

Organisational Viability Toolkit

A Practical Approach towards Organisational Development
for Environmental Civil Society Organisations



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REGIONAL ENVIRONMENTAL CENTER



About the REC

The Regional Environmental Center for Central and Eastern Europe (REC) is a non-partisan, non-advocacy, not-for-profit international organisation with a mission to assist in solving environmental problems in Central and Eastern Europe (CEE). The REC fulfils this mission by promoting cooperation among non-governmental organisations, governments, businesses and other environmental stakeholders, and by supporting the free exchange of information and public participation in environmental decision making.

The REC was established in 1990 by the United States, the European Commission and Hungary. Today, the REC is legally based on a charter signed by the governments of 29 countries and the European Commission, and on an international agreement with the government of Hungary. The REC has its head office in Szentendre, Hungary, and country offices and field offices in 17 beneficiary countries, which are: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, the former Yugoslav Republic of Macedonia, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia and Turkey.

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CSO	Civil society organisation
HR	Human resources
OA	Organisational assessment
OAT	Organisational assessment tool
ODP	Organisational development plan
OPA	Organisational pre-assessment
OSA	Organisational self-assessment
OV	Organisational viability
PPP	Product, process, practice
REC	The Regional Environmental Center for Central and Eastern Europe
SECTOR	Supporting Environmental Civil Society Organisations in South Eastern Europe
SEE	South East Europe
Sida	The Swedish International Development Cooperation Agency

Acknowledgments

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Foreword from the Regional Environmental Center

Since its foundation, the Regional Environmental Center for Central and Eastern Europe (REC) has played an important role in supporting environmental civil society in Central and Eastern Europe. It is our belief that building the capacity of civil society organisations (CSOs) to help solve environmental problems can contribute directly to facilitating the environmental decision-making process. The REC therefore aims to promote the role of environmental CSOs in Central and Eastern Europe as both facilitators and catalysts of positive environmental change.

Financial support of over EUR 13 million, provided by the REC in the form of 5,700 grants to CSOs, has been a major element of this process. Through training, education and the sharing of experience, the REC has given particular emphasis to encouraging CSOs to participate in regional and local processes and to contribute to key environmental issues.

Through a number of tools developed in earlier years, the REC has offered assistance to environmental CSOs to improve their viability, financial stability, independence, communication techniques etc. The recently developed *Organisational Viability Toolkit* is a good illustration of such assistance, and at the same time represents a step forward in terms of its comprehensive methodology and inclusive approach towards the improvement of all organisational aspects.

I would like to take this opportunity to express my gratitude to the Swedish International Development Cooperation Agency (Sida), whose support has made possible the REC's programme Supporting Environmental Civil Society Organisations in South Eastern Europe (SECTOR) and enabled us to make available this very valuable methodology on assessing and improving CSOs' internal capacities and performance.

Marta Szigeti Bonifert
Executive Director

Foreword from the project team

This toolkit originates from a programme on self-financing for environmental groups developed by the REC in 2001 and 2002. The project explored how a grant-giving body like the REC could support the business ventures of environmental civil society organisations (CSOs) in Central Europe. The project resulted in the publication *Planning for Sustainability: Supporting NGO Self-financing Ventures*, which was developed by the two main partner organisations, the REC and the Non-profit Enterprise Self-sustainability Team (NESST). The publication reviewed the whole process and gave a series of key recommendations. One of those recommendations was that many of the civil society groups really needed to go through an organisational assessment before considering whether to look at a self-financing strategy to see if they were ready, or had the capacity, for such an innovative and demanding methodology.

In the light of this recommendation, the REC's NGO Support and Capacity Building teams decided to put together a new support tool for the environmental community in Central and Eastern Europe, and to build on the granting and skills training already offered by the REC. Members of the REC staff therefore developed a series of proposals to the donor community to fund the creation of such an organisational assessment tool. In 2005, the REC started negotiations with the Swedish International Development Cooperation Agency, Sida, on an ambitious programme in support of environmental civil society. The programme — called SECTOR: Supporting Environmental Civil Society Organisations in South Eastern Europe — was designed with the development of an organisational viability project as one of its core components.

In April 2006, the SECTOR programme was launched with the aim of promoting the development of a vibrant and democratic environmental civil society within South Eastern European countries. One of its main objectives was to foster “strengthened environmental civil society organisations by building independent institutions and developing organisations’ skills and viability”. The organisational viability tool was the main vehicle to attain this.

In the first phase of the SECTOR programme, an assessment was carried out in order to formulate a clearer picture of the state of environmental CSOs in the target region. Importantly, the approach of supporting the development of viable organisations by looking at organisational performance, as opposed to giving support only to their projects, was corroborated by this research. Thus, in mid-2006 the organisational viability project team of SECTOR began work on the development of this toolkit in the pilot country, Croatia.

It is hoped that, by making this toolkit freely available, other environmental groups in the SEE region and beyond — since the methodology is applicable to environmental groups across the globe — will attempt to assess their organisational performance and enhance their organisational capacity. In addition, the REC will endeavour to find ways to continue the project as designed in the pilot country and other countries. The continuation of the organisational viability project should include its financial support elements, that is, the development plans of environmental CSOs should be given core funding (viability grants) to assist organisational development. Indeed, it is clear from our work that the donor community and the civil society support community should consider investing as much funding into the institutions of civil society as into the projects they traditionally support. This will ensure that civil society organisations are more viable in the long run.

The Project Team



Introduction to the toolkit

Purpose of the toolkit

The REC Organisational Viability Toolkit is intended to assist (environmental) civil society organisations to assess their internal performance and then to design an organisational development plan to increase their capacities. The assessment is specifically intended to consider those internal organisational capacities and characteristics that influence the viability of a civil society organisation and to help define what may require improvement in the short, medium or long term. The organisational development plan is the roadmap for organisational change that is designed and adopted by an organisation in its endeavour to address internal functions identified as requiring attention.

The toolkit comprises a step-by-step guide to carrying out an organisational assessment, analysing the data gathered and then designing a development plan to address the issues identified. Going through such an organisational viability exercise is an opportunity for civil society organisations:

- to evaluate their performance in a participatory manner, resulting in a thorough assessment of internal capacities (showing both strengths and weaknesses);
- to produce a tailored development plan for the enhancement of their internal capacities in the short, medium and long term, including a clear timeline, a list of investment needs, and cost estimates; and
- to strengthen staff skills in organisational assessment and organisational change.

The methodological framework for organisational development presented in this toolkit is comprehensive in its approach and broad in scope. Although there are certainly a number of successful informal, or “disorganised”, organisations, there are still many best practices that are regarded or recognised as useful — or correct — in the running of any organisation. Such practices are incorporated into this toolkit and should contribute to the improvement of an organisation’s performance in pursuit of its mission. The level of detail to be achieved is organisation-specific, thus in some cases only part of it may be relevant.

Additionally, as the manual is designed with a certain, and common, CSO organisational structure in mind, those CSOs with a very different structure should amend their assessing approach accordingly (i.e. use what is relevant). The toolkit was specifically designed for environmental CSOs in Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Kosovo (under UNSCR 1244) as part of a larger programme of support for CSOs (the SECTOR programme). However, it is equally applicable to environmental CSOs working across the globe. An organisation can go through this process alone. However, it is highly recommended that an experienced and qualified external facilitator be used to keep the process on track by maintaining its objectivity and by bringing in suggestions regarding organisational development issues.

What is meant by organisational viability?

In general, viability means “capacity for survival”. More specifically, it is used to refer to a capacity for living, developing or germinating under favourable conditions. The following contexts are useful in illustrating viability.

- Environmental conservation: viability indicates the ability of a target of conservation to persist for many generations or over long periods of time.
- Natural selection: the fraction of individuals that survive to a given age.
- Economic development: viability indicates the ability of benefits to cover costs in development projects.

So what is meant by organisational viability? Basically, it means that an organisation — in this case an environmental CSO — has the ability to continue to deliver its projects and services and to reach those outcomes outlined in its mission. Although external conditions greatly affect the viability of an organisation, the main focus of the REC Organisational Viability Toolkit is on internal issues. Nevertheless, a short review of external factors and their possible impact on the viability of an organisation is presented in the development plan stage.

Structure of the toolkit

The stages that need to be followed by a CSO interested in going through the organisational viability process are covered in three main sections:

- A** Organisational pre-assessment determining the organisation's readiness/commitment to the next stages.
- B** Self-assessment using the organisational assessment tool.
- C** Design of the organisational development plan based on the suggested steps and format; and by using information contained in the reference sheets.

This toolkit is structured in such a way as to enable a CSO to work through these three main stages. Most of the content is designed to be used in the form of a reader, workbook or framework throughout the process, in conjunction with the self-assessment tables and reference sheets found in the annexes. Each section contains directions for the specific steps to be followed and the tasks to be completed. Within some steps, relevant illustrative examples are included.

Ownership of the organisational viability process by all the stakeholders of an organisation is essential to its success. This process should be understood as primarily serving an organisation's future as a whole and not as a means to empower a single part of the organisation or to satisfy a donor or outside party. It is important to recognise that, throughout the process, honesty, fairness and consensus must be the basis for discussion and decision making. This is especially important when the self-assessment exercise takes place without the assistance of an external facilitator.

During the process, a CSO might be confronted with harsh realities and with decisions that are often not easy to take, especially regarding future directions. However, it has been shown that going through this process contributes to building stronger teams and to creating a commitment to improve the organisation.

Summary of the organisational viability stages

The table below summarises the steps contained within the three stages of the organisational viability process covered by the toolkit: pre-assessment, assessment and development plan design. In each case, the focus is on how to organise the various steps of the process in practice. Detailed descriptions of the various steps are included, as well as examples and supporting materials (linked to resources in the annexes).

While the process may appear complex at first sight, it is designed to be as straightforward as possible, with clear indications as to how to proceed and examples where relevant. By working carefully and methodically through the various steps, CSOs will be helped to achieve a comprehensive performance assessment and to design a clear development plan.

TABLE 1: Step-by-step organisational viability process

A. ORGANISATIONAL PRE-ASSESSMENT

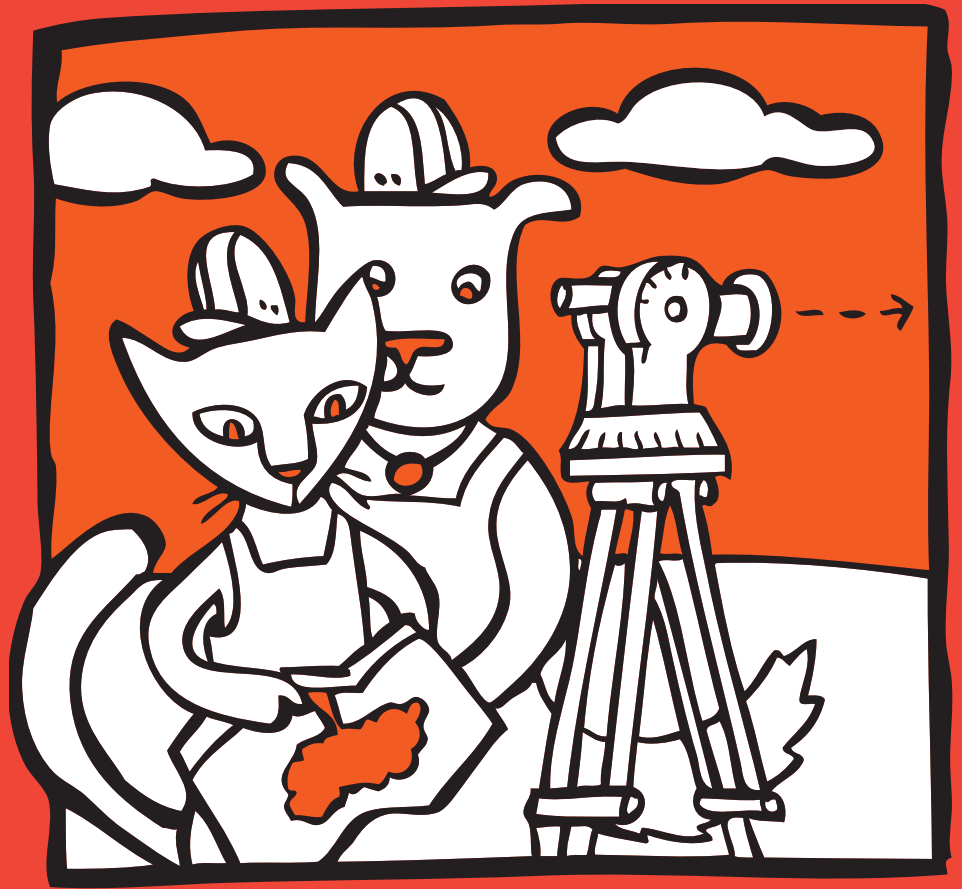
OPA Step A.1	Discussion	output:	CSO readiness to assess performance
OPA Step A.2	Recording of the results	output:	pre-assessment report for board, stakeholders etc.

