Discussion Oriented Self-Assessment (DOSA)
of Partner Radio and District Youth Councils Report

Search for Common Ground – Timor Leste

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Acronyms

CNJTL	*Conselho Nasional Juventude de Timor Leste /* National Youth Council of Timor Leste
CRC	Community Radio Center
DOSA	Discussion oriented self-assessment
FGD	Focus group discussion
FONGTIL	*Forum ONG Timor-Leste /* NGO Forum of Timor Leste
NAO	National Authorizing Officer
SECOMS	*Secretaria Estado Comunicacao Social* / State Secretariat for Communications
SEJD	*Secretaria da Estado de Joventude e Desporto* / State Secretariat for Youth and Sport

Executive Summary

Search for Common Ground – Timor Leste is currently implementing a 2 year project entitled *Democracy and Development in Action Through Media and Empowerment* (DAME) with the support of the NAO through the European Commission. The project's scope is nationwide, covering all 13 districts, and aims to strengthen the democratisation process in Timor-Leste and further stabilise the country by building NSA capacities and improving channels of communication between citizens and decision-makers.

As part of its initiative to strengthen NSA capacities, SFCG – TL has been conducting Discussion Oriented Self-Assessments, or DOSAs, at community radio stations and districts youth councils across Timor Leste. By conducting the assessments, SFCG hoped to get a picture of overall NSA capacities, and identify areas that could benefit from capacity building activities such as training.

After the completion of assessment activities, the data was analysed by SFCG staff. Organisations were classified according to their capacities in the areas of strategic management, financial management, human resources management, organisational learning, service delivery, and external relations. Overall, the majority NSAs surveyed rated as basic capacity. Although many organisations demonstrated strong capabilities in some areas—such as formation of annual plans—SFCG determined to address certain weaknesses in other areas—such as external relationships/networking, performance measurement, and fundraising. SFCG has identified these deficiencies as opportunities to increase NSA capacity through follow-on activities such as training and coaching.

Introduction

As part of an on-going effort to increase the organisational capacity of Non-State Actors (NSAs) in Timor-Leste, Search for Common Ground (SFCG), in partnership with National Youth Council Timor-Leste (CNJTL), has conducted Discussion-Oriented Organisational Self-Assessments (DOSAs), with a total of 54 interviews across 28 NSAs, comprising of 12 youth councils and 16 radio stations (14 community radio, 1 commercial and 1 campus radio). The activities were implemented in December 2013 and January 2014. The objective of the assessment was to provide an overall picture of organisational capacity, to identify areas of the NSAs that would benefit from increased attention, and to enhance the capability of NSAs to independently measure the results of their activities. The organizations were evaluated on the following six areas identified by SFCG as critical to the success of NSAs:

- **Strategic management**, including planning, governance, mission, and partnering;
- **Financial resource management** including budgeting, forecasting, and financial/ cash management;
- **Human resource management** including staff training, supervision, and personnel practices;
- **Organisational learning** including teamwork and internal information sharing
- **Service delivery** including field-based programme practices and sustainability issues;
- **External relations** including networking, constituency development, fundraising, and communications.

SFCG designed the DOSAs as an easy-to-use assessment tool to assist NSAs and their partners in achieving meaningful, lasting change. The key factor in the practicality and effectiveness of the DOSAs is the reliance on internal evaluation. SFCG has found that by relying on the organisation's staff to conduct a self-assessment, the results have been more realistic, and that there is a stronger commitment to address any weaknesses that have been identified. To ensure honest self-assessment for the DOSAs, special emphasis was placed on making sure participants felt that the process was safe and transparent.

Results from the DOSAs will be compared to the project baseline study[1] that was conducted by SFCG at the start of the DAME project in August 2012. Of the 153 NGO officials in six districts surveyed during the baseline study, 3% were from media organisations and 3% from youth organisations. In general, statistics from the baseline study show that most NGO officials have had experience in developing annual plans, but not M&E plans. It was also found that the majority of organisations did not have any formally approved financial guidelines, but did have human resources and administrative guidelines. In terms of partnership agreements and network memberships, numbers tended to be higher in Dili than in the districts. This could be attributed to the fact the organisations operating in the capital city has higher opportunity for networking and

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[1] Dhungana, S. K and Adams, A., (2012). Youth, Democracy and Peacebuilding in Timor-Leste: A Joint Baseline Study

partnership with other organisations, government agencies and international organisations, public campaign and informal forums, among others.

Methodology

DOSAs rely upon open and honest discussion. To achieve this, various methods of facilitating discussion were explored in different scenarios.

One such method was through Focus Group Discussions (FGDs). FGDs allow participants to discuss topics together, and express collective and individual opinions. During the assessment, 10 FGDs involving at least 6 participants in each were conducted; five with community radio stations and five with youth organisations.

Another successful method of facilitating discussion was group interviews involving 2-4 people. Similar to KIIs, group interviews allowed the collection of opinions from more than one individual at a time, leading to a significant amount of collective information obtained. In total 13 group interviews were conducted; 7 with community radio stations and 6 with youth organisations.

A third method of holding discussions and obtaining relevant information was through individual interviews. This method allows individuals to speak freely without fear of repercussions, and is useful in gathering in-depth, analytical, and honest opinions on an organisation's capacity. In total, 31 individual interviews were held; 19 with community radio stations and 12 with youth organisations. The Ainaro Youth Council coordinator was not in the office when the team went to visit, despite being contacted prior to arrival.

Following the discussions carried out based on the data collection tools discussed above; all relevant data from each DOSA were collected for analysis and interpretation.

Analysis of the Findings

1. Institutional Governance and Organisational Management

The first area of study was institutional governance/organisational management. The study looked at legal aspect of the organisational formation such as existence of constitution, registration with the government, organisational mission, vision and strategy, management structure, and roles and responsibilities of members.

For this area of assessment, only 2 of 16 community radio and 3 of 12 district youth councils had a basic level of capacity in place (refer to section 7 for capacity assessment table). While youth councils are not required to register with FONGTIL or the Ministry of Justice, results show that there is still a need to have these formal organisational instruments in place, which will guide volunteers to work more effectively within the organisation and provide access to funding opportunities. Community radio stations are now receiving technical assistance from the Community Radio Center (CRC), under the

State Secretariat for Communications, and results and recommendations will be shared with CRC.

Out of the total organisations assessed, 10 of 16 community radio stations and 9 of 12 youth councils have a statute (Chart 1.1).

1.1 Organisation Statute
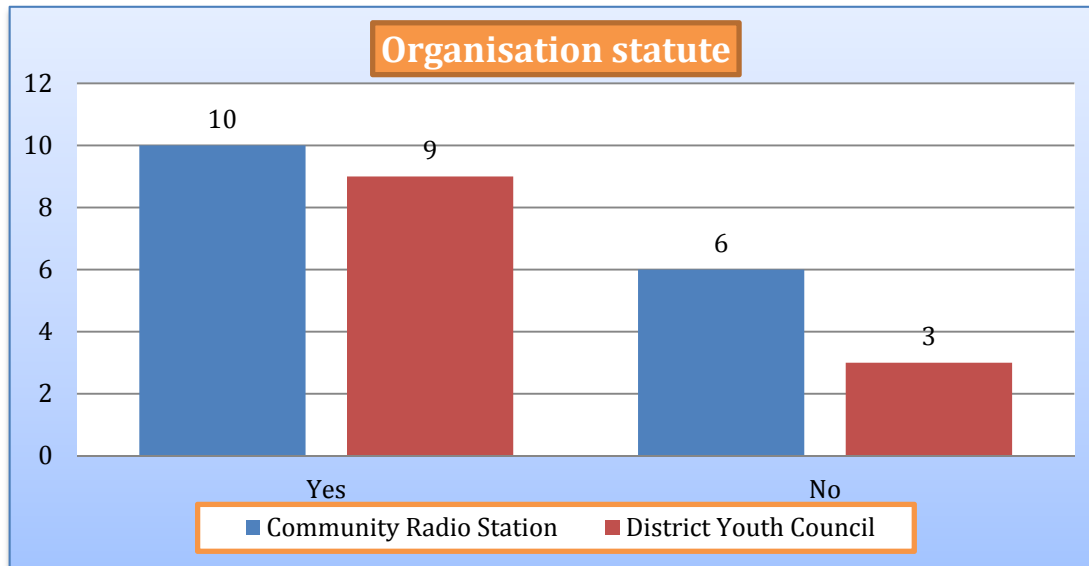
An overwhelming percentage of organisations are not currently registered. Only 5 of the 16 radio stations are registered with FONGTIL, and 2 of the 12 youth councils are registered with Ministry of Justice.[2] In the time since the survey was conducted, the Community Radio Center (CRC) has developed statutes for 14 community radio stations, and is working on a statute for Oecusse community radio.

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[2] CNJTL is an umbrella organization that is under the State Secretariat for Youth and Sport. While registration with FONGTIL and Ministry of Justice is not a requirement, it does give them access to funding opportunities that target CSOs

1.2 Management Structure

Management Structure

	Administration Council	Executive Management	Committee Control	General Assembly	No Formal Structure
Community Radio Station	0	12	0	0	4
District Youth Council	1	9	0	0	2
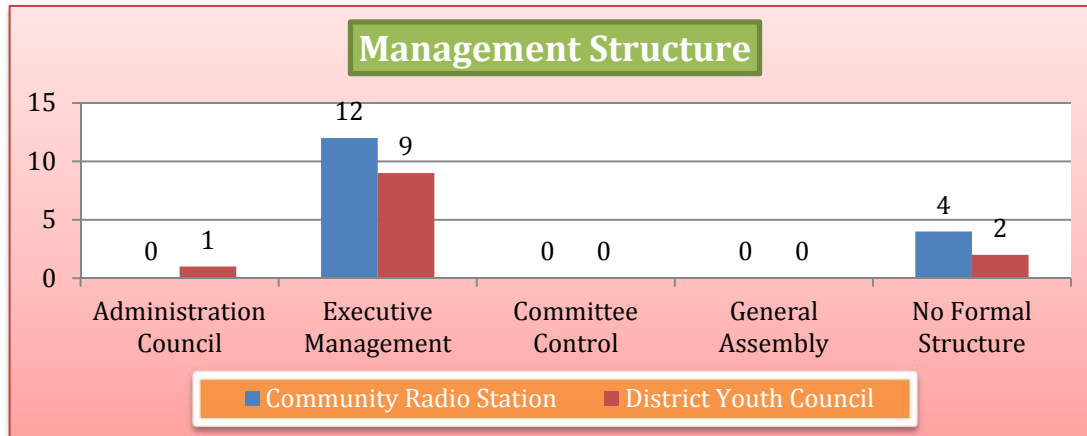
The structure of each organisation was assessed as to being run by administrative council (board controlled), executive management, committee, or general assembly.

Out of the 28 organisations assessed, 9 youth councils and 12 radio stations are run by an executive management structure, incorporating a manager or director. It was found that 4 radio and 2 youth councils did not have any formal management structure. The community radio vs. youth organisation data is displayed in chart 1.2 above.

