

ORGANIZATIONAL EFFECTIVENESS ASSESSMENT (OEA)

SAMPLE DISCUSSION QUESTIONS

Commercial Sector

INTRODUCTIONS

- Brief introductions of Assessment Team members by Team Leader
- Current situation of the National Society
- Purpose of assessment and this meeting (e.g. Red Cross desires to develop sustainable structures and improve its services; this can only be achieved through involving our key stakeholders)

GENERAL BUSINESS ENVIRONMENT

- What is the general national economic conditions and forecast?
- Do businesses generally develop strategic plans with mission statements and visions for the future?
- Do are management consultants and marketing agencies available locally to support business development? If so, which are recommended?
- Are there technical expertise (marketing, finance, computer systems, etc.) you would be willing to share with the Red Cross?

WORKPLACE SAFETY

- Is workplace safety (protecting employees and customers) important to your businesses?
- If the Red Cross offered safety training and equipment designed specifically for businesses, do you think other businesses would be interested? Would they pay for it if it was at a reasonable rate?

PHILANTHROPIC CULTURE

- Who do you consider to be the most vulnerable (at risk) groups in the country? Are they being helped adequately?
- Is there a sense of philanthropy among the commercial/business sector?
- Do you feel it is important for businesses to support local charities? Why?
- When you support a local charity, do you promote this in your organization's marketing efforts?
- Do you receive a lot of requests for donations? If yes, how do you determine who you support?
- Do your employees have any influence on who you give to or how much?
- If you do not contribute to Red Cross, what would encourage you to do so?

PERCEPTION OF THE RED CROSS

- Who do you consider to be the "best" NGOs in the country? Why?
- Personally, what's the first thing you think of when you hear "Red Cross"?
- What perception do you think most people have about the Red Cross?
- What programs of the Red Cross are you most familiar with? Which are most important? Why?

SUGGESTIONS FOR STRENGTHENING THE RED CROSS

- Are there any other services the Red Cross should consider providing?
- What do you think is the greatest strength of the Red Cross?
- Where do you think the Red Cross is weak?
- How can the Red Cross attract more donations from businesses and individuals?
- How can the Red Cross improve its own marketing and promotions?
- Where would you like to see *your* Red Cross in 10 years? How can we get there?

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Government

INTRODUCTIONS

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VULNERABLES AND RESPONSE

- Who are the most vulnerable (at risk) group of people in the country and what is being done to assist them (government and NGOs)?
- Are there any groups of needy people not being helped by any organization or agency?

HEALTH PRIORITIES

- What are the most critical health risks in the country?
- Is the Red Cross helping to address these needs? How?
- Do you see the Red Cross more suited to provide health education to the public or clinical support?

PERCEPTION OF THE RED CROSS

- Who do you consider to be the “best” NGOs in the country? Why?
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- What perception do you think most people have about the Red Cross?
- What programs of the Red Cross are you most familiar with? Which are most important? Why?

RED CROSS RELATIONSHIP WITH GOVERNMENT AND NGOs

- Are there good relations between the Red Cross and the government?
- How does the Red Cross support your activities?
- How do you support the Red Cross?
- Do you think there are other areas where the Red Cross can work with the government in reducing vulnerability?
- Do you think the Red Cross has a good relationship with other NGOs?
- Do you think the Red Cross should be working closer with other NGOs to address community issues?

SUGGESTIONS FOR STRENGTHENING THE RED CROSS

- Are there any other services the Red Cross should consider providing?
- What do you think is the greatest strength of the Red Cross?
- Where do you think the Red Cross is weak?
- Where would you like to see *your* Red Cross in 10 years? How can we get there?

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SAMPLE DISCUSSION QUESTIONS

Red Cross Members, Volunteers & Staff

INTRODUCTIONS

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VULNERABLES AND RESPONSE

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PERCEPTION OF THE RED CROSS

- Who do you consider to be the “best” NGOs in the country? Why?
- Personally, what’s the first thing you think of when you hear “Red Cross”?
- What perception do you think most people have about the Red Cross?
- What programs of the Red Cross are you most familiar with? Which are most important? Why?
- What does your family and friends think of you being involved with the Red Cross?
- Do you donate financially to the Red Cross? Do you support any other local charities? Why?
- Do you volunteer with any other charity besides the Red Cross? Why?

MOTIVATIONS AND INCENTIVES FOR RED CROSS INVOLVEMENT

- Why did you become involved with the Red Cross?
- How did you first hear about the Red Cross?
- Do you encourage others to volunteer or work with the Red Cross?
- What can the Red Cross do to attract and retain additional active volunteers?
- How are volunteers/member/staff recognized for your hard work and achievements? What more can be done?
- Do you feel appreciated by the Red Cross leaders?

