



JIFF - Justice Initiatives Facilitation Fund



JIFF ORGANISATIONAL CAPACITY ASSESSMENT REPORT

OCA Team:

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TUONG LAI CENTRE ORGANISATIONAL CAPACITY ASSESSMENT

Organisation's name: Tuong Lai Centre (Tuong Lai Centre for Health Education and Community Development)

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I. SCORE SUMMARY

Focus Area		Founding	Developing	Consolidation	Sustaining	Score
Mission. Vision & Strategy						
Mission and Strategic Focus						3
Autonomy						4
Operational Planning	Planning Approach					4
	Resource Implications					3
	Work Plan as Tool					4
	Board					4
	Staff Teamwork					4
Sub Total						26
Governance and Leadership						
Board						3
Participatory Management	Appropriate Delegation					3
	Transparent Decision-Making					3
	Staff Participation					3
Constituency Participation						3
Advocacy	Strategic Approach					2
	Use Research and Information					2
	Mobilizing Constituents					3
Sub Total						22
Management Systems						
Administrative Management	Communication Flow					4
	Personnel Systems					4
	File Systems					4
	Established Administrative Policies and procedures					4
Financial Management	Planning					4
	Controls					4

	Reporting					4
	Audits					2
	Separation of Accounts					4
Financial Vulnerability	Funding Diversity					4
	Local Resource Mobilization					4
	Financial Viability					4
Performance Management	Integration into Decision-Making					4
	Constituency Feedback					4
Technology	Computers, applications, network & email					4
	Web Site					4
Resources						2
Sub Total						64
Human Resources						
Skills						3
Strategy						4
Training						4
Mentoring						4
Motivation						3
Sub Total						18
Communications and Strategic Relationships						
Constituency Participation						4
Constituency Orientation						4
Ability to work with Central and Local Government						3
Ability to work with other NGOs						3
Public Relations	Public Recognition					4
	Media Strategy					4
Sub Total						22
Service Delivery						
Service Delivery						3
TOTAL						155
RATE						88.07

II. ASSESSMENT RESULT AND RECOMMENDATIONS

TUONG LAI CENTRE	
CRITERIA	RECOMMENDATIONS
Mission, Vision and Strategy	
Tuong Lai Centre (hereinafter called as the Centre) developed an Operation Strategy for the period of 2012-2013, and an updated version for 2014-2016. However, a comprehensive strategy document has not been fully developed to serve as guiding document for the operation.	Future Centre should consider to review and revise the Operation Strategy into a Development Strategy Document with implementation plan. The Development Strategy of the Centre may include strategic plans for monitoring and evaluation, communication, fundraising, and business development.
The Centre clearly aims to focus its activities in supporting street children, young immigrants, children with disabilities, talented children with living difficulties.	The Centre should consider to identify necessary skills that are needed for supporting the targeted groups then develop capacity building plan for the Centre's staff. .
The Centre committed to develop the business arm of the organisation as an intervention to help its targeted group at the same time a source for raising fund. It is reflected in its organisational chart.	Capacity of the Centre's staff should be strengthened in terms of services development and packaging
Governance, Leadership and Policy Advocacy	
The decision making procedure is highly transparency and participatory. The staffs are encouraged and willing to participate and raise ideas through the decision making process.	N/A
The founding members of Tuong Lai Centre are highly experienced specialists working in children and adolescent sector. The founders have good reputation in the community and good public recognition. They intend and are able to use the reputation to raise fund through the mobilisation of their personal network.	Lessons learnt from the operation should be documented and reflected in other working documents of the organisation.
Future Centre has developed and maintained a good network with other CSOs working on children protection, children rights.	Networking development strategy with clear cooperation mechanism should be developed to utilise the strength of the partner network. Some activities might be implemented in 2015, such as group meetings and information sharing events.
The Centre has implemented various policy advocacy activities relating to children rights and children protection. However, the results of those activities have not yet been collated as a set of evidences for policy advocacy.	The results of "Legal Aid" activities, especially the Q&A Section should be gathered in a book-formatted document, and used as evidences for policy advocacy activities in the Tuong Lai.
Management System	
The management system and reporting system of the Centre was well established and followed by the staffs.	
The set of Internal Management Regulations on both administrative and financial aspects were	Consider to review and revise the regulations as needed.