2. Management Practices

The second focus was management practices. The study observed the conduct of management within organisations, ranging from the inclusion of staff in the decision making process to the presence of an organisational work plan. For this assessment area, 4 community radio stations and 5 district youth councils have basic capacity in place. These results suggest that other organisations may need stronger leadership and management practices.

2.1 Staff Involvement in Decision Making Process

Staff Involvement in Decision Making Process
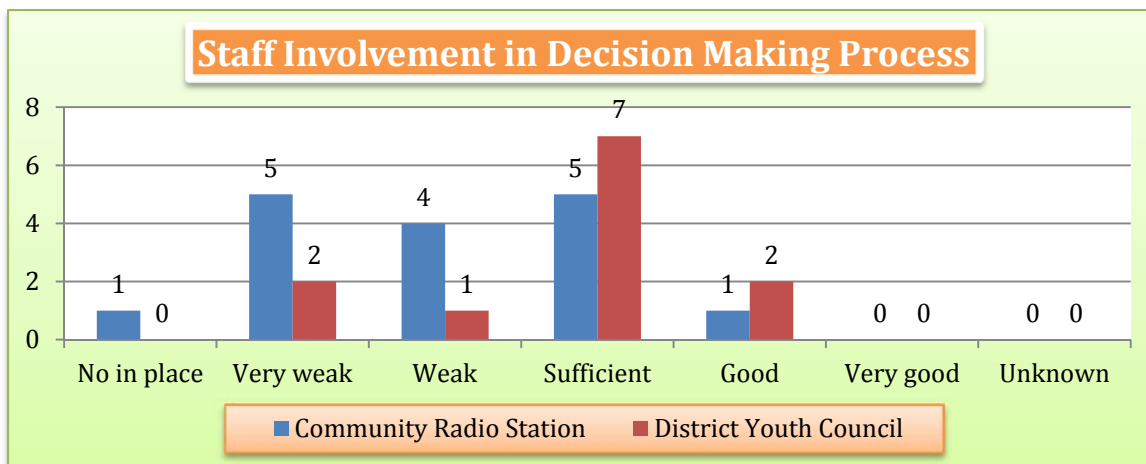
In the selection of organisations assessed, the most striking management practice divergence was the involvement of staff in the decision-making process (see Chart 2.1 above). It was found that 6 community radio stations involved staff in the decision making process, while 9 youth councils had a sufficient or good level of involvement. The low level of staff involvement in decision making processes could be a potential source of discord within the radio stations.

2.2 Formalised Administrative Procedure

Formalised Administrative Procedure
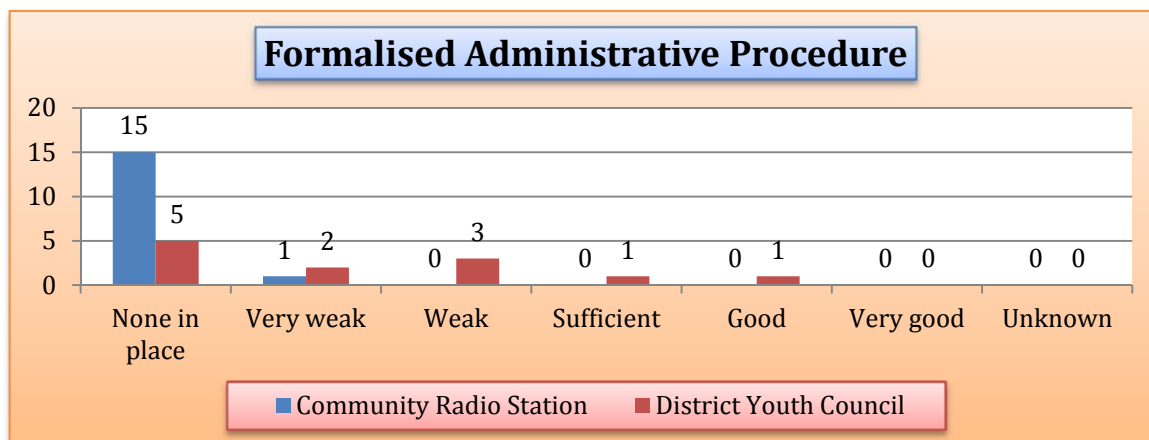
Another troubling trend within community radio stations is seen when formal administrative procedures, such as availability of office/operation manuals or handbooks, are analysed (Chart 2.2). 15 community radio stations and 5 district youth councils have no formal administrative procedure. There is room for improvement in both types of

organisations, but as it stands, community radio stations are sorely lacking in formalised administrative procedure.

2.3 Roles and Responsibilities

Another area in need of attention is the definition of roles and responsibilities of staff. This concerns the delegation of tasks to staff, and whether the organisation has a detailed work plan (Charts 2.3 and 2.4 below). In both cases, the large majority of both community radio stations (11 out of 16) and youth councils (9 out of 12) gave a rating of weak, very weak, or not in place.

Roles and Responsibilities

	Not in place	Very weak	Weak	Sufficient	Good	Very good	Unknown
Community Radio Station	4	4	3	3	2	0	0
District Youth Council	3	0	6	1	2	0	0
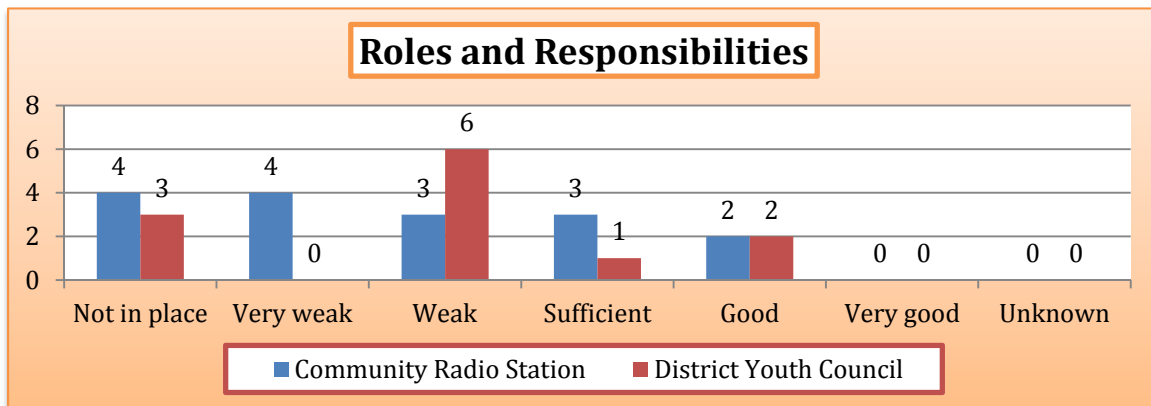
During DOSA interviews, it was found that volunteers in Suai Community Radio were unclear about their role at the station and the role of the station in the community. By providing guidelines on good community radio practices, volunteers may gain a better understanding of what they can achieve working at a community radio station.

Workplan

A bar chart titled "Workplan" comparing Community Radio Station (blue) and District Youth Council (red) responses across categories:

Category	Community Radio Station	District Youth Council
Not in place	6	4
Very weak	3	2
Weak	4	3
Sufficient	3	1
Good	0	2
Very good	0	0
Unknown	0	0

Legend: ■ Community Radio Station ■ District Youth Council
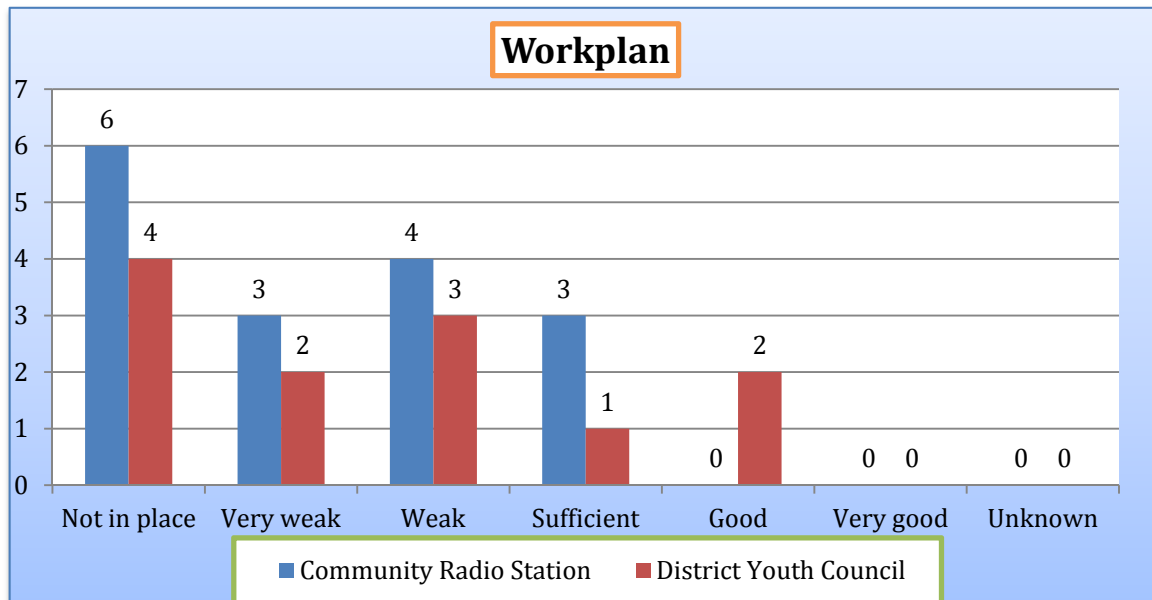
Responses also indicated a lack of planning with most respondents answering weak to not in place when asked about their organisational workplan (see Graph 2.4 above). Only 3 radio stations and 1 youth council responded that their plan was sufficient, with 2 youth councils stating that they had a good workplan.

3. Human Resources

The third area of study was human resources policy—specifically the effectiveness of an organisation's handling of its staff and staff affairs. Topics covered ranged from the presence of procedures to regulate human resources, to whether the organisation has programs in place to improve the abilities of staff. In this field, only 1 District Youth Council achieved a ranking of basic capacity, while all radio stations and the remaining 11 district youth councils ranked as having little capacity in human resource management (refer to section 7). These findings again indicate poor management practices and leadership.