SUGGESTIONS FOR STRENGTHENING THE RED CROSS

- Are there any other services the Red Cross should consider providing?
- What do you think is the greatest strength of the Red Cross?
- Where do you think the Red Cross is weak?
- *For branches:* What support is needed from the Red Cross headquarters? What support and you provide to other branches?
- How do you think the Red Cross can get more funding and active volunteers from the community?
- Where would you like to see *your* Red Cross in 10 years? How can we get there?
- If I had \$100,000 to donate to the Red Cross, how would you recommend it be used?

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SAMPLE DISCUSSION QUESTIONS

Red Cross Leadership (HQ and Branches)

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VULNERABLES AND RESPONSE

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RED CROSS PROGRAMS

- How does the Red Cross develop new programs and services?
- How does the Red Cross identify the vulnerable groups and specific individuals it will help?
- Who do you consider to be the Red Cross key stakeholders?
- How are your stakeholders involved in program development and management?
- Does the Red Cross provide standard services across the country? Should they?
- Is there a system for tracking beneficiary information? (number of people helped directly or reached, which regions, their satisfaction with the service received)

SPECIFIC SECTOR/LEADERSHIP QUESTIONS

Fund Raising/Income Generation

- Who is responsible for fund raising in the organization? (individual departments, branches)
- What are the 3 top funding sources? How reliable are they?
- What are your most important cost recovery and income generating activities? Is your first aid training income generating?
- Do you have a structured membership program with paid members? What communications do you have with your members? (e.g. newsletters, trainings, Annual General meetings)

Volunteers

- Who is responsible for recruiting volunteers? How are they recruited?
- Who is responsible for managing and supporting the development of volunteers?
- Why would someone want to become a Red Cross volunteer?
- How are they orientated to the Red Cross?
- Do you provide training to them?
- How do you recognize them?

Leadership Questions

- How are the NS leadership identified and recruited (governance and management)?
- Why are the NS leaders interested in working with the Red Cross?
- What are your top 3 priorities for the next two years? (separate Governance and Management responses)
- Has the Red Cross achieved diversity of volunteers/membership, leadership, and staff? (ethnicity, gender)
- How well do you think the NS copes and adjusts to changes in the environment? (e.g. economic changes, disasters)

Relationship within the Red Cross Movement

- Besides the American Red Cross, what other National Societies do you work with?
- Which have been the strongest relationships? Why?
- Which have been the weakest relationships? Why?
- How satisfied do you think the PNSs have been with your programs?
- Who is responsible for working with the PNSs and developing funding proposals?
- Who is responsible for reporting back to the PNSs on the program?

For Branches:

- What support does HQ provide to your branch? What other support is needed?
- As a branch, how are you funded?
- As a branch, have you developed a long-term development/strategic plan?
- As a branch, what are your top 3 priorities for the next two years?
- As a branch, what support and technical assistance can you provide to other branches?

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- Where would you like to see *your* Red Cross in 10 years? How can we get there?
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NGOs

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NGO ENVIRONMENT

- Describe your organization (what do you do, who do you help)
- How are you funded? (donations, government, foundation)
- Is there a lot of “competition” among NGOs for donations and volunteers?
- What are your most successful fund raising activities?
- How do most people in the country view volunteerism?
- Do you use volunteers? If yes, how do you attract and retain volunteers?
- How do you (did you) identify your programs and who you were going to help?
- Is there an organization that co-ordinates and supports NGOs? Do you think there should be?
- Who do you consider the biggest NGOs? Who do you consider the best NGOs? Why?

RED CROSS RELATIONSHIP WITH NGOS

- Do you collaborate with the Red Cross? If yes, how?
- Do you think the Red Cross has a good relationship with other NGOs?
- Do you think the Red Cross should be working closer with other NGOs to address community issues?

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Media

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RED CROSS IN THE MEDIA

- Do you give any preference for covering Red Cross stories in the media?
- What type of Red Cross stories would you find most interesting? (response to emergencies, international activities, human interest stories)
- Are you familiar with any negative Red Cross stories?
- Are Red Cross media representatives perceived as credible and with integrity? (e.g. to you call on them as a *reliable source*)
- How would you like the Red Cross to contact you about potential news worth activities? (e.g. prepared press release, call, news conference, date book)
- Would you recommend Red Cross leadership be better trained in interviewing and developing media stories? If yes, as media representatives would you be willing to work with the Red Cross in developing this capacity, or perhaps even just critiquing their interview skills?
- Would you be interested in attending a training specifically designed for media on how to cover international humanitarian issues and stories?

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