

B6: Decision-Making Processes

Average score for Working Groups = 4

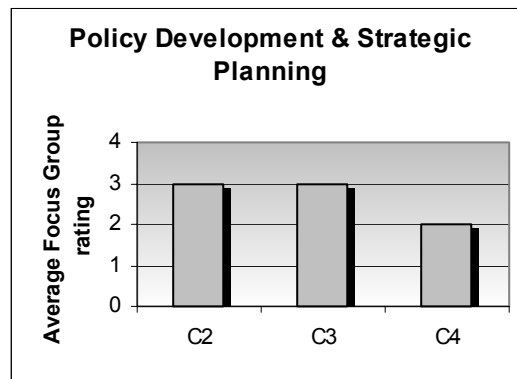
"Representatives value teamwork and develop plans, strategies or structures and attempt to delegate authority and responsibility for timely decision making."

B7: Management of Organizational Change

Average score for Working Groups = 3

"Representatives acknowledge the need for organizational change, development and innovation, and occasionally review and update their strategies, structures, and procedures accordingly."

C. POLICY DEVELOPMENT & STRATEGIC PLANNING (Working Groups)



C 2: Operational Planning

Average score for Working Groups = 3

"Annual operating plans completed for most programs in the past year but not costed."

C.3: Impact assessment (achievement of the mission)

Average score for Working Groups = 3

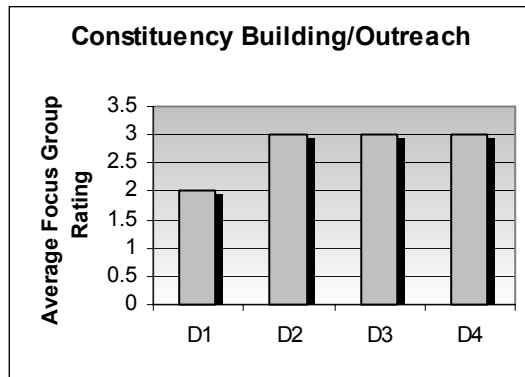
"Representatives occasionally assess progress toward achieving the mission."

C 4: Policies and Procedures

Average score for Working Groups = 2

"Informal procedures and standard decision-making practices are agreed upon by the organization; some are documented but not regularly followed."

D: CONSTITUENCY BUILDING/OUTREACH (Working Groups)



D 1: Press/Media Relations

Average score for Working Groups = 2

"Organization obtains some favorable coverage in local press/media on a random basis."

D 2: Working Relations with Other Organizations

Average score for Working Groups = 3

"Organization has working relations, and at least one ongoing joint project, with partner organizations."

D 3: Government Relations

Average score for Working Groups = 3

"Organization has working relations with some relevant governmental agencies and occasionally participates in official events and on parenting commissions/initiatives "

D4: Legitimacy

Average score for Working Groups = 3

"Organization is moderately respected by some actors in the parenting and childcare sector and the events it convenes attract some degree of attention; seen as a moderate source/resource "

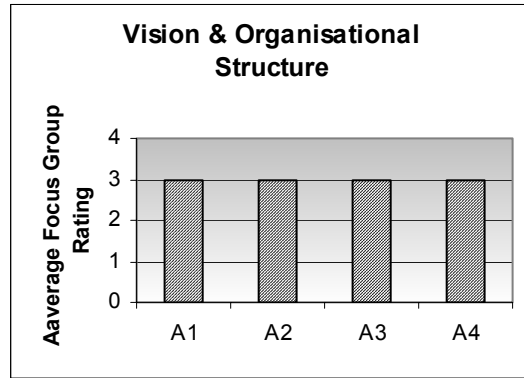
THE MEMBER AGENCIES

Overall, the ratings for the Member Agencies were low to satisfactory. It should be kept in mind, that many of the items considered would have some blurring of lines with Working Groups or the overall concept of the Coalition, which is an umbrella of Member Agencies. Nevertheless, it was felt that the agencies in and of themselves had a fair notion of the CBP's mission and roles etc. During the discussion, it was voiced and generally agreed, that sometimes it is only the individual who represents their agency on a Working Group or some other official capacity that is aware of the CBP and it's activities. Each agency is different - some having leadership that require regular reporting from their representative, others that do not. It may only be a department of an agency that has any relevant interest or concern with the CBP (e.g. the Curriculum Development section of HEART, which has a representative on the Training Working Group). As such, the level of knowledge, interest and general awareness will vary from agency to agency. It was noted that more than one representative from an agency could sit on a Working Group (e.g. Jamaica Assoc. for the Deaf has a representative on the Parent Support Working Group, and another on the training Working Group)

Areas needing attention:

- ★ *Improve general level of awareness of CBP activities, mission etc. within Member Agencies*
- ★ *Encourage relations/collaboration between and among Member Agencies*
- ★ *Encourage sharing of information*
- ★ *Build the image of the CBP for greater agency buy-in*

A: VISION & ORGANISATIONAL STRUCTURE (Member Agencies)



A1: Knowledge, Understanding & Clarity of Organisational Structure

Average score for Member Agencies = 3

"There is some knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by all players"

A 2: Organizational Mission

Average score for Member Agencies = 3

"The CBP mission is recognized and understood and sometimes directs activities."

A.3 Organisational Roles

Average score for Member Agencies = 3

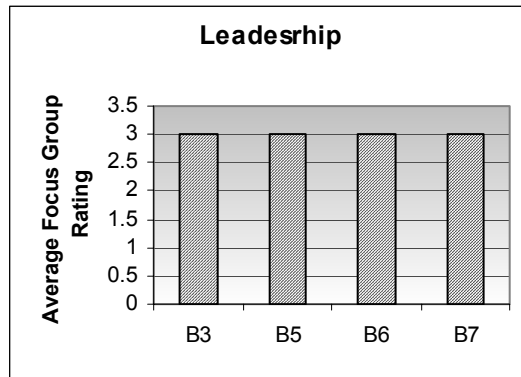
"Representatives are aware of and support the roles and responsibilities of all paid and unpaid officers of the CBP"

A.4: Internal Communications

Average score for Member Agencies = 3

"Communications channels include regular staff and program meetings; the organization documents and distributes most pertinent information in writing"

B: LEADERSHIP



B3: Secretariat /Coordinator Working Relations

Average score for Secretariat working with Member Agencies = 3

" Secretariat /Coordinator has satisfactory working relations "

B5: Member Agency Capacity-Building

Average score for Member Agencies = 3

"The body has recognized the importance of identifying and sharing best practices with other stakeholders, has informally identified some knowledge gaps, and takes action to share this information with others on an ad hoc basis."

B6: Decision-Making Processes

Average score for Member Agencies = 3

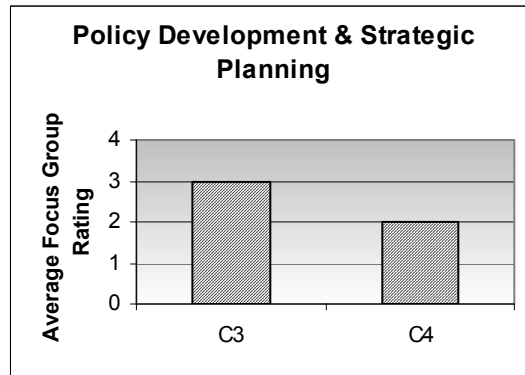
"Representatives promote teamwork and occasionally develop plans to delegate responsibility for decision making"

B7: Management of Organizational Change

Average score for Member Agencies = 3

"Representatives acknowledge the need for organizational change, development and innovation, and occasionally review and update their strategies, structures, and procedures accordingly"

C. POLICY DEVELOPMENT & STRATEGIC PLANNING



C.3: Impact assessment (achievement of the mission)

Average score for Member Agencies = 3

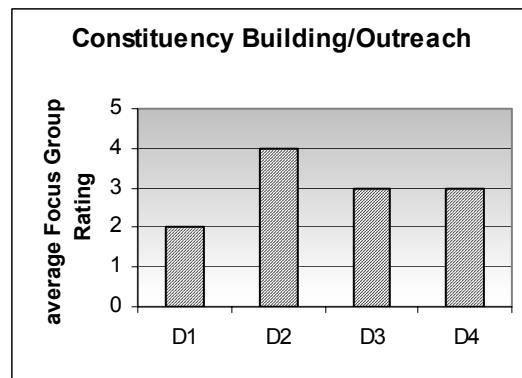
"Representatives occasionally assess progress toward achieving the mission"

C 4: Policies and Procedures

Average score for Member Agencies = 2

"Informal procedures and standard decision-making practices are agreed upon by the organization; some are documented but not regularly followed."

D: CONSTITUENCY BUILDING/OUTREACH



D 1: Press/Media Relations

Average score for Member Agencies = 2

"Organization obtains some favorable coverage in local press/media on a random basis."

D 2: Working Relations with Other Organizations

Average score for Member Agencies = 4

"Organization initiates a media strategy to receive favorable coverage in local press/media on a regular basis"

D 3: Government Relations

Average score for Member Agencies = 3

"Organization has working relations with some relevant governmental agencies and occasionally participates in official events and on parenting commissions/initiatives"

D4: Legitimacy

Average score for Member Agencies = 3

"Organization is moderately respected by some actors in the parenting and childcare sector and the events it convenes attract some degree of attention; seen as a moderate source/resource."

