Technical Capacity Assessment

Behavior Change Communication

JSI

This series of technical capacity assessment tools was developed by John Snow, Inc., (JSI) specifically for the New Partners Initiative Technical Assistance (NuPITA) project, a USAID-funded activity designed to strengthen the quality of program implementation and the institutional capacity of New Partner Initiative grantees.

The JSI project worked with 16 nongovernmental organizations that provide HIV services in sub-Saharan Africa. JSI provided technical assistance to the NPI grantees in HIV prevention and care services, child health, nutrition, and family planning as well as financial management and compliance with USG regulations, and organizational development through the New Partners Initiative Technical Assistance mechanism, funded by USAID.

The New Partners Initiative Technical Assistance project was implemented by John Snow, Inc., and Initiatives, Inc.

This version of the TCA is a Participant's Copy, for the full tool please e-mail capacitydevelopment@jsi.com.

The TCA tool for behavior change communication was developed by JSI staff including, Christine Claypoole and Mark Kowalski, as well as reviewed by Borbala Koo, MD, Executive Director of the Society for Education on Contraception and Sexuality, Romania. The tool was edited by Penelope Riseborough, Jane Phelan, and Anne Gildea.

Technical Capacity Assessment

BEHAVIOR CHANGE COMMUNICATION

Goal:

The goal of this tool is to assist nongovernmental organizations engaged in behavior change communication (BCC) development or activities in assessing the critical elements for effective program implementation, and identifying those elements that need strengthening or further development.

Purpose:

The purpose of this tool is to help an organization assess its ability to implement effective behavior change communication activities by looking at its overall approach. This tool looks holistically at personnel, documents, and systems in place at the organizational and implementing partner levels (if applicable).

The Technical Capacity Assessment (TCA) tool builds on the strengths of the Organizational Capacity Assessment (OCA), designed to measure overall capacity of organizations funded by President's Emergency Plan for AIDS Relief (PEPFAR) under the New Partners Initiative (NPI). This TCA tool is designed to provide organizations with a set of criteria to assess their current technical capacity to develop and implement quality health promotion activities, to identify key areas that need strengthening, and highlight components that can serve as a model for other BCC activities and programs.

The TCA tool assesses technical capacity in three domains—Organizational Strategy, Management and Supervision and Management Information Systems. Each domain has a number of areas, for a total of 20 areas for assessment, as follows:

Domain 1: Organizational Strategy
1.   Program Approach
2.   Problem/Issue Identification
3.   Target Audience and Segmentation
4.   Key Messages
5.   Message Positioning
6.   Media Selection/Channels
7.   Products/Outputs
8.   BCC Materials and Procurement
9.   Budget
10. Quality Improvement

Domain 2: Management and Supervision
1.   Human Resources Management
2.   Planning and Coordination
3.   Supportive Supervision
4.   Leadership
5.   Sustainability

Domain 3: Data Management and Management Information Systems
1.   Data Collection
2.   Data Quality Assurance and Improvement
3.   Data Use for Decision-Making
4.   Feedback and Sharing
5.   Management Information Systems

USING THE TCA TOOLS

These Technical Capacity Assessment tools are designed to enable organizational learning, foster team sharing, and encourage reflective self assessment within organizations.

Recognizing that organizational development is a process, the use of the TCA tool results in concrete action plans to provide organizations with a clear organizational development road map. The TCA can be repeated on an annual basis to monitor the effectiveness of previous actions, evaluate progress in capacity improvement, and identify new areas in need of strengthening.

The TCA is an interactive self-assessment process that should bring together staff from all departments at an implementing organization, both at headquarters and in the field, for the two- to three-day assessment.

Not intended to be a scientific method, the value of the TCA is in its collaborative, self-assessment process. The framework offers organizations a chance to reflect on their current status against recognized best practices. Lively discussions are also an opportunity for management, administration, and program staff to learn how each functions, strengthening the team and reinforcing the inter-relatedness of the TCA domains and areas.

Each page of this tool examines one area. A range of examples of services available is provided along a continuum, from 1-4.

The methodology is a guided self-assessment that encourages active participation. The facilitator and participants meet and discuss each area to determine where the organization sits along the continuum of implementation. Facilitators ask open-ended, probing questions to encourage group discussion, and take notes on participant responses. These notes are later used for the action planning.