comprehensively and systematically developed and widely used at organisation level.	
<p>Tuong Lai Centre has just moved the office to a new location. The new office and facilities of the Centre is in good condition. However, the change in office address could be a difficulty for partners, clients to reach the Centre.</p> <p>The office renting cost has been paid by the founding members as a contribution. The office equipment and facilities are not fully equipped in the new office.</p>	<p>The visibility of the Centre should be improved in the time to come. (eyes-catching band-roll, back drop, standees can be used at the new Office). As Tuong Lai Centre planned to implement some activities with targeted groups in the office, hence it should be designed and equipped appropriately in order to create a friendly space for children and adolescents.</p>
The website was developed for advertising, branding, experience sharing, and fundraising. However, the interaction of the website with the audiences needs further improvement.	A section/box to with linkage to social media might be considered to be incorporated on the homepage.
Financial Management	
All project funds are separately recorded for each sources of fund. However, reports submitted to JIFF did not include expenses contributed by Tuong Lai centre such as office expenses, meeting room rent and etc.	The Project's expenses corresponding to each source of fund should be separately and completely recorded to better reflect the efficiency and effectiveness in using such kind of fund.
Human Resource Development	
Tuong Lai Centre has a simple organisational structure with a Board of Directors consists of 3 members, 6 full-time staffs, 10 collaborators and volunteers. The Centre has a good network to mobilise volunteer from 7 Universities having Social Work training modules.	The Centre should consider to build capacity for the Centre's staff, especially the provision of necessary working skills to support the targeted groups.
All staffs are instructed to develop personal working plan on a weekly basis, and report their results with a narrative report on a monthly basis to their line managers. The capacity of each staff is evaluated bi-annually.	The bi-annually staff capacity evaluation is a remarkable effort of the Centre. However, the evaluation just focuses on the level of completion, time efficiency. Quality of completed works as well facing difficulties should also be recorded in the evaluation sheet and be analysed for developing and sharing lessons learnt.
The capacity building activities are of great concern in Tuong Lai Centre. Training needs assessment is regularly conducted, to be the bases for training activities in the Centre. All staffs are encouraged to participate/enrol in higher education. Coaching and mentoring are also well practiced by the directors and team leaders.	Working with children, especially children with difficult condition, requires specific working, communicating and mentor skills. Further training on this topic should be invested and set as a top priority in the human resource development strategy of the Centre.
Strategic partnership and communication network	
<p>Tuong Lai Centre has good and close partnership with local authorities in the project areas (e.g. Tan Phu District People Committee, District 8 People Committee, Department of Labour, Invalids and Social Affair in project provinces).</p> <p>The Centre also cooperates tightly with a number of Orphanage Centres, Social Welfare Centres and Children with Disabilities Protection Association at local levels.</p>	As Tuong Lai Centre focuses its activities in children and adolescent, the Board of Director might consider establishing the partnership/network with the Culture, Education, Adolescent and Children Affair Committee of the National Assembly.
The Centre developed a communication system and	A communication strategy should be developed as

plan at both project and organisation level, with different channels (e.g. website, conferences, workshops, flyers, brochures). However, the communication activities of the Centre have been implemented majorly for branding and advertising purposes.	a part of the organisation development strategy with clearly defined objectives, expected outcomes, activities and indicators to measure the level of achievement. The Centre should also consider using communication for other purposes, including policy advocacy, fundraising and networking.
Service providing/Supporting activities	
Tuong Lai Centre has been providing a wide range of services to different targeted clients, including: vocational training, life skill training, legal aid, etc. The Centre also developed a system to receive feedbacks and complaints about the delivered services via telephone, email, service evaluation sheets.	A system (could be a software, applications or a spreadsheet) should be developed to stock the received feedbacks, requests and complaints. This system should also be developed to be able to analyse the information and uses as input data for policy advocacy, communication and potentially developing new projects. Capacity on service development and packaging should be strengthened.