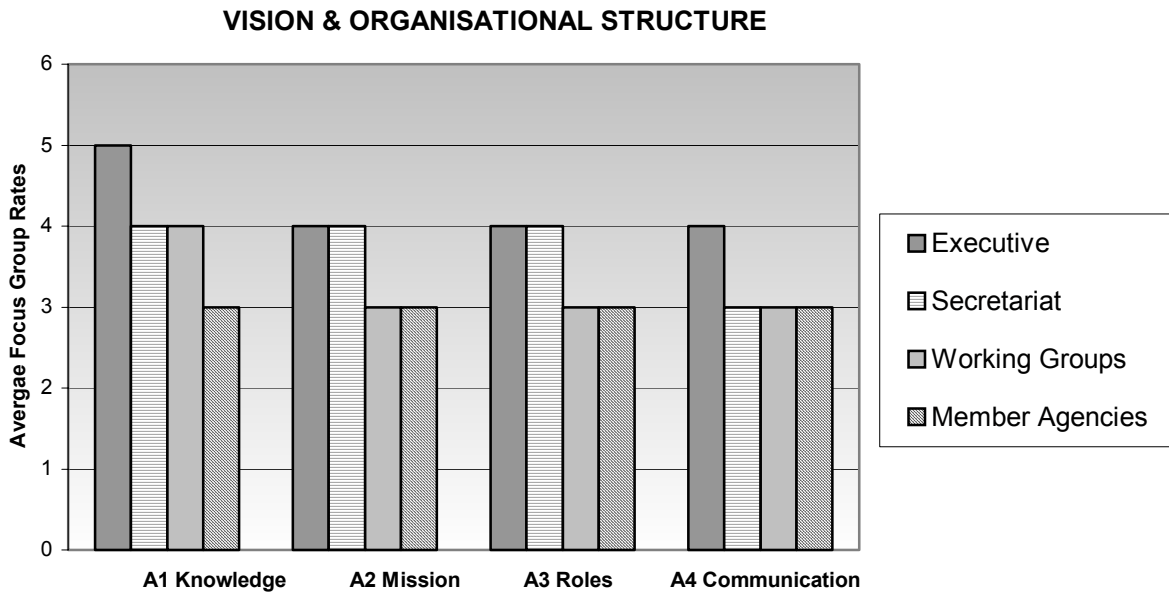
Overall Analysis

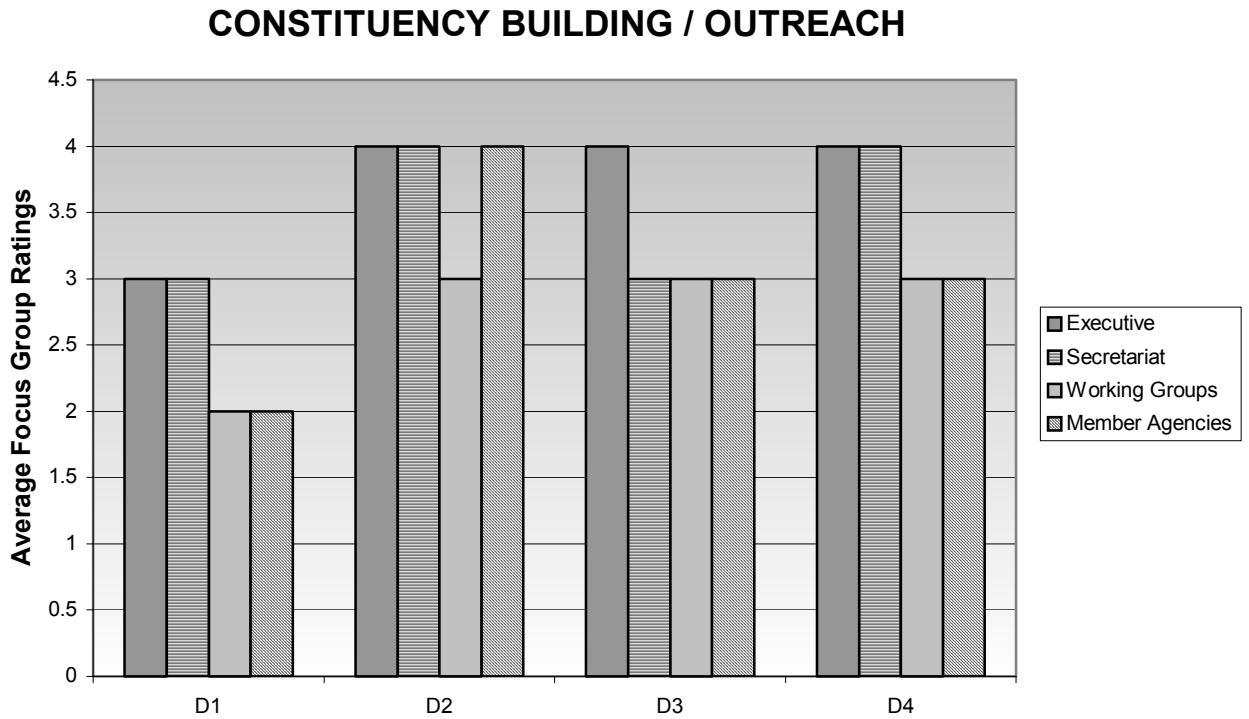
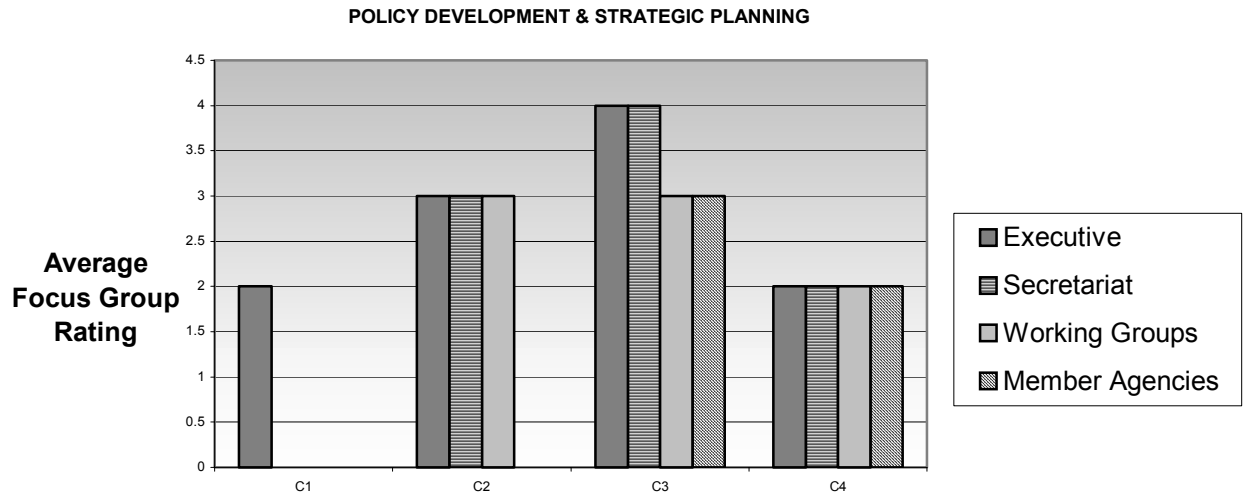
The Focus group process focussed primarily on the **Leadership/Governance** and **Management** aspects of the Coalition. To some extent the **Partnerships and External Relations** were also considered. Overall, the Executive was seen to be doing well and the Secretariat not doing too badly either. They could be seen to be in an '*expanding*' position, not quite yet mature. They are, however, at a 'basic' or 'nascent' position with respect to policy development and strategic planning and also with respect to using the media, particularly for image building. It was felt that "the CBP is "not sufficiently on the map yet" and needs greater visibility, not only for the general public, but for the Member Agencies. The external presence and legitimacy of the organisation needs strengthening, and this it was felt, would assist with the 'buy-in' of senior policy makers and the decision-making levels of organisations.

To a lesser and more inconsistent way, the Working Groups and Member Agencies are doing fairly well. They could be seen as being in a more '*emerging*' position. They are in a similar "*nascent*" position with respect to strategic planning and media relations. There was a view that agency heads should be somewhat more aware and involved with the CBP.

The report by consultant, Carol Narcisse, speaks more directly to the **Human Resource** needs and challenges of the Secretariat and hence the CBP (see attached). Since the Secretariat is the 'face, hands and feet' of the CBP, its position is strongly considered as BEING the Coalition. The Secretariat's success or failure directly impacts and reflects the success or failure of the CBP.

While the response on the **Management of Financial Resources** is not reflected in this analysis, some concerns were expressed about the need for additional sources of funding. The need for the CBP to become a registered company was also expressed, as this will allow the collection of membership dues.





Areas needing attention

EXECUTIVE:

- ☆ *Media Relations*
- ☆ *Broader responsibility by more members of the Executive*
- ☆ *Preparation of Strategic Plan (in progress)*
 - ☆ *Ensuring that operational plans are completed for all programmes*
 - ☆ *Ensuring operational plans are costed annually*
- ☆ *Developing more formal procedures and decision-making practices,*
- ☆ *Regular documentation of procedures and decision-making practices*

SECRETARIAT

- ☆ *Media Relations*
- ☆ *Follow-up/ Monitoring of programmes and projects*
- ☆ *Improve/consolidate relations with Government agencies and departments*
- ☆ *Improve/consolidate relationships with member agencies*
- ☆ *More detailed operational plans*
- ☆ *More formal procedures, especially re documentation and follow-up*

WORKING GROUPS

- ☆ *Need for greater awareness of the CBP mission and roles*
- ☆ *Improved communications with Secretariat*
- ☆ *Strengthening of the PEA, MER and Mat. Dev. Working Groups*
- ☆ *Encouragement for the continued growth/activity of the Parent Support and Training Working Groups*
- ☆ *Improve general media relations*
- ☆ *Encourage relationships/collaboration and communication with other Working Groups*
- ☆ *Need to make working policies and procedures more formalised than at present.*

MEMBER AGENCIES

- ☆ *Improve general level of awareness of CBP activities, mission etc. within Member Agencies*
- ☆ *Encourage relations/collaboration between and among Member Agencies*
- ☆ *Encourage sharing of information*
- ☆ *Build the image of the CBP for greater agency buy-in*

SWOT Findings

Each individual at the Focus group session was given a SWOT form to complete, giving three examples for each section (Strengths, Weaknesses, Opportunities and Threats). Due to time constraints at the Focus group, some of these were taken away, with promises to send them in to the Secretariat. Only four were received. At the time of writing, three weeks after the session and phone calls for submission, the consultant decided to pursue and analysed the four returned SWOT forms. It should be noted that this difficulty with getting responses from individuals and/or agencies has been a feature of the consultancy and the results should be seen in that light.

The SWOT findings were noted and then grouped under the following headings:

- | | |
|--|---|
| A Leadership/Governance | F Service (project/programme etc.)
creation/delivery |
| B Management Practices | G External Relations |
| C Management of Human Resources | H Partnerships |
| D Management of Financial Resources | I Resource Generation/Mobilisation and
Marketing |
| E Management of Informational
Resources | |

For the following analysis, the Strengths and Opportunities are listed first, with the Weaknesses and Threats following.

STRENGTHS

The main strengths of the CBP fell in the categories of **Management of Human Resources, Service Creation/delivery and Partnerships**. The respondents felt that *"there is a core group of individuals and agencies that are committed to seeing the CBP succeed."* It was felt that there is enthusiasm and strength in the diversity of the membership and that this can only have a positive impact on parenting in Jamaica. The services offered were necessary and CBP's existence seen as an advantage.

To a lesser extent, **Leadership/Governance** and **Management Practices** were seen as strengths. The Secretariat was seen as being quite efficient, and the use of Working Groups was seen a strength.

OPPORTUNITIES

Again, the **Service Creation/delivery**, **Partnerships** and **Leadership/Governance** were seen as opportunities for the CBP. It was felt that the CBP could take advantage of **External Relations**. The development of the Resource Center as a regional source was seen as a service that the both the public (regional) and the CBP could benefit from. Member Agency support would be critical in advancing the mission of the CBP. It was also suggested that the music industry be sought to support the CBP in public education activities. The general crisis in the Jamaican Family was seen as offering relevance and legitimacy for the work of the CBP.

There were also indications that steps have begun re diversifying the CBP's funding sources, which would provide a strong platform for further support.

WEAKNESSES

The weaknesses expressed were somewhat spread over the categories. However, **Management Practices**, **Management of Financial Resources** and **Management of Information Resources** were the main weaknesses cited. It was felt meetings and follow-up action is inconsistent, especially for sharing information and updates. Limited public education, poor reporting and communication systems and the general inconsistency of support from member agencies were all cited as weakness of the CBP. Further, the dependence on one source of funding and the cash-flow crisis for the past few years were seen as making the organisation fragile.

To a lesser extent, the legal status of the CBP (i.e. not being a registered company) was seen as shortsighted as certain benefits cannot be taken advantage of. It was further stated that the Secretariat was weak with respect to financial management and handling programme delivery.