3.1 Human Resource Policy

Human Resources Policy

Chart values (Human Resources Policy):
- Yes: Community Radio Station 0, District Youth Council 1
- No: Community Radio Station 15, District Youth Council 11
- Unknown: Community Radio Station 1

Legend: Community Radio Station, District Youth Council
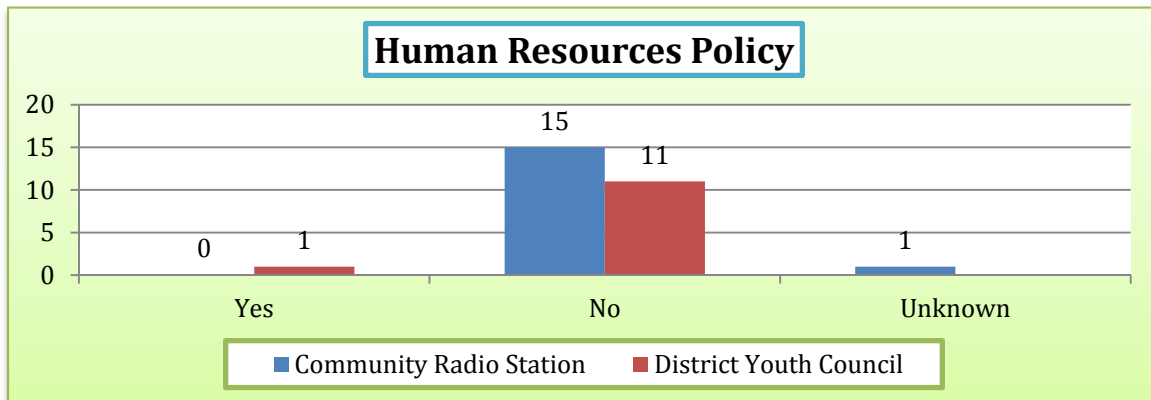
Human resources policy was found to be a topic not well institutionalized in district organisations, neither in community radio stations nor youth councils. Fifteen community radio stations and 11 youth organizations do not have human resources regulations or policy procedures in place (Chart 3.1 above).

3.2 Staff Job Description

Job Description of Staff

Chart values (Job Description of Staff):
- Not in place: Community Radio Station 9, District Youth Council 7
- Very weak: Community Radio Station 1, District Youth Council 1
- Weak: Community Radio Station 3, District Youth Council 3
- Sufficient: Community Radio Station 1, District Youth Council 0
- Good: Community Radio Station 2, District Youth Council 1
- Very good: Community Radio Station 0, District Youth Council 0
- Unknown: Community Radio Station 0, District Youth Council 0

Legend: Community Radio Station, District Youth Council

Of those interviewed that had a job description, the majority of them said the definition of their roles and responsibilities was weak or very weak, and more than half of the respondents (9 from community radio stations and 7 from youth councils) had no job description (Chart 3.2).

3.3 Recruitment Process

Recruitment Process

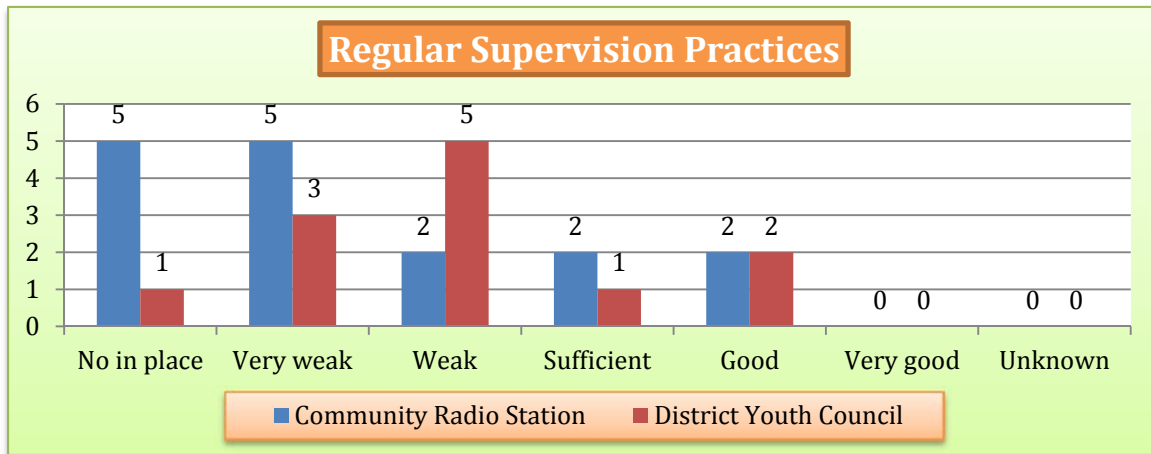|	Not in place	Very weak	Weak	Sufficient	Good	Very good	Unkown
Community Radio Station	10	3	0	0	3	0	0
District Youth Council	6	3	1	0	2	0	0
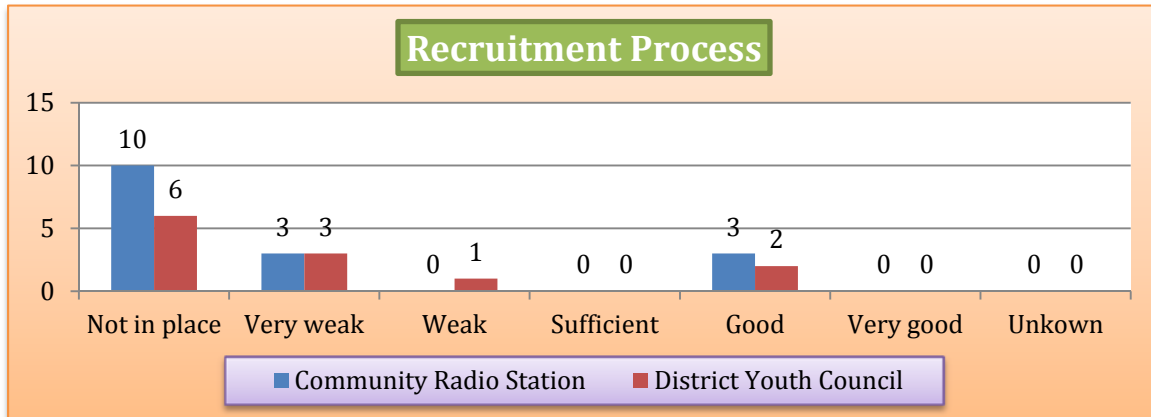
Regarding formalised practices in the recruitment of staff, majority (13 out of 16 community radio stations and 11 out of 11 Youth organisations) of staff from both community radio stations and youth councils gave a rating of weak, very weak, or not in place (Chart 3.3 above). These results differ from the baseline study, which indicates that most staff at community radio stations and youth councils are volunteers. Volunteers generally do not go through a formal recruitment process. 10 of 16 community radio stations do not have any recruitment processes, which seems to indicate that a majority of community radio stations rely on volunteers for staffing.

3.4 Regular Supervision Practices

Regular Supervision Practices

	No in place	Very weak	Weak	Sufficient	Good	Very good	Unknown
Community Radio Station	5	5	2	2	2	0	0
District Youth Council	1	3	5	1	2	0	0

The results shown in Chart 3.4 are similar to that of Chart 3.3, in that majority of organisations had weak, very weak, or no regular supervision practices. 5 community radio stations and 1 district youth council have no supervision at all, which may indicate an absence of a manager. This correlated with the findings shown in chart 1.2, where 4 community radio stations and 2 district youth councils had no formal structure for daily management in place.
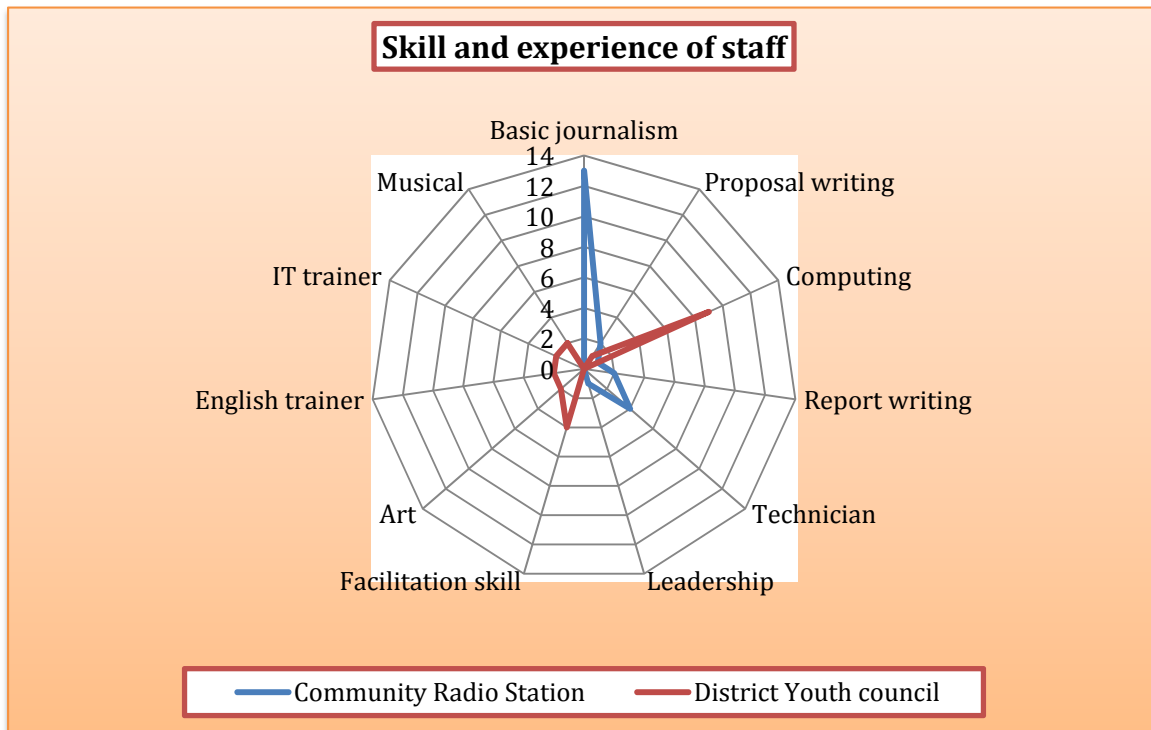
Responses strongly indicate a lack of skills and experience among staff. When asked to list experience/abilities of their organisation's staff, the areas of common responses were basic journalism for community radio stations (with 15 responses), and computer skills for youth councils (with 9 responses). As seen in chart 3.4, when ranking whether their organisations have programs in place to improve the abilities of staff through supervision, a majority (8 of 12) of youth council staff gave a ranking of weak or very weak, while 5 of 16 community radio staff said that such programs did not exist.

4. Finance Management and Fundraising

The fourth area of assessment was finance management and fundraising. Topics covered ranged from the organisations' experience with fundraising, to transparency of its financial operations. In this area, only one organisation out of both district youth council and community radio stations responded that it had basic capacity in finance management. This may indicate that this organisation—Baucau District Youth Council—has received capacity building and support previously.