III. FINANCIAL MANAGEMENT AND VULNERABILITY ASSESSMENT CRITERIA

Criteria	Observations
Budget and Work Plan	As per our discussion with the Centre's Management, the Centre's Project officer and our review of documents related to certain projects run by the Centre, it is noted that budget for each project has been prepared for multiple years. Furthermore, the Centre has also prepared its annual budgets for its entire planned projects for the period from 2014 to 2016. After each annual fundraising, Tuong Lai centre has prepared an analysis report to assess the effectiveness of its fundraising strategy.
	The projects' implementation plans are also prepared for the whole project lives and are consistent with project's budget.
	During the project implementation period, there were differences between actual disbursements and approved budgets in some activities. However, total disbursements did not exceed the approved budgets.
Qualified accountant/Book keepers	1. Chief Accountant - Ms Tam: <ul style="list-style-type: none"> Has been working in Accounting/Finance field for 15 years Worked as Accountant at Eye Hospital. Graduated from HCMC National Economics University with major of Accounting 2. Accountant - Ms Huong <ul style="list-style-type: none"> Has been working in accounting field for 4 years Graduated from Hong Bang University with major of Accounting and Auditing Obtained Certificate of Chief Accountant from HCMC National Economics University
	The centre has established plan/policy in capacity building for its finance/accounting staffs. Accountants at the Tuong Lai centre are encouraged to join Accounting/Administrative/Leadership training courses.

	For instances, Ms Huong has obtained the certificate of "Leadership of Success".
	As per our observation, Tuong Lai centre accountants have proper IT capabilities to meet the donor's requirement of e-reporting.
	In detail, Ms Huong – the Centre's Accountant has the responsibility to book all accounting entries on a daily basis while Ms Tam – Chief Accountant has the authorization to extract reports from the system. There is clear segregation of duties.
Internal controls	The Internal Administration Manual providing guidelines of administration finance and data management is an useful source of reference for daily activities at Tuong Lai centre. All the controls related to finance and accounting are clearly set.
	As interviewed, the accountants are fully aware of the controls stated in the Internal Administration manual.
Financial Management and Accountability Manual	The Internal Administration Manual is reviewed periodically and updated based on the centre's operation.
	Furthermore, all the cost norms, financial guidelines for projects are consistent with the ones stated in the funding agreement between Tuong Lai centre and donors.
	As interviewed the project officer and randomly reviewed supporting documents related to purchases of computer and consultant hire. The supporting documents are prepared in accordance with the procedures stated in the manual.
Internal and external audits	The internal review on accounting system and accounting documents has been carried out monthly. The internal review group includes Ms. Oanh – member of BOM, Ms Tam - Chief Accountant and Project - coordinators. The financial statements and accounting documents have been reviewed.
	As discussed with the Centre's Management, financial audit is proposed to be done in 2015.
Asset audits	The assets physical verification is performed quarterly. All the assets are stick with the Tuong Lai centre stamps.
Generation of performance information and reports	The centre submitted Project reports to donors timely as required in Funding agreement between the centre and the donors.
	The accounting software used at the centre has been able to generate reports for each source of fund and generated reports provide useful information for performance management purpose (including key performance indicators such as disbursement rate and explanation for significant deficiencies between actual disbursements and budget and etc.).
Funding management and funding model	Each source of fund is separately recorded.
	However, reports submitted to JIFF did not include expenses funded by Tuong Lai centre's fund such as office expenses, meeting room rent and etc.
	As requested from the donors, each project fund will be managed under a separate bank account to avoid cross-project funding.
	The centre has prepared library of project ideas and related fundraising proposals in order to meet strategies required by different donors in various fields.

Proposal submitted for grant or other funding opportunities	Fundraising proposals have been sent to more than one donor. The projects namely “accompanying with migrants in Ho Chi Minh city and “small road” are two examples.
Mobilisation of local resource	Tuong Lai centre has a specific strategy to mobilise its local resources. For instance, the Centre co-operates with one Music centre so as to utilise its infrastructure for project implementation.

IV. LIST OF REVIEWED DOCUMENTS

1. Decision of Establishment no. VUSTA 457/QD-LHH (including the approval of operation regulations and staff appointment)
2. Organisation’s Operation Strategy
3. Operational Plan for the period of 2014 – 2016
4. Certificate of Science and Technology Operation
5. Internal Administration Manual
6. Human Resource Development Strategy (including recruitment, salary, bonus, allowance)
7. Job Descriptions
8. Communication Plan for the last 6 months of 2014
9. Project Reports (JIFF, PARAFF)

V. LIST OF INTERVIEWEES

1. Tran Minh Hai – Founder, Director
2. Nguyen Thi Tuong Oanh – Founder, Administration Board’s Representative
3. Ngo Thi Minh Tam – Chief Accountant
4. Nguyen Ngoc Thuy Huong – Accountant
5. Hua Trong Hieu – JIFF Project Coordinator

Certified Correct by



Alan McCagh

Team Leader

JPP-Justice Initiatives Facilitation Fund

19th March, 2015