THREATS

The primary threats for the CBP were seen as the **Management of Human Resources and Resource Generation**. Again, the lack of commitment by member agencies and the instability of the Secretariat could hamper the attainment of the CBP's objectives. The frequent staff-turn over in the Secretariat and to a lesser extent, the Working Groups can seriously affect the organisation. The need to be sustainable was referred to, as was the need to identify varied and reliable sources of funding for the organisation.

External factors, such as the social and economic conditions of the country will fuel increased levels of crime, unemployment and poverty which will continue to frustrate parents, making the work of the CBP more challenging.

Prioritised Goals of the Coalition for Better Parenting

The Focus group participants were each given a list of five (5) goals as identified through various consultations and deliberations over the past few years. This list was provided as a guide. The intention was not to debate the validity of each (as this has been done many times before), but to place them in order of priority. The following form was given, with the right-hand column for participants to indicate the number/priority (with #1 being highest priority)

VISION - What we see as the ideal

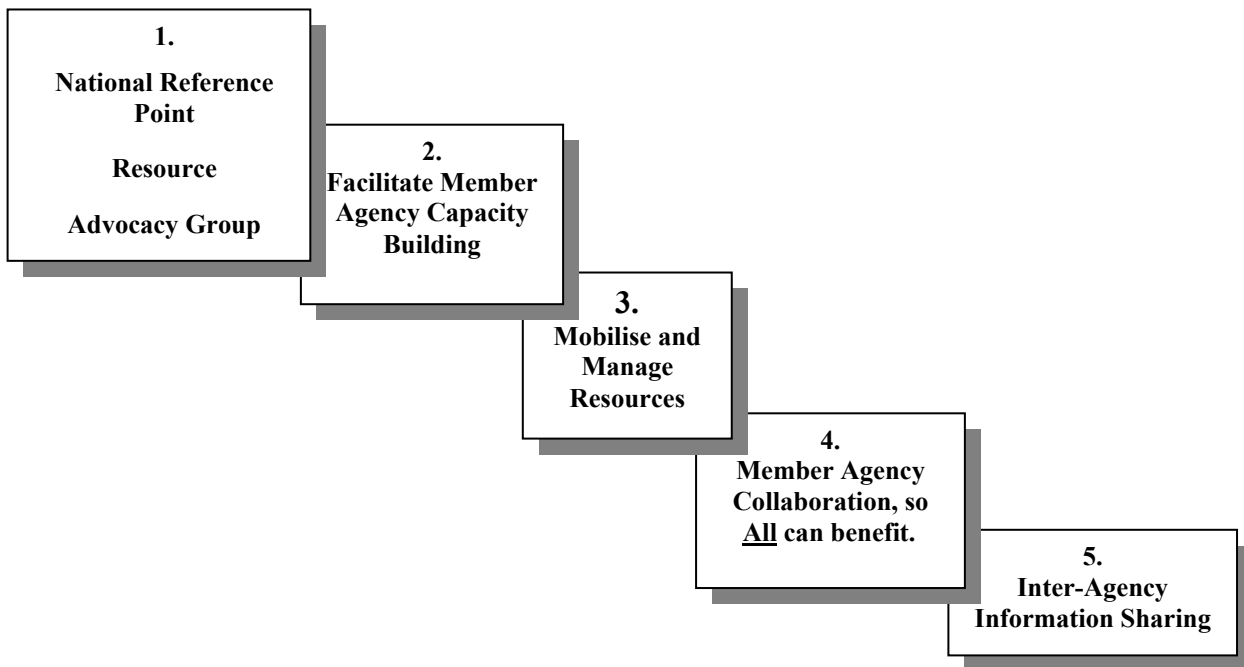
MISSION - Why we exist

GOALS - the targets we set ourselves in order to achieve the mission and by extension, the vision; these are:

☆	To be recognised and function as a national reference point and resource and to be an advocacy group on parenting issues.	
☆	To facilitate inter-agency information sharing towards constituency building (via newsletter, website, etc.)	
☆	To facilitate member agency capacity building towards strengthening parenting initiatives (via training, seminars, workshops, etc.)	
☆	To mobilise and manage resources towards facilitating member agency access to funding	
☆	To facilitate the convergence and collaboration of member agency efforts to achieve specific products and services from which <u>all</u> agencies can benefit.	

The final prioritised goals of the CBP were:

- 1 To be recognised and function as a national reference point and resource and to be an advocacy group on parenting issues.**
- 2 To facilitate member agency capacity building towards strengthening parenting initiatives (via training, seminars, workshops, etc.)**
- 3 To mobilise and manage resources towards facilitating member agency access to funding**
- 4 To facilitate the convergence and collaboration of member agency efforts to achieve specific products and services from which all agencies can benefit.**
- 5 To facilitate inter-agency information sharing towards constituency building (via newsletter, website, etc.)**



PART B

The second section of the review (E- H) was conducted with specific persons who are acquainted with the programmes and the human and financial resources management of the Coalition for Better Parenting. These included the Chairperson, immediate past-chairperson, Treasurer, immediate past Secretariat Coordinator, Accountant and the representative from the Women's Center of Jamaica Foundation. As with the previous sections, the ratings were from a low of one to a high of five. The rates were then averaged. Interviews/discussions were also held with representatives from both major funding sources (Ministry of Education, Youth and Culture and UNICEF Jamaica) to ascertain any weaknesses, delays or other challenges faced working with the CBP and for recommendations for the optimum operations of the CBP.

When the CBP Secretariat removed from the Guidance and Counselling Unit of the Ministry of Education to the Women's Center, an arrangement was established whereby the Women's Center would also provide financial services for the CBP since it did not have its own bank account to channel funds. This arrangement continues to date, even though the Secretariat recently moved to independent office space nearby.

The financial contributions to the CBP are primarily through disbursements from UNICEF and the Ministry of Education, Youth and Culture. Recently some additional support has been received from a corporate entity, Grace, Kennedy and Company Limited. A series of workshops for the Jamaica Social Investment Fund (JSIF) also brings in a small percentage to the Secretariat and workshop facilitators.

One Coordinator and one Administrative Assistant currently staff the Secretariat. An accountant is engaged periodically for reconciliation and other accounting services as required by the Secretariat. Technical consultants are hired for specific projects.

Projects/Programmes are implemented either directly through the CBP Secretariat or via member agencies. Funding for these is from UNICEF Jamaica.

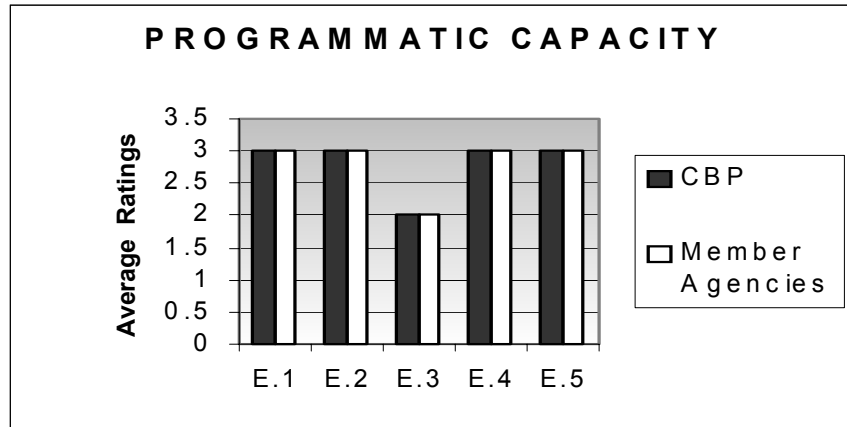
E. PROGRAMMATIC CAPACITY

The CBP and its member agencies appear to be fairly clear about the programmes and projects implemented. The aims and objectives, the personnel and staff executing them, the consultation of stakeholders all seem to be sufficient as is the overall project management. It was noted, however, that while stakeholders are almost always consulted, their response is not always forthcoming, so often their silence may be interpreted as agreement or compliance.

Where there is a deficit is in the monitoring and evaluation process of these programmes. This can affect follow-up and consolidation in future programmes. The Monitoring, Evaluation and Research Working group was seen to be too limited in numbers and had not been as effective as would have been preferred. However, it was seen that *some* evaluation is accomplished at the periodic executive and quarterly members meetings. Overall, it was felt that the challenges of resources (financial and human) affected the ability of the CBP and its member agencies to do adequate evaluations of programmes.

Areas needing attention:

- ★ Strengthen the overall project management capabilities of the CBP staff, especially with respect to monitoring and evaluation.
- ★ Strengthen the overall project management capabilities of member agencies, especially with respect to monitoring and evaluation
- ★ Ensure that pre- and post-evaluations are done where possible for **all** projects/programmes and documentation (reports etc.) completed and supplied to the CBP Secretariat for their records
- ★ Programme/project reports should not just be accounting for how funds were spent but should include any impact on the stakeholders



E.1 Project/ Program Identification and Planning

Average score for the overall CBP = 3

Average score for member Agencies = 3

"Body has a set of programs not out of line with its mission, some of which it manages professionally, delivering occasionally relevant and concrete project results."

E.2 Program Management

Average score for overall CBP = 3

Average score for member Agencies = 3

" Body demonstrates fairly consistent quality in project implementation, sometimes including monitoring of progress/impact and sometimes making mid-project adjustments"

E.3 Monitoring of Progress and Impact

Average score for the overall CBP = 2

Average score for Member Agencies = 2

" Body has limited capability and has difficulty evaluating impact, relevance and scale of its programs and its project beneficiaries"

E.4 Experience & Expertise Available to Accomplish Mission

Average score for overall CBP = 3

Average score for member Agencies = 3

" The body has at its disposal some of the experienced staff and technical or other expertise as required by the plan to carry out some of the projects within the stipulated time frame"

E.5 Constituency ownership - stakeholders influence service delivery

Average score for overall CBP = 3

Average score for member agencies = 3

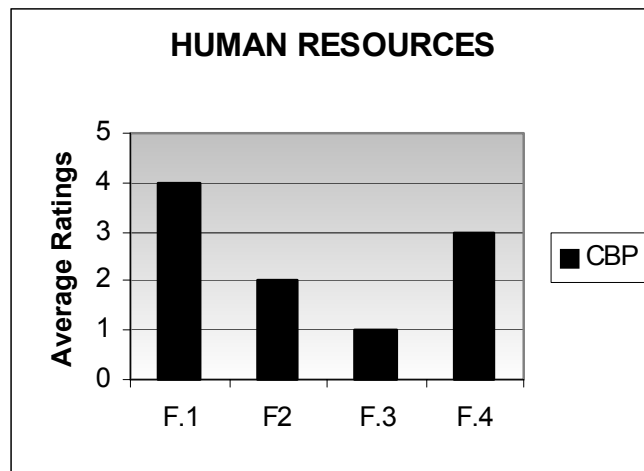
" The stakeholders are sometimes consulted and are sometimes involved in projects implemented by the body"

F: HUMAN RESOURCES

The recruitment process of the CBP is seen to be fairly good and based on identified needs of the organisation. Compensation is competitive, but it was noted that there are currently no benefits offered to staff. This brought down the rating somewhat. The lack of a clear-cut process or system for staff orientation and assessment brought the ratings down. Discussions revealed that this could be seen as a liability, creating a feeling of insecurity and ignorance of what is REALLY expected, despite the existence of job descriptions. The outgoing Coordinator felt that this post requires more autonomy to make decisions based on the guidance of the Executive. At present the Coordinator is merely a "rubber stamp." It was also felt that the Board needs to be more diversified and therefore be of greater assistance to the secretariat and overall CBP. At present, all members are from too similar backgrounds.