4.1 Fundraising Experience

Fundraising Experience
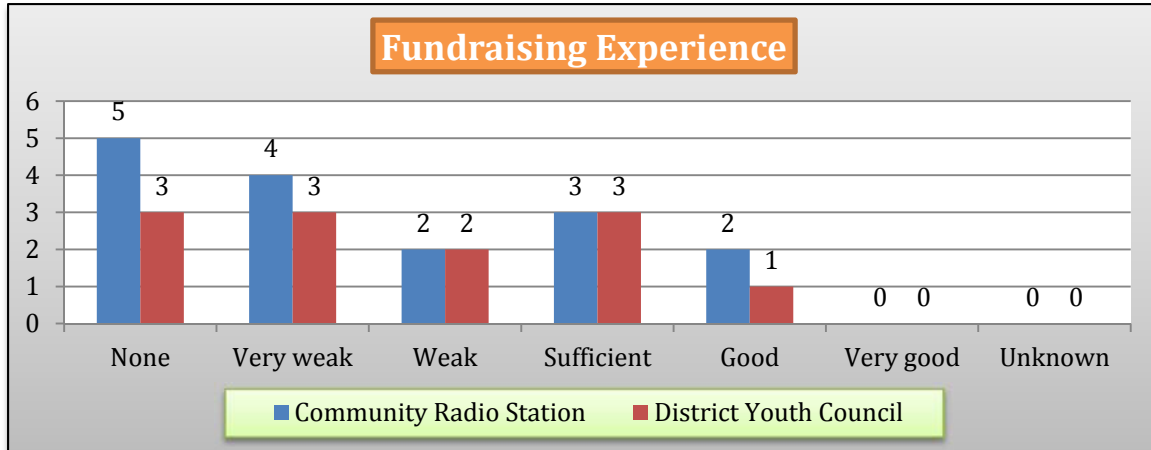
The responses regarding fundraising experience of the organisations were more evenly distributed. 3 youth councils and 3 community radio stations listed their experience as sufficient, while 3 community radio stations and 1 youth council listed their experience as good. However, a majority of youth councils listed their experience as weak, very weak, or none (Chart 4.1). Five community radio stations had no experience in fundraising, and a majority of the remaining listed their experience as weak or very weak. The baseline study also indicated that NSAs surveyed had no formal financial policies and procedures. This is an area where SFCG could work with its partners SECOMs, CRC, SEJD, and CNJTL to strengthen the fundraising and financial management capacity of community radio stations and youth councils.

4.2 Financial Planning and Management

Financial Planning and Management
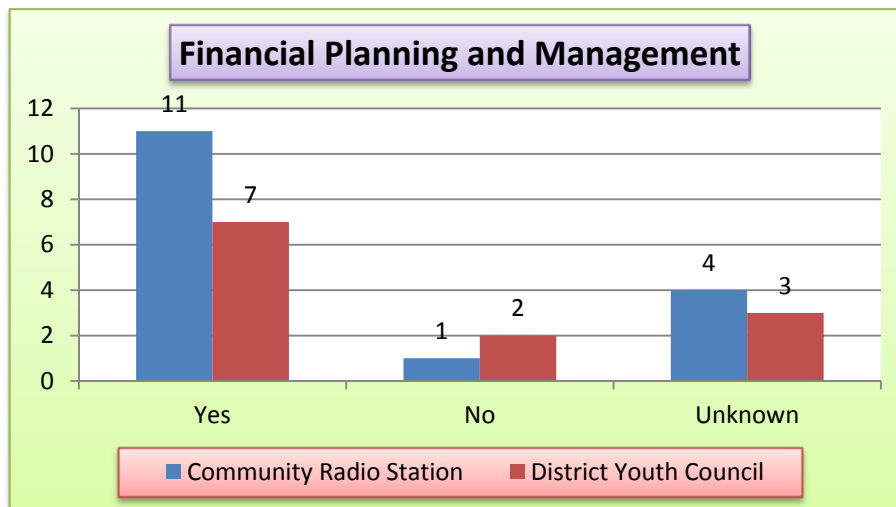
Regarding the actual use of funds, a majority of respondents at 7 youth councils and 11 community radio stations stated that funds were used as initially planned—a very positive indicator as seen in Chart 4.2.

4.3 Financial Operations Procedure
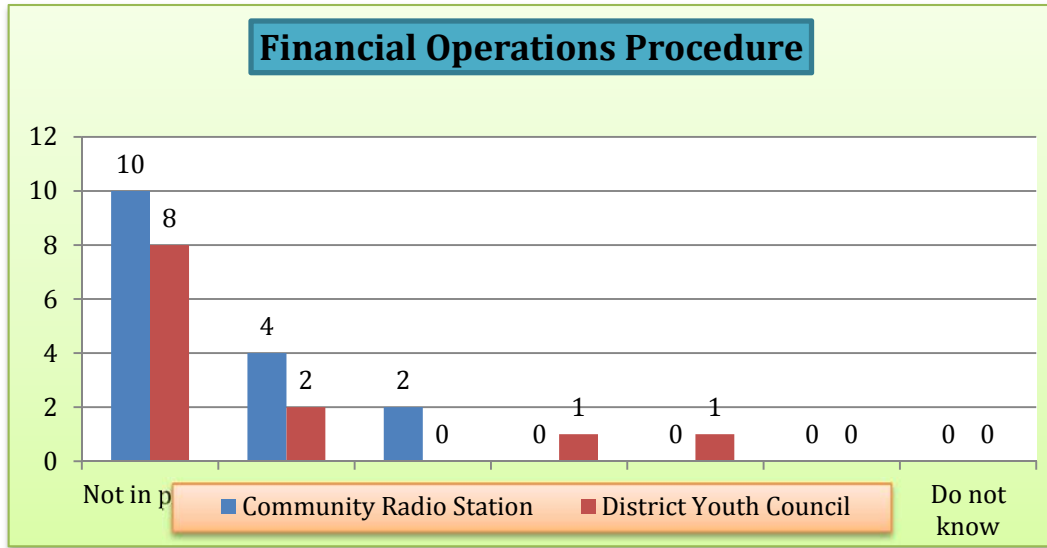
However, a large majority responded with "weak" or "not in place" when ranking the transparency and effectiveness of their daily fund usage (Chart 4.3), a possibly contradictory signal.

4.4 Current Funding Sources
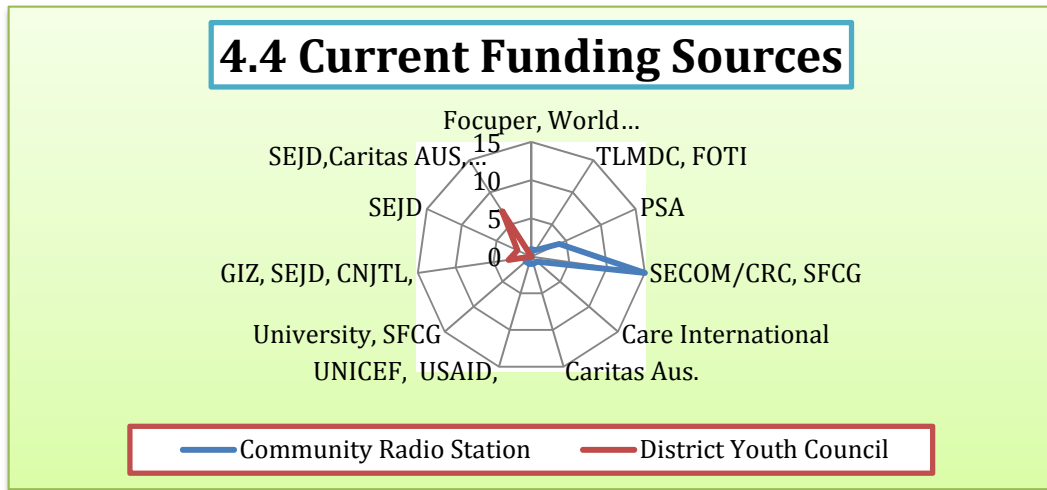
Chart 4.4 above shows that community radio stations are heavily dependent on external funding, from the Government, particularly through CRC and from SFCG through its projects. This finding is consistent with SFCG's experience with community radio where they have found that radio stations only play music and do not produce their own radio programs. District youth councils do not appear to have as much access to external funding—relying solely on what CNJTL provides—with only 2 receiving funding from State Secretariat for Youth and Sport (SEJD) directly, and 7 receiving funds from NGOs working in partnership with SEJD.

Furthermore, a large majority (see Chart 4.2) of organisations stated that they did not have any financial plan in place to raise additional funding. Measures to address this shortcoming would be very beneficial, and could possibly lessen some of the other negative indicators in finance management areas such as financial operations procedure and fundraising. SFCG's unique position as a partner of the CNJTL and community radio stations gives it a strong opportunity to provide training to these organis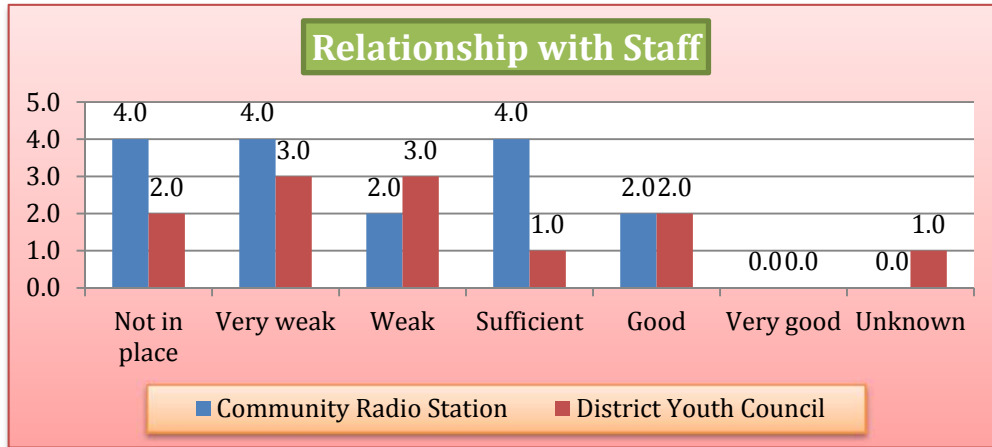ations in the areas of fundraising and financial management, which is further enhanced through partnership with CRC/SECOM and SEJD.

5. External Relationships

The fifth area of study was external relationships. Here, organisations were asked to rank approaches they used to communicate with various stakeholders, from donors, to the government, to their local communities. In a positive shift from previous sections, external relationships were one area where many respondents ranked their approaches as at least sufficient. For this area, 4 community radio stations and 5 district youth councils have a basic level of capacity in place, which is the highest scoring field of the 6 focus areas. This shows that managers and staff have generally good skills to build relationship with external parties.

For community radio stations, a majority ranked their approach used to communicate with government and other media as sufficient or good (Charts 5.4 and 5.5). For all other external partners (staff, donors, other organisations, and the community), a majority of the respondents ranked their efforts as weak (Charts 5.1-3 and 5.6). While not ideal, it is an indication that most community radio stations at least have relationships with external partners, and could benefit from further improvements.

5.1 Relationship with Staff

Relationship with Staff

(bar chart — Community Radio Station vs District Youth Council)

	Not in place	Very weak	Weak	Sufficient	Good	Very good	Unknown
Community Radio Station	4.0	4.0	2.0	4.0	2.0	0.0	0.0
District Youth Council	2.0	3.0	3.0	1.0	2.0	0.0	1.0

Data in graph 5.1 are consistent with previous sections on human resource management and financial management, which reflect low levels of relationship between staff. Only 2 of 12 youth organisations and 2 of 16 radio stations reported to have good internal relationship with the rest of the organisations reporting from not in place to sufficient internal relationships. Not in place in this circumstance would indicate that management does not involve staff in the decision making process at all.