Sample questions which might help the facilitator to probe further into the content areas are presented on each page.

The scores that are arrived at are designed to set priorities for the actions and are not used to judge performance. Facilitators use the information from the scoring and rationale sheets to define the issues and actions. The organization reviews or adjusts the problem statement and builds on the suggested actions to define action steps, responsibilities, timeframe, and possible technical assistance needs.

The ability to identify areas to be addressed will strengthen the organization and in subsequent years, enable it to view improvement and note where progress is still needed.

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To assess the organization's overall approach to behavior change communications.

AREA 1: PROGRAM APPROACH			
The organization has limited or no defined, documented BCC strategy.	The organization has a loosely defined BCC approach/ strategy, but it is not based on a determination of need of the project or specific objectives and is not documented.	The organization has a defined program approach/ strategy that responds to the needs of a technical component implemented by the organization and includes at least three of the following: The overall approach to be implemented, identification of issues and specific objectives to be addressed, target audiences to be reached, research to develop messages, key messages developed, media/ channel to be used, positioning of message, outputs/products and means of measuring impact.	The organization follows a well-defined and documented program approach/ strategy that responds to a determined need of the technical component implemented by the organization. The strategy/approach includes identification of issues and objectives to be addressed, target audiences to be reached, research to develop messages, key messages developed, media/channel to be used, positioning of message, outputs/products and means of measuring impact in an Integrated format.
1	2	3	4

Goal: The organization has a detailed strategy based on the needs of the organizational technical work and the target audience that offers a model that can be replicated and serve as a resource for other programs.

Area 1 Score ☐

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To determine the extent to which the organization's behavior change communications supports technical intervention areas and is linked to a specific issue.

AREA 2: PROBLEM/ISSUE IDENTIFICATION			
The organization's BCC activities are not linked to and don't support technical interventions and do not address a specific issue or problem.	BCC activities address a specific stated issue or problem; however this issue might not support technical interventions. Ongoing conversation and feedback with technical staff and revisions based on this feedback does not take place.	BCC activities address a specific stated issue or problem and support technical interventions; conversations with technical staff take place; however this feedback is not taken into consideration and revisions to the BCC activities are not made based on it.	BCC activities address a specifically stated issue or problem identified by the project and are clearly linked to or support technical interventions. BCC activities are linked to technical interventions through ongoing conversations and feedback and are revised as appropriate.
1	2	3	4
Goal: BCC activities link to a specific issue with on-going feedback and revision from technical staff. They offer a model that can be replicated and serve as a resource for other programs .			

Area 2 Score ☐

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To determine the extent to which the organization's BCC activities identify and target specific audiences (audience segmentation).

AREA 3: TARGET AUDIENCE SEGMENTATION			
The organization has not Identified or segmented target audiences, or segmentation is too broad/vague, and not linked to technical interventions to enact behavior change.	The organization's BCC activities identify or segment specific target audiences but are not linked to technical activities and no profile of the target audience exists.	BCC activities identify or segment specific target audiences (both primary and secondary) which are linked to technical activities. Basic information about the audiences is identified.	BCC activities clearly identify both primary and secondary target audiences for technical activities. A detailed profile of each audience is documented, along with information on goals for specific behavior change for each audience.
1	2	3	4
Goal: The organization's identification and segmentation and documentation of target audiences is effective and offers a model that can be replicated and serve as a resource for other programs.			

Area 3 Score ☐

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To assess the extent to which the organization has developed key messages that are linked to identified issues and target audiences.

AREA 4: KEY MESSAGES FOR BCC			
Key messages have not been developed or are too broad/vague, or not linked to technical interventions and target audiences	The organization has developed some key messages but they are not linked to technical interventions, key issues, or target audiences, nor are they based on research.	The organization has developed key messages for BCC activities that are linked to technical activities, key issues, and target audience. Key messages are based on research and tested. But they are not reviewed or revised on a regular basis.	BCC activities clearly use key messages that are linked to the technical activities, key issues, target audience, and based on research. These key messages are discussed with program staff and revised as appropriate. The key messages, research, feedback, and revisions are documented. Staff and materials make use of key messages.
1	2	3	4
Goal: Key messages are used in materials and by staff to coherently and consistently to help enact behavior change, the approach to BCC key messaging can be used as a model for other activities within the organization.			