Areas needing attention:

- ★ The CBP Executive needs to address the issue of benefits in the staff remuneration package
- ★ Develop a clear, systematic process of orientation and support materials for new staff (in addition to job descriptions etc.)
- ★ Develop a system for regular staff assessments (documented and kept on personnel files etc.)



F 1: Recruitment Process

Average score for the CBP = 4

" Positions usually developed based on organisation's needs; job descriptions exist for all posted positions and are used systematically in recruitment."

F 2: Staff Orientation and Development

Average score for CBP = 2

"Organization provides access to orientation and training on an opportunistic and random basis to a few staff."

F 3: Performance Management

Average score for the CBP = 1

"There is little or no systematic supervision or evaluation; no performance-review system in place."

F4: Compensation and Benefits

The average score for the CBP = 3

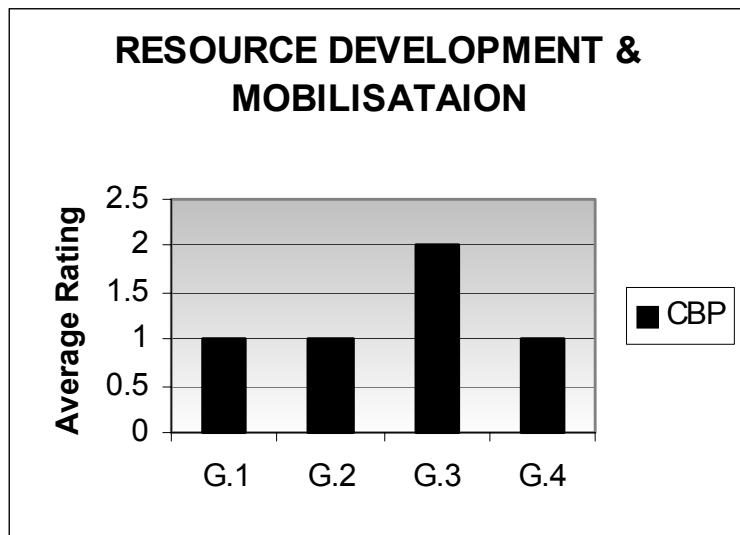
" Salaries and benefits are sometimes comparable to those of similar organizations and the salary scale is moderately equitable."

G: RESOURCE DEVELOPMENT AND MOBILISATION

The CBP has consistently low scores with respect to resource development and mobilisation, indicating that this is not currently a strength of the organisation. However, there does seem to be *some* effort being made to at least start identifying alternative sources.

Areas needing attention:

- ★ Complete the Strategic review and Plan of action for the next 1-3 years, with accommodation for periodic reviews and updating for 5 years.
- ★ Develop a Fundraising Plan - identify the relevant persons/agencies available to consistently/regularly to manage this on an annual basis.
- ★ Follow-ups on identified funders - prepare clear objectives/projects etc. for funders, prepare proposals and follow up until implemented and reviewed.
- ★ Serious attempts to diversify funding sources for projects and institutional strengthening and support.



G 1: Strategic Financial Planning

The average score for the CBP = 1

"Organization has not identified/only just begun to identify the minimum financial need to accomplish programmatic and administrative objectives for the next 3-5 years."

G 2: Fundraising and Development Plan

The average score for the CBP = 1

" No systematic resource/income-generation activities under way"

G.3: Practices & Procedures for Recognising Donors

The average score for the CBP = 2

" CBP has few prescribed mechanisms for seeking, recognising and targeting potential donors but rarely utilises these"

G4: Diversification of Donor Funding Sources

The average score for the CBP = 1

"One funding source (donor) accounts for more than 80% of organization's revenues"

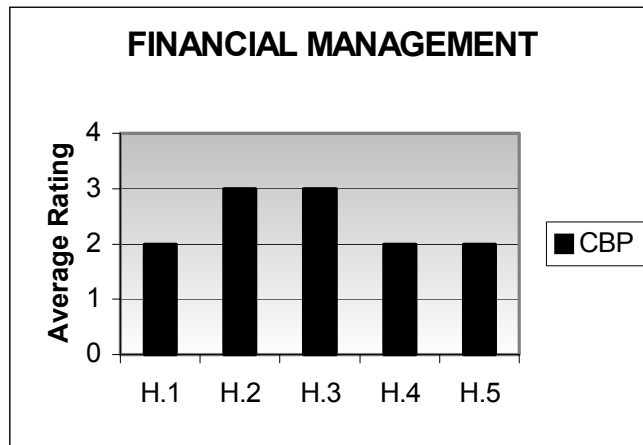
H: FINANCIAL MANAGEMENT

Internally, CBP's financial management is seen to be fairly good, however it is hampered by the current situation of not having its own bank account. This was identified as one of the major hindrances of the CBP, as situation that seriously affects its sense of and capacity for self-management and control. Because of the intermediary role of the Women's Center, the information flow is often hampered (e.g. having to request bank statements, awaiting their delivery or making requests for lodgments and payments may be determined by the schedule in place at the Women's Center). It was further felt that the Secretariat needs someone who is fully responsible for monitoring and controlling the system of accounts, cash flow and the overall handling of funds in the CBP's portfolio. This person should be familiar with the systems and be able to focus on and write a narrative to support the Financial Reports etc. - right now it is purely reconciliation and expenditure reports.

Further, because the CBP has had one primary funder, the requirements of the Secretariat staff have been limited and focussed on their reporting procedures. With an increase in the number of funders (seen as a critical need by all), the demands on the staff will be greater. The current staff does not have this experience. It was also recommended that the CBP conduct a serious inventory, label all items and as far as possible quantify them in order to know what the organisation's asset base is.

Areas needing attention

- ☆ Establish own bank account
- ☆ Develop and/or employ skills in-house (Secretariat) to handle diverse funding sources & requirements
- ☆ Strengthen overall accounting system and office procedures, including regular information to the Executive and member agencies
- ☆ Improve/strengthen external reporting, not just figures but narrative
- ☆ Ensure that the Secretariat is not just 'rubber stamping' for e.g. the Executive, funders, but that there a clear understanding of why documents are approved, more transparency
- ☆ Ensure regular external audits.
- ☆ Conduct a new inventory, label all items, identify base value of assets



H 1: Accounting Systems

The average score for the CBP = 3

"Accounting done by project or donor only, no organization-wide statements conducted"

H 2: Internal Financial Reporting

The average score for the CBP = 3

"Organization-wide and program-specific financial statements, showing cumulative actual income and expenditures versus budgets, produced but not circulated to program managers and/or board."

H 3: Cash Controls

The average rate for the CBP = 3

"Financial controls exist but lack a systematic office procedure"

H 4: External Financial Reporting

The average score for the CBP = 2

"Financial reports and statements for external review are often incomplete or delivered late, including donor reports, balance sheet, income & expense statement, and cash flow."

H 5: External Oversight (Audits)

The average score for the CBP = 2

" Only internal audits conducted."

SUMMARY

The Coalition for Better Parenting is currently in a position of rapid development, with the attendant spurts of growth in one area and delays in other. **Project** identification and implementation can be considered good with areas of weakness that can be addressed, similarly with the handling of **human resources**. There are serious challenges in these areas, however, certain achievements must be recognised and built upon. Structured interventions to upgrade certain inefficiencies in, e.g. remuneration and benefits, orientation and staff assessments will need to be established. Monitoring and regular reviews of projects and attendant documentation will also need to be addressed, with a good information flow to membership.

The **resource development and mobilisation** and the overall **financial management**, however, is in a precarious position and requires urgent attention. It was generally felt that with the registration of the organisation and the establishment of a bank account, the organisation would enjoy greater autonomy and control. However, there should perhaps be some caution against being lulled into a false sense of security on these counts. Some additional training and/or staff for the Secretariat is seen as being critical to ensure that the financial systems are properly developed, understood and managed. One funder, the Ministry of Education was concerned on two fronts:

- (1) The **timeliness** of the relevant documentation reaching their offices for processing. She was concerned that it may seem tardy on the part of the Ministry but in fact, if documentation is late (i.e. not falling within the Ministries regular schedule for processing payments), then there is some rush and tension, and ultimately, officers will be paid late. To avoid this, it was suggested that all documents be submitted to the Ministry EARLY. E.g. for the January advance, the documentation for the last quarter of 2001 should be submitted by late December or early January (N.B. the Ministry pays early in December and in January) this would be much more efficient.

- (2) There was some concern about the **documentation** itself. Where originals cannot be submitted, a certified copy (back and front) should be submitted. Further, there needs to be more than just a claim form but some indication that the person being paid has in fact received such payment. The claim form could have a section at the bottom for the receiver to sign. Also, cover letters MUST be original - these are addressed to the Permanent Secretary. She also noted other policies regarding the payment of mileage, which is usually done in arrears. If a way can be found for the CBP to pay mileage each month to the travelling officer, then the claim would be made to the Ministry at the end of the quarter - this would be a claim by CBP and not the individual. She also said that the Ministry does not pay National Housing trust or Education Tax. The situation regarding these and possible staff benefits are currently being discussed.

These results and discussions demonstrate a need for greater dialogue between the Ministry and the CBP Secretariat and the Executive. The understanding of the Ministry's policies and timeframes need to be very clear and attempts made to keep to these. This again speaks to the need for additional skills and possible additional personnel to give these matters full attention. With additional funders, the Secretariat would need to be on top of each funder's timeframes and schedules and specific requirements.

SECTION C

Introduction

This evaluation⁵ of the Secretariat of the Coalition for Better Parenting (CBP) is part of a process geared towards the development of a strategic plan for the CBP. The specific objectives of this component of the process were:

- 1. To identify the current capacity and areas of need of the CBP Secretariat and staff**
- 2. To Identify specific tasks, roles and responsibilities of the CBP Secretariat**
- 3. To outline specific tasks, roles, responsibilities, skills, attitudes and knowledge required by the staff of the secretariat**
- 4. To ensure that existing staff members are clear about and understand their respective roles and responsibilities**
- 5. To identify relevant recommendations for capacity building of the CBP Secretariat and Staff, inclusive of needed staff policies (e.g. staff meetings, reporting requirements, mechanisms for strategic planning etc)**

The evaluation process was based on interviews carried out with key informants namely

Dr. Kerida Scott-McDonald	-	UNICEF Programme Officer
Colleen Wint-Smith	-	Immediate Past Chairperson, CBP
Yvonne Hood	-	Chairperson, CBP/ Childrens Services Division
Jacqui Moriah	-	First Coordinator, CBP Secretariat
Richard Troupe	-	Treasurer, CBP/ Hope For Children Dev. Co.
Kareen Edwards-Brown	-	Board Member/ National Council on Education
Janet Davis	-	Board Member/ National Family Planning Board
Claudell Brown		Administrative Assistant, CBP Secretariat
Kay Muir	-	Secretariat Coordinator (Outgoing)
Janet Brown	-	CBP Member

In addition to interviews/talks with key individuals, information on the CBP – its Secretariat and staff - was obtained from a review of Annual Reports for 1999 and 2000, and of the Terms of Reference/Job Descriptions and Contracts of staff of the Secretariat.

