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**Eurasia Program**

**Organizational Self-Assessment**

The Open Society Foundations is committed to supporting organizations to not only become more effective in achieving their immediate and substantive goals, but also to improve their capacity and remain high-functioning and healthy in the long term. To assist us in gaining a fuller understanding of your organization’s strengths and challenges, we ask you to provide a candid self-assessment of your organization’s financial health, governance, leadership and management, and role in the field. This assessment will help us better understand the fields we support, the institutional and operational challenges facing grant seekers, and how we can structure any potential support to not only advance project objectives in which the Eurasia Program may have an interest, but also to promote organizational health, sustainability and growth. This assessment is the necessary first step prior to considering a proposal from your organization.

The questions posed below are not intended to be comprehensive or exhaustive; rather your written answers will serve as a starting point for a discussion with OSF program staff about your organization’s strengths and challenges. We encourage both concision and candor in your responses. We suggest guidelines for the lengths of your responses in parenthesis below; however, you are welcome to provide longer or shorter responses as necessary. If your organization has recently engaged in a formal organizational assessment or program evaluation process that addresses some of the questions below, we invite you to share with us the findings from this process either by incorporating them into your responses below or including any written reports resulting from this process as an attachment.

**General Organizational Information**

* Organization’s Legal Name:
* Address:
* Main telephone:
* Main fax:
* Website:
* Year of foundation:
* Year of registration:
* Founders (Please list first and last names, as well as current contact information, if available) :
* Current leadership (Please list first and last names, as well as current contact information):
* If your organization is membership-based, who makes up that membership? What is the current number of members?
* Do volunteers work at your organization? If yes, how many in total? What is the nature of their volunteer work? Are they domestic, international, or both?
* Is your organization a member of any association, coalition or network? If so, which ones? For how

long?

**Financial health (up to 2 pages)**

* What are the general funding sources of this organization (e.g. government, foundations, events, earned income, individuals)?
* Please specify the period of your latest financial year. What was the organization’s total revenue/overall budget in the latest financial year (in USD)?
* Have there been significant changes in the amount or composition of your revenue sources over the past three years? If so please describe. Do you anticipate any significant changes in the year(s) covered by the grant proposal?
* What steps has your organization taken over the last three years to obtain, diversify, and increase your income (even if those efforts have not been successful)? Which donors have you previously approached?
* What concrete plans do you have to fulfill your budget in the upcoming year? Which donors and sources of funding are you going to apply to, and when? (If you have an articulated fundraising business plan/strategy please attach it.)
* Who is responsible for financial planning in your organization? How long have they been working in this position? (Please provide contact information and CV if possible.)
* Has your organization faced an operating deficit at any point in the past three years? Do you maintain a reserve fund and, if so, what is its current amount?
* Have there been any significant changes in the organization’s net unrestricted assets over the past three years?
* Please identify any other fiscal and/or budgetary challenges that the organization has faced in the past three years or that you anticipate in the year(s) covered by the grant proposal.
* Who serves as the accountant for you organization? For how long have they been in this position? Do they work full time? (Please disregard this question if it’s the same individual listed above with responsibility for financial planning.)
* Do you rely on the services of external organizations or consultants/specialists in finance/accounting? If so, how often and on what matters?
* Who specifically prepares financial reports for OSF and other donors? What difficulties have you encountered and how have you solved them?
* How often do local tax officials audit your financial activities? When was the last audit? Over what period? What was its conclusion? Please specify if you disagree with any of its findings.
* Has there been an independent audit of your organization’s activity? If so, who conducted it and when? (Please attach a copy of the results if available.)

**Governance (1-2 paragraphs)**

* What are the organization’s governance practices? Who is responsible for steering the organization’s direction, making policy and strategy decisions, overseeing organizational performance, and ensuring overall accountability?
* What type of governance structure or mechanism has the organization put in place? What is its role? Is this role explicitly articulated? How effective does the governance structure seem to be in fulfilling its role?

**For organizations that have a formal governing body** (Board, Council, etc.)

* How often does it meet, either in person or via conference call? When was the last meeting, and what were the main topics of discussion? How do members keep in contact and exchange information between meetings?
* On what questions/issues is it most helpful? On what questions/issues would you like the governance structure to play a greater role?
* Do members bring relevant skills and experience to the organization’s work? Do they have good reputations? How active are they and in what ways? How strong is the collaboration between the governing body and staff?
* Are there particular professional backgrounds or skillsets that it would be useful to add to your governing body for the future? Why?
* Please identify any significant Board development goals you may have in the year ahead.

**For recently or informally established organizations**:

* How does the organization think about governance? Does the organization have an explicitly articulated governance structure? Is there an internal system of checks and balances?
* Are the organization’s governance and management functions separated? If so, how does the division between strategic planning and daily management work in practice?
* If these functions are currently shared by the same individual(s) within the organization, are there any plans to modify this arrangement in the coming year?

**Leadership and Management (1-2 paragraphs)**

* Who is responsible for leading and managing the organization?
* How long has your current Executive Director been in office and what was his or her prior position? (Please attach a CV if possible.)
* Who serves on your organization’s senior management team?
* Have there been any recent changes in senior leadership at the organization? If so, how is the organization managing the change?

**For recently or informally established organizations**:

* What management mechanism(s) has the organization put in place, and what role does it play? Is this role explicitly articulated? How effective is the mechanism?
* How do the leadership and management teams develop strategy and plan and execute the organization’s work?
* Do leaders and managers have the skills and experience to guide the organization? If not, are there other staff members or advisors who possess the required expertise to guide the organization?

**Communications capacity (1-2 paragraphs)**

* Does your organization have a strategic communications plan? If so, how does it utilize online and offline media to meet its goals and influence discourse at the level and with the audience intended? If there is no formally articulated communications plan, how do you keep your target and potential audiences informed of your work? How do you seek to influence the areas in which you work?
* Please list from your point of view, the most interesting 3-4 publications where your work is mentioned.
* Which online communication platforms does your organization use (e.g., news media outlets, website, blogs, mobile, apps, or social media)? How are each of these platforms used to achieve your communication goals?
* When was the last time your organization posted/published on each of the platforms you referenced above? What is your reach on each of these platforms (e.g. number or readers/subscribers/followers/actions taken)?
* What instruments do you use to get these statistics? How do you assess the effectiveness of your social media use? Do you publish a newsletter of your posts (e.g. press releases)? How often? When did you last do this and what was the topic?
* Who in your organization is responsible for working with communications and mass media tools? What is their background experience and area of training? (Please attach a CV if possible)

**For recently or informally established organizations**:

* What is the organization’s general approach to communications and who is principally responsible

for carrying it out? Does the organization have the ability to communicate about its activities in straightforward ways, such as through work-of-mouth, written program descriptions, simple brochures, and use of media like radio, text blasts, etc.?

**Role in the field (up to 1 page)**

* What is the organization’s role in the broader field(s) in which you work? What are the unique perspectives or capacities you provide to the field?
* What is the organization’s level of influence in its proposed area of work relative to other actors in the field?
* From your perspective, please indicate the 3 or 4 most important activities of your organization in the last two years, and explain their significance.
* How do you collaborate with other organizations (private, public, etc.) to impact change? Who are the key strategic partners you work with to achieve your objectives?