B. ORGANISATIONAL SELF-ASSESSMENT

OSA Step B.1	Scoring	output:	table with performance scoring
OSA Step B.2	Mapping the results	output:	graph showing actual performance
OSA Step B.3	Internal analysis	output:	positive and negative performance issues by development areas

C. ORGANISATIONAL DEVELOPMENT PLAN

ODP Step C.1	External analysis	output:	positive and negative external trends influencing the organisation's performance
ODP Step C.2	External opportunities and threats	output:	summary of opportunities and threats influencing the organisation's performance
ODP Step C.3	Organisational viability problems	output:	list of key issues identified from the organisational self-assessment
ODP Step C.4	Organisational development objectives	output:	list of key development objectives to be achieved by the organisation
ODP Step C.5	Objectives for the board and president/director	output:	list of key development objectives to be achieved by the management
ODP Step C.6	Action planning	output:	list of actions, responsibilities and timeline for implementation of the organisational development plan (ODP)
ODP Step C.7	Action plan Gantt chart	output:	summary graph of timeline for implementation of the ODP
ODP Step C.8	Resource allocation for the implementation of the ODP	output:	list of human resources and other resources for the implementation of the ODP by component, including budgeting
ODP Step C.9	Monitoring and evaluation of the implementation of the ODP	output:	list of responsibilities and frequency of monitoring and evaluation of the ODP
ODP Step C.10	Suggested content of the ODP	output:	key list of elements to be included in the ODP
ODP Step C.11	Communicating the ODP	output:	list of key messages and target groups to which the ODP will be communicated



Organisational pre-assessment

Introduction to the organisational pre-assessment

Instead of jumping straight into the “what?” questions (What is the performance in a particular area?), the pre-assessment, or readiness assessment, is aimed at answering the “why?” questions: Why do we want to measure ourselves? Why is there a need to think about organisational performance? Why do we want to embark on designing an organisational development plan?

The purpose of the pre-assessment is to gauge the state of readiness of an organisation in terms of motivation, capacity and willingness to carry out a performance assessment and subsequently to design a development plan. Moreover, the pre-assessment will ascertain whether the stakeholders of the organisation are ready to put the required effort into the process and to deal with the challenges that might arise. These are essential questions before embarking on the journey, and if stakeholders answer in the negative, they should proceed no further.

Every organisation using the Organisational Viability Toolkit must be aware that commitment to improve the organisation needs to be supported by all: the board, the director, the staff, its members and volunteers. It may turn out to be a lengthy process, an extra activity to be carried out by a perhaps already overburdened organisation, and it may confront people with uncomfortable issues. The board, together with the staff, therefore need to carry out this pre-assessment — as a preliminary step — in the form of a consultation. Naturally, such a meeting would benefit from the presence of an external facilitator. Moreover, a facilitator would also help CSO members to fully understand what can be expected from the whole process; and would prepare and organise it.

The simple framework described below is designed to direct a CSO through a pre-assessment of their readiness to carry out an organisational viability process. The three main parts of the readiness assessment are:

- 1 To investigate the incentives and demand for carrying out an organisational performance assessment and designing and implementing an organisational development plan. It is important to determine whether incentives exist.

Key questions related to incentives for organisational change are:

- What is driving the need for designing and implementing a performance assessment/organisational change process?
- Who is championing the implementation of a performance assessment/organisational change process (board, president/director, staff, constituents)?
- What is motivating those who champion the design and implementation of a performance assessment/organisational change process?
- Who will benefit from designing and implementing a performance assessment/organisational change process?
- Who will not benefit from designing and implementing a performance assessment/organisational change process?

- 2 To determine the roles, responsibilities and existing structures for assessing a CSO's organisational performance. A readiness assessment will enable a CSO to gauge the roles and responsibilities and existing structures available for organisational change.

■ How does a **readiness assessment** differ from a **needs assessment**? Are they not the same thing? No, they are not! A needs assessment assumes that there is a fundamental, underlying question as to whether an organisation needs such a performance assessment.

A readiness assessment assumes that CSOs need to have certain standard systems or approaches in place, and addresses whether the organisations are actually ready and able to move forward in designing, implementing, using and sustaining performance assessment and organisational change processes.

Key questions related to roles and responsibilities are:

- What are the roles of the board, management and staff in assessing performance?
- What are the roles of constituents/stakeholders?
- What use is to be made of the results of the performance assessment?
- Who should be invited to the self-assessment stage?

- 3** To highlight the capacity-building requirements for organisational change. The readiness assessment also includes a review of a CSO's capacity to assess performance in the following areas: managerial skills; technical skills; available technology; available human resources; available financial resources; and institutional experience.

Key questions related to capacity are:

- What skills exist within the organisation in the following areas?
 - Strategic leadership
 - Organisational processes
 - Human resources
 - Financial resources
 - Infrastructure
 - Inter-institutional linkages
 - Programme management
- Is any capacity building or training in organisational viability/organisational change under way, or has any been carried out in the past two years? Who provided this help/support and under what framework or programme?
- What other civil society support organisations in the country have the capacities to provide technical assistance and training in organisational viability/organisational change?

Working framework for the readiness assessment

Directions Organising the pre-assessment discussion:

- the majority of staff (and volunteers) in the organisation need to be present;
- the participation of the (senior and middle) management and board (the decision makers) is required, in view of the fact that this pre-assessment might commit the organisation to a review process that needs management and board support and backing;
- it is advisable to keep the number of participants at between five and 15, but care should be taken to ensure representativeness;
- the presence of an external facilitator is strongly recommended, and a rapporteur is essential;
- estimated time of discussion: maximum four hours.

OPA Step A.1: Pre-assessment discussion

In a participatory manner, and using consensus in decision making, the group should try to answer the following key questions that explore the organisation's ability and willingness to move forward with a performance assessment and organisational change process:

- What potential pressures are encouraging the move towards an organisational viability/organisational change process? (From where is the demand emanating and why?)
- Who is the advocate (sponsor/champion) of the organisational viability/organisational change process in the organisation?
- What is motivating the advocate (sponsor/champion) to support such an effort?
- Who will own the process? Who will benefit from the change process? How far do they want to go?
- How will improved organisational performance directly support the achievement of the organisation's social mission?
- How will the organisation, the champion/sponsor and the staff react to negative information generated by the performance assessment?
- Do capacities exist to support the organisational viability/organisational change process?

OPA Step A.2: Recording the results of the discussion

The summarised results of the pre-assessment discussion should be recorded in a brief report. This report must be formally reviewed by the board (and/or senior management) and a decision regarding the follow-up should be made (that is, whether or not to proceed with the organisational assessment and organisational change process).

- Written confirmation by the board to proceed further (or not) with the organisational viability process.
- It is recommended to communicate the report content to the members of the organisation as well.
- A decision not to proceed with the organisational assessment is a valid judgement. It is better that an organisation stops at this point if it is not willing or prepared to proceed, than to start a difficult process that will end up being half completed.



Organisational self-assessment

Introduction to the organisational self-assessment

The organisational self-assessment (OSA) assesses the performance of a civil society organisation by measuring certain internal functions (products/processes/practices). It is a self-measurement of organisational performance through the benchmarking (see glossary for definition) of organisational capacities. This toolkit groups capacities into four development areas: I) institutional development; II) organisational development; III) systemic development; and IV) programmatic development.

Additionally, the self-assessment clusters the internal functions into seven core components: 1) strategic leadership; 2) organisational processes; 3) human resources; 4) financial management; 5) infrastructure; 6) inter-institutional linkages; and 7) programme management. These are placed within one of the four development areas. Three performance criteria (effectiveness, efficiency and financial viability) are used to determine an organisation's performance level for its internal functions (see glossary for definitions).

During the self-assessment discussion, the participants will consider a list of statements or “perceived ideal situations” covering the seven core components of an organisation. Each core component is further divided into sub-components. For example, the core component “strategic leadership” is divided into six sub-components: leadership; strategic thinking; governance; structure; financial integration; and niche management. Under each sub-component there are a number of statements that relate to the respective organisational function. The table below summarises these sub-components and the full self-assessment tables can be found in annex 2.

In order to carry out a self-assessment, the CSO gives a score for each of the statements (the group must jointly agree on a final average of all the individual scores given by the participants). A final average for the particular core component and sub-component will show the current status of performance and identify where the priority intervention points are.

Naturally, this is not a completely new approach in assessing the capacities of organisations. Many assessment tools already exist (see bibliography) — indeed, some have been an inspiration in designing this one. However, what is innovative about the REC's toolkit is that it has been designed specifically for environmental CSOs and that it includes a follow-up to the self-assessment — that is, the development plan.

The toolkit uses self-assessment as the methodological basis for performance evaluation. The self-assessment, which should again take the form of a group discussion or retreat, is meant to be participatory. It should include board members, management, staff and volunteers. Consensus among participants is desirable and this can best be achieved with the assistance of an external facilitator.

This approach to self-assessment clearly reflects a perceived status of performance and could be judged as subjective. However, the fact that it is not an external audit, but an assessment carried out internally, has the key benefit of ensuring increased ownership of the results and a commitment to addressing those areas that are in need of attention. One of the advantages of such an assessment is that it will show not only the weaknesses of an organisation, but also those core strengths that can be reinforced. As a result, an organisation obtains a comprehensive diagnosis of its organisational performance.

TABLE 2: The four development areas of an organisation

DEVELOPMENT AREA	CORE COMPONENT	SUB-COMPONENT	STATEMENTS
1. Institutional development	1. Strategic leadership	<ul style="list-style-type: none"> • Leadership (leadership and decision making) • Strategic thinking • CSO social relevance • Governance • Structure • Financial integration • Niche management 	See annex 2
	2. Organisational processes	<ul style="list-style-type: none"> • Internal planning, policy and procedures • Internal problem solving and decision making • Internal communication • Organisational monitoring and evaluation 	See annex 2
2. Organisational development	3. Human resources	<ul style="list-style-type: none"> • Job analysis • HR management • Staffing • Compensation and benefits • Training and development • Performance management • Health and safety • Internal employee relations • Legal aspects 	See annex 2
	4. Financial management	<ul style="list-style-type: none"> • Financial planning/budgeting • Financial accountability • Financial statements and systems • Management accounting 	See annex 2
	5. Infrastructure	<ul style="list-style-type: none"> • Facilities, premises, maintenance, etc. • Technology, equipment, communication equipment 	See annex 2
3. Systemic development	6. Inter-institutional linkages	<ul style="list-style-type: none"> • Information/communication networks • Partnership networks 	See annex 2
4. Programmatic development	7. Programme management	<ul style="list-style-type: none"> • Programme planning • Implementation • Assessment 	See annex 2

Scoring the statements

Each of the statements can be scored under at least one and a maximum of three performance criteria (effectiveness, efficiency and financial viability) according to the following scale. Each individual rate (X to 7) has three bullet points that represent the three performance criteria.

X Not applicable or not pertinent

- The product/process/practice does not apply to our organisation.
- The product/process/practice does not contribute to the “competitiveness” (quantitatively and qualitatively) of our organisation.
- The product/process/practice does not affect the resources of our organisation.

1 Needs immediate action

- The product/process/practice applies to our organisation: it has never been considered and only now do we realise its importance (such as compliance with a legal requirement is mandatory).
- The product/process/practice contributes to the “competitiveness” of our organisation: it has never been considered and only now do we realise its importance (such as compliance with a legal requirement is mandatory).
- The product/process/practice affects the resources of our organisation: it has never been considered and only now do we realise its importance (such as compliance with a legal requirement is mandatory).

2 Needs urgent attention

- The product/process/practice applies to our organisation: it has been considered, but there are obstacles to its development (please record the obstacles during the discussion).
- The product/process/practice contributes to the “competitiveness” of our organisation: it has been considered, but there are obstacles to its development (please record the obstacles during the discussion).
- The product/process/practice affects the resources our organisation: it has been considered, but there are obstacles to its development (please record the obstacles during the discussion).