5.2 Relationship with Donors

Relationships with Donors

(bar chart — Community Radio Station vs District Youth Council)

	Not in place	Very weak	Weak	Sufficient	Good	Very good	Unknown
Community Radio Station	3	2	6	2	3	0	0
District Youth Council	2	1	2	5	2	0	0
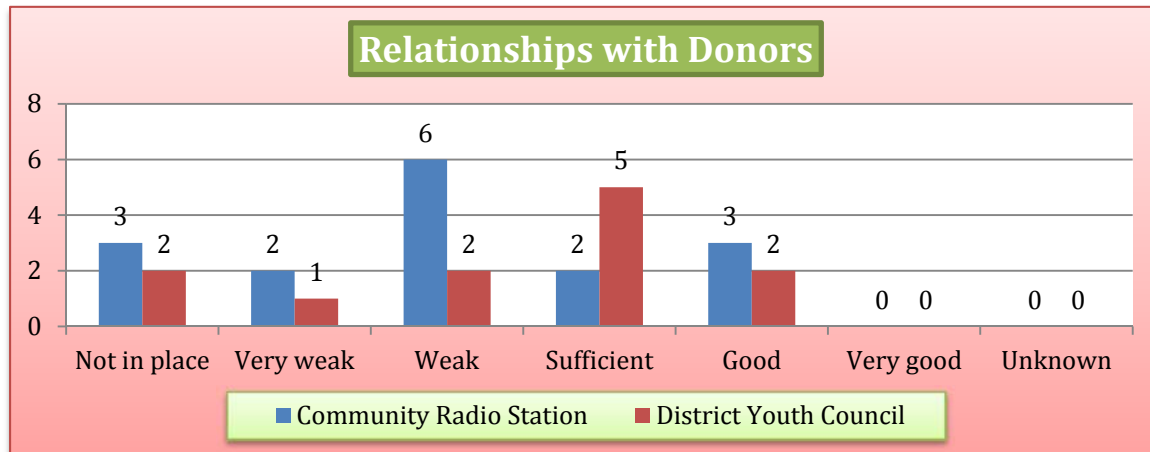
The results in graphs 5.2 and 5.3 are consistent with the baseline study, which indicates a high dependence on donors, and possible need for strengthening in network management. The results from the baseline study also indicate that NSAs tend to have good collaboration with youth. However, results indicate that many community radio stations need more capacity building regarding establishing relationships with donors and other networks.

5.3 Relationship with Other NSAs and Youth Groups

Collaboration with other NSAs and Youth Groups
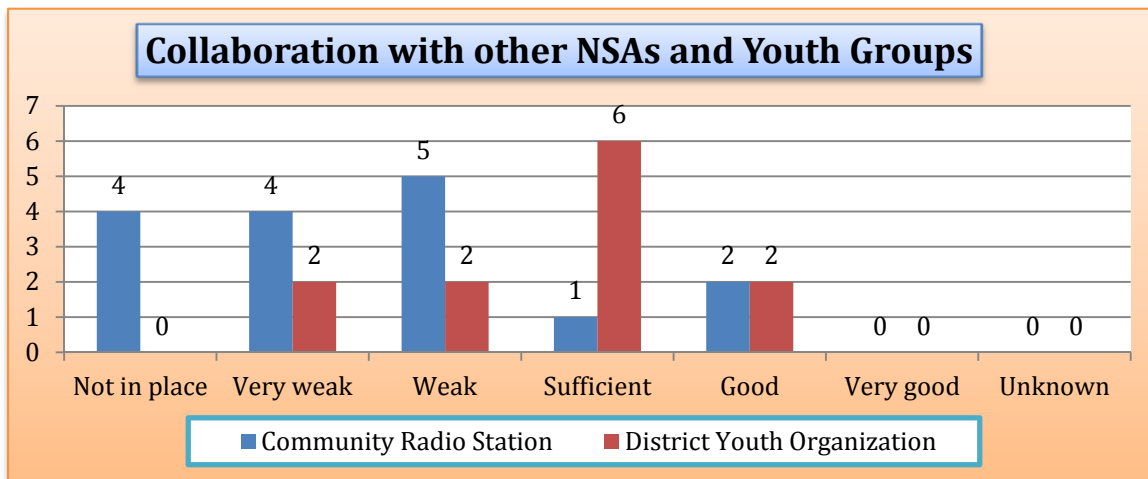
In general, district youth councils show better results in collaboration with NSAs and youth groups, with 6 rating as sufficient and 2 as good. Community radio showed poorer results, with 4 responding that they have no collaboration in place with government, and the majority of respondents scoring very weak to sufficient collaboration.

## 5.4 Relationships with Government Agencies

NSA-Government relationship
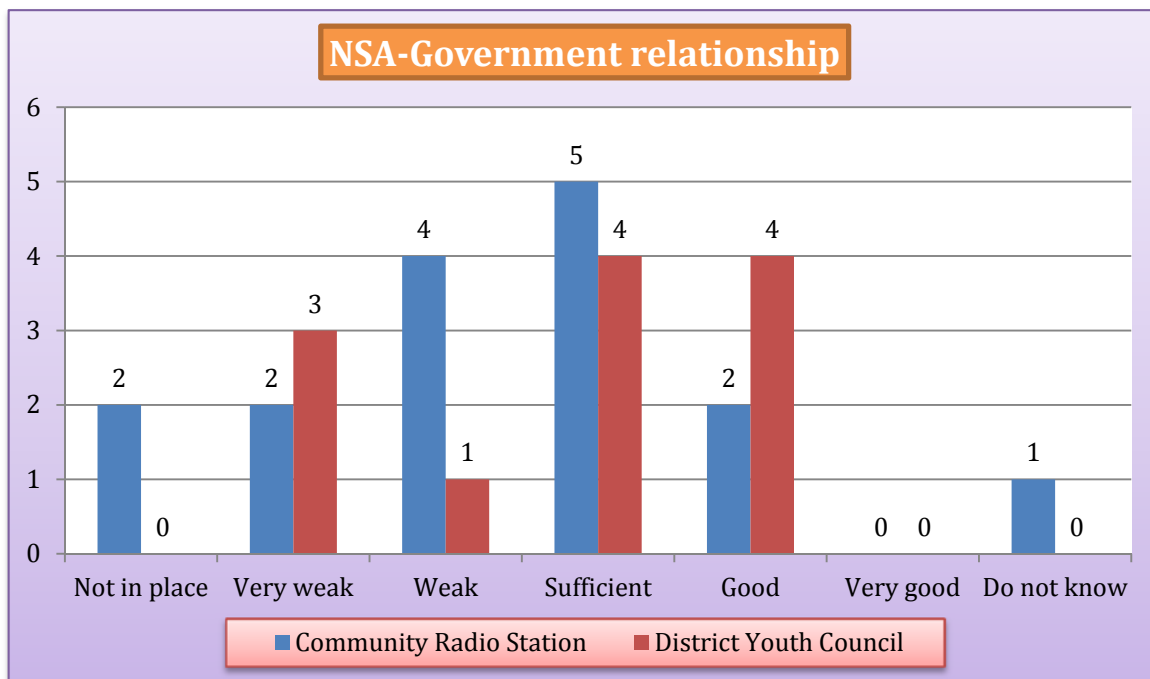
Even though community radio stations are dependent on government funding (as shown in chart 4.4), community radio generally reported sufficient, weak, or no relationship with

government agencies with only two community radio having a good relationship with government. These results may also indicate poor relationships with government at a local level, which could be due to dependence on funding received from national level government bodies i.e. CRC/SECOM and SEJD. However there are some exceptions, such as Radio Tokodede and Radio Matebian which received funding from local government to improve the physical infrastructure of community radio stations.

5.5 Media Collaboration
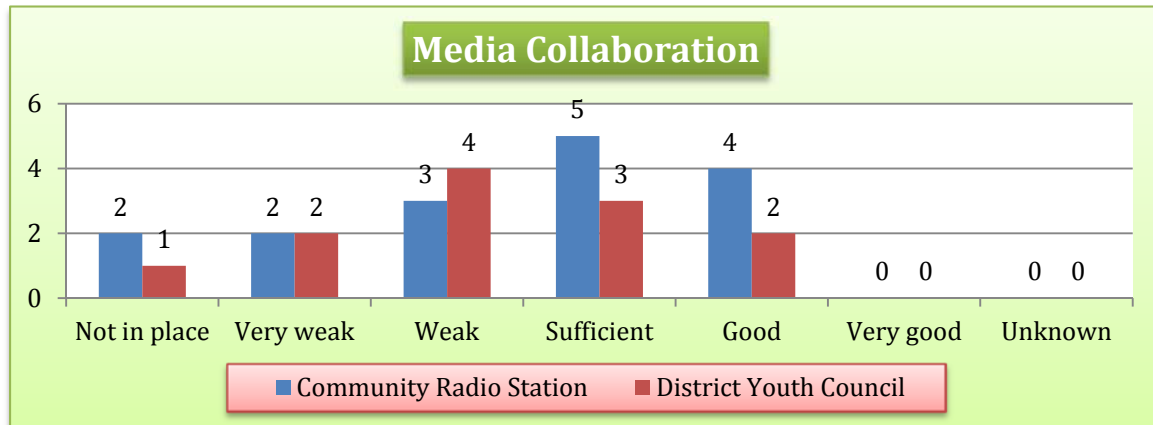
Generally, results show that community radio has better collaboration with other forms of media and government media offices, but are still not achieving the level of very good. However, 2 radio stations reported collaboration with media was not in place. Almost half of the district youth councils reported sufficient to good collaboration. These results show that there is room for improvement and perhaps a need for community radio (local media) and district youth councils to access national media in order to increase collaboration; bringing local issues into the national spotlight, and vice versa.

5.6 Community Engagement
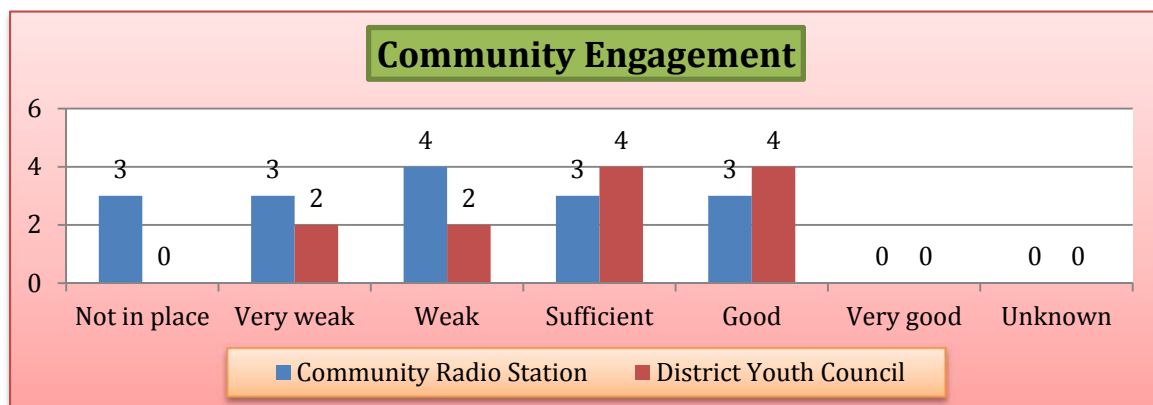
As shown in Chart 5.6 above, community radio stations have minimal participation in community engagement, with 3 community radio stations having no engagement at all. District youth councils showed better results in community engagement, possibly through local activities such as sports, with only 4 district youth councils having weak or very weak community engagement.