Area 4 Score

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To assess the extent to which the organization's BCC activities clearly define and document the positioning of the messages and activities.

AREA 5: MESSAGE POSITIONING			
The organization's positioning or brand ("look and feel," image, identity, or impression) of BCC messages is non-existent or not understood.	The organization's positioning of key messages exists but is not well-developed or tested.	The organization's positioning of key messages is well-developed, tested, and products/outputs are developed based on the positioning.	The organization's positioning of key messages is well-developed, tested, documented and products/outputs are determined based on the positioning. The positioning of key messages is reviewed and revised on a regular basis.
1	2	3	4
Goal: The organization's positioning of key messages offers a model that can be replicated and serve as a resource for other programs.			

Area 5 Score [　]

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To assess the extent to which the organization has identified and uses media/channels that are linked to an identified issue, target audience, and key messages.

AREA 6: MEDIA SELECTION/CHANNELS			
The organization's choice of media or channels for key messages is not understood or is not appropriate.	The organization's choice of media or channels for key messages exists but is not researched or based on the target audience.	The organization's choice of media or channels for key messages exists, is researched and based on the target audience but is not documented or reviewed on a regular basis.	The organization's choice of media or channels for key messages exists, is researched, based on the target audience, documented, is used, and reviewed on a regular basis.
1	2	3	4
Goal: The organization's choice of media or channels helps achieve organizational goals and can be used as a model for other programs.			

Area 6 Score ☐

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To assess the extent to which the organization has identified specific products or outputs* that are linked to an identified issue, target audience, and key messages.

AREA 7: PRODUCT/OUTPUTS*			
The organization's choice of **BCC** products is not understood or not appropriate.	The organization's choice of BCC products or outputs exists but is based on the target audience, or key messages.	The organization's choice of products or outputs is researched and based on the target audience, pre-tested, document-ed ,and reviewed on a regular basis.	The organization's choice of products or outputs exists, is researched, based on the target audience, pre-tested, documented, and reviewed on a regular basis. Possible product suppliers are also documented.
1	2	3	4

Goal: Behavior change products/materials are developed based on a strategy that has identified how target audiences receive information, the materials use effective key messages to convey information, and can realistically help achieve program goals and change behavior.

Area 7 Score ☐

* Products may include a brochure, a poster, a newspaper advertisement, radio or television spots, or any number of vehicles that can convey information.

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To determine that the organization follows effective procurement and logistics procedures that enable it to ensure that the right BCC materials, in the right quantities, in the right condition, are delivered to the right places.

AREA 8: BCC MATERIALS AND PROCUREMENT			
The organization has a very basic or no system for procuring, storing, and distributing BCC materials.	The organization has an established procurement plan for BCC materials. Supplies are stored in safe, secure places. A functioning inventory system exists that records all incoming and outgoing stock.	A BCC procurement management system is in place that adequately plans for and forecasts current and future BCC needs. There is an established procurement plan for all materials. To ensure best value among available sources, a competitive selection system is used. BCC materials are stored in safe and secure places. A functioning inventory system exists that records all incoming and outgoing stock.	A BCC procurement management system is in place that adequately plans for and forecasts current and future BCC needs. There is an established procurement plan for all materials. To ensure best value among available sources, a competitive selection system is used. Materials are stored in safe and secure places. A functioning inventory system exists that records all incoming and outgoing stock. A system exists to keep all distribution places adequately supplied before stock-outs occur.
1	2	3	4

Goal: The organization's BCC procurement system keeps all distribution points stocked and offers a plan that can serve as a resource for other programs.

Area 8 Score ☐

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To assess the extent to which the organization has developed an appropriate budget for BCC activities.

AREA 9: BUDGET			
The organization has no specific budget for BCC or the budget is not appropriate.	The organization has a budget for BCC but no further costing has been done to ensure budget is appropriate or effective.	The organization has a budget for BCC that is based on a strategy and desired products/outputs and target impact; however this budget is not reviewed or revised based on implementation.	The organization has a budget for BCC that is based on the strategy and desired products/ outputs and target impact. The budget is documented in detail and is reviewed and revised on a regular basis.
1	2	3	4
Goal: The organization's BCC budget is targeted and linked to BCC strategy and goals.			

Area 9 Score ☐

DOMAIN 1: ORGANIZATIONAL STRATEGY

Objective: To assess the level of the organization's ongoing quality improvement activities to strengthen BCC.