3 Needs major improvement

- The product/process/practice applies to our organisation: it has been developed/exists but it is not used at all (please record the reasons for it being dormant).
- The product/process/practice contributes to the “competitiveness” of our organisation: it has been developed/exists but it is not used at all (please record the reasons for it being dormant).
- The product/process/practice affects the resources our organisation: it has been developed/exists but it is not used at all (please record the reasons for it being dormant).

4 Needs improvement in limited aspects

- The product/process/practice fits the requirements and works well, but the resource mobilisation for its maintenance constitutes a “major” strategic choice for its (permanent) application.
- The product/process/practice fits the requirements and works well, but the resource mobilisation for its maintenance constitutes a major weight on the overall “competitiveness” of the organisation.
- The product/process/practice fits the requirements and works well, but the resource mobilisation for its maintenance constitutes a major impediment towards its (permanent) usage.

5 Satisfactory

- The product/process/practice exists: it is used, but it does not bring the expected benefits (please record the eventual discussion as to why this is the case).
- The product/process/practice exists: everybody can use the product/process/practice; it is good but needs fine-tuning (please record suggestions).
- The product/process/practice exists: it is used, but there is a need for further support (training, money etc.) for it to become a comparative/competitive advantage (please record the eventual discussion as to why this is the case).

6 Acceptable, room for some improvement

- The product/process/practice exists: it is used and (usually) provides the expected benefits (please record cases when it does not).
- The product/process/practice exists: it is used and (usually) gives results (please record cases when it does not).
- The product/process/practice exists: it is used and (usually) delivers the added value to the organisation (please record cases when it does not).

7 Bingo!

- The product/process/practice exists: it is used and works perfectly/as expected.
- The product/process/practice exists: it is used and needs maintaining.
- The product/process/practice exists: it is used and brings added value.

Outputs of self-assessment

At the end of the self-assessment stage the following outputs should be developed:

- Self-assessment tables scored for each performance criteria (effectiveness, efficiency and financial viability).
- Average scores for each core component calculated (strategic leadership; organisational processes; human resources; financial management; infrastructure; inter-institutional linkages; and programme management).
- Scores mapped graphically for easier interpretation of the results.
- Internal analysis of the CSO through discussion and recording.

Working framework for the organisational self-assessment

Directions Organising the self-assessment discussion/retreat:

- The majority of the management, staff and volunteers in the organisation need to be present and involved.
- Having between five and 15 participants enables smooth discussion and ensures a representative diversity.
- The participation of the board is required.
- Recommended time of discussion: a minimum of one day and a maximum of three days (the amount of time should be determined on a case-by-case basis, with the help of an external facilitator where applicable).
- Any setting is suitable which is comfortable for the participants and where there are no disturbances, although an organisational retreat is recommended for this stage (away from the office).
- The scoring is initially done individually; the facilitator (preferably external) will then help the group to reach a consensus on the common score that is to be recorded in the OSA table (either on the paper or Excel version).
- It is recommended that a data projector be used to make the scoring more visible and to keep the attention of the participants.

- There must be consensus as regards the final scoring that is recorded in the table; if no consensus is reached then the average of the individual scores will represent the final result.
- There must be a facilitator (the presence of an independent external facilitator is strongly recommended) leading the discussion and recording the scores; a rapporteur should also record any important issues that need further discussion or that are of importance in the organisational change process.

OSA Step B.1: Scoring

The agreed average of the individual scores for each of the seven core components are entered into the OSA tables in annex 2. There are two versions of these tables: the paper version in annex 2 and an Excel version (downloadable from the REC website). For ease, the use of the Excel version is recommended, as Excel will automatically calculate the average results for each of the three columns (performance criteria) and will also automatically input the final data in the summary Excel table in the Excel document. No data should be entered manually in the summary Excel worksheet. Entering the scores on paper will take more time and involve many calculations.

Directions for the rapporteur/facilitator

- The statements of one sub-component are read out by the facilitator — the group should be asked if they understand the statements or if they have any questions. It is also important to ask the group whether they understand the scoring of each statement under the various performance criteria (effectiveness, efficiency and financial viability).
- Each person individually scores each statement according to the ranking provided (from X to 7).
- After the statements have been scored individually, the facilitator asks for scores from each person, calculates the average, and enters the average into the electronic table provided (or into the paper version).
- If the members of the group feel uncomfortable about stating their scores out loud, then the scores can be written on paper and handed to the facilitator anonymously (this should be limited to a few statements only in exceptional cases — it is primarily a participatory exercise and the discussion of the reasons behind a score are more important than the actual score itself).
- After the average has been inserted for the particular statement, the facilitator asks for comments from the group, for example:
 - If the scores vary a lot, why?
 - Does anybody have comments regarding the particular organisational aspect which they have just scored?
 - Does anybody have any other suggestions?
 - The comments are recorded on a flipchart or in a notebook and kept as a reference to be used in OSA Step B.3. The comments should be recorded using complete sentences: see the example below.

EXAMPLE 1: Record of main problems related to structure

SUB-COMPONENT	POSITIVE COMMENTS	NEGATIVE COMMENTS
Structure	<ul style="list-style-type: none"> • Structure is good, answers to needs. • Organisation has potential and capacity for development. 	<ul style="list-style-type: none"> • Needs of each department are not clearly defined. • Structure of decision making does not reflect the mission. • Structure responds more often to donors' priorities and not to environmental priorities. • Unclear responsibilities between programmes. • Needs improvement, open new programmes in the future. • Role of director to give more coordination.

OSA Step B.2: Mapping the OSA results

The OSA tables (annex 2) are provided in electronic and paper format (the Excel version can be downloaded from the REC website, www.rec.org). The results are automatically colour coded by the programme: red indicates first priority and measures need to be taken urgently; pink indicates second priority and measures can wait; and dark grey indicates that the CSO is doing well in that area and things can be slightly improved or maintained as they are. Grey indicates that this area is not relevant to the organisation. Of course, if the paper version is used the results will have to be calculated and coloured manually. The colour coding used for the averaged scoring is as follows:

- Grey:** = X
Red: $\geq 1.00 \leq 2.85$
Pink: $\geq 2.86 \leq 5.15$
Dark Grey: $\geq 5.16 \leq 7.00$

The summary Excel table provides a graphical representation of the final results of the self-assessment and can be extracted to another accessible format (such as Word) using the following model. This helps to highlight those areas where an organisation is strong or weak and will allow easier prioritisation of development areas. As the organisational assessment needs revisiting from time to time (i.e. can be repeated) this graphical representation might not be significant at this point, but it will help an organisation to visualise its progress over time.

EXAMPLE 2: Graphical representation

	EFFECTIVENESS							EFFICIENCY							FINANCIAL VIABILITY									
Strategic leadership	X	1	2	3	4	5	6	7	X	1	2	3	4	5	6	7	X	1	2	3	4	5	6	7
Leadership																								
Strategic thinking																								
Governance																								
Structure																								
Financial integration																								
Niche management																								

OSA Step B.3: Internal analysis

Using the results of OSA Steps B.1 and B.2, a brief description and justification for the given performance rating should be written down for each core component/sub-component. A good method is to list, using bullet points, the main problems that emerged during the discussion with regard to each core component (use complete sentences). The highest and lowest sub-component ratings can be emphasised through this procedure. See the example below.

It is important to record these issues since they will be used later in the organisational development planning to determine the strengths and weaknesses of the organisation and to help define the development objectives. The following format can be used to record the description and justification in each case.

EXAMPLE 3: Brief description/justification for Strategic Leadership

The number and scope of the issues to be addressed are very broad. There is an urgent need to translate the mission and strategy of the organisation into an implementation plan and to secure commitment from all levels of the organisation for its implementation. There might be substantial benefit to be gained by promoting corporate values that correspond to the organisation's identity.

Strategic Leadership [Leadership; Strategic thinking; Governance; Structure; Financial integration; Niche management]

.....

Organisational Processes [Internal planning, Policy and procedures; Internal problem solving and decision making; Programme evaluation; Internal communication; Organisational monitoring and evaluation]

.....

Human Resources [Job analysis; HR management; Staffing; Compensation and benefits; Training and development; Performance management; Health and safety; Internal employee relations; Legal aspects]

.....

Financial Management [Financial planning; Financial accountability; Financial statements and systems]

.....

Infrastructure [Facilities, premises, maintenance; Technology, equipment, communication equipment]

.....

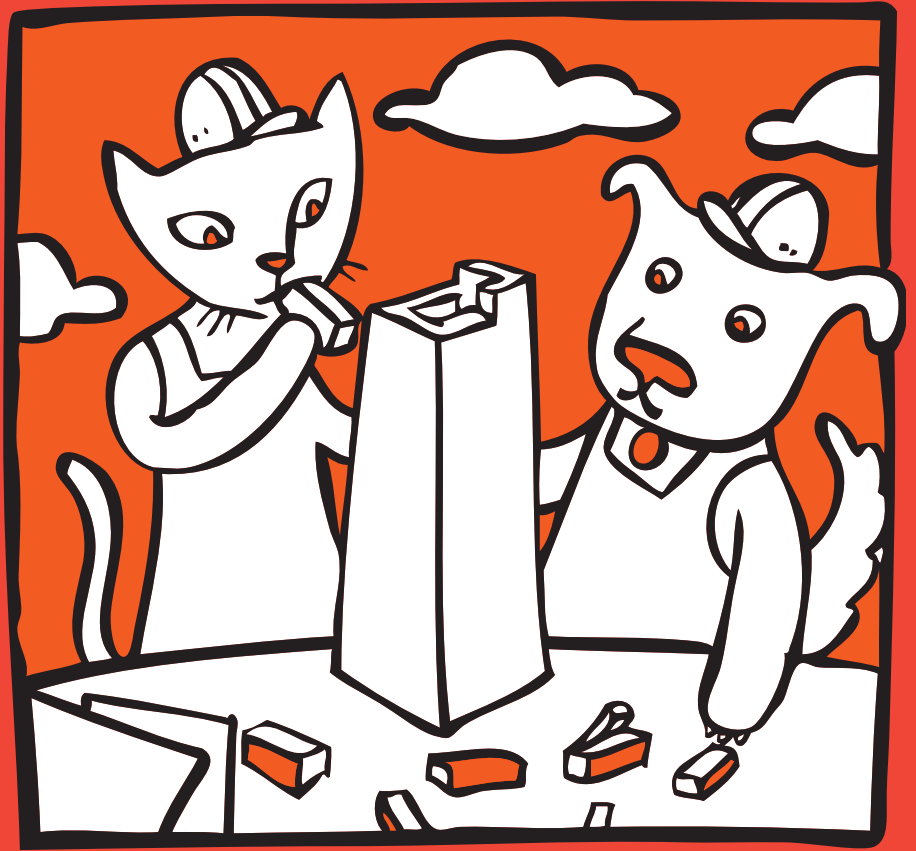
Inter-institutional linkages [Information/communication networks; Partnership networks]

.....

Programme/Project Management [Project/programme planning; Project/programme implementation; Project/programme monitoring]

.....

.....



Organisational development plan

Introduction to the organisational development plan

The third stage of the toolkit comprises the preparation of an organisational development plan (ODP). This plan is intended as a roadmap for organisational change and addresses those internal functions that have been identified through the self-assessment.

The preparation of the ODP is essentially a planning exercise. The preparation of the plan is an opportunity to stand back and reflect on what an organisation does and, more specifically, on how well the organisation is set up to do it. However, the organisational development plan is not an instant recipe for success. It requires a commitment to its implementation, as well as the building of capacities in order to conduct organisational change over time.

One of the main benefits of the planning process is the process itself, not only the document that is produced. There should be a strong commitment developed within an organisation to ensure the implementation of the adopted development plan. There is no “perfect” plan: an organisation needs to determine and set out how it will address its development needs. This is a long-term process and there is much to be learned from this experience as a CSO adapts and enhances the products, processes and practices that comprise the organisation’s function.

In order to prepare the ODP according to the REC’s Organisational Viability Toolkit, an organisation will need to prioritise the development objectives and planned implementation activities. The toolkit contains a number of resources and guidance notes to help organisations prepare their ODPs. The approach may appear complex and time-consuming, but the results will contribute to the creation of an exhaustive ODP. As with the two previous stages, the preparation of the organisation-specific ODP responding to identified needs will benefit from the support of an independent facilitator.

The resources contained in the toolkit include a detailed ODP structure and suggested format, as well as reference sheets listing a variety of products/processes/practices that can be considered as elements of the development plan. Products/processes/practices (PPPs) are practical approaches or solutions aimed at ensuring organisational performance. Under the appropriate reference sheet, each PPP is described in general and the methods or ways to adopt it are given. The ODP reference sheets are designed to assist organisations to make decisions on the course of action necessary to achieve the organisational development objectives (or to address organisational viability issues/priorities).