For youth organisations, the majority of respondents rated their approach used to communicate with external partners as sufficient or good for every single external partner (Charts 5.1-6). While there is still room for improvement, this is a good indicator of the status of youth councils in Timor-Leste, and shows that despite other possible flaws, external relations are generally positive. Results show that some training in communication and engagement—both internal and external—would be beneficial to youth councils, particularly with government, donors, youth, media and NGOs.

6.   Program Design, Implementation, Monitoring and Evaluation

The sixth and final area of study was program design, implementation, monitoring and evaluation. Organisation's program design and the ability to perform self-assessments mid-project were included as part of the assessment. Topics ranged from simply ranking the process by which their organisations designed its programs, to the relevance of programs to the organisation's original strategy. In this area, all of the community radio stations and district youth councils ranked low, indicating that there was no capacity in place in terms of program design, implementation, monitoring and evaluation (refer to section 7). SFCG's findings indicate poor capacity in monitoring and evaluation, but strong implementation skills.

The analysis of program design yields troubling results. A very significant majority of community radio stations and youth councils responded "not in place" to every question (Charts 6.1-7), indicating a lack of awareness about the usefulness of program design, self-assessment, and basic program problem solving. It is in this sector that the organisations could most benefit from trainings and workshops. If the organisations were able to strategically design, implement, and modify programs, their success and reach could be greatly improved.

6.1 Program design
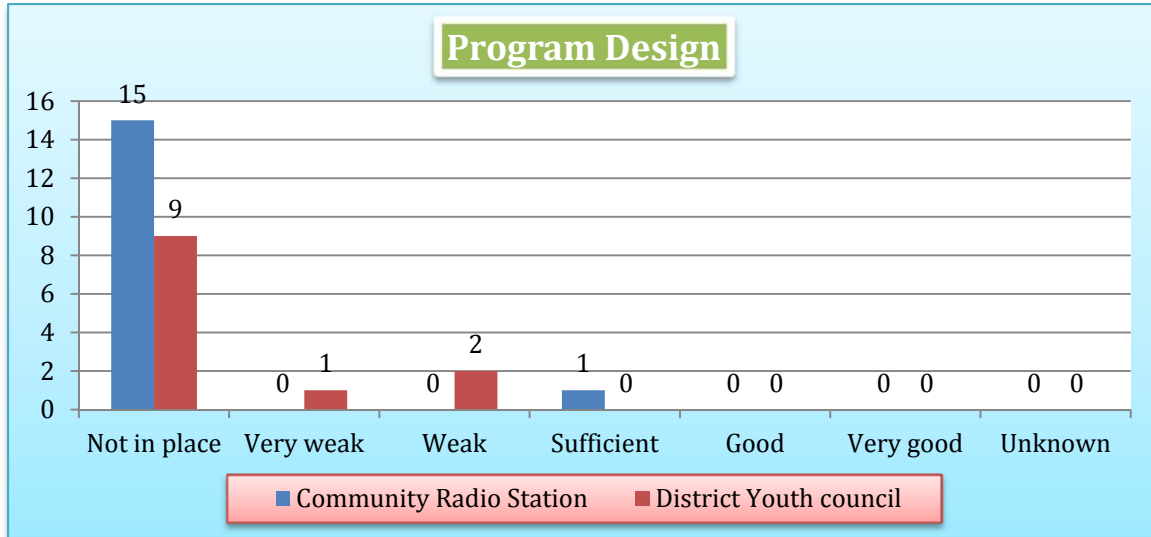
Program Design

Program design is not in place in almost all of the community radio stations, and the majority of district youth councils. These results are consistent with findings from chart 2.1 (staff involvement in decision making process), which also showed poor results.

6.2 Stakeholder Engagement in Program Design

Relevant Stakeholder Engagement in Program Design
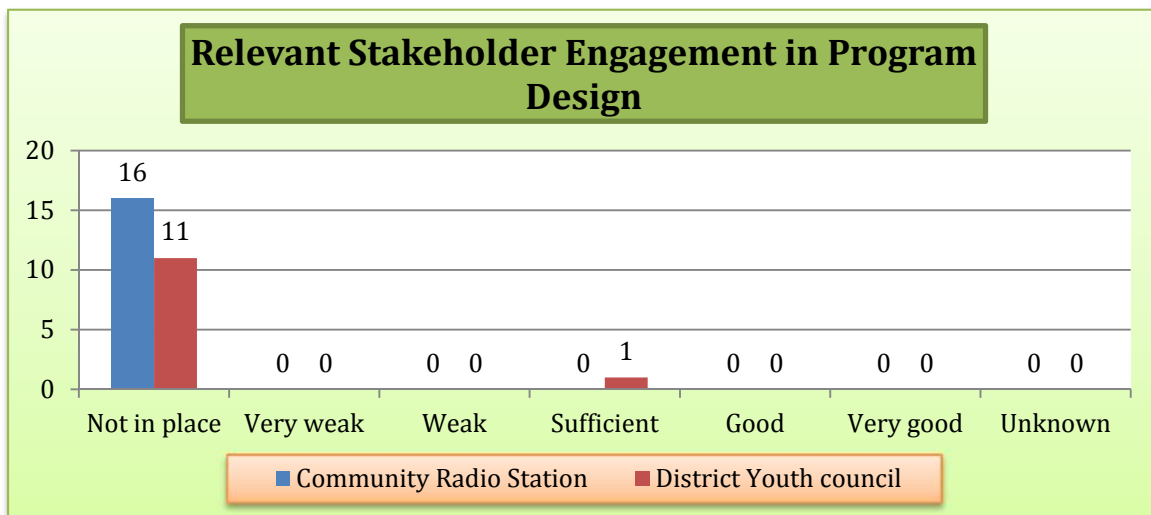
Results show that community radio stations and district youth councils have no engagement with stakeholders during program design, with the exception of a single youth council (see Chart 6.2 above). Even though the previous section showed that community radio and district youth councils tend to have good relationships with donors, there is no relationship with stakeholders in regards to program design, showing a need for capacity building in identifying stakeholders, as well as networking.

6.3 Program Design Tools

Program Design Tools

| | 15 | 13 | | | | | | |
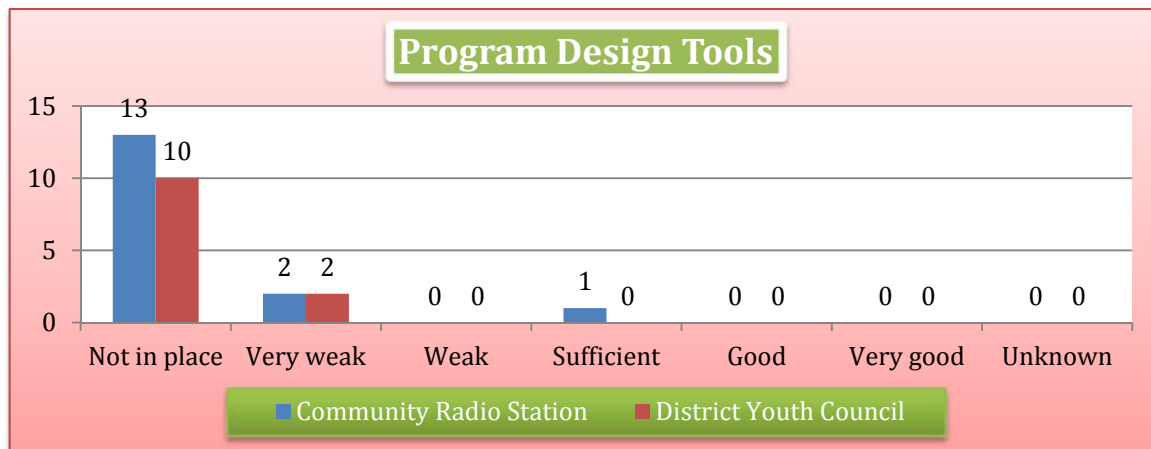
Program design tools is an umbrella term referring to practices that enhance an organisation's ability to effectively address an issue; examples of program design tools would be a problem tree, stakeholder analyses, and focus group discussions. Chart 6.3 above shows that there are no program design tools being used by 13 community radio stations and 10 district youth councils. Only 1 community radio station has sufficient level of use of program design tools. Thus, there is a need to provide more support in program design to both community radio and district youth councils.

Implementation

Almost all of the radio stations and youth councils answered that methods of assessing program implementation progress were not in place, with exception of one radio station which had very weak methods and one youth council had sufficient progress assessment methods (see Graph 6.4). This reinforces earlier findings that volunteers and staff have little to no input into program design and planning, so the trend continues in implementation and progress assessment.

6.4 Measurement of Program Implementation Progress and its Impact

Measurement of Program Implementation Progress and its Impact

Community Radio Station values: Not in place = 15, Very weak = 1, Weak = 0, Sufficient = 0, Good = 0, Very good = 0, Unknown = 0

District Youth council values: Not in place = 11, Very weak = 0, Weak = 0, Sufficient = 1, Good = 0, Very good = 0, Unknown = 0

Legend: ■ Community Radio Station ■ District Youth council
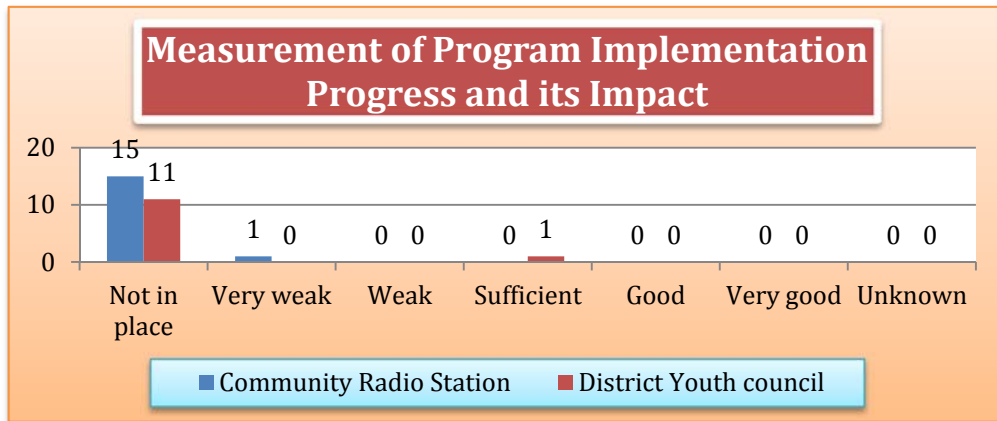
By having little to no involvement of staff in program design, it is also difficult for volunteers and staff to see how a program is relevant to the organisation's strategy. This is evident in graph 6.5, in which only 1 radio station and 2 youth organisations had a ranking of very weak, while the rest had a not in place ranking. SFCG could take a more proactive role by providing training in strategic development emphasising an inclusive process that involves all staff and volunteers.