AREA 10: QUALITY IMPROVEMENT			
The organization rarely or never monitors its BCC activities and has few or no explicit quality improvement activities.	The organization monitors its BCC activities to better achieve the goals. It assesses performance against targets and addresses any gaps or weaknesses.	The organization monitors its activities to improve BCC performance and make its program more responsive to clients and the community. It assesses performance against targets, takes an understanding of target audience into consideration, includes an analysis of gaps or weaknesses, and has an action planning process to address those gaps or weaknesses.	The organization has an explicit approach to monitoring and improving its activities to improve BCC performance and make its program more responsive to the target audience. It assesses performance against targets, takes audience understanding into consideration, includes an analysis and plan to address gaps or weaknesses. Staff regularly use the system to assess and improve quality and refine program interventions.
1	2	3	4

Goal: The organization's approach to quality improvement offers a model that can be replicated and serve as a resource for other programs.

Area 10 Score ☐

Total Domain 1 Points ☐

Domain 1 Score (Points/10) ☐

DOMAIN 2: MANAGEMENT AND SUPERVISION

Objective: To assess whether the organization's staff, and volunteers where applicable, are qualified develop and carry out the BCC program approach.

AREA 1: HUMAN RESOURCES MANAGEMENT			
The organization has limited or no procedures in place to ensure that staff—and volunteers where applicable—who provide BCC activities are qualified for their work.	The organization has documents (manuals, job descriptions, job advertisements, etc.) specifying appropriate qualifications (education, training, experience) for each BCC position and procedures to train or orient staff—and volunteers where applicable—to new positions.	The organization has documents (manuals, job descriptions, job advertisements or other) specifying appropriate qualifications (education, training, experience) for each BCC position and procedures to train or orient staff—and volunteers, where applicable—to new positions. There is a system to periodically monitor the performance of BCC staff, and volunteers, and address any issues noted.	There are documents (manuals, job descriptions, job advertisements or other) specifying appropriate qualifications (education, training, experience) for each BCC position and procedures to train or orient staff—and volunteers where applicable—to new positions. There is a system to periodically monitor the performance of BCC staff—and volunteers—and address any issues noted. There is a mechanism to provide periodic continuing education/training to staff—and volunteers—to ensure that they are up-to-date with the latest evidence.
1	2	3	4

Goal: The organization has a proactive approach to ensuring qualified BCC staff and volunteers offers a model that can be replicated and serve as a resource for other programs.

Area 1 Score [ ]

DOMAIN 2: MANAGEMENT AND SUPERVISION

Objective: To assess the organization's systems to implement the program approach effectively.

AREA 2: PLANNING AND COORDINATION			
The organization operates informally with little or no clear linkage between BCC activities and the overall program approach, between activities and budget, and between different program components.	The organization has an annual workplan that lists key activities for all program areas, including BCC. There is a budget to support the workplan.	The organization has an annual workplan that supports its overall approach and lists key activities for BCC and for all program areas, timelines for each activity, and the individuals/ teams/ departments responsible for them. There is a budget to support the workplan. The workplan and budget are developed with active involvement of relevant program staff.	The organization has an annual workplan that supports its overall approach and lists key activities for BCC and for all program areas, timelines for each activity and the individuals/teams/ departments responsible for them. There is a budget to support the workplan. The work-plan and budget are developed with active involvement of relevant program staff. There are mechanisms to ensure communication and coordination between staff responsible for different program activities.
1	**2**	**3**	**4**
Goal: The organization's approach to planning and coordination is effective and offers a model that can be replicated and serve as a resource for other programs.			

Area 2 Score ☐

DOMAIN 2: MANAGEMENT AND SUPERVISION

Objective: To establish the effectiveness of the supervision structure.

AREA 3: SUPPORTIVE SUPERVISION			
The organization has a limited or no supervision plan/ system in place for the BCC program.	Supervision of BCC activities and staff is carried out from time to time, using supervision tools, but it is not always supportive and there is no documentation or follow-up.	A plan exists for supportive supervision for BCC staff and activities, including supervision tools and supervisory responsibilities. Most or all supervisors are trained. Most supervision is supportive.	A clear plan exists for supportive supervision for BCC staff and activities, including supervision tools and supervisory responsibilities. Most or all supervisors are trained. Findings are documented, discussed with supervisees and management, and followed-up. Supervision is supportive and is almost always carried out according to established timelines and other guidelines.
1	2	3	4
Goal: The organization's supervision system is supportive and ensures effective BCC program implementation.			