The reference sheets represent building blocks for designing the ODP as they list a series of products/processes/practices and how improvements may be made. However, they should be treated as a starting point and should prompt further investigation into each function. Each organisation is unique, therefore each ODP will be specific. However, some organisational products/processes/practices, such as recruitment procedures or book-keeping manual or guidelines, should be considered as essential to the viability of any organisation. A list of the products/processes/practices is given in table 3: the actual sheets can be found in annex 3.

TABLE 3: Products/processes/practices by component

CORE COMPONENT	SUB-COMPONENT		PRODUCTS/PROCESSES/PRACTICES
Strategic leadership	Leadership	L1.1. L1.2. L1.3. L1.4.	Leadership structure Leadership roles Leadership development Communication plan
	Strategic thinking <i>Mission/vision</i>	L2.1. L2.2. L2.3.	Vision statement Mission statement Values statement
	<i>Strategic planning</i>	L2.4. L2.5. L2.6. L2.7.	Communication plan Strategic plan Work plan Communication plan
	Governance	L3.1. L3.2. L3.3.	Legal and policy framework Board development plan Board committees
	Structure	L4.1. L4.2. L4.3. L4.4.	Organisational chart Decision-making levels Coordination of work Communication plan
	Financial integration	L5.1. L5.2. L5.3.	Income structure Fundraising plan Fundraising development
	Social relevance	L6.1. L6.2.	Identified areas of social relevance Assessing/revisiting areas of social relevance
	Niche management	L7.1. L7.2.	Promoting areas of comparative advantage Information management in the field of specialisation
Organisational processes	Internal planning, administrative controls, policies and procedures	O1.1. O1.2. O1.3. O1.4.	Integrated management information systems Administration manual Operational manual Quality control and operations management
	Internal problem solving and decision making	O2.1. O2.2. O2.3. O2.4.	Problem-solving system Decision-making process Risk management system Safety and liabilities measures
	Internal communications	O3.3.	Internal communication system
	Organisational monitoring	O4.1. O4.2.	Organisational monitoring and evaluation Organisational change process
Human Resources	HR planning	H1.1. H1.2. H1.3. H1.4.	HR strategy Skill mapping of the organisation Division of tasks (work)/role Communication plan
	HR management	H2.1.	HR policy
	Staffing	H3.1. H3.2. H3.3.	Staffing procedures Recruitment procedures Equal opportunity policy
	Compensation and benefits	H3.4. H4.1. H4.2. H4.3.	Gender and nationality diversity policy Pay and remuneration policy Salary structure Incentive and reward structure

TABLE 3: Products/processes/practices by component (continued)

CORE COMPONENT	SUB-COMPONENT		PRODUCTS/PROCESSES/PRACTICES
	HR development	H5.1.	HR development
	Performance management	H6.1.	Appraisal system
	Health and safety	H7.1.	Health and safety internal procedures
	Internal employee relations	H8.1.	Internal policy regarding work relations
	Legal aspects	H9.1.	Legal compliance
Financial Resources	Financial planning	F1.1.	Fiscal status of the organisation
		F1.2.	Budgeting procedure for the yearly operational budget
		F1.3.	Revenue planning tools for the yearly revenue plan
		F1.4.	Cash-flow projection
	Financial accountability	F2.1.	Financial reporting: budget vs. actual yearly operational budget
		F2.2.	Financial reporting: budget vs. actual individual programme/project
		F2.3.	Annual financial statements
		F2.4.	Contracting procedures: roles and responsibilities
		F2.5.	Payment procedures: roles and responsibilities
	Financial statements and systems	F3.1.	Book-keeping system
		F3.2.	Book-keeping software
		F3.3.	Payroll system
	Management accounting	F4.1.	Programme/project accounting
		F4.2.	Direct vs. indirect costs
		F4.3.	Timesheet system
Infrastructure	Facilities, premises and maintenance	I1.1.	Facilities management plan
		I1.2.	Office
		I1.3.	Premises
		I1.4.	Maintenance
	Technology, equipment and communication equipment	I2.1.	Technology planning
		I2.2.	Communication systems
		I2.3.	Library
Inter-institutional linkages	Communication networks <i>Communication networks</i>	IL1.1.	Overall communication strategy
		IL1.2.	Communication strategy and plan of the organisation
	<i>Relations with media</i>	IL1.3.	Media strategy
		IL1.4.	Media outreach action
	Partnership networks	IL2.1.	CSOs –CSOs networking process
		IL2.2.	CSOs –central and local authorities networking process
		IL2.3.	CSOs –donors networking process
		IL2.4.	CSOs –local community networking process
		IL2.5.	CSOs –local businesses networking process
		IL2.6.	CSOs –other institutions (universities, institutes etc.)
		IL2.7.	CSOs –international networks
Programme management	Programme planning	P1.1.	Programme needs assessment
		P1.2.	Programme work plan
		P1.3.	Quality project proposals
	Programme implementation	P2.1.	Project management manual
		P2.2.	Skilled project managers
	Programme assessment	P3.1.	Outcomes assessment system
		P3.2.	Internal monitoring and evaluation system

- **Political trends:** How is the organisation affected by the political environment? Do government political trends support the organisation's type of work (e.g. sustainable development and climate change are currently high on the agenda of most governments)? Does the government system facilitate cooperation with CSOs? Does the organisation have a role to play in national or sectoral development? Does the CSO have access to government funding, knowledge and publications? What is the level of political stability? To what extent is the CSO affected by political corruption? How responsive is the government to the CSO's needs and agenda?
- **Economic trends:** How is the organisation affected by the economic environment? Are there supportive monetary and fiscal policies? Is the currency stable? Is the country's economic growth supportive sustainable? Does economic policy support the organisation's ability to acquire financial resources?
- **Societal trends:** How is the organisation affected by the social environment? Do prevailing social values (e.g. love of nature) support the organisation's work? Does the organisation have access to a pool of human resources from which it can recruit staff?
- **Funding trends:** What are the funding trends for the sector and how do they affect the organisation in the short and long term? How dependent is the organisation on money from donors?
- **Technological trends:** Is the technology needed to carry out the organisation's work supported by the existing systems? Is there adequate physical infrastructure (power, communication, transport) to support the CSO's work? How stable is the cost of available utilities? Are there data processing facilities? Is there enough access to recent research?
- **Environmental trends:** How will environmental and natural resources policy and legislation affect the organisation's performance?

Working framework for the organisational development plan

The following framework is intended to guide an organisation through the preparation of an ODP. It aims to assist in the preparation of a "basic" plan, in the sense that the development plan should at least be realistic, practical and feasible. The organisation should actually be able to implement it rather than it remaining a document on the shelf.

A template of an ODP is provided in annex 4. The implementation of each individual step is structured according to this template. The proposed framework should result in a development plan that is grounded in the wider environment in which the organisation operates and that addresses the main viability issues identified through the self-assessment. It will set the organisation's development objectives to be achieved within the plan's time-frame.

Consulting the reference sheets will ensure that the plan is aimed at developing the specific products/processes/practices that should contribute to the improvement of overall organisational viability. This framework for organisational development is comprehensive and broad in scope, thus only a part of it may be relevant to a particular organisation. The level of detail to be achieved should be organisation specific.

It is strongly recommended that the finalised development plan be integrated into the annual work plan of the organisation and hence allocated appropriate human and financial resources. Additionally, the development plan is presented in the form of a report so that it can be submitted to the organisation's board and stakeholders for approval or for communication purposes.

Step C.1: External analysis

An organisational assessment also includes taking a careful look at the external environment, as well as the internal environment of the organisation (largely done through the self-assessment stage), and then identifying any critical issues or priorities from these analyses. It is from the combination of these externally and internally driven priorities that organisational development objectives (Step C.4) are usually identified.

An external analysis looks at the societal, technological, political and economic trends (external environment) that affect an organisation's performance, for example trends in funding/donations (local, national, international); recent or pending legislation; governmental funding opportunities; and demographic trends. An organisation's administrative, legal, political, socio-cultural, economic, technological and environmental contexts have a major impact, as illustrated in the example box below.

It is possible that not all these trends will influence the performance of a CSO; that is something that has to be discussed and decided. Also, some of the trends will change over time and should be analysed according to the time-frame relevant for the design and implementation of the CSO's development plan.

EXAMPLE 4: External trends

Political trends: The protection of the Mediterranean has become a major item on the agenda of national governments, owing to voter pressure. The EU and UN are playing an important role in the adoption of a regional coordinated policy for the protection of the coastal assets of the Mediterranean.

Economic trends: The global economy is continuing to develop and an average increase in GDP of 3.5 percent is forecast for the coming three years in EU countries. The other countries bordering the Mediterranean basin will also benefit from economic development. Energy demand is forecast to increase by 6 percent annually over the coming five-year period.

Societal trends: Population ageing will be observed in EU member states and the population in coastal areas will increase.

Funding trends: The membership of big NGOs that run PR campaigns has increased markedly and this can be explained by the growing awareness of climate change on the part of the public. Also, private donations have become the main source of funding for international NGOs.

Technological trends: Fossil fuels will still be used extensively in the future, although nuclear technology is perceived as an alternative to coal-fuelled power stations. As yet there is no prospect of a major technological breakthrough for carbon-free energy production.

Environmental trends: The environmental situation is degrading at a significantly higher speed than anticipated by worst-case scenarios. Preventive measures are no longer sufficient and corrective actions are to be taken by governments with high public-funding costs.

Other trends: There is an increasing trend towards uncontrolled and illegal migration by sea, with a high death toll among migrants.

Step C.2: External Opportunities and Threats

A SWOT (strengths, weaknesses, opportunities and threats) analysis is a tool for assessing and communicating the current internal (strengths and weaknesses) and external (opportunities and threats) position of an organisation. The organisational self-assessment (OSA) presented earlier should be considered as the tool for determining the internal strengths and weaknesses of an organisation. However, the external opportunities and threats that have an influence or impact on an organisation also need to be analysed. This can be done by means of a discussion of the trends determined in the previous step. An example of such an analysis is given below.

EXAMPLE 5: External opportunities and threats (hypothetical CSO Green Star)

Opportunities for the organisation: Because of the deteriorating environmental situation in the Mediterranean, the mission of Green Star is more relevant than ever. The experience and knowledge of Green Star can be of value for local and regional authorities.

Threats facing the organisation: There is a risk that instead of active networking between environmental organisations, there will be active competition for funding that will privilege bigger organisations with better PR. Heightened government activity (especially internationally) could reduce the impact of smaller groups and lessen their chances of being heard.

- New organisations in particular are often better off looking first at the major obstacles or issues they face, and next identifying the more visionary, developmental goals to be accomplished over the next few years. For example, current issues might be that the director/president is not being paid, the board is not achieving a quorum, there is no money at all, etc. Organisational development objectives for a new CSO might be, for example, to build a board; to draw up a strategic plan; to carry out an environmental needs analysis; to build a programme, get volunteers, hire staff, etc.

Step C.3: Organisational viability problems (prioritisation or selection)

In order to recognise the key issues identified from among the organisation's external opportunities and threats (ODP Step C.2), an organisation must take into account the following guidelines:

- a. After considering the effects of external threats, as well as the elements of low organisational performance that are identified, what major problematic issues emerge? As many as possible should be listed. Issues related to long-term development should be considered, but issues related to the coming year are especially pertinent. Many organisations have ended up "falling over their feet" while being focused far too far ahead.
- b. Each issue identified in the previous point needs to be considered in depth. An organisation must ask whether it is "important" or "urgent". Issues often seem very important when they are urgent — for example, changing a printer toner is an urgent issue, but "change toner cartridge" would never appear in a development plan. It is essential to include only the important issues, not the urgent ones.
- c. Deal with issues that an organisation can do something about. Issues that are too narrow do not need thorough planning, and issues that are too broad will bog you down. (Perhaps bigger issues can be broken down into small parts with subsequent timing.)
- d. Issues should be clearly articulated so that someone from outside an organisation can read the description and understand the nature of the issue.

The results of the organisational self-assessment should be considered carefully. The red areas (averages of 2.85 points or below) and the pink areas (averages between 2.85 and 5.15) should be looked at first, as they represent the weakest parts of an organisation's performance.

EXAMPLE 6: Objectives horizon (for the hypothetical CSO Green Star)

Short term:

1. The strategic plan of the organisation needs to be updated to take into account developments over the last eight years and to serve as a common policy document for all stakeholders of Green Star.
2. Programmatic activities need to be assessed against the renewed strategy and budget estimates need to be updated for each core programme.
3. Based on the reviewed/renewed strategic plan, a fundraising policy document needs to be prepared to attract private donations and increase local contributions.

