



## African Cashew initiative, Mozambique | Outcome Sheet



### Organizational diagnostics of AICAJU

**Organizational capacity of AICAJU improved by 31% in eight months.**

### Measuring the development of AICAJU: The methodology of ‘organizational diagnostics’

One objective of ACi is to strengthen the Association of Cashew Industrials (AICAJU) in Mozambique. But how can the “strength” of an association be measured? ACi Mozambique decided to work with the methodology of ‘organizational diagnostics’, a tool for the development of associations which serves both the purpose of measuring the degree of an association’s development as well as planning the necessary activities to foster its progress. The ‘organizational diagnostics’ analyzes the functioning of an association along 113 questions in seven categories. A numeric assessment of each question allows for a percentual rating of the association’s degree of development.

The seven categories that define an association’s development according to the ‘organizational diagnostics’ include the following:

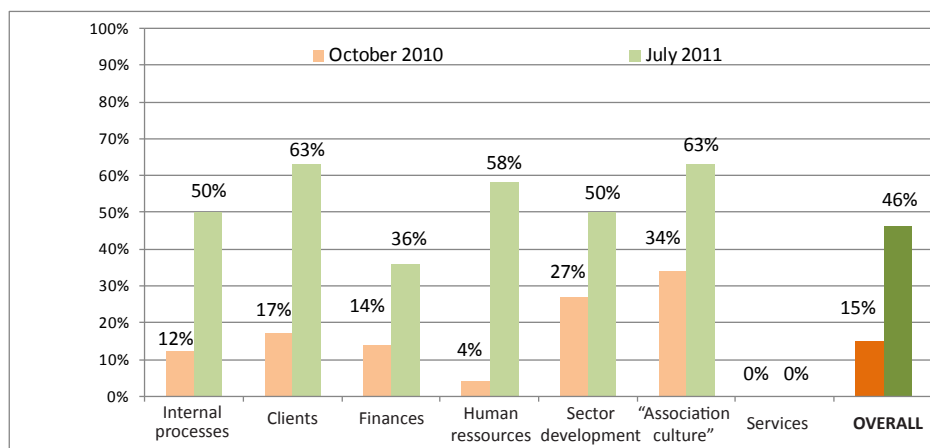
- **Internal processes**, such as a strategic planning, monitoring of action plans and proceedings for office management
- **Clients**, referring to the satisfaction of the clients (members and non-members) of the association
- **Finance**, measuring the financial sustainability of the association
- **Human resources**, analyzing the existence and capacities of the association’s staff and Board of Directors
- **Sector development**, describing the association’s capacity to develop its own sector strategy
- **“Association culture”**, corresponding to the application of democratic and member-oriented mechanisms



Through continuous support in organizational development by ACi, the “promising seeds planted by AICAJU” can be multiplied to form a strong and sustainable cashew processors’ association.

### Success story: Increase of 31% in organizational development of AICAJU since late 2010!

Most of the Mozambican associations examined during the last eight years with the ‘organizational diagnostics’ reach a percentage of between 20-30%. In October 2010, AICAJU reached only 15%, meaning that the association basically only existed on paper without much commitment of its members. The analysis in July 2011 measures 46%.



Within ten months, all areas - except the not yet targeted provision of services - have improved a lot with the ACi support in organizational development. AICAJU is well on track for reaching the objective of a stable 70-80% score until the end of 2012. Particularly promising is the increase in financial commitment, a must for sustainability.