Area 3 Score [ ]

DOMAIN 2: MANAGEMENT AND SUPERVISION

Objective: To determine the capacity of the organization's management to lead in the area of BCC.

AREA 4: LEADERSHIP			
The organization has no identified and committed leadership for its BCC activities.	The organization has identified leadership with a commitment to BCC issues. The leadership is engaged in two of the following: strengthening and expanding the organization's BCC activities; improving the sophistication and quality of BCC activities through on-going audience segmentation; coaching and mentoring staff, and volunteers where applicable; and using data to inform decision-making.	The organization has strong and committed leadership with sufficient understanding of BCC issues to provide strategic thinking and direction. The leadership is engaged in three of the following: strengthening and expanding the organization's BCC activities; improving the sophistication and quality of BCC activities through ongoing audience segmentation; coaching and mentoring staff, and volunteers where applicable; and using data to inform decision-making.	The organization has strong and committed leadership with sufficient understanding of BCC issues to provide strategic thinking and direction. The leadership is engaged in strengthening and expanding the organization's BCC program; improving the sophistication and quality of BCC activities through on-going audience segmentation; coaching and mentoring staff and volunteers; and using data to inform decision-making.
1	**2**	**3**	**4**
Goal: *Has strong leadership with full understanding of BCC that is able to keep up with the issues, can credibly represent the organization at the local and international levels, and can train other teams to expand BCC activities..*			

Area 4 Score ☐

DOMAIN 2: MANAGEMENT AND SUPERVISION

Objective: To assess whether the organization's BCC activities are sustainable.

AREA 5: SUSTAINABILITY			
The organization is taking little or no action to ensure support for its BCC activities in the future.	The organization has a general idea about how it could support its activities as current funding streams change or end.	The organization has begun to define at least two clear approaches to support its BCC activities as current funding streams change or end.	The organization is implementing a well-defined plan to support its BCC activities as current funding streams change or end.
1	2	3	4

Goal: The organization's approach to sustainability will help the organization's BCC activities thrive into the future and offers a model that can be replicated and serve as a resource for other programs.

Area 5 Score ☐

Total Domain 2 Points ☐

Domain 2 Score (Points/5) ☐

DOMAIN 3: DATA MANAGEMENT AND MANAGEMENT INFORMATION SYSTEMS

Objective: To assess organizational capacity to collect and manage data accurately.

AREA 1: DATA COLLECTION			
The organization has very limited or no documented procedures to guide BCC data collection. Limited or no data is collected to document BCC activities?	The organization has basic procedures to guide BCC data collection including appropriate forms. However, some information the organization collects is not used to develop messages, donor reporting, pre-testing or to inform program implementation.	The organization has documented procedures to guide BCC data collection including appropriate forms. Data collection tools are standardized across activities. Data collection procedures adhere to concerns for confidentiality and protecting personal information. The data is used to develop or revise messages, measure impact or to inform program implementation but not used to review and revise BCC activities.	The organization has well documented and fully functional procedures to guide BCC data collection including appropriate forms. Data collection tools are standardized across activities. Data collection procedures adhere to concerns for confidentiality and protecting personal information. The data is used to develop or revise messages, measure impact, inform program implementation and review and revise BCC activities. The organization collects only relevant data and uses the data to inform program implementation as well as for donor reporting.
1	2	3	4
Goal: The organization effectively collects data and uses it to guide BCC program activities and the data collection approach offers a model that can be replicated and serve as a resource for other programs.			

Area 1 Score ☐

DOMAIN 3: DATA MANAGEMENT AND MANAGEMENT INFORMATION SYSTEMS

Objective: To assess the capacity of the organization to maintain quality of data collected.

AREA 2: DATA QUALITY AND ASSURANCE AND IMPROVEMENT			
The organization has a very limited or no BCC data quality assurance and improvement process in place.	The organization has a basic BCC data quality assurance and improvement process in place but it is not consistently applied.	The organization has a documented data quality assurance and improvement process in place that is consistently applied, including a mechanism for explicitly addressing gaps in data.	There is a well-documented and fully functional data quality assurance and improvement process in place that is consistently applied, including a mechanism for explicitly addressing gaps in data. The organization has the capacity for data management tasks. There is a feedback mechanism and a system to routinely assess quality in critical areas of BCC activities and impact. The feedback mechanism is known by relevant project staff.
1	2	3	4

Goal: The organization's data quality assurance and improvement process ensures relevant BCC activities and BCC impact. And offers a model that can be replicated and serve as a resource for other programs.