Medium term:

4. The management skills of senior staff need to be improved in order to increase the effectiveness of the organisation. This could begin with regular staff coordination meetings.
5. The structure of the organisation needs to be redesigned, enabling better internal and external communication.
6. PR activities should be initiated to increase the membership base of the organisation.

Long term:

7. Permanent premises need to be acquired.
8. A programme for local authorities and communities on energy efficiency and solar energy should be developed.

The objectives horizon, shown below, is a useful way to set out the prioritisation of the development objectives.

Step C.4: Setting the organisational development objectives

- a. The overarching goal of organisational development is to increase (and subsequently maintain) the efficiency and viability of the organisation. Organisational development objectives are formulated after looking outside the organisation (an external/context analysis), inside the organisation (via the organisational self-assessment), and then at the problems identified (the most important issues to address in Step C.3).

The objectives should be specific enough to be organised according to the seven core components (strategic leadership, organisational processes, human resources, financial resources, infrastructure, inter-institutional linkages and programme/project management) of the organisation, or only those relevant to a specific organisation. The objectives need to serve the overall goal/aim of organisational viability. It is good practice to ensure that the objectives formulated follow the so-called SMART approach (specific, measurable, achievable, realistic, time bound).

Directions

- The objectives should be formulated during a plenary meeting; the action plan is prepared/developed in work groups (of three or four people).
- It is recommended that at this stage the facilitator invites a work group to draft a short development/strategic concept for each objective; this should take as its starting point the comments gathered under each component during the organisational self-assessment stage (Step OSA B.3).

EXAMPLE 7: Development objectives related to structure

Structure

- To complete a functional analysis of the organisation.
- To design a better/adjusted organisational chart.
- To design an application that will help achieve clearly defined responsibilities and authorities.
- To develop a coordination mechanism between departments, programmes and stakeholders.
- To harmonise the structure with the new strategy and country priorities (HR, fundraising departments).

- b. For each objective of the development plan, the appropriate products, processes or practices to achieve that objective should be identified and be considered by the organisation for application. Reference sheets for each core component of an organisation are intended as a starting point to facilitate the identification and selection of component-specific products/processes/practices. The reference sheets can be found in annex 3.

The suggestions presented in the reference sheets for products/processes/practices are just that: Suggestions. Moreover, the suggestion list is not exhaustive. This initial list is there to prompt further reflection and research. An organisation will need to consider the relevance or appropriateness of the suggestions in this a la carte menu, and of the associated tools. It is important that the organisational development plan is adapted to reflect the local context in which the CSO works and to be as effective as possible.

Directions

List all the objectives and their related products/processes/practices in the form provided below:

Organisational development objectives and corresponding OD products/processes/practices

OD objective #.....
.....
Product/process/practice #.....
.....
Product/process/practice #.....
.....

EXAMPLE 8: Setting objectives and relevant product/process/practice

OBJECTIVES

Objective 1.1:

- Achieve financial sustainability through self-financing methods.

PRODUCTS/PROCESSES/PRACTICES

Product/process/practice 1.1._1

- Development of a fee-based membership support scheme

Product/process/practice 1.1._2

- Adoption of fees for high-end services (expertise)

.....

Board roles and responsibilities. Source: The Corporate Fund - <http://www.thecorporatefund.org/>

“One of the most common problems experienced by governing boards of non-profit organisations is the lack of recognition and agreement among members of the board, or between members of the board and staff, regarding the board’s roles and responsibilities. Without such recognition, acceptance of the roles and responsibilities can be haphazard, confused, or non-existent.

Further, if the board is not spending its time wisely or well on its tasks, it leaves its members free to spend time on others’ tasks, including those that belong to the executive director/president and other staff members. When such role confusion sets in, disappointment and conflict may soon follow, and will likely negatively affect organisational performance.

A key to successful board-ED/president relationship is clear delineation of board and staff roles, including those times when the board and staff form coalition on specific tasks, such as the development of the strategic plan. When such clarity exists, there is little reason for board members to be delving into details of the organisation’s daily routine.”

.....

Step C.5: Objectives for board and for the president/director

It is very important to distinguish the objectives within the strategy that fall under the responsibility of the board from the objectives that will be the responsibility of the president and/or director. Within the toolkit’s development plan template there is a specific place for these crucial objectives (see annex 4).

Step C.6: Action Planning (actions, responsibilities and timelines)

Once the objectives have been formulated and corresponding products/processes/practices identified, action needs to be planned for the actual organisational change to take place. A draft action plan, specifying activities, responsibilities and timelines for each specific core component/sub-component, should be drawn up. Actions can be planned by dedicated groups of the organisation for each selected product/process/practice.

Directions

Action plans specify how the development objectives and products/processes/practices will be achieved. Action plans include all the steps that need to be taken in order for the product/process/practice to be implemented. They define who is responsible for achieving each of steps and impose a time-frame.

EXAMPLE 9: Action plan

OD Objective #1: The quality of board operations is increased by the end of the year.

Product/process/practice #1.1 (for OD Objective #1): Conduct a detailed board development package tailored to the recommendations from the board pre-assessment.

Action plan summary:

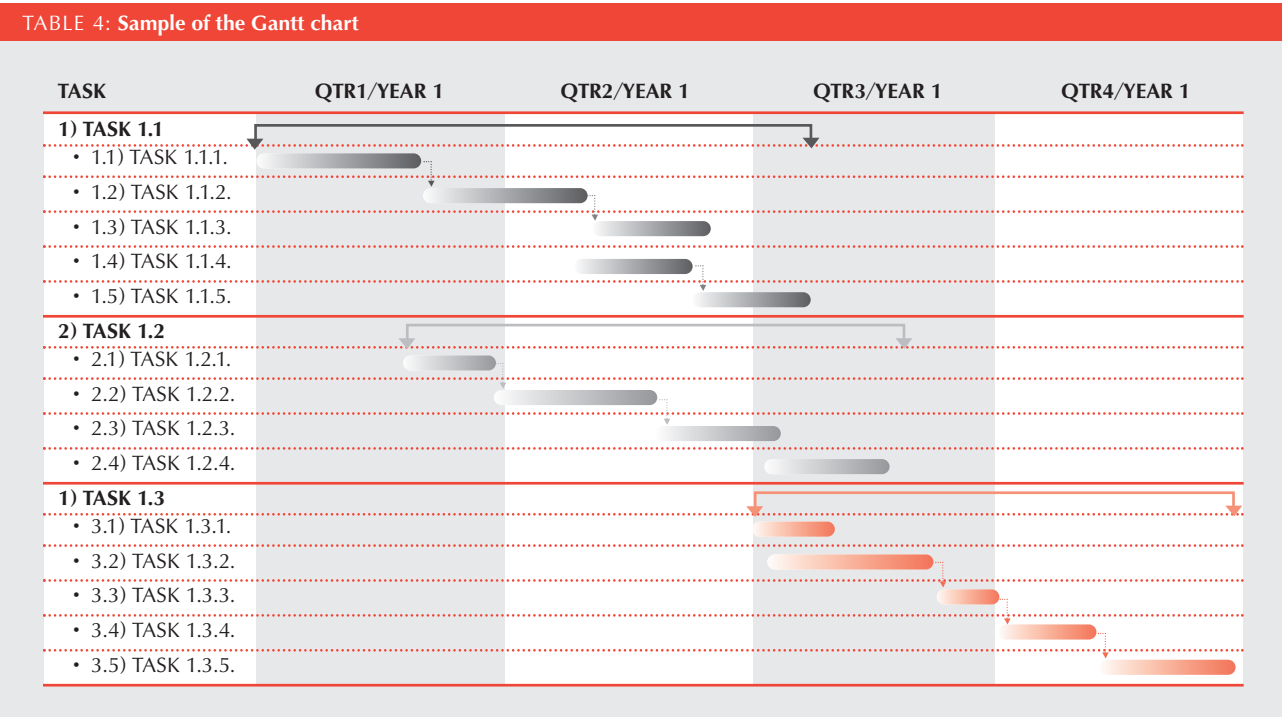
#	ACTIONS FOR OBJECTIVE 1	DURATION AND DEADLINE	RESPONSIBILITY	STATUS AND DATE
T1.1.1	Board pre-assessment	2 months	Chairman	
T1.1.2	Board development package components identification and adoption	2 months	Board committee X	
T1.1.3	Board orientation document	2 months	Board committee Y	
T1.1.4	Development of board training package	1 month		
T1.1.5	Conduct board training	2 months		
T1.1.6	Board training evaluation	1 month		
T1.1.7	Board post-assessment	3 months	Chairman	

Other products/processes/practices to meet objective #1 that can be considered are:

- Product/process/practice 1.2 – Review and reorientation/expansion of the board composition
- Product/process/practice 1.3 – Develop work plan for board committee(s)

Step C.7: Action Plan Gantt chart

Using the information from Step C.6 it is necessary to prepare an action plan Gantt chart (see glossary) for the organisation (using an appropriate application such as Excel or other project management program).



Step C.8: Resource Allocation for the implementation of the Action Plan

For the implementation of the action plan an organisation will need to allocate resources such as staff, money etc. Below is a suggestion of how to calculate and plan these resources.

Staffing input for implementation of the Action Plan

Directions

Once an organisation has determined all the actions in its plan, it then needs to think about what kind of human resources are needed to implement the tasks within them. These can be either from the organisation (staff) or from outside the organisation (technical assistance).

EXAMPLE 10: Staff input

STAFF POSITION	YEAR 1	YEAR 2	YEAR 3
President/director (name)			
T1.1.1	2 months (44 days)		
T1.1.2	10 days	1 month (22 days)	
T1.1.3		2 months (44 days)	1 month (22 days)
T 1.1.4	1 month (22 days)	3 days	
Financial manager (name)			
T1.1.1	1.5 months (33 days)		
T1.1.2	10 days	1 month (22 days)	
President/director (name)			
T2.1.1	5 days		
T2.1.2	8 days	12 days	
Project manager (name)			
T2.1.1	2 months (44 days)		

EXAMPLE 11: Technical assistance (outsourcing)

CONSULTANT	YEAR 1	YEAR 2	YEAR 3
Trainer (name)			
T3.1.1	6 days		
T6.1.2	6 days	10 days	
T9.1.3		6 days	10 days
T 2.1.4	6 days	3 days	
Trainer (name)			
T3.1.1	6 days	3 days	

Budget for the implementation of the action plan

Naturally, an organisation needs to calculate the financial input required to implement the action plan, including both staff costs (based on the calculated staff input) and direct costs (travel, equipment etc.). A suggested approach is illustrated below.

EXAMPLE 12: Budget inputs

TASK	BUDGET ITEMS (LIST AS NECESSARY)	YEAR 1	YEAR 2	YEAR 3	SUB-TOTAL
T1.1	Staff costs				
	TA/outsourcing				
	Travel				
	Equipment				
Sub-total T1.1					
T1.2	Staff costs				
	TA/outsourcing				
	Travel				
	Equipment				
Sub-total T1.2					
Total 1					
T2.1	Staff costs				
	TA/outsourcing				
	Travel				
	Equipment				
Sub-total T2.1					
Total 2					

Step C.9 Monitoring and evaluation of the implementation of Development Plan

Monitoring represents a regular and systematic collection of information related to all aspects of the implementation of the development plan. Monitoring should fulfil the following functions:

- Documenting the process of implementation.
- Helping in decision making in managing single actions.
- Undertaking actions for possible in-time interventions/corrections.

An evaluation is an assessment, as systematic and objective as possible, of its implementation. Evaluation serves the following purposes:

- Learning from own experience.
- Feedback for future planning.

An example template for monitoring and evaluation is given in the ODP in annex 4.

Step C.10 Suggested Content of the ODP

A suggested outline of the final development plan document, which can be presented to donors, stakeholders etc., is presented in annex 4.

Directions

The importance attributed by the organisation to the development plan can be reinforced by starting the document with a foreword signed by the chairman of the board or another prominent member of the organisation. The foreword allows a personal message to be conveyed directly from the signatory to the constituency and is placed before the executive summary. The importance attached to this document will help ensure that it is followed and that it can be used as part of the fundraising for organisational change.