6.5 Relevance of Program Design to Strategy

Program Related to Strategy

Community Radio Station values: Not in place = 15, Very weak = 1, Weak = 0, Sufficient = 0, Good = 0, Very good = 0, Unknown = 0

District Youth Council values: Not in place = 10, Very weak = 2, Weak = 0, Sufficient = 0, Good = 0, Very good = 0, Unknown = 0

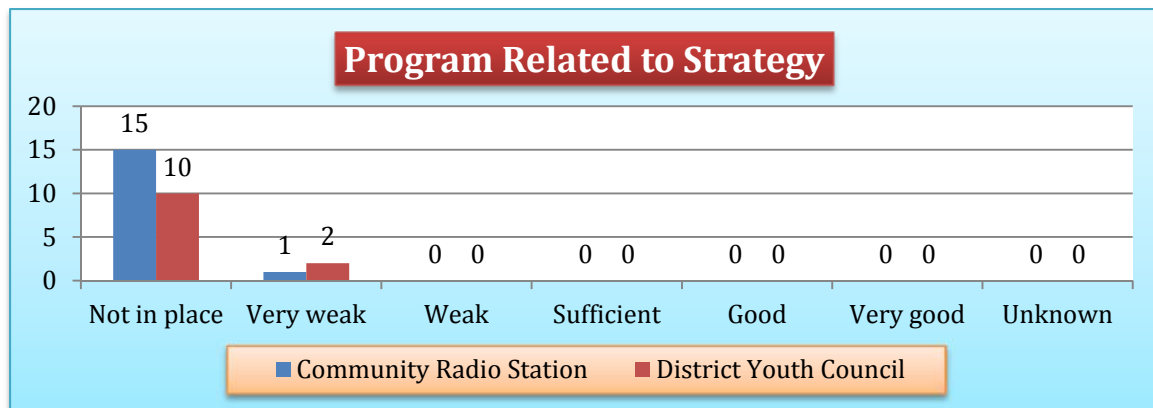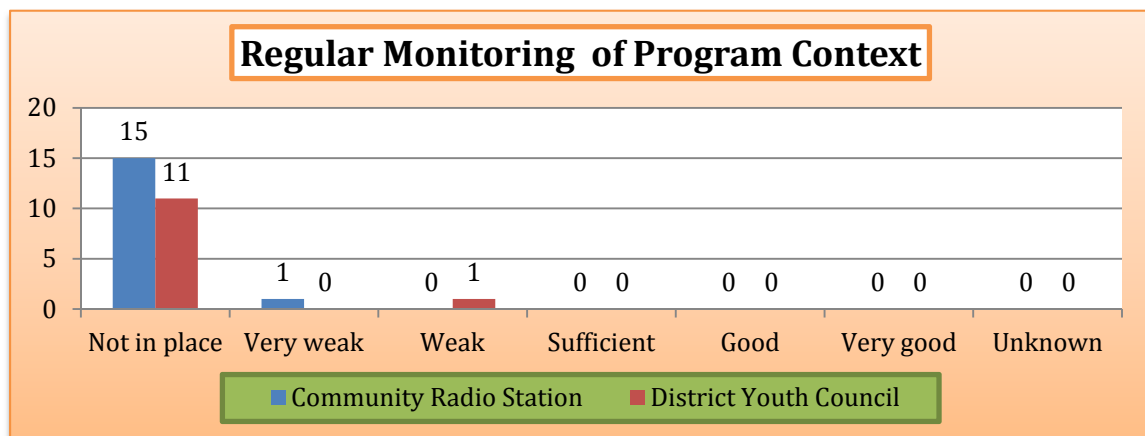Legend: ■ Community Radio Station ■ District Youth Council

Chart 6.5 shows that almost all community radio stations and district youth councils do not have programs that are relevant to the organisation's strategic plan. This may be because the organisation lacks a formal strategic plan (refer to section 1).

Monitoring

"Not in place" rankings continue to dominate the areas of monitoring and assessment of programs. This shows that radio and youth councils do not have monitoring tools developed to measure results, which is consistent with findings from the baseline survey. SFCG could provide simple monitoring tools such as pre-test and post-test, mini surveys, post-training evaluation, variable disaggregated participants list, radio program quality monitoring format and Most Significant Change (MSC) Approach, which would assist staff and volunteers by enabling them to monitor current programs and use assessment techniques to adjust current programs and develop more effective new programs.

6.6 Regular Monitoring of Program Context

Regular Monitoring of Program Context

	Not in place	Very weak	Weak	Sufficient	Good	Very good	Unknown
Community Radio Station	15	1	0	0	0	0	0
District Youth Council	11	0	1	0	0	0	0

As there is no strategic plan or strong program design, there is almost no monitoring of programs and its relevance to context, as can be seen in the Chart 6.6 (above). Almost all community radio stations and district youth councils have no regular program monitoring in place. SFCG has already been working with community radio stations and district youth councils in implementation of programs, and will now focus on developing simple monitoring tools for their use.

6.7 Regular Assessment to Identify/Generate New Program Ideas

Regular Assessment to Identify/Generate New Program Ideas

A bar chart showing values for two categories: community Radio Station and District Youth Council.

	Not in place	Very weak	Weak	Sufficient	Good	Very good	Unknown
community Radio Station	15	1	0	0	0	0	0
District Youth Council	12	0	0	0	0	0	0
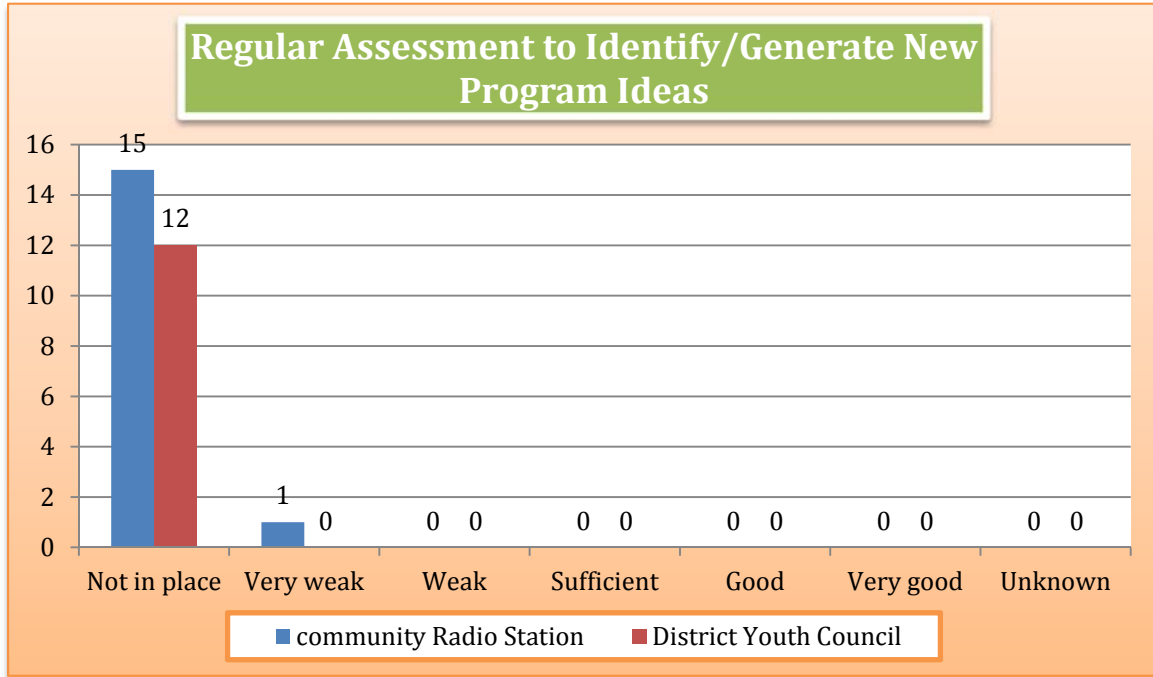
Almost all of community radio stations, with exception of 1, and all district youth councils, do not conduct assessments to generate new ideas. These results are consistent with the results that show that community radio stations are dependent on programs being developed by other organisations and district youth councils dependence on government to implement activities.

7.   Ranking of Organisational Capacity

Based on criteria developed by SFCG, most of the organisations are <u>Level 2</u> (see tables below and Annex 2) indicating basic level of capacity. While radio stations and youth councils are seen as definable organisations, they generally lack basic building blocks of vision, mission and goals as well as strategic plan. As radio and youth councils attract youth volunteers, they do not know their role or the role of the organisation as rules, procedures and policies are not written.

Community radio stations mostly had low scores across the board, but did score higher in the area of external relations. Radio stations in Maubisse, Bucoli and Oecusse had higher scores in 2 focus areas. These scores are also consistent with SFCG's experience in working with community radio in the past four years. Since the time of conducting the DOSAs, Community Radio Center (CRC) has been working towards formally establishing a board for each community radio station. SFCG and CRC, under the

Secretariat of State for Communications are working to develop a capacity building plan for radio station staff and volunteers, as well as the newly established boards.

District youth councils generally showed low scores across the board except in Baucau and Viqueque. For the District Youth Forum 2014, SFCG has handed over responsibility to District Youth Councils to plan and facilitate the two-day forums. Following the implementation of all district forums, and having completed the civic leadership trainings for 2013, SFCG and CNJTL are to develop capacity building plans for district youth councils, in consultation with the Secretariat of State for Youth and Sport.