The challenges associated with the transition process of the Secretariat in 1998-1999 were identified as being that:

- The CBP had limitations in supporting member agencies' efforts to develop and submit project proposals and to access funding from UNICEF.
- The undefined legal status of the CBP had resulted in it being constrained in carrying out certain functions such as operating its own bank account.
- Requests were made to the membership for assistance in setting up the Secretariat but there had been little or no response.
- Member agencies and their representatives were all very busy, but it was hoped that members would make a realistic commitment and define a workable mechanism for meaningful input in the Coalition.

As indicated by Ms. Moriah at the 1999 Annual Conference, member agencies did not appear to feel a sense of obligation or commitment to the CBP and its ideas and it appeared that an element of 'turfism' was creeping in that could hinder the development of the organization.

Findings

The **expectations/visions** of the role and function of a Secretariat of the CBP which were identified by interviewees were that it would be:

- The hub/'glue' of the network – receiving and disseminating information, planning and 'operationalising' the programmes and policies identified by the Executive/Annual Conference
- A source of funding support and technical advice/services for member agencies
- The 'engine' to drive the collaboration process
- The center for coordination of, and mobilization for activities of the coalition
- A national reference point/ clearing house for information on the who, what and where of parenting issues
- Able to carry out coordination of advertising and promotion of the work and best practices of the Coalition and its members to increase public visibility/ awareness, galvanize support for parenting programmes and strengthen the impact of members agencies
- Able to implement effective monitoring and evaluation of programmes/projects

⁵ Narcisse, Carol Evaluation of the Status of the Current Capacity and areas of Need of the Secretariat of the Coalition for Better Parenting, October 2001 - Excerpts

The **main role and functions**, which the Secretariat has been able to fulfill to date, were identified as the following.

- Coordination of meetings and conferences
- Administrative support of working groups
- Dissemination of information to Coalition members
- Project accounting

Constraints to realizing the broader expectations/visions were identified as the:

- **High rate of turn-over in staff** and lack of clearly articulated expectations of the staff and Secretariat
- **Low levels of staff remuneration**, lack of staff benefits and uncertainties with funding which have limited the Coalition's ability to attract staff with high-level skills
- On-going **weaknesses in the area of project accounting** and reporting and the resulting delays in liquidation and disbursement of UNICEF funds which have impacted on morale
- **Lack of 'ownership' of the work** of the Coalition by its members resulting in low participation and response to requests for information
- **Underlying tensions and ill-feelings** related to the role of UNICEF's representative in the operations of the Coalition and due to unresolved issues related to the removal of the Coalition from the confines of the Guidance and Counselling Unit of Ministry of Education and Culture.
- **Multiple demands on the time and attention of the members of the CBP Executive/Board** which has slowed the pace of decision-making and implementation of decisions
- **Lack of real autonomy and trust** of the Coordinator of the Secretariat by the Board/Executive

These constraints were not considered to be insurmountable however. Several suggestions were made as to the environmental context necessary to support a viable secretariat, able to function at the level and in the ways envisioned. The environmental context described included the following elements.

- **Diversified and consistent sources of funds** including Government subvention to supplement project funds and to demonstrate the State's vested interest in seeing a properly functioning entity that strengthens parenting in Jamaica
- **Competent and committed staff with multiple skills** and ability to exercise initiative
- **Diversified skills and competencies** (e.g. legal) at the level of the Coalition's Board/Executive

- **Effective expert working/advisory groups** which interpret the Coalition's Mission and Goals as well as the priorities set at Annual Conferences and defines specific tasks and projects, and advises on the content of and strategies to implement these tasks/projects
- **'Buy-in' of members and key stakeholders** with which the Coalition might collaborate
- Consultative management and decision-making
- **Clarity about the Mission** of the Coalition and the **roles and functions** of each level of the organization
- A culture of **shared responsibility** for the success and effectiveness of the Coalition
- The Coalition, and its Secretariat, **functioning like a business** providing a clear service to its members and the general public.
- General **understanding of and adherence to project accounting** and reporting guidelines

There was a consistency of view among the interviewees that **the Coalition needs to be repositioned in order to improve its attractiveness to its members, potential funders and other stakeholders.** Strategies to achieve this repositioning were identified. These strategies were as follows.

- **Identifying, prioritising and emphasising strategic, core projects and programmes** e.g. training, advocacy, research, materials production, development of expert/specialized knowledge base/service delivery models, events planning and coordination
- **Review of categories and expectations of membership** as not all agencies have parenting programmes as a main or direct area of concern
- **Repackaging of programmes and services** to address needs of specific target groups (e.g. employers, training institutions, government ministries, communities, parents, children and youth etc)
- **Selling the importance/value of the programmes and resources of the CBP to relevant agencies of government, the private sector, donors and the general public** in order to attract contracts for services, grants and in-kind contributions and to increase the number of persons using the services.
- **Developing 'fund management' services** to members inclusive of technical assistance in accounting and project proposal development and project monitoring, evaluation and reporting.
- **Re-launching the CBP** with a media/public event

Existing Capacity of the Secretariat

The existing office of the Secretariat is considered to be good in terms of the physical space available and the location. The equipment available is considered adequate for the Secretariat's present level of functioning. The Secretariat currently has an overhead projector, a television, VCR, photocopier, fax machine, a scanner and two computers with Internet access.

In terms of staff role and functions, staff received written job descriptions and contracts but very little orientation in the case of the Coordinator and no orientation in the case of the Administrative Assistant. Despite the lack of orientation, the Administrative Assistant expressed satisfaction that her actual functions are in keeping with her job description and with her expectations of her role as a secretary.

In the case of the Coordinator, her understanding of her role and functions derived from the demands of the CBP's events that were imminent at the time she was hired (Parents' Week in October and CBP Annual Conference in November) and was also based on the briefing she received.

She understood her functions to be

- Networking with member agencies by disseminating information and soliciting their support for the events
- Coordination of Quarterly meetings
- Monitoring cash flow and preparation of accounts for liquidation of UNICEF project funds
- Preparation of budgets

The Coordinator identified the lack of orientation in the liquidation procedures as a major hindrance in dealing with the project accounting and liquidation process. She also expressed frustration related to the slow pace at which the implementation of legal registration of the organization had moved and in relation to this, expressed the view that having a Board member who is a lawyer would be an asset to the Coalition.

Recommendations for Capacity Building

(A) Staff Policies

The current Administrative Assistant made the following sound suggestions for strengthening the Coalition's personnel policies and staff benefits. The out-going Coordinator in a subsequent interview endorsed these:

- A **staff training programme** to include: introduction to telephone counseling, assistance with training for job-related professional development
- A **Policy and Procedures Manual** to include information on (a) reporting procedures (chain of command) (b) media relations policy (who can speak, when, about what and with whose authorization) (c) confidentiality/communication guidelines related to information flow to members (d) staff evaluations – which should be based on explicit standards/indicators and include self-assessment and discussion between the parties
- **Health insurance** benefits for staff

(B) Staff Complement

There is agreement among persons interviewed that at a minimum the staff complement should include the following three personnel with the following skills and functions.

- **Coordinator/Executive Director** – The Coordinator/Executive Director would be competent with technology, financial and project management skills, have strong organizational development skills, strong advocacy and public speaking skills, strong Human Resource Development (HRD) skills, and be knowledgeable about the Mission of the CBP and about issues in parenting and child development. In terms of functions the Coordinator would oversee the overall functioning and enable proper management of the Coalition and Secretariat, Coordinate Coalition events, guide the development of the Coalition's strategic plans, coordinate the Coalition's advocacy and lobbying activities and prepare policy position papers for these activities. The person would also ensure the timely completion of financial and narrative reports, identify and secure funding and other support for the Coalition, maintain the public image and 'presence' of the Coalition and represent the Coalition as a spokesperson
- **Administrative Assistant** – This person would have strong coordinating skills, strong documentation/record keeping and management skills, book keeping skills, and competence with technology. In addition to administrative functions he/she would be able to manage the secretariat in the absence of the Coordinator and could be made to manage the resource center in year one
- **Accountant/Financial Manager** (could be part-time) – This Officer would establish and monitor and/or maintain accounting systems, advise on investment, coordinate financial

analysis, planning and budgeting, and prepare financial reports to funders and the CBP's Executive

Most persons interviewed indicated that the ideal staff complement would additionally include the following:

- **Liaison/Projects Officer** – This person would have strong project development and proposal writing skills, strong measurement and evaluation skills, and experience as a trainer and strong people skills. This Officer would facilitate linkages through visits to member agencies and projects, vet project proposals and assist member agencies with project development and proposal writing, monitor membership satisfaction and views, liaise with and attend meetings of Working Groups
- **Resource Centre Manager/Information Officer** – This person would have skills which include information management/library sciences, PR/communications, research and documentation. This Officer would develop and maintain a data base, source material and develop the resource center, manage the services of the resource center, promote the resource center to relevant target groups and produce the Coalition's newsletter

In addition to this staff it was recommended that the Coalition contracts the services of **a bearer** as needed and consultants for tasks such as research, materials development etc.

Suggested Qualifications of the Secretariat's staff,
(in particular the Coordinator):

- Have a level of qualifications that would earn recognition and respect
- Be of 'mature' age
- Be strong on team building
- Show strong ability to work on own initiative
- Show strong creative thinking and problem solving skills
- Be patient (especially in following up on requests to members) and flexible

The issue of the gender of the Coordinator was also raised by one interviewee who suggested that if it were a man he would be leading a process that is dominated by women which might have inherent tensions/contradictions. On the other hand, a man in the position could send a message which could highlight men's need to be more involved in parenting issues.

(C) Furniture and Equipment

Furniture needed was identified as being:

- A board room table with chairs to facilitate meetings of the Executive, working groups and members in general
- For the resource room – a desk and chair, shelves, a six-seater table with chairs
- Partitions to create working spaces for the Administrative Assistant, Liaison/Projects Officer and Accountant/Financial Manager
- Two or three chairs for visitors in the general reception area
- Two filing cabinets
- A refrigerator and kitchen supplies
- One additional computer for the resource room with internet access
- A colour printer
- Acquisition of a vehicle was also recommended.

Conclusions

From the discussions with interviewees, the consultant has concluded that there has existed a significant gap between the vision for the organization held by a few persons and that held by the broader membership whose vision has been less ambitious and more focused on achieving direct benefits such as funding. The few who have maintained a more far-reaching vision have tended to push the organization in the direction of their vision and this has fuelled the resentment of some key members. The organization's growth has therefore been, to some extent, hampered by internal resistance to change or the manner in which change has been introduced, by a lack of clarity about the limits of the role and influence of the UNICEF representative, consultants, successive Coordinators, members and working groups.