The organisational development plan should contain some general elements that give a concise description of the organisation and its purpose. This description is important for the completeness of the plan itself and will probably come from other documents available to the organisation, such as the charter, articles of association/foundation or strategic plans. The organisational description should comprise two parts:

- i. factual elements such as the history, main accomplishments/achievements, volume of services;

EXAMPLE 13: Our history (of the hypothetical Green Star)

Green Star (GS) was founded eight years ago by a group of enthusiastic friends concerned about the environmental state of the Mediterranean Sea. From small beginnings and the first campaigns, Green Star has become a key player in the debate on the environmental state of the Mediterranean.

GS has developed an extensive network, as it has lobbied governments to find more effective ways of protecting the sea. One of its major achievements was in bringing together a grouping of CSOs from all Mediterranean countries to comment on the planned inter-governmental agreement on the protection of the sea. This resulted in strengthened legislation and showed the power of cooperative action.

From three people, today Green Star has a full-time staff of six experts and a dedicated team of volunteers. Its programme reflects the environmental threats to the Mediterranean and, importantly, offers solutions.

- ii. strategic elements such as vision, mission and values.

EXAMPLE 14: Vision statement (of BirdLife International)

"Birds are beautiful, inspirational and international. Birds are excellent flagships and vital environmental indicators.

By focusing on birds, and the sites and habitats on which they depend, the BirdLife Partnership is working to improve the quality of life for birds, for other wildlife (biodiversity), and for people.

BirdLife's aims are to:

- prevent the extinction of any bird species;
- maintain, and where possible improve, the conservation status of all bird species;
- conserve, and where appropriate improve and enlarge, sites and habitats important for birds;
- help, through birds, to conserve biodiversity and to improve the quality of people's lives; and
- integrate bird conservation into sustaining people's livelihoods."

EXAMPLE 15: Mission statement (of Greenpeace)

“Greenpeace is an independent, campaigning organisation which uses non-violent, creative confrontation to expose global environmental problems, and to force solutions for a green and peaceful future. Greenpeace’s goal is to ensure the ability of the earth to nurture life in all its diversity.”

EXAMPLE 16: Values statement (of the International Institute for Environment and Development)

“IIED’s work towards sustainable development is also guided by its core organisational values. They describe both internal culture and external relations:

- Consistency** — to ‘practice what we preach’ by upholding [the above] sustainable development values in our work
- Commitment** — to understand and influence policy and practice towards sustainable development
- Independence** — to be open-minded in our research, and to avoid being unduly influenced by single interests
- Integrity and credibility** — to use sound science and consultation methods as the basis for honest advocacy, in collaboration with partners
- Inclusiveness** — to foster a diversity of perspectives and knowledge systems, and the building of trust and consensus, working in partnership with marginalized/poor groups, leaders and innovators in sustainable development
- Innovation** — to support stakeholder involvement in processes of technical and institutional innovation focused on poverty and environmental problems
- Linking perspectives and interests** — South and North; globalised and localised; government, civil society and private sector; environment and development; long term and short term
- Strategically engaged** — to respond to priority needs, threats and ideas in a well-informed, analytical and creative manner
- Continuous improvement** — of IIED’s composition and balance of governance and partnerships, service provision, and quality and timeliness of outputs
- Transparency** — to be clear about what we do, how we work, who we work with, and how we get our funding

Step C.11: Communicating the Organisational Development Plan

It is very important that the ODP be utilised and implemented. One way to ensure this is to communicate the plan to all relevant stakeholders and to the staff. There are a variety of ways to do this, such as printed copies, websites, e-mail, staff meetings and press conferences. There are a number of reasons why this is useful, including heightened accountability, building internal ownership and greater visibility of efforts. A basic communication plan should be an additional element of organisational development plan implementation.



Annexes

Glossary

Benchmarking

Also “best practice benchmarking” or “process benchmarking”, benchmarking is a process used in management, and particularly strategic management, in which organisations evaluate various aspects of their processes in relation to best practice, usually within their own sector. This then allows organisations to develop plans on how to adopt such best practice, usually with the aim of increasing some aspect of performance. Benchmarking may be a one-off event, but is often treated as a continuous process in which organisations continually seek to challenge their practices. (Wikipedia)

Capacity strengthening

Capacity strengthening is an ongoing process by which people and systems, operating within dynamic contexts, learn to develop and implement strategies in pursuit of their objectives for increased performance in a sustainable way.

Effectiveness

The extent to which objectives or planned outputs have been achieved. The effectiveness of an organisation is the degree to which it moves towards the attainment of its mission and realises its goals. Effectiveness, however, is not a simple concept. The basic difficulty in analysing effectiveness lies in the fact that many organisations make multiple statements about their missions and goals. Sometimes these statements are included in the organisation’s charter; and at other times in its strategic documents. Regardless of where these statements appear, there is a need for a clearly defined guide to the *raison d’être* of the organisation.

Efficiency

Maximising results from the available resources (converting inputs into outputs). An organisation must not only be able to provide exceptional services but must also provide them within an appropriate cost structure. Performance is increasingly judged by the efficiency of the organisation (for example, the cost per service, the number of outputs per employee, the number of outputs per person per year, the average value of grants per person). Whatever the overall size of the unit, performing organisations are viewed as those that provide good value for money in both quantitative and qualitative terms.

Environmental civil society organisation

An organisation officially registered as such or an otherwise clearly identifiable group of citizens or other public association that:

- does not act as an official governmental body;
- is a not-for-profit entity (i.e. non-commercial);
- functions at the local, regional, national and/or international level;
- has a main purpose related to the promotion of one or more of the following:
 - the protection and conservation of the environment;
 - the sustainable use of natural resources and the promotion of renewables;
 - traditional cultural values and knowledge leading to a decrease in society’s environmental impact;
 - environmentally friendly development, policies and projects;
 - governance principles leading to the creation of an enabling environment for environmental protection and sustainable development (e.g. anti-corruption measures, transparency, accountability, and public participation);
- has a presence in public life, outside of family structures, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific or philanthropic considerations.

Financial viability

An organisation's ability to maintain an inflow of financial resources greater than the outflow. To survive, an organisation's inflow of financial resources must be greater than the outflow. Experience has shown that the conditions needed to make an organisation financially viable include multiple sources of funding, positive cash flow, and financial surplus.

Gantt chart

A popular type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. Terminal elements and summary elements comprise the work breakdown structure of the project. Some Gantt charts also show the dependency (i.e., precedence network) relationships between activities. Gantt charts can be used to show current schedule status using percent-complete shadings and a vertical "TODAY" line (also called "TIME NOW" or "DATA DATE"), as shown here. (Wikipedia)

Institutional development/organisational development

(Extract from the Governance and Social Development Resource Centre (<http://www.gsdr.org>)

The literature has not yet settled on a standard definition of "institution", and the term is often used to convey a range of different meanings. We have opted to define institutions as "formal rules, informal constraints — norms of behaviour, conventions, and self-imposed codes of conduct — and their enforcement characteristics."

A considerable amount of development activity is concerned with helping organisations to improve their performance, but organisations are subject to laws, policies, cultures and norms. To distinguish these formal and informal "institutions" from organisations, institutions can be viewed as the "rules of the game" and the organisations as the "players".

Management accounting

Wikipedia provides the following definition: management accounting is concerned with the provisions and use of accounting information to managers within organisations, to provide them with the basis to make informed business decisions that will allow them to be better equipped in their management and control functions.

In contrast to financial accountancy information, management accounting information is usually confidential and used by management, instead of publicly reported; forward-looking, instead of historical; pragmatically computed using extensive management information systems and internal controls, instead of complying with accounting standards. This is because of the different emphasis: management accounting information is used within an organisation, typically for decision making.

Niche management

Niche management involves the identification of and concentration on a competitively valuable capability (or set of capabilities) that an organisation has more of or can do better than "competing" organisations. It entails carving out a particular area for the organisation in the "marketplace" that matches its particular expertise.

"Niche management is an organisational function that forces managers to look beyond internal matters to consider the wider environment and the broader issues of our time. If this function is neglected, the organisation's ability to adapt to the changing global situation will be severely limited"(Lusthaus, Charles et al., 1999).

Performance

The performance of organisations can be conceived of as falling within three broad areas: performance in activities that support the mission (effectiveness); performance in relation to the resources available (efficiency); and performance in relation to long-term viability or sustainability (adaptability).

Products/processes/practices (PPPs)

Tools, solutions or practical approaches recommended for developing some of the components and sub-components of the organisational development plan, which ultimately lead to ensuring organisational performance. The PPPs can be strategies, plans or internal measures suggested to be adopted by the organisations which go through the organisational self-assessment and discover weaknesses in certain areas. The authors of the *Organisational Viability Toolkit* have suggested at least one PPP for each sub-component and also have provided brief descriptions together with methods or ways to adopt them.

Programme implementation

Programme implementation is the stage at which the organisation integrates all its resources to achieve its goal in concrete terms.

Programme monitoring and evaluation

Programmes or projects are central to the life of the organisation. The organisation needs to keep track of programmes to ensure that they are meeting their objectives and achieving their intended results. Monitoring and evaluation systems need to be built into programmes and projects during the planning stage.

Programme planning

Programme planning requires thinking ahead. It involves the following questions, among others: What are our objectives? What must be done to meet these objectives? Who will do this? How will they do it? How long will it take? How much will it cost? How will we know whether we have met our objectives?

Systemic networking

In systems theories, the whole is different from the compilation of the parts. Studying the components and their relations to one another will not tell us about the whole. Systems are not additive or linear; the repeated interactions of the parts are central to understanding system processes and outputs (Alter and Hage, 1993; Jervis, 1997; Arrow et al., 2000). The primary function of a network is to distribute and redistribute resources, products and clients between organisations, just like other governance forms.

Systemic network theory, a branch of systems theory developed in business management literature, aims at understanding the incentives and constraints on organisations to improve their interaction. Systemic network theory identifies environmental, structural and procedural variables of open systems that determine the extent to which coordination between organisations can develop and thrive.

A system is “open” when it is influenced by its external environment, that is, when it is dependent on its environment for the input of resources and the output of products or services.

There are three basic models of system governance:

- The classic concept of a pyramidal structure with formal direction from the top down and reportage from the bottom up represents the hierarchical model. Lower levels of the pyramid have minimal discretion to make their own decisions and there is little horizontal communication between units on the same level.
- The market model of governance focuses on collections of independent units with overlapping domains that try to maximise their profit by driving the similar units out of business through competition. Conflict, rather than cooperation, is a means of maintaining the health of the market at the expense of some individual components.
- Systemic networks, like markets, are abstract conceptual systems. Like markets, networks allow horizontal communication and independent decision making by constituent parts. In contrast to markets, members act collaboratively to create, plan, implement and evaluate their activities. Members jointly develop a shared understanding of the tasks, the means to achieve them and sometimes an overall strategic vision (Chisholm, 1996: 6-7; Alter and Hage, 1993: 79). In a systemic network, coordination and cooperation replace authority and competition. Pressure for adaptive efficiency and improved product quality replace pressure for productive capacity.