Area 2 Score ☐

DOMAIN 3: DATA MANAGEMENT AND MANAGEMENT INFORMATION SYSTEMS

Objective: To assess the capacity of the organization to use data for decision-making.

AREA 3: DATA USE FOR DECISION MAKING			
The organization has very limited or no historical or baseline data against which current data can be compared to help in decision-making. Workplan progress is not monitored and not monitored against the budget.	The organization has a process to compare achievement against goals and past progress that can result in plans to modify strategies, messages, channels, outputs, etc. but it is not consistently applied. Workplan progress is rarely monitored and rarely or never monitored against the budget.	The organization has a process to compare achievement against goals and past progress that can result in plans to modify strategies, messages, channels, outputs, etc. Management and staff follow a procedure of time-bound corrective action and track achievements against plans in all areas. Workplan progress is occasionally monitored and occasionally monitored against the budget.	The organization has a process to compare achievement against goals and past progress that results in plans to modify strategies, messages, channels, outputs, etc. that is consistently applied. Management and staff follow a procedure of time-bound corrective action and track achievements against plans in all areas. The organization's current BCC approach reflects greater effectiveness and ongoing program improvements arising from data used for decision-making. Workplan progress is monitored and monitored against the budget at defined intervals. Management periodically reviews the cost effectiveness of activities.
1	2	3	4
Goal: The organization's process for using data for decision making offers a model that can be replicated and serve as a resource for other programs.			

Area 3 Score ☐

DOMAIN 3: DATA MANAGEMENT AND MANAGEMENT INFORMATION SYSTEMS

Objective: To determine whether the organization networks and shares information with relevant stakeholders.

AREA 4: FEEDBACK AND SHARING			
The organization does not have an explicit process for sharing BCC data and reports with relevant staff and stakeholders or it does share data and reports intermittently, but not according to any explicit plan or process.	The organization has an explicit process for sharing data and reports with relevant staff and stakeholders, but it is not consistently applied.	There is an explicit process for sharing data and reports with relevant staff and stakeholders and does this consistently. The organization solicits feedback from staff and stakeholders.	There is an explicit process for sharing data and reports with relevant staff and stakeholders and does this consistently. The organization solicits feedback from staff and stakeholders and shares this feedback widely. Best practices and lessons learned are shared internally. Examples exist of external organizations referring to or referencing the organization's data and reports and/or changing their implementation plans due to information shared by the organization.
1	2	3	4
Goal: The organization's process for sharing data and reports with relevant staff and stakeholders offers a model that can be replicated and serve as a resource for other programs.			

Area 4 Score ☐

DOMAIN 3: DATA MANAGEMENT AND MANAGEMENT INFORMATION SYSTEMS

Objective: To assess if the organization has a functional management information system (MIS).

AREA 5: MANAGEMENT INFORMATION SYSTEMS (MIS)[1]			
The organization has a very limited or no MIS to track project/ program data, including number of people reached/ number of products produced and disseminated.	The organization has an MIS system to track project/program data, including beneficiaries, with built-in data quality and validation checks.[1]	The organization has an MIS system to track project/ program data, including beneficiaries, with built-in data quality and validation checks, and the capacity for most specialized data retrievals.	The organization has a fully functioning MIS system to track project/program data, including beneficiaries, with built-in data quality and validation checks, and the capacity for most specialized data retrievals. The system has a documented and functional back-up procedure and there is an adequate system for preventing unauthorized access.
1	2	3	4
Goal: The functional MIS offers a model that can be replicated and serve as a resource for other programs.			

Area 5 Score ☐

[1]There are quality controls in place for when data from paper-based forms are entered into a computer (e.g., double entry, post-data entry verification). At all intermediate levels at which data are aggregated, mechanisms/procedures are in place to reconcile discrepancies in reports. All reporting forms used for aggregating or analysis are available for auditing purposes at all levels at which data is being reported.

Total Domain 3 Points ☐

Domain 3 Score (Points/5) ☐