Priority Issues/Areas for Action

- There is a need to have a **facilitated process for 'clearing the air' on underlying tensions**, doubts and questions so that these can be acknowledged, clarified and resolved. Such a process would also enable new agreements to be reached and ground rules to be set for the future. In the first instance such a process should be conducted with the Board of the CBP and include Dr. McDonald, UNICEF's representative. Someone not connected to the CBP should facilitate it and who has a background in organizational development, industrial psychology and mediation.
- The CBP needs to **diversify funding sources** and in the short term identify funding to meet overhead expenses in particular the cost of office rental.
- There is a need to **diversify the skills available on the Board** with the priority being legal, PR and fundraising skills. It was suggested that one strategy for PR and fundraising would be to identify a prominent entertainer or other public personality to be a patron or Board member if possible.
- **Strategies for generating income** should be identified for example a fee for use of the office as a meeting space, desk-top publishing services to members, administrative fees for fund management, project reporting and accounting services, sale of resource material, training services
- For sustainability, **office accommodation should possibly be sought from a state agency** at nominal rental rates.
- There is a need to **develop and promote a resource room** accessible to students, parents, researchers and the general public.
- There is a need for **development, maintenance and promotion of a database of resource persons, agencies and materials**
- A plan is needed to **reposition the CBP and to 'package' a set of core services**, resources and programmes to meet the needs of its varied stakeholders.
- There is a need to **generate public discussion about parenting issues** using research findings, examples of best practices and the experiences of the member agencies of the CBP. This would enhance public awareness of the CBP and possibly increase demand for its services.
- There is a need to **'sell' the importance of the CBP to relevant government and corporate agencies.**
- There is a need to **establish and ensure broad based awareness of and adherence to policies and procedures** (e.g. related to staff, project accounting and reporting etc). In

this regard there is a need to ensure a programme of orientation for new staff and new members of the CBP.

A necessary prerequisite for the sustainability of the CBP as a cohesive network is the 'buy-in' of its members. This will necessitate **greater consultation of members to inform decision-making**, increased outreach to members, the **availability of practical services of benefit to members**, and **an efficient Secretariat** able to effectively coordinate the programmes of the Coalition.

SUMMARY OF FINDINGS

The overall impression of the Coalition for Better Parenting at this point in its development (November 2001) is that of an organisation whose existence is seen as vital to the country, that could attract national and international support, represents a wide range of services and has positive ideas and proposed activities. However, the CBP can also, in some respects, be seen as somewhat in over its head. That is not to say that as an organisation it is ineffective. All parties seem to recognise the value of an entity that can guide and influence parenting issues and concerns in the Jamaica.

One of the priority areas identified was as a support for member agencies - **"To facilitate member agency capacity building towards strengthening parenting initiatives."** The CBP has not demonstrated sufficiently and consistently its full value and worth in this respect to its membership, some of who are still a bit unclear or doubtful about the CBP's capability. While this may be the case, there is also a sense that member agencies have not made sufficient effort to address these concerns and to make the CBP really their own. Most efforts have rested with a few individuals and agencies that are committed to seeing the CBP succeed. While this is highly commended and appreciated in one breath, it is also seen as a top-heavy or unilateral leadership style.

These polarised views, where one activity or approach is seen as positive, then conversely seen as negative, seem to run through the relations and operations in the CBP.

Some weaker areas of operation that repeatedly emerged were the lack of an independent bank account, its non-registered legal status, dependence on one source of funding and the skills and turnover of Secretariat staff. There was concern that in addition to the above, the perceived lack of commitment by some agencies to the CBP as well as the overwhelming social and economic challenges in the country could work against it. Sustainability - that is what everyone is concerned about and ways to achieve it. There is a sense that agencies may be reluctant to invest too much energy and time to an entity of whose future and stability they are unsure. However, the commitment of the few that have persevered over the years should be seen as an indication of what could be achieved with even greater support.

The Coalition is not a perfect organisation, however, it has come a long way, with many successes under its belt and it certainly seems to have the seeds of great potential. The major challenge now is to harness the necessary resources to enable it to operate at or near its potential. This includes not only financial and material resources, but also human resources, by way of staff, diversified Executive members, member agency and Working Group representation. Establishing greater external partnerships should be actively pursued in an effort to achieve this.

This review has highlighted, articulated and documented much of what many (members, Working Groups, Executive, even funders) already know or are vaguely aware of. The CBP is in a position not unlike many other service agencies in the country, struggling to keep projects going, finding and securing scarce funding to support not only projects and programmes, but staff, office space etc. The review has underscored areas of operation that need to be addressed in order to achieve the results desired. The process of conducting the review in itself seemed to instill a sense (in some respondents) that the CBP was really 'getting serious', taking stock of feelings, ideas and visions.

The recommendations coming out of this review should be shared and discussed (with the CBP membership, Working Groups, members of the Executive and staff of the Secretariat), with a serious intention for follow-up and implementation over a prescribed time frame. This will require someone, or a group, to monitor and effect periodic reevaluations. Monitoring and evaluation is an

area of relative weakness, therefore the CBP must ensure that the necessary training and/or personnel are in place to ensure success in this area.

The members of the CBP should be encouraged rather than discouraged with the findings in this review and analysis. There are certainly external factors that will impact on any agency trying to survive. With the range and number of individuals and agencies at the CBP's disposal, there is every possibility that the CBP will become a much stronger and effective organisation - one that supports rather than competes with its members, that provides the necessary programmes and other resources that will enhance their service delivery. It is for the CBP to now use this review to chart its course over the next few years. The Micro and Macro Management Plan of the 2000 Situation Assessment and Analysis of Parenting in Jamaica (Ricketts) should be consulted as well as the details of this review. Detailed projects and programmes as well as strategies should be further explored and discussed. Parenting issues will always be part of society; there will always be new parents with new challenges, or old issues in a new environment. The need for an agency like the CBP therefore will always find a place. It is the challenge of the CBP and its members to make the organisation. To make it not only reactive and responsive, but pro active and guiding. With regular reviews, attention and commitment, this can be achieved.

Summary of Recommendations

	OVERALL CBP	SECRETARIAT	EXECUTIVE	WORKING GROUPS	MEMBER AGENCIES
VISION & ORGANISATIONAL STRUCTURE	Ensure greater awareness of CBP Mission & vision	Ensure greater awareness of CBP Mission, vision & roles	Ensure greater awareness of CBP Mission , vision & roles	Ensure greater awareness of CBP Mission , vision & roles	Ensure greater awareness of CBP Mission, vision for greater agency 'buy-in'
LEADERSHIP, GOVERNANCE & MANAGEMENT		<ol style="list-style-type: none"> 1. Formalise procedures especially re documentation of procedures & follow-up 	<ol style="list-style-type: none"> 1. Broader responsibility by more members 2. Completion of Strategic plan 3. Develop more formal procedures and decision-making practices 4. Diversify the skills available on the Board with the priority being legal, PR and fundraising skills. 5. 'Sell' the importance of the CBP to relevant government and corporate agencies. 	<ol style="list-style-type: none"> 1. Improve communications with Secretariat 2. Encourage collaboration & communication between Working Groups 3. Strengthen PEA, MER & Mat. Dev. Working Groups 4. Encourage continued growth & activity for PS & TWG 5. Formalise working policies and procedures 	
PARTNERSHIPS & EXTERNAL RELATIONS	<ol style="list-style-type: none"> 1. Improve media relations 2. Greater visibility 3. Be seen as the resource for info on parenting 4. Generate public discussion on 	<ol style="list-style-type: none"> 1. Improve media relations 2. Improve/consolidate relationship with govt. Agencies 3. Improve/Consolidate relationships with Member Agencies 	<ol style="list-style-type: none"> 1. Office accommodation should possibly be sought from a state agency at nominal rental rates 		<ol style="list-style-type: none"> 1. Encourage and strengthen relationships with other member agencies 2. Encourage sharing of information 3. Greater consultation

	parenting issues using research findings, examples of best practices and the experiences of the member agencies	4. Improve communication with Working Groups			of members to inform decision-making. 4. availability of practical services of benefit to members,
HUMAN RESOURCE MANAGEMENT		<ol style="list-style-type: none"> 1. Develop system of regular staff meetings 2. Record and document all staff meetings 3. Advise Executive of necessary (full or part-time) support 	<ol style="list-style-type: none"> 1. Address the critical issue of staff benefits in the remuneration package 2. Establish and maintain a system of orientation for all staff 3. Develop and maintain a regular system of staff evaluation /assessment 4. Diversify the skills available on the Executive with the priority being legal, PR and fundraising skills. [ALSO in LEADERSHIP] 5. Have a facilitated process for 'clearing the air' on underlying tensions, doubts & questions => clarification, resolution 		

<p>PROJECTS & PROJECT MANAGEMENT</p>	<ol style="list-style-type: none"> 1. Follow-up and Monitoring of programmes & projects 2. Develop and promote a resource room 3. Reposition the CBP and to 'package' a set of core services 4. Generate public discussion about parenting issues 			<ol style="list-style-type: none"> 1.
<p>RESOURCE DEVELOPMENT MOBILISATION</p>	<ol style="list-style-type: none"> 1. Development, maintenance and promotion of a database of resource persons, agencies and materials 			<ol style="list-style-type: none"> 1. Strengthened overall project management capabilities 2. Strengthen evaluation capabilities 3. Ensure documentation of any related activities

<p>FINANCIAL MANAGEMENT</p>		<ol style="list-style-type: none"> 1. Develop/employ skills in-house to handle diverse funding sources & requirements 2. Strengthen overall accounting system & office procedures 3. Ensure there is a clear understanding of what is being approved, and not just "rubber stamping" 4. Conduct inventory, label all items, identify base value of assets 5. Ensure regular external reporting and audits 6. Based on Strategic Plan/Plan of Action, identify and develop proposals to funding agencies for projects/institutional support 	<ol style="list-style-type: none"> 1. Establish CBP bank account 2. Strengthen/employ skills in-house to handle divers funding sources & requirements 3. Ensure regular external reporting and audits 4. Identify Strategies for generating income 5. Diversify funding sources 6. Assist in /find ways to strengthen the overall accounting system & office procedures, ensuring regular communication to the Executive 	
--	--	--	--	--

APPENDIX 1
Instrument (with results) used for Strategic Review 2001

A: VISION & ORGANISATIONAL STRUCTURE

A1. Knowledge, Understanding & Clarity of Organisational Structure

		Executive	WG's	Member Agencies	Secretariat
5 =	There is full knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by all players	5			
4 =	There is full knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by most players		4		4
3 =	There is some knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by all players			3	
2 =	There is limited knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by some players				
1 =	The knowledge, understanding and clarity of all the elements of the Coalition's organisational structure by all players is poor				

A 2: Organizational Mission

		Executive	WG's	Member Agencies	Secretariat
5 =	The CBP mission is recognized and understood, directs activities and is reviewed periodically.				
4 =	The CBP mission is recognized and understood and directs activities	4			4
3 =	The CBP mission is recognized and understood and sometimes directs activities		3	3	
2 =	The CBP mission is sometimes recognized and understood but rarely directs activities				
1 =	The CBP mission is not recognized or understood.				