Five categories based on current capacity of Community Radio Station and District Youth Council through Discussion Orientated Self-Assessment (DOSA)
Community Radio Organisation

Level 1 Not in place and need for increased capacity		Level 2 Basic level of capacity in place		Level 3 Moderate level of capacity in place		Level 4 High level of capacity in place			

Organisation	Governance Institution	Management Practices	Human Resources Management	Finance Resources Management	External Relationship	Program design	Category	Mitigation action
Community Radio Aileu	1	2	1	1	1	1	2	Search For Common Ground (SFCG) and SECOM will cooperate and develop Community radio station capacity development plan based on DOSA result.
Community Radio Ainaro	1	1	1	1	1	1	2	
Community Radio Bucoli	1	2	1	1	2	1	2	
Community Radio Baucau	2	1	1	1	1	1	2	
Community Radio Ermera	1	1	1	1	1	1	2	
Radio Jojo FM.	1	1	1	1	1	1	2	
Community Radio Liquica	1	1	1	1	1	1	2	
Community Radio Lautem	1	1	1	1	2	1	2	
Community radio Maubesi	1	2	1	1	2	1	2	
Community Radio Manufahi	2	1	1	1	1	1	2	
Community Radio Manatuto	1	1	1	1	1	1	2	
Community Radio Maliana	1	1	1	1	1	1	2	
Community Radio Oecusse	1	2	1	1	2	1	2	
Community Radio Suai	1	1	1	1	1	1	2	
Radio UNPAZ	1	1	1	1	1	1	2	
Community Radio Viqueque	1	1	1	1	1	1	2	

District Youth Council

Level 1 Not in place and need for increased capacity			Level 2 Basic level of capacity in place		Level 3 Moderate level of capacity in place		Level 4 High level of capacity in place	

Organisation	Governance Institution	Management Practices	Human Resources Management	Finance Resources Management	External Relationship	Program design	Category	Mitigation action
District Youth Council Aileu	1	1	1	1	2	1	2	Search For Common Ground (SFCG) and Sec. of State Youth and sport (SJD) will cooperate and develop Community radio station capacity development plan based on DOSA result.
District Youth Council Baucau	2	2	2	1	2	1	2	
District Youth Council Ermera	1	2	1	1	1	1	2	
District Youth Council Dili	1	1	1	1	1	1	2	
District Youth Council Lautem	1	1	1	1	2	1	2	
District Youth Council Liquica	2	1	1	1	1	1	2	
District Youth Council Manufahi	2	2	1	1	1	1	2	
District Youth Council Manatuto	1	1	1	1	1	1	2	
District Youth Council Maliana	1	2	1	1	1	1	2	
District Youth Council Oecusse	1	2	1	1	2	1	2	
District Youth Council Suai	1	1	1	1	1	1	2	
District Youth Council Viqueque	1	1	1	2	2	1	2	

Conclusions

The main conclusions drawn from the results are:
1. Institutional governance and organisational management: 2 out of 16 community radio stations and 3 out of 12 district youth councils had basic level of capacity in place.
2. Management practices: 4 community radio stations and 5 district youth councils have basic capacity in place.
3. Human resources: 1 District Youth Council achieved a ranking of basic capacity in place with, all radio stations and 10 district youth councils have little capacity in human resource management.
4. Finance management and fundraising: 1 organisation—Viqueque District Youth Council—out of both district youth councils and community radio stations, has basic capacity in finance management.
5. External relationships: 4 community radio stations and 5 district youth councils have basic level of capacity in place, which is the highest scoring field of the 6 focus areas.
6. Program design, implementation, monitoring and evaluation: all community radio stations and district youth councils ranked low, showing that there was little capacity.

Recommendations

Based on the results, it is recommended that SECOM – Community Radio Center (CRC), Search for Common Ground (SFCG), and Secretary of State for Youth and Sports – CNJTL, should use different approaches to strengthen the organisational capacity of each community radio station and district youth council across 13 districts. Recommendations for organisational capacity improvement were divided into the six main focus areas. SFCG-TL's ideal operational capacities are listed below, followed by the recommendations to bring local NSAs up to that standard:

- **Governance**:
  - *Improve community radio board function* – ensure board and radio manager work well together; define the objective and holds the community radio manager accountable; empowered; periodically evaluated and strong direction. CRC are already working in this area.
  - *Develop organizational strategy, mission, vision and value* (Multi-annual strategy that is both actionable & linked to vision & primary goals; strategy widely known and drives activities)
  - *Foster teamwork and develop effective communication* through variety of team working practices; team review systems in operation (e.g. peer review; feedback from stakeholders etc.)

- *Participation and decision making process* - clear, formal systems that involve broad participation as practical & appropriate, with shared decision making

CRC, SFCG and SEJD-CNJTL should increase the capacity of boards/councils of community radio stations and district youth council coordinators across 13 districts on strategic program development and leadership, particularly in teambuilding and participatory processes.

- **Management practices**:
    - *Organisational structure* - Organisational chart updated and reflects an appropriate structure
    - *Information systems* - Sophisticated, reliable, and accessible by all; increases staff effectiveness; comprehensive electronic database (where possible) and management reporting systems exist
    - *Administrative procedures* - Staff handbook and other operational manuals implemented / monitored
    - *Personnel* - all positions filled with roles and responsibilities clearly defined
    - *Planning* - ability to develop concrete, realistic operational plan; planning on a regular basis; linkages to strategic plan - concrete, realistic & detailed operational plan; involves teams to widen expertise; staff trained in planning

It is recommended SFCG, CRC and CNJTL work to increase the capacity of CRs, DYC and its board members on basic operational management, including planning for staff capacity development. Some work has been done already in developing a model of good community radio station, under the leadership of CRC in cooperation with SFCG and the same could be done for district youth councils under the leadership of CNJTL and SEJD and its partners.

- **Human Resources**:
    - *Human resource development* - develop concrete, realistic, integrated, detailed plans; regular planning; all staff on contracts or TOR with clear job description
    - *Staff roles* - develop understanding of roles; clear and updated job descriptions
    - *Staff recruitment process* - integrated HR process to recruit, develop, and retain staff
    - *Supervisory practices* such as performance appraisal and regular reviews
    - *Staff development* - training/development plans for staff

SFCG and CRC should train the radio manager and board members on human resource management such as developing manuals that include staff performance appraisal review.

- **Financial resource management and fund development**:
    - *Finance planning/budgeting*- financial plans, budget reflects organizational needs)

- *Financial operation management* - Formal internal controls governing all financial operations fully tracked, supported, and reported; annual audit; attention to cash flow management
- *Fundraising and development planning* - Fund-raising needs adequately covered by well-developed internal fund-raising skills, occasional access to external organisation and well-developed system for long term planning; multi-pronged fundraising strategy is proactive and integrated

It is recommended that training in financial operation management and fundraising – particularly in proposal writing - should be delivered to community radio managers, youth district coordinators, and their board/council members, which may be possible through SFCG's partnership with FONGTIL.

- **External relationship**:
  - *Relationship with donor* - Good, well-managed relationships based on developing trust and transparency; able to influence donor agenda; donor respect for the organisation based on organisational growth
  - *Collaboration with NGO and media* - closer working relationships; regular collaboration on activities / issues of common interest; broad alliances
  - *Community engagement* – More community involvement in all stage of activities for integrating sustainability - like-minded people are more likely to remain committed to ongoing sustainable activities.

It is recommended to increase the capacity of radio managers, youth district coordinators and board/council members on external relationship/partnership relationship management, including effective community engagement approaches such as the common ground approach.

- **Design, implementation, monitoring and evaluation**:
  - *Project design* - Design involving stakeholder input, clear impact indicators; Log frame, or other approaches, used regularly
  - *Performance measurement* - Develop, comprehensive, integrated system; impact measured based on concrete data collection
  - *Program relevance and integration* - Well defined and fully aligned with mission; clear link to overall strategy, synergies
  - *Monitoring environment/follow-up monitoring* - Extensive knowledge; refined ability and systematic tendency to adapt behaviour
  - *New program design* - Continual assessment of gaps; adjustments always made; tendency to create new, truly innovative programs in local or other areas.

It is recommended that training in project design, performance measurement, and monitoring/follow up be carried out, with a special focus on outcome of activities conducted by community radio and youth organisations, as well as long term impact.

While SFCG cannot cover all of these recommendations in the immediate future, the areas that need most attention are finance management, fundraising and program design, implementation, monitoring and evaluation. There are opportunities for SFCG to work together with CRC and CNJTL to develop a model for what a good radio station and youth council looks like and work as a mentor to help radio stations and youth councils achieve that goal.

Annex

1. Questionnaire

COMMUNITY RADIO & YOUTH
ORGANISATIONAL CAPACITY SELF-ASSESSMENT
QUESTIONNAIRE

District:
Organization:
FGD/Individual interview: _____
Position: _____

Please answer the question below based on your current organization capacity!

Question:
Session 1: Institutional Governance/Organization/Management

1. Does your organization have a *chart-statute*? Yes-No- (ask to see a copy)
2. Did your organization have *registration* to Ministry of Justice? Yes-No (ask to see a copy)
3. What is the *management structure* of your organization?
    1. Administration council (Manage strategy) 2. General secretariat/executive secretariat (Daily manage-Director-Staffs) 3. Control Commission, 4. General Assembly (Different members)
4. Is each of your *boarders* know his/her roles (are they written)? Yes-No (Ask to see a copy)
5. Please tell us how do you find these *roles*?
    1=Not in pace; 2= Not very clear; 3=Not clear; 4= Sufficient 5=Clear; 6=Very clear
6. Does your organization have a clear *strategy/vision/mission and value*?
    1=Not in place; 2= Very weak; 3=Weak; 4= Sufficient 5=Good; 6=Very good.
    Comment:

7. Please indicate involvement of your staff or members in the *decision making process*!
    1=Not in place; 2= Very weak; 3=Weak; 4= Sufficient; 5=Good; 6=Very good;
    Comment:

Section 2: Management practices

2.1 How formal is the *structure of the organization*? Is the organization chart, where is exists up to date? Please provide a copy if possible!
1=Not in place; 2= Not very clear; 3=Not clear; 4= Sufficient; 5=Clear; 6=Very clear
Comment

2.2 What thought has been given to the *information system* available within the organization?
1=Not in place; 2= Very weak; 3=Weak; 4= Sufficient; 5=Good; 6=Very good;
Comment:

2. Criteria for capacity level ranking

SFCG has developed and used a systematic technique for defining functional characteristics of NSAs. This system will be used as an indicator of the progression of NSA in developing capacity. The Timor-Leste context, the following model provides illustrative definitions for specific levels of capacity:

Level I Organisations: This is the "entry level"; Community-based organisations (CBOs), community "self-help" groups. Typically, these organisations have no recognisable structure, and leadership is not formally defined. They might include informal groupings of families with mutual interests and shared concerns.

Level II Organisations: These organisations are clearly definable as organisations, with shared values and objectives (whether formally expressed or not), and a definable constituency. Typically, they do not have staff, but operate with volunteers working under the leadership of a charismatic community leader. They usually have rules, procedures and policies that are commonly accepted, but probably not written. Many youth groups fall into this category.

Level III Organisations: These organisations have the fundamentals of a fully functioning NGO, including some paid staff (even if pay is low and/or irregular) and volunteers. They will have recognition by the community as an NGO, dedicated office or work space, written materials describing their mission and services, and a bank account with someone specifically responsible for maintaining it. Quantifiable services are provided.

Level IV Organisations: These organisations have a structured staffing plan and organisational chart, a basic budget, a board of directors (whether it meets or not), well defined provision of services, evidence of growth or expansion, official registration (whether legal or simply acknowledged by local or national officials), and wide recognition by the public. Many Timorese NGOs and local affiliates of INGOs fit this category. These organisations are externally supported. Without external support they would fail, but their creativity and initiative create the possibility of financial sustainability with a developed strategic plan based on priorities and investment in the organisation's capabilities.

Level V Organisations: Organisations at this level are fully functioning NSA/NGOs, with a well defined mission statement, active board of directors, established constituency, and the elements of providing services for which they generate income, and with the management structure that is likely to be sustainable without, or with a minimum of external support.