Annex 2

Self-assessment tables

1	Self-Assessment Summary	
2	Strategic Leadership	
3	Organisational Processes	
4	Human Resources	
5	Financial Resources	
6	Infrastructure	
7	Inter-institutional Linkages	
8	Programme Management	
9	Scoring Scale	

TABLE 1: Self-Assessment Summary

		EFFECTIVENESS							EFFICIENCY							FINANCIAL VIABILITY									
		X	1	2	3	4	5	6	7	X	1	2	3	4	5	6	7	X	1	2	3	4	5	6	7
Strat	Leadership (leadership and decision-making)	X								X								X							
	Strategic thinking	X								X								X							
	CSO social relevance	X								X								X							
	Governance (the governing body(ies) are in place and operating effectively and efficiently)	X								X								X							
	Structure (structure of the organisation is reviewed at the light of the strategic plan. Role of each unit is clearly defined)	X								X								X							
	Financial integration (integrated management)	X								X								X							
	Niche management (comparative advantage of the organisation is identified)	X								X								X							
Process	Internal planning, policy and procedures	X								X								X							
	Internal problem-solving and decision making	X								X								X							
	Internal communication	X								X								X							
	Organisational monitoring and evaluation	X								X								X							
HR	Job analysis	X								X								X							
	HR management	X								X								X							
	Staffing	X								X								X							
	Compensation and benefits	X								X								X							
	Training and development	X								X								X							
	Performance management	X								X								X							
	Health and safety	X								X								X							
	Internal employee relations	X								X								X							
	Legal aspects	X								X								X							
FR	Financial planning/budgeting	X								X								X							
	Financial accountability	X								X								X							
	Financial statements and systems	X								X								X							
	Management accounting	X								X								X							
Infr	Facilities, premises, maintenance etc.	X								X								X							
	Technology, equipment, communication equipment	X								X								X							
Link	Information/communication networks	X								X								X							
	Partnership networks	X								X								X							
Progr	Programme planning	X								X								X							
	Implementation									X								X							
	Assessment (programme evaluation, impact assessment)	X								X								X							

TABLE 2: Strategic Leadership

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
Institut. capacity	Leadership (leadership and decision making)			
	1 The decision making responsibilities and rights for the leadership are known and clearly understood by everybody in the organisation			
	2 The decision-making responsibilities and rights for leadership are distributed appropriately among management			
	3 The leadership style of the president/director of the CSO is participatory			
	4 The leaders in the organisation are professionally respected			
	5 The leaders in the organisation are skilled managers			
	6 Leadership is effective in acquiring and conserving resources			
	7 The leaders (board, president/director) are accountable to the stakeholders			
	8 CSO has adequate financial resources for leadership/management work (in the sense that director doesn't have to work on projects in order to get a salary)			
	Strategic thinking			
	Mission/vision			
	1 The mission/vision of the CSO is known by everybody			
	2 The mission/vision is responding to community/environmental needs			
	3 CSO members have a shared vision of the organisation's role in society			
	Strategic planning			
	1 The mission and vision are reflected in the strategic plan of the organisation			
	2 The objectives of the CSO are reflected in the strategic plan			
	3 The strategic plan is developed jointly by managers, staff and board and endorsed by the appropriate stakeholders			
	4 The strategic plan improves performance of the staff			
	5 The strategic plan forecasts the financial needs of the organisation			
	CSO social relevance			
	1 The CSO has identified areas of social relevance and relevant approaches to address them			
	2 The CSO has a system to reassess/revisit its areas of relevance on a regular basis			
	Governance (the governing body[ies] are in place and operating effectively and efficiently)			
	1 Board provides overall policy direction and oversight			
	2 Board provides accountability and credibility			
	3 Board helps the organisation to obtain funding			
	4 Board is capable of carrying out key roles such as policy formulation, public relations, financial oversight and lobbying			

TABLE 2: Strategic Leadership (continued)

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
	5 Board is composed of committed members who represent the varied interests of the stakeholders			
	6 Mechanisms are in place for obtaining appropriate input from the community and stakeholders			
	7 Board/general assembly executes its role of advocate of the community			
	Structure (structure of the organisation is reviewed in the light of the strategic plan. Role of each unit is clearly defined)			
	1 Structure of the CSO is reviewed according to the strategic plan			
	2 The structure of the organisation is reflecting its mission			
	3 Role of each unit is clearly defined			
	4 The mission and vision are reflected in the job expertise of the organisation			
	5 CSO has an organisational structure with clearly defined authority and responsibilities			
	6 Coordination mechanisms within the CSO are in place			
	7 Systems are in place to ensure appropriate involvement of all levels of staff in decision-making process			
	8 The organisational structure is defined in a participatory manner by the leadership and the staff			
	9 CSO has capacity to review structures in response to organisational development needs			
	Financial integration (integrated management)			
	1 CSO has a fundraising strategy with clearly defined priorities and responsibilities			
	2 Fundraising strategy is clearly linked with the strategic plan of the organisation			
	3 CSO has a strategy to diversify funding sources			
	4 Organisational income-generating activities are promoted			
	5 CSO has a fee for services and/or other cost-recovery mechanisms built into service delivery where appropriate			
	6 CSO finds it easy to comply with donor's funding procedures and requirements			
	7 Local fundraising opportunities are identified			
	8 CSO has capacity to develop proposals and respond to tenders			
	9 CSO has a stable financial situation			
	10 CSO has a system to collect membership fees			
	11 The CSO has alternative funding sources such as the 1% income tax			
	Niche management (comparative advantage of the organisation is identified)			
	Specialised area — comparative advantage			
	1 The areas of specialisation of the CSO are clear to the stakeholders and partners			

TABLE 2: Strategic Leadership (continued)

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
	2 The areas of specialisation of the CSO are clear to the staff and board			
	3 The CSO has adequate knowledge and skills base (appropriate human resources) for its specialised areas			
	4 CSO is an active participant in the new developments in the areas of its field of work (i.e. research, policy development etc.)			
	5 CSO is able to raise funds to be dedicated to its specialist "status" or field area			
	Specialised information management (environmental information)			
	1 Systems exist to collect, analyse and report environmental data and information			
	2 The environmental information is easily accessible to the organisation			
	3 Trained personnel are in place to manage the environmental information			
	4 Systems are used to process and disseminate information and solicit feedback			
	5 Information is shared with the relevant stakeholders			

TABLE 3: Organisational Processes

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
Institut. capacity	Internal planning, policy and procedures			
	1 Administrative procedures and manual exist			
	2 Administrative procedures are adhered to (supported and respected by all)			
	3 Procedures and operational manual are updated regularly			
	Internal problem solving and decision making			
	Problem solving			
	1 Problems and/or performance gaps are diagnosed early			
	2 Governing board and senior managers have appropriate problem-solving skills			
	3 Problem-solving techniques of the management are adequate			
	Decision making			
	1 All segments of the organisation have adequate decision-making skills			
	2 Information is available on all alternative courses of action early enough and continuously			
	3 Decisions are made in a timely manner			
	4 Decisions are made in a participatory manner (including opportunity to give comments and to be taken into account)			
	5 There is prompt information about the decisions and the reasons behind the decisions			
	Risk management			
	1 Systems are in place to minimise organisational abuses			
	2 Regular audit of inventory is conducted			
	3 The annual audits include a review of management practices			
	4 Recommendations on management practices are implemented			
	Internal communication			
	Communication			
	1 Channels for top-down and bottom-up flow of information are adequate (letters, memos, meetings, phone, e-mail etc.)			
	2 Managers find the best way to convey their ideas to people at every level, regardless of personality, rank in the organisation, or cultural tradition			
	3 Information regarding organisation's activities is regularly received by staff			
	4 Mechanisms are in place to correct rumours			
	Coordination			
	1 Staff (and volunteers) meetings are held regularly			
	2 Staff (and volunteers) participate in management decisions			
	3 Team work is encouraged			

TABLE 3: Organisational Processes (continued)

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
	4 Information is shared freely among leadership, all staff members and volunteers			
	5 Staff and volunteers are encouraged to take initiative and be self-motivated			
	Organisational monitoring and evaluation			
	1 The CSO obtains and uses data to monitor and evaluate its units and activities			
	2 Strategy, programme, policy, and budgetary documents mention evaluation results			
	3 Monitoring and evaluation processes are valued by the CSO			

TABLE 4: Human Resources

ORG. AREA-	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
Org. capacity	Job analysis			
	1 The annual work plan forecasts the human resources needs of the CSO			
	2 The mission of the organisation is linked with its staff capacities			
	3 Relevant (environmental) expertise exists within the organisation			
	5 There is a clear distinction of work responsibilities among the staff (no overlap)			
	6 Staff are a frequent source of ideas and momentum for improvement and innovation			
	HR management			
	1 CSO has a documented HR policy in place			
	2 HR standards are complied with by staff and managers			
	3 CSO can rely on volunteers for appropriate actions			
	4 CSO has a volunteer management practice			
	5 Job descriptions exist for all staff and volunteers			
	6 Job descriptions are respected			
	7 CSO has adequate financial resources for HR management			
	Staffing			
	Recruitment and selection			
	1 CSO has a clearly defined recruitment process			
	2 Positions are fully staffed			
	3 Recruitment process is transparent and competitive			
	4 Selection criteria for staff and volunteers are in place			
	5 Capabilities and motivation of the staff match the needs of the CSO (i.e. the right people are in the right jobs)			
	6 Turnover of staff is at a 'normal' level (meaning that is not excessively high or low in individual posts or across the organisation in general)			
	Staff and volunteers diversity (gender, nationality)			
	1 Gender diversity is reflected in the composition of the board, leadership, staff and volunteers of the organisation			
	2 Nationality diversity is reflected in the composition of the board, leadership, staff and volunteers of the organisation			
	Compensation and benefits			
	1 Financial compensation for staff is clearly structured and competitive			
	2 Remuneration of staff is performance based			
	3 Benefits policy is documented (written form) and implemented			
	4 Volunteers have access to appropriate motivational benefits			

TABLE 4: Human Resources (continued)

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
	Training and development			
	Training			
	1 CSO has a clear/defined approach as regards staff training			
	2 Staff and volunteer training is based on needs analysis			
	3 Self-development is encouraged by the managers			
	4 Skills acquired during training are integrated into the work practices			
	Development			
	1 CSO has plans for mentoring younger staff members to help them advance in their careers			
	2 Staff development plans are in place and are implemented			
	3 People see career opportunities in the organisation			
	4 CSO has appropriate financial resources for staff development			
	Performance management			
	1 Staff have diverse backgrounds and experience and bring a broad range of skills			
	2 Staff are capable of covering multiple roles (i.e. administration, project management, finances etc.)			
	3 Individual performance indicators are established for all staff			
	4 Performance appraisals for staff are carried out regularly (annually)			
	5 Performance appraisals are based on the performance indicators			
	6 Performance appraisals consist of open dialogue between the employee and manager			
	7 Job promotion opportunities are made known among staff			
	8 Job promotions are based on clear criteria			
	Health and safety			
	1 CSO has adequate health and safety regulations according to the law and they are fully followed			
	2 CSO has appropriate insurance for staff who perform activities with health/life risks			
	Internal employee relations			
	1 Management encourages mutual respect among staff			
	2 Grievance and conflict resolution procedures are used when necessary			
	Legal aspects			
	1 All staff have work contracts			
	2 Formal contracting is in line with the labour law			
	3 CSO conforms to standard tax and labour regulations and requirements of the country			
	4 CSO has developed a personnel policy manual in line with the national HR system (respects the labour law)			

TABLE 5: Financial Resources

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
Org. capacity	Financial planning/budgeting			
	1 Budgeting process is integrated into annual work plans			
	2 CSO has a financial unit/person responsible for budgeting			
	3 CSO has a core budget			
	4 The CSO has a finance manual or a set of (written) financial procedures and policies			
	Financial accountability			
	Financial reporting			
	1 Financial report is regularly reviewed by the board			
	2 Annual financial report is published and disseminated			
	Financial/inventory controls			
	1 Signatory rights (contracts, payments) are clearly established and applied			
	2 Budget is controlled on an ongoing basis			
	3 Internal audits are conducted on a regular basis			
	4 External audits are conducted on a regular basis			
	Financial statements and systems			
	Legal compliance			
	1 The organisation operates in accordance with the relevant national CSO legislation			
	2 The CSO prepares an annual financial statement audited by an independent accountant			
	Financial accounting/book-keeping			
	1 Book-keeping is done on a regular basis by a registered accountant or firm			
	2 Book-keeping is in line with the national regulations applicable to CSOs			
	3 Salary-related payments and reports to tax authorities are processed in a timely manner, in line with applicable regulations			
	4 The CSO has clear procedures for accounting of fixed assets			
	Management accounting			
	1 Mechanisms are in place to ensure separation of project funds from corporate funds			
	2 Accounting categories exist for separating project funds			
	3 There is a system in place for separating direct and indirect costs			
	4 The CSO has a cash flow management system in place			
	5 The management gets regular (at least quarterly) updates on the financial status of the CSO			
	6 There is a time management and monitoring system in place			

TABLE 6: Infrastructure

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
Org. capacity	Facilities, premises, maintenance etc.			
	1 The CSO strategy identifies opportunities and constraints stemming from the facilities infrastructure (in terms of: location; space available; price; potential for meeting/conference room; sub-renting)			
	2 CSO has permanent office			
	3 Premises and internal services (water, electricity, heating) are adequate to support and facilitate daily work			
	4 Organisation has an adequate equipment base			
	5 CSO has enough financial resources to maintain its office and internal service costs			
	6 Facilities in line with CSO's image/corporate identity (i.e. energy-efficient building, waste recycling facilities etc.)			
	Technology, equipment, communication equipment			
	1 CSO has good communication infrastructure (phone, internet, etc)			
	2 CSO has office management practices in place			
	3 Organisation has a maintenance and replacement plan			