A.3 Organisational Roles

		Executive	WG's	Member Agencies	Secretariat
5 =	Representatives are aware of and fully endorse the roles and responsibilities of all paid and unpaid officers of the CBP				
4 =	Representatives endorse the roles and responsibilities of all paid and unpaid officers of the CBP and these roles are documented and available	4			4
3 =	Representatives are aware of and support the roles and responsibilities of all paid and unpaid officers of the CBP		3	3	
2 =	Representatives are somewhat aware the roles and responsibilities of paid and unpaid officers of the CBP				
1 =	Representatives are not aware of the roles and responsibilities of paid and unpaid officers of the CBP				

A.4: Internal Communications

		Executive	WG's	Member Agencies	Secretariat
5=	Formal communications channels (e.g., regular staff and program meetings, periodic retreats, and field visits etc.) facilitate long range vision by integrating a variety of verbal and written communications mechanisms on a continual basis and which are documented and distributed on a routine basis, in addition to daily communication.				
4=	Some of the formal communications channels facilitate long range vision and integrate written and verbal communication; communications are usually documented and distributed on a routine basis	4			
3=	Communications channels include regular staff and program meetings; the organization documents and distributes most pertinent information in writing.		3	3	3
2=	Communications channels include occasional staff or program meetings; organization documents some pertinent information in writing				
1=	No formal communication channels exist, only informal internal communications; information only communicated verbally				

B: LEADERSHIP

B 1: Governing Board Composition

		Executive
5 =	Active recruitment and retention of (prominent) representatives of important sectors of local society with appropriate skill sets to reinforce and replace existing or departing Executive members that already address most skill sets needed for the governance of the organisation.	
4 =	Organization's Executive members address most skill sets needed for governance of the organization.	4
3 =	Organization's Executive members address some skill sets needed for governance of the organization.	
2 =	Few of the organization's Executive members fulfill the skill sets needed for governance of the organization.	
1 =	The majority of the organization's Executive members do not fulfill the skill sets needed for governance of the organization.	

B 2: Executive Responsibility

		Executive
5 =	Executive members govern actively and effectively to guide the future of the organization and ensure its long-term institutional and financial stability.	
4 =	Most Executive members contribute time and effort to the organization's governance and regularly provide leadership	
3 =	Some Executive members occasionally contribute time or effort to organization's governance and demonstrate leadership	
2 =	Only a few Executive members contribute time or effort to the organization's governance.	2
1 =	Executive members are inactive, and provide very little time or effort to organization's governance	

B3: Secretariat /Coordinator Working Relations

		Executive	WGs	Member Agencies
5 =	Secretariat /Coordinator has highly constructive working relations (with...)			
4 =	Secretariat /Coordinator has constructive working relations (with...)	4		
3 =	Secretariat /Coordinator has satisfactory working relations (with...)		3	3
2 =	Secretariat /Coordinator has poor working relations (with...)			
1 =	Secretariat /Coordinator has either hostile relations or no working relations (with...)			

B4: Working Group Composition and Effectiveness

		Training	M,E & Research	Pub. Ed & Advcy.	Parent Support	Material Devlpmnt
5 =	Working Group consists of a wide cross section of member agencies that meet regularly and actively work towards fulfilling the action plans they develop annually and who also seek collaboration with other Working Groups where necessary.					
4 =	Working Group consists of member agencies that meet regularly and actively work towards fulfilling the action plans they develop annually and also collaborate with other working groups where necessary.	4			4	
3 =	Working Group consists of member agencies that meet fairly regularly and work towards fulfilling the action plans					
2 =	Working Group consists of a small number of member agencies that meet periodically and make attempts towards fulfilling some of the action plans			2		2
1 =	Working Group consists primarily of a one or two member agencies/individuals that meet occasionally or not at all and therefore do not effectively address the action plans		1			

B5: Member Agency Capacity-Building

		Executive	WG's	Member Agencies	Secretariat
5 =	The body plays a leadership role as a learning and teaching intermediary, systematically identifying and prioritizing its own and fellow stakeholders knowledge gaps, and has institutionalized a strategy and mechanism for ongoing capacity building among stakeholders.				
4 =	The body maintains regular contact with other stakeholders, has prioritized its own knowledge gaps and those of key fellow stakeholders, and takes the initiative to promote sharing of best practices for the purpose of capacity building on an ongoing basis.	4	4		4
3 =	The body has recognized the importance of identifying and sharing best practices with other stakeholders, has informally identified some knowledge gaps, and takes action to share this information with others on an ad hoc basis.			3	
2 =	The body has sporadic contact with a few other stakeholders and occasionally shares information with others				
1 =	The body has little or no knowledge of other stakeholders, nor a means for identifying or assessing best practices, and takes no initiative to share information with others.				

B6: Decision Making Processes

		Executive	WG's	Member Agencies	Secretariat
5 =	Representatives actively value teamwork and jointly develop plans, strategies or structures and seek to delegate authority and responsibility for decision making to assure well-informed, timely decision-making.				
4 =	Representatives value teamwork and develop plans, strategies or structures and attempt to delegate authority and responsibility for timely decision making	4	4		4
3 =	Representatives promote teamwork and occasionally develop plans to delegate responsibility for decision making			3	
2 =	Representatives occasionally develop plans jointly, but attempt to delegate responsibility for decision making				
1 =	Representatives are frequently unclear about delegation and ultimate responsibility for decision making				

B7: Management of Organizational Change

		Executive	WG's	Member Agencies	Secretariat
5 =	Representatives actively encourage and lead organizational change, development and innovation, and routinely review and update their strategies, structures, and procedures accordingly - especially for continuity & transition.				
4 =	Representatives are proactive in leading organizational change, development and innovation, and periodically review and update their strategies, structures, and procedures accordingly - especially for continuity & transition.	4			4
3 =	Representatives acknowledge the need for organizational change, development and innovation, and occasionally review and update their strategies, structures, and procedures accordingly		3	3	
2 =	Representatives tend towards organizational inertia and engage in strategic planning when absolutely necessary.				
1 =	Representatives resists internal and external ideas related to organizational change.				

C. POLICY DEVELOPMENT & STRATEGIC PLANNING

C1. : Strategic Planning

	including submission of grant proposals	Executive
5 =	A Strategic Plan, including a long-term institutional financial plan (3-5 years) is an integral component of the organisation; it is updated periodically as the result of a participatory process involving Secretariat, Executive, Working Groups, general membership as well as outside advisors	
4 =	A strategic and financial plan is considered an important component of the organisation and is used to guide most major program decisions	
3 =	Representatives are somewhat familiar with strategic plan, however it rarely guides major decisions	
2 =	A Strategic plan is outdated or being prepared	2
1 =	No strategic plan exists	

C 2: Operational Planning

		Executive	WG's		Secretariat
5 =	Based on strategic planning, annual operating plans, including annual cost and income projections are completed for each program and for the organization as a whole for at least two consecutive years.				
4 =	Based on strategic planning, annual operating plan, including cost and income projections completed for each program and for the organization as a whole in the past year.				
3 =	Annual operating plans completed for most programs in the past year but not costed.	3	3		3
2 =	Incomplete annual operating plans completed for most programs.				
1 =	No annual operating plans completed for programs.				

C.3 Impact assessment (achievement of the mission)

		Executive	WG's	Member Agencies	Secretariat
5 =	Representatives periodically assess progress and impact of programmes and projects toward achieving the mission as measured against the organisation's strategic plan, making use of outside evaluators where appropriate.				
4 =	Representatives periodically assess progress toward achieving the mission	4			4
3 =	Representatives occasionally assess progress toward achieving the mission.		3	3	
2 =	Representatives sporadically assess the impact of certain programs and projects.				
1 =	Representatives never assesses progress				

C 4: Policies and Procedures

		Executive	WG's	Member Agencies	Secretariat
5=	A policies and procedures manual is published, and widely used and referenced; individual policies and procedures are regularly revised by the organization to reflect legal, structural and organizational changes.				
4=	A standard operating manual is used and consulted by the organization in the majority of decision making situations, and contains a variety of policies and procedures; staff are familiar with the manual and how to use it.				
3=	A policies and procedures manual exists, which the organization usually follows; the policies and procedures manual is not revised or updated and contains some irrelevant or outdated information.				
2=	Informal procedures and standard decision-making practices are agreed upon by the organization; some are documented but not regularly followed	2	2	2	2
1=	No standard policies and operating procedures exist; ad hoc and informal approaches used for decision making.				

D: CONSTITUENCY BUILDING/OUTREACH

D 1: Press/Media Relations

		Executive	WG's	Member Agencies	Secretariat
5 =	Organization achieves extensive, regular and favorable coverage in local media on an ongoing basis through organised media programmes/campaigns and demands from local media				
4 =	Organization initiates a media strategy to receive favorable coverage in local press/media on a regular basis.				
3 =	Organization takes active steps to garner favorable coverage in local press/media on an occasional basis.	3			3
2 =	Organization obtains some favorable coverage in local press/media on a random basis.		2	2	
1 =	Organization has no significant coverage in local press/media.				

D 2: Working Relations with Other Organizations

		Executive	WG's	Member Agencies	Secretariat
5 =	Organization has long-standing working relations and/or joint projects with a variety of strategic partner organizations; is open to other strategic partnerships towards realising the achievement of the organisation's vision and mission.				
4 =	Organization has working relations and/or ongoing joint projects with several strategic partner organizations.	4		4	4
3 =	Organization has working relations, and at least one ongoing joint project, with partner organizations.		3		
2 =	Organization occasionally engages in alliances and projects with other organizations on an ad-hoc basis.				
1 =	Organization seldom collaborates with other organizations.				

D 3: Government Relations

		Executive	WG's	Member Agencies	Secretariat
5 =	Organization has constructive working relations with relevant governmental agencies at various levels, and regularly participates in official events and on parenting commissions/initiatives.				
4 =	Organization has general constructive working relations with relevant governmental agencies, and participates periodically in official events and on parenting commissions/initiatives.	4			
3 =	Organization has working relations with some relevant governmental agencies and occasionally participates in official events and on parenting commissions/initiatives.		3	3	3
2 =	Organization has limited working relations with relevant governmental agencies and rarely participates in official events or on parenting commissions/initiatives.				
1 =	Organization has no working relations with relevant governmental agencies and does not participate in official events or on parenting commissions/initiatives.				

D4: Legitimacy

		Executive	WG's	Member Agencies	Secretariat
5 =	Organization is highly respected by diverse actors in the parenting and childcare sector and the events it convenes attract a high degree of attention; Organisation's is considered a reliable/credible source of information and technical resources in the parenting arena				
4 =	Organization is generally well respected by various actors in the parenting and childcare sector and the events it convenes generally attract attention; seen as a generally reliable source/resource	4			4
3 =	Organization is moderately respected by some actors in the parenting and childcare sector and the events it convenes attract some degree of attention; seen as a moderate source/resource		3	3	
2 =	Organization is respected by few of the actors in the parenting and childcare sector and the events it convenes attract relatively little attention; seen as a limited source/resource				
1 =	Organization is not well respected by actors in the parenting and childcare sector and the events it convenes attract little or no attention.				

