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Assessing external linkages

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SECTION 1 Assessing external linkages

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Section 1

Assessing external linkages

The key areas of External linkages are:

- Relationships with other organisations
- Advocacy
- Relationship with the church
- Capacity to obtain and mobilise resources.

Stage 1 DISCUSSION STARTER: MAPPING OUT OUR RELATIONSHIPS

The purpose is to look at the different relationships and links an organisation has with other groups and institutions.

Materials: Pens, paper, scissors, tape or glue

Time: 45 minutes – 1 hour

Steps:

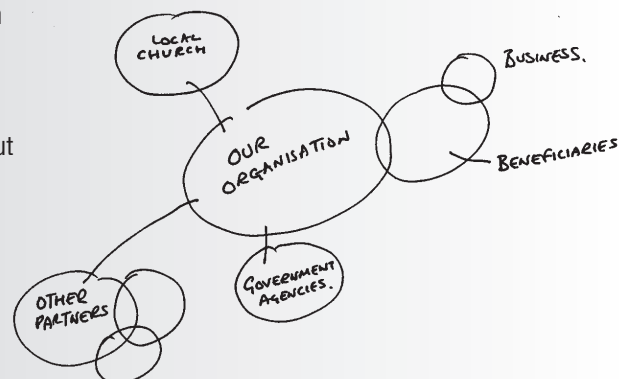
- Divide participants into groups to produce Venn diagrams of a known organisation, usually the one to which the participants belong. Divide participants into groups either according to what they know about the organisation or according to hierarchy or department.
- Ask the groups to show their Venn diagrams. Analyse key differences between diagrams and the underlying causes.

WHAT IS A VENN DIAGRAM?

Circles of different sizes are allocated to different institutions, groups, departments or programmes. These then overlap depending on the degree of contact. They are contained within a circle if they are part of that circle's institution. A large circle means an important institution. Below is an example of a Venn diagram.

There are two processes for drawing Venn diagrams:

- Cut circles of paper and lay them on or against each other. This takes longer but is better as shapes can be made.
- Draw straight onto paper or on the ground. This is quicker but can become messy when changes need to be made. Put in arrows to indicate whether it is a two-way or one-way relationship.



Stage 2 QUESTIONNAIRE Ask each participant to fill out the questionnaire on their own. This should take around 15 minutes. Please use the questionnaire on pages 56–57.



Stage 3 SUMMARY SCORE SHEET Transfer the numbers circled on the questionnaire to the corresponding KEY AREA TABLES on page 58. For each key area, add the scores and divide the total by the number of indicators. This will give an average which should be rounded to the nearest whole number.

Stage 4 PLENARY SCORING Draw a PLENARY SCORING TABLE similar to the one given on page 29 onto a large sheet of paper. Adapt it by writing in the key areas for this section of the module.

Stage 5 ANALYSIS Analyse the patterns of the scores on the PLENARY SCORING TABLE. When you have identified the weak key areas, draw INDICATOR TABLES similar to the one on page 30 onto large sheets of paper. Write in the relevant indicators.

Stage 6 RANKING PRIORITIES FOR CAPACITY BUILDING Select the three weakest areas in which capacity needs to be built. Discuss how these areas will be addressed and what resources will be needed.

Stage 7 ACTION PLANNING Write an action plan to show how you will address the areas in which capacity needs to be built. A sample action plan is given on page 31. An action plan template for this module section is given on page 59. The template should be photocopied and filled in.



QUESTIONNAIRE External linkages

Name of organisation Date

- Please indicate your answers by drawing a circle around the number that best describes your view.
- The more truly and honestly you answer each question, the more useful this assessment will be to the organisation.

		rarely	occasionally	often	always
1	PARTNERSHIP The organisation works with other organisations in partnership on common issues	1	2	3	4
2	STRATEGIC ADVOCACY The organisation influences the policies and practices of people in positions of power	1	2	3	4
3	PARTICIPATION Project beneficiaries participate in planning and implementation of activities to influence the policies and practices of people in positions of power	1	2	3	4
4	EMPOWERMENT The organisation empowers project beneficiaries to express their needs and increase their voice in local and national institutions	1	2	3	4
5	GOVERNMENT The organisation works with local and national government organisations on common issues	1	2	3	4
6	GOOD STEWARDSHIP The organisation is accountable to stakeholders	1	2	3	4
7	COMMITMENT OF SUPPORT The people and organisations who support the organisation's work are motivated and committed	1	2	3	4
8	MOBILISATION The organisation increases the capacity of the church to fulfil its ministry to the poor by working with local communities	1	2	3	4
9	SHARING RESOURCES The organisation makes its resources available to other organisations	1	2	3	4
10	ORGANISATION'S PROFILE Stakeholders respect the organisation for its work to address the causes of marginalisation, economic poverty and powerlessness	1	2	3	4
11	PARTNERSHIP WITH THE CHURCH The organisation's leadership works in partnership with church leaders	1	2	3	4
12	NETWORKING The organisation works with like-minded organisations to influence the policies and practices of people in positions of power	1	2	3	4
13	EMPOWERMENT The organisation increases the capacity of church leaders to influence the policies and practices of people in positions of power	1	2	3	4

continued...

QUESTIONNAIRE **External linkages** continued

		rarely	occasionally	often	always
14	PROJECT ACTIVITIES Projects incorporate activities to influence the policies and practices of people in positions of power	1	2	3	4
15	RELATIONSHIPS The organisation has good relationships with stakeholders	1	2	3	4
16	SHARING KNOWLEDGE The organisation learns from, and shares lessons learnt with, other organisations	1	2	3	4
17	COMMUNITY SUPPORT The organisation receives support from the communities with which it works	1	2	3	4
18	VARIETY OF SOURCES OF FUNDING There is a variety of sources of funding to support the organisation's work	1	2	3	4
19	PROMOTION The organisation advertises and promotes its work	1	2	3	4
20	COMMITMENT The organisation's partnership with the church displays commitment, mutual learning, openness and respect	1	2	3	4



SUMMARY SCORE SHEET **External linkages**

Name of organisation _____ Date _____

RELATIONSHIPS WITH OTHER ORGANISATIONS		
1	Partnership	
5	Government	
6	Good stewardship	
9	Sharing resources	
10	Organisation's profile	
15	Relationships	
16	Sharing knowledge	
		Total
(To find average, divide total by 7 and round to nearest whole number)		AVERAGE

RELATIONSHIP WITH THE CHURCH		
8	Mobilisation	
11	Partnership with the church	
13	Empowerment	
20	Commitment	
		Total
(To find average, divide total by 4 and round to nearest whole number)		AVERAGE

ADVOCACY		
2	Strategic advocacy	
3	Participation	
4	Empowerment	
12	Networking	
14	Project activities	
		Total
(To find average, divide total by 5 and round to nearest whole number)		AVERAGE

CAPACITY TO OBTAIN AND MOBILISE RESOURCES		
7	Commitment of support	
17	Community support	
18	Variety of sources of funding	
19	Promotion	
		Total
(To find average, divide total by 4 and round to nearest whole number)		AVERAGE

Action plan EXTERNAL LINKAGES

KEY AREA	INDICATOR	DEFINITION	AVERAGE SCORE	COMMENTS	ACTION REQUIRED	BY WHOM	BY WHEN