

Vedlegg: IOA-modellen for organisasjonsevaluering

Figur A Institutional and Organizational Assessment (IOA) Model



Tabell A Institutional and Organizational Assessment (IOA) Model: Forklaring på dimensjoner

External Environment	
Administrative/Legal	How the legal framework, administrative norms and other regulations affect the work of the organization
Political	How the political environment affects the organization
Social/cultural	Ability to shift social and cultural attitudes
Economic	Effects of the economic environment (economic policy, foreign investment, etc) on the organization. Ability to develop competition policy framework and examine industrial sectors, societal databases, levels of competition, low transaction costs
Stakeholder	How communities, government, donors, partners or others are involved with the organization and value it
Technological	How the systems in the environment support technology needed for the organization's work
Ecological	Ability to assess environmental impact and to adapt
Organizational Capacity	

Financial Management	Financial planning, resource mobilization, financial accountability, financial statements and systems
Program Management	Planning, implementing and monitoring programs/projects
Process Management	Problem-solving, decision-making, communications, monitoring and evaluation
Inter-organisational Linkages	Planning, implementing and monitoring networks and partnerships
Strategic Leadership	Leadership, strategic planning, niche management
Human Resources	Planning, staffing, developing, appraising and rewarding, maintaining effective human relations
Infrastructure	Facilities management, technology management
Structure	Governance structure, operational structure
Organizational Motivation	
History	Story of the organization's foundation, growth, awards and achievements, notable changes in structure or leadership, as well as failures and near misses
Mission	Formal articulation of the organization's purpose that results from the organization's vision and that materializes into more concrete objectives/actions
Culture	Collectively accepted meaning of the organization (values, collective assumptions)
Incentives/Rewards	Reason for staff to join an organization, and the way an organization rewards and punishes its staff
Organizational Performance	
Effectiveness	Extent to which an organization is achieving its goals
Efficiency	Ratio that reflects a comparison of outputs accomplished to the costs incurred for accomplishing these goals. A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results
Relevance	Ability of an organization to meet the needs and gain the support of its priority stakeholders in the past, present and future
Financial Viability	Ability of an organization to raise the funds required to meet its functional requirements in the short, medium and long term and to maintain the inflow of financial resources greater than the outflow