E: PROGRAMMATIC CAPACITY

E.1 Project/ Program Identification and Planning

		Overall CBP	Member Agencies
5 =	Body has developed a coherent set of programs that are in line with its mission, which it manages professionally, delivering relevant and concrete project results		
4 =	Body has a reasonably coherent set of programs generally in line with its mission, most of which it manages professionally, delivering largely relevant and concrete project results		
3 =	Body has a set of programs not out of line with its mission, some of which it manages professionally, delivering occasionally relevant and concrete project results	3	3
2 =	Body has a set of programs that often diverge from its mission, many of which it does not manage professionally, rarely delivering relevant and concrete project results		
1 =	Body has a set of programs that are often inconsistent with its mission, most of which it does not manage professionally, rarely if ever delivering relevant and concrete project results		

E.2 Program Management

		Overall CBP	Member Agencies
5 =	Body demonstrates consistently high quality in project development and implementation, including monitoring of progress/impact toward project objectives and always makes mid-project adjustments		
4 =	Body demonstrates generally high quality in project implementation, frequently including monitoring of progress/impact toward project objectives and generally making mid-project adjustments		
3 =	Body demonstrates fairly consistent quality in project implementation, sometimes including monitoring of progress/impact and sometimes making mid-project adjustments	3	3
2 =	Body demonstrates inconsistent quality in project implementation, occasionally including monitoring of progress and is inconsistent in making mid-project adjustments		
1 =	Body demonstrates poor quality in project implementation, rarely including monitoring of progress or making mid-project adjustments		

E.3 Monitoring of Progress and Impact

		Overall CBP	Member Agencies
5 =	Body is capable of and actively engages in evaluating progress, impact, relevance and scale of its programs and its project beneficiaries		
4 =	Body is generally capable of and engaged in evaluating impact, relevance and scale of its programs and its project beneficiaries		
3 =	Body is sometimes capable of and engaged in evaluating impact, relevance and scale of its programs and its project beneficiaries		
2 =	Body has limited capability and has difficulty evaluating impact, relevance and scale of its programs and its project beneficiaries	2	2
1 =	Body is unable to evaluate impact, relevance and scale of its programs and its project beneficiaries		

E.4 Experience & Expertise Available to Accomplish Mission

		Overall CBP	Member Agencies
5 =	The body has at its disposal the complement of experienced staff and technical or other expertise as required by the plan to carry out all projects within the stipulated time frame		
4 =	The body has at its disposal the most of the experienced staff and technical or other expertise as required by the plan to carry out most projects within the stipulated time frame		
3 =	The body has at its disposal some of the experienced staff and technical or other expertise as required by the plan to carry out some of the projects within the stipulated time frame	3	3
2 =	The body has hardly has the experienced staff or technical or other expertise as required by the plan to carry out its projects within the stipulated time frame		
1 =	The body has no experienced staff or technical or other expertise as required by the plan to carry out any projects within the stipulated time frame		

E.5 Constituency ownership - stakeholders influence service delivery

		Overall CBP	Member Agencies
5 =	The stakeholders are always consulted and are fully involved in all projects implemented by the body		
4 =	The stakeholders are often consulted and are usually quite involved in most projects implemented by the body		
3 =	The stakeholders are sometimes consulted and are sometimes involved in projects implemented by the body	3	3
2 =	The stakeholders are hardly consulted or involved in projects implemented by the body		
1 =	The stakeholders are never consulted or involved in projects implemented by the body		

F: HUMAN RESOURCES

F 1: Recruitment Process

		Secretariat
5=	Staffing needs projections based on Organisation's plan; job descriptions (based on needs projections) exist for all staff, are used systematically in recruitment, and are updated on a regular basis. Positions always developed based on organisation's strategic needs; job descriptions exist for all posted positions and are used systematically in recruitment.	
4 =	Positions usually developed based on organisation's needs; job descriptions exist for all posted positions and are used systematically in recruitment.	4
3 =	Some positions developed based on Organisation's plan, job descriptions exist for most posted positions and for all staff; recruitment reaches beyond existing contacts.	
2 =	Few positions developed based on Organisation's plan; job descriptions exist for some positions but rarely developed before recruitment begins; recruitment reaches beyond existing contacts.	
1 =	Positions are developed arbitrarily; no job descriptions developed; recruitment does reach beyond existing contacts.	

F 2: Staff Orientation and Development

		Secretariat
5=	The organization plans for, budgets resources, and provides orientation & relevant skills training to all staff; organization obtains funds to carry out its training strategy & continually trains staff in accordance with their written annual objectives.	
4=	Organization budgets for resources and provides most staff adequate orientation & training in skills relevant to their job responsibilities.	
3=	Organization provides some staff orientation & training in skills relevant to their job responsibilities and occasionally seeks funding for training.	
2=	Organization provides access to orientation and training on an opportunistic and random basis to a few staff.	2
1=	Organization provides little access to orientation and training.	

F 3: Performance Management

		Secretariat
5 =	Institutionalized, systematic process of supervision and evaluation linked to setting personal performance objectives, remuneration, job placement and promotion decisions; process updated on a regular basis.	
4 =	There is a systematic process of supervision and evaluation linked to setting personal performance objectives, remuneration, and job placement and promotion decisions.	
3 =	CBP provides some guidelines for supervision, evaluation, and annual performance reviews of supervised staff.	
2 =	Supervision and evaluation is on a sporadic basis; informal, irregular performance reviews of staff are conducted.	
1 =	There is little or no systematic supervision or evaluation; no performance-review system in place.	1

F4: Compensation and Benefits

		Secretariat
5 =	Salaries and benefits are competitive and/or comparable to those of similar organizations and based on a scale that reflects equity across job classifications and job level.	
4 =	Salaries and benefits are generally comparable to those of similar organizations and the salary scale is reasonably equitable.	
3 =	Salaries and benefits are sometimes comparable to those of similar organizations and the salary scale is moderately equitable.	3
2 =	Salaries and benefits are generally not comparable to those of similar organizations and inequities exist in the salary scale.	
1 =	Salaries and benefits lag far behind those of similar organizations and no salary scale exists.	

G: RESOURCE DEVELOPMENT AND MOBILISATION

G 1: Strategic Financial Planning

		CBP Ex Executive/ Secretariat
5 =	The organization's financial sustainability plan for the next 3-5 years implemented and being monitored; goals are being met and adjustments made.	
4 =	Organization has quantified financial need, developed its sustainability plan, identified and secured funding sources to accomplish programmatic and administrative objectives for the next 3-5 years.	
3 =	Organization has quantified financial need and begun development of a financial sustainability plan to accomplish programmatic and administrative objectives for the next 3-5 years and begun to identify funding sources	
2 =	Organization has quantified financial need to accomplish programmatic and administrative objectives for the next 3-5 years.	
1 =	Organization has not identified/only just begun to identify the minimum financial need to accomplish programmatic and administrative objectives for the next 3-5 years.	1

G 2: Fundraising and Development Plan

		CBP Ex Executive/ Secretariat
5 =	The fundraising process is integrated with financial administrative systems, and monitored and adjusted on an ongoing basis.	
4 =	Clearly defined fundraising goals and plan(s) developed based on the organization's financial/strategic plans; responsibilities shared among several individuals as part of a systematic process	
3 =	Organization has begun to develop and test fund-raising and other income generating strategies to respond to quantified financial need; delegation of fund-raising efforts	
2 =	Limited fund-raising/income generating activities considered	
1 =	No systematic resource/income-generation activities under way	1

G.3: Practices & Procedures for Recognising Donors

		CBPEx Executive/ Secretariat
5 =	CBP has and utilises prescribed mechanisms for actively seeking, recognising and targeting potential donors	
4 =	CBP has and usually utilises prescribed mechanisms for actively seeking, recognising and targeting potential donors	
3 =	CBP has some prescribed mechanisms for actively seeking, recognising and targeting potential donors and sometimes utilises these	
2 =	CBP has few prescribed mechanisms for seeking, recognising and targeting potential donors but rarely utilises these	2
1 =	CBP has no prescribed mechanisms for actively seeking, recognising and targeting potential donors	

G4: Diversification of Donor Funding Sources

		CBPEx Executive/ Secretariat
5 =	The organization has a broad funding base consisting of at least eight sources (donors); no one source contributes more than 25% of the total annual revenues	
4 =	At least five funding sources (donors) account for 60% of the organization's overall budget; no one source accounts for more than 25% of the organization's revenues	
3 =	One funding source (donor) accounts for more than 40% of organization's revenues; at least four other sources account for remaining 60%	
2 =	One funding source (donor) accounts for more than 60% of organization's revenues	
1 =	One funding source (donor) accounts for more than 80% of organization's revenues	1

H: FINANCIAL MANAGEMENT

H 1: Accounting Systems

		CBP Ex Executive/ Secretariat
5 =	Accounting information utilized in decision-making process.	
4 =	Organization-wide chart of accounts permits cross-project financial analysis	
3 =	Accounting done by project, all projects included in an organization-wide statement	
2 =	Accounting done by project or donor only, no organization-wide statements conducted	2
1 =	Accounting done by disbursement	

H 2: Internal Financial Reporting

		Overall CBP
5 =	Organization-wide and program-specific financial statements showing cumulative actual income and expenditures versus budgets are produced and circulated quarterly for at least two consecutive years.	
4 =	Organization-wide and program-specific financial statements, showing cumulative actual income and expenditures versus budgets provided at least quarterly to program managers and board.	
3 =	Organization-wide and program-specific financial statements, showing cumulative actual income and expenditures versus budgets, produced but not circulated to program managers and/or board.	3
2 =	Some program-specific financial statements, showing cumulative actual income and expenditures versus budgets, produced but not circulated to program managers and/or board.	
1 =	No financial statements produced showing cumulative actual income and expenditures versus budgets.	

H 3: Cash Controls

		Overall CBP	Member Agencies
5 =	Excellent cash controls for payables and receivables and established budget procedures		
4 =	Good cash controls for payables and receivables and established budget procedures		
3 =	Financial controls exist and systematic office and budgeting procedures are improving		
2 =	Financial controls exist but lack a systematic office procedure	2	
1 =	No clear procedures exist for handling payables and receivables		

H 4: External Financial Reporting

		CBP Ex Executive/ Secretariat
5 =	Financial reports for external review are completed and delivered on time, and utilized regularly for decision making. Financial Reports are included in organization's Annual Report and have been published for at least two consecutive years.	
4 =	Financial reports for external review are completed and delivered on time, and occasionally utilized for decision making.	
3 =	Financial reports for external review are usually completed and delivered on time.	
2 =	Financial reports and statements for external review are often incomplete or delivered late, including donor reports, balance sheet, income & expense statement, and cash flow.	2
1 =	Financial reports and statements produced sporadically for internal use only.	

H 5: External Oversight (Audits)

		CBP Ex Executive/ Secretariat
5 =	Both internal and external audits conducted on a periodic basis and all recommendations fully implemented.	
4 =	Both internal and external audits conducted on a periodic basis and recommendations partially implemented.	
3 =	Both internal and external audits conducted on a periodic basis.	
2 =	Only internal audits conducted.	2
1 =	No internal or external audit or formal board review of organization's financial statements conducted.	