TABLE 7: Inter-institutional Linkages

ORG. AREA-	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
Systemic capacity	Information/communication networks			
	Inter-institutional linkages			
	1 Relevant information sources are easily accessible for the members of the organisation			
	2 Information is shared with the relevant stakeholders in the appropriate form and style			
	Communication			
	1 CSO conveys important messages regarding environmental protection and health and safety affecting or likely to affect the community and the role of the CSO			
	2 CSO has a communication plan/strategy for various stakeholders			
	3 CSO has good communication skills/techniques			
	4 CSO uses public relations to build the image of the organisation			
	Relations with media			
	1 CSO has a strategy to work with media			
	2 CSO uses media as a channel for messages and actions			
	3 CSO has potential to attract media attention (i.e. in terms of good relationship with media, skilled PR staff, capabilities to present issues in a style that is attractive for media)			
	4 Media consults CSO on relevant environmental issues and/or publicises the activities of the CSO			
	Partnership networks			
	Networking with other CSOs			
	1 CSO networks and shares resources and expertise with local, regional, national and international CSOs			
	2 CSO engages in intensive forms of networking such as building common platforms, coalition, putting pressure on the authorities regarding an important issue			
	3 CSO plays an active role in promoting networking among the CSOs (as opposed to passive response to calls for networking)			
	4 CSO participates in advocacy activities (lobbying, complainant, enforcement of legislation)			
	Relations with local and central authorities			
	1 CSO has regular and meaningful contacts with local authorities (cooperative activities, joint initiatives)			
	2 CSO has regular and meaningful contacts with central authorities			
	3 CSO is able to engage in dialogue with policy makers and are accepted as partners (i.e. effectively working together)			
	4 CSO and government share/exchange resources and expertise			

TABLE 7: Inter-institutional Linkages (continued)

ORG.AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
	5 CSO prepares and makes publicly available the annual report			
	6 NGO activities and/or recommendations influence or are integrated into government policy making and development plans			
	Relations with donors			
	1 CSO has diversified contacts with the donor community			
	2 CSO is seen as credible by donors			
	3 CSO is seen as a valuable resource by donors			
	4 CSO has the opportunity to engage in open and frank dialogue with donors			
	5 CSO can influence donor's agenda			
	Relations with local community			
	1 CSO engages in dialogue with the local community on a regular basis (not only through or during a project)			
	2 CSO's objectives and goals are presented to and understood by the local community			
	3 CSO has a positive image in the community			
	4 CSO has regular activities that serve the community's interests and/or needs			
	5 Information is disseminated on CSO activities to the community regularly in the proper format and style			
	6 CSO participates in community partnerships			
	7 Structures (i.e. regular forum for discussion) are in place or actions are taken to facilitate working relationships between the organisation and civil society at large			
	Relations with local business			
	1 CSO has relations with the private sector			
	2 CSO has cooperation with the private sector			
	3 CSO's objectives and goals are understood by the local business			
	4 Information is disseminated on CSO activities to business			

TABLE 8: Programme Management

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
Programmatic capacity	Programme planning			
	Programme development			
	1 Programme priorities are based on actual needs (environmental and/or stakeholder/local community)			
	2 Programme of the organisation reflects its strategic plan and priorities			
	3 Programme priorities and services are defined in collaboration with stakeholders			
	4 Programming includes adequate roles and responsibility analysis			
	5 Programmes are given adequate timelines (e.g. 5, 8 or 10 years)			
	6 A procedure is outlined to monitor results			
	Programme development			
	1 Each programme area and each major project have a written work plan			
	2 Programme priorities are clearly reflected in the work plan			
	3 Work plans are updated according to the changes in the strategic planning			
	4 Resources for implementing the work plan are planned for and allocated properly			
	5 The work plan contains at least the following elements: tasks and projects to complete, staff assignments, products to develop/deliver, timelines, funding status of the activities			
	6 Flexibility exists to adjust work plans as a result of the monitoring process			
	Project development			
	1 Project design includes monitoring, evaluation and reporting activities			
	2 Staff and volunteers are involved in project design, implementation, monitoring and evaluation			
	3 Stakeholders are involved in project design, implementation, monitoring and evaluation when relevant			
	Sustainability factors			
	1 Programmes are supported by those being served (target group, stakeholders, local community)			
	2 Local community has a sense of ownership of programme's benefits			
	3 CSO has developed systems for continuation of its programme in the medium and long term			
	4 CSO has developed programmatic phase-out strategies			
	5 CSO ensures that skills transfers to the local level take place (i.e. local community becomes more independent, better prepared and equipped in managing a broader range of issues and the changing needs of stakeholders)			

TABLE 8: Programme Management (continued)

ORG. AREA	ELEMENTS	PERFORMANCE RATINGS		
		EFFECTIVENESS	EFFICIENCY	FINANCIAL VIABILITY
	Implementation			
	Team work and integration of skills			
	1 Staff and volunteers work together and aim to deliver quality work			
	2 The programme team has good problem-solving skills			
	3 Programme/project meetings are productive			
	4 Managers supervise and support the work of the project managers, officers, assistants etc.			
	5 The implementation team is adequately supported in the work by other departments/specialists (financial, logistical, administrative etc.)			
	Service-based and “constituent/client” oriented			
	1 Projects are efficient, adequate (in line with the CSO mission), cost-effective and timely			
	2 Projects are actively marketed to stakeholders			
	3 CSO actively builds environmental awareness among stakeholders			
	Implementation monitoring and reporting			
	1 CSO has the ability to produce appropriate (activity/project) reports			
	2 Timelines are monitored to reduce overruns			
	3 Budgets are reviewed in a timely fashion			
	4 Reports respond to stakeholders’ requirements			
	Assessment (programme evaluation, impact assessment)			
	1 Each programme/project objective has indicators			
	2 Indicators of success for programmes/projects are developed in collaboration between management, staff and volunteers			
	3 Results of evaluations are used to make adjustments to the programme/project			
	4 Results of evaluations are disseminated as appropriate/relevant			
	5 CSO regularly prepares evaluation reports			
	6 CSO prepares and disseminates annual report			

TABLE 9: Scoring Scale

X Not applicable or not pertinent

- The product/process/practice does not apply to our organisation
- The product/process/practice does not contribute to the “competitiveness” (quantitatively and qualitatively) of our organisation
- The product/process/practice does not affect the resources of our organisation

1 Needs immediate action

- The product/process/practice applies to our organisation, it was never considered, only now we realise its importance (compliance with the law = mandatory)
- The product/process/practice contributes to the “competitiveness” of our organisation, it was never considered, only now we realise its importance (compliance with the law = mandatory)
- The product/process/practice affects the resources of our organisation, it was never considered, only now we realise its importance (compliance with the law = mandatory)

2 Needs urgent attention

- The product/process/practice applies to our organisation, it was considered, but there are obstacles towards its development (please record the obstacles during the discussion)
- The product/process/practice contributes to the “competitiveness” of our organisation, it was considered, but there are obstacles towards its development (please record the obstacles during the discussion)
- The product/process/practice affects the resources of our organisation, it was considered, but there are obstacles towards its development (please record the obstacles during the discussion)

3 Needs major improvement

- The product/process/practice applies to our organisation, it is developed/exists but it is not used at all (please record the reasons for it being dormant)
- The product/process/practice contributes to the “competitiveness” of our organisation, it is developed/exists but it is not used at all (please record the reasons for it being dormant)
- The product/process/practice affects the resources of our organisation, it is developed/exists but it is not used at all (please record the reasons for it being dormant)

4 Needs improvement in limited aspects

- The product/process/practice fits the requirements, works well but the resource mobilisation towards its maintenance constitutes a “major” strategic choice for its (permanent) application
- The product/process/practice fits the requirements, works well but the resource mobilisation towards its maintenance constitutes a major weight on the overall “competitiveness” of the organisation
- The product/process/practice fits the requirements, works well but the resource mobilisation towards its maintenance constitutes a major impediment towards its (permanent) usage

5 Satisfactory

- The product/process/practice exists, it is used but it does not bring the expected benefits (eventual discussion on “why” to be recorded)
- The product/process/practice exists, everybody can use the product/process/practice, it is good but needs fine-tuning (record suggestions)
- The product/process/practice exists, it is used but there is a need for further support (training, money etc.) for it to become a comparative/competitive advantage (eventual discussion on “why” to be recorded)

6 Acceptable, room for some improvement

- The product/process/practice exists, it is used and provides the expected benefits (usually) (record when it is not working)
- The product/process/practice exists, it is used and gives results (usually) (record when it is not working)
- The product/process/practice exists, it is used and delivers the added value (usually) to the organisation (record when it is not working)

7 Bingo

- The product/process/practice exists, it is used and works perfectly/as expected
- The product/process/practice exists, it is used and needs maintaining
- The product/process/practice exists, it is used and brings added value

Annex 3

Reference sheets

1 Strategic Leadership

2 Organisational Processes

3 Human Resources

4 Financial Resources

5 Infrastructure

6 Inter-institutional Linkages

7 Programme Management

1

Organisational area: Institutional capacity

Component: Strategic leadership

Strategic leadership is associated with an organisation's vision, as well as with the ideas and actions that make an organisation unique. It is the process of setting clear organisational goals and directing the efforts of staff and other stakeholders toward fulfilling organisational objectives.

Strategic leadership provides for the “adaptability” of an organisation. In order to maintain or improve its performance an organisation needs to be able to change quickly, therefore to anticipate, link and adapt to new realities.

TABLE 10: Strategic Leadership — Suggested Products/Processes/Practices

COMPONENT(S)	SUB-COMPONENTS(S)		PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
Strategic leadership	Leadership	L1.1.	Leadership structure
		L1.2.	Leadership roles
		L1.3.	Leadership development
		L1.4.	Communication plan
	Strategic thinking Mission/vision	L2.1.	Vision statement
		L2.2.	Mission statement
	Strategic planning	L2.3.	Values statement
		L2.4.	Communication plan
		L2.5.	Strategic plan
		L2.6.	Work plan
		L2.7.	Communication plan
	Governance	L3.1.	Legal and policy framework
		L3.2.	Board development plan
		L3.3.	Board committees
	Structure	L4.1.	Organisational chart
		L4.2.	Decision-making levels
		L4.3.	Coordination of work
		L4.4.	Communication plan
	Financial integration	L5.1.	Income structure
		L5.2.	Fundraising plan
		L5.3.	Fundraising development
	Social relevance	L6.1.	Identified areas of social relevance
		L6.2.	Assessing/revisiting areas of social relevance
	Niche management	L7.1.	Promoting areas of comparative advantage
		L7.2.	Information management in the field of specialisation

“Vision
without action
is just a dream.
Action without
vision is
just activity.”

Joel Barker, President,
Infinity Ltd.

L1. Leadership

Formal leadership sets the direction, ensures that tasks are done, and supports resource development. Leaders set the future direction of an organisation and engage people in improvement, development and change. Informal leadership, on the other hand, is exerted by persons who become influential because they possess special skills or resources valued or needed by others. Formal leadership in this context is president/director and/or senior management. The board and the general assembly have mandates that are stipulated in the statutes (legally binding documents). A charter is a legally binding document incorporating an organisation or institution and specifying its purpose and remit. By-laws are the rules governing the operation of a CSO. By-laws often provide the methods for the election of directors, the appointment of officers and the description of their duties, the creation of committees, and the conduct of meetings.

“Leaders do the right things. Managers do things right.” “Leaders lead people, managers manage things.”

TABLE 11: Leadership — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L1.1.	Leadership structure (formal leadership)	The formal leadership conforms with: <ul style="list-style-type: none"> • legal requirements specified in the statutes of the organisation • the statutes/charter • by-laws
L1.2.	Leadership roles (formal leadership)	Position description: <ul style="list-style-type: none"> • general responsibilities • experience and skill level required • education level required • contractual terms • competency-based criteria
L1.3.	Leadership development (competencies — knowledge, skills and abilities — within the organisation)	Leadership training programme: <ul style="list-style-type: none"> • competencies development (e.g.): <ul style="list-style-type: none"> - decision making - problem solving - managing power and influence - building trust - coaching, empowering • leadership courses: <ul style="list-style-type: none"> - training for environmental leaders - placement, internship
L1.4.	Communication plan	Knowing how to communicate effectively with the external and internal environment is also an important leadership function.

L2. Strategic thinking

Strategic thinking (setting strategic directions) corresponds to an organisation's sense of where it is going and how it should get there, and its desire to create a clearer vision. Strategic thinking is the matching of opportunities (calls for tender, projects, trends in the movement etc.) with resources in order to develop a direction or a course of action that leads to success. Strategic thinking manages the opportunities and strengths in order to avoid threats and weaknesses in the frame of mission, vision and values.

L2.A Vision, mission and values

Vision, mission and values are the expression of the driving forces behind an organisation. Societal vision focuses on a desired world; organisational vision shows us how to imagine an organisation three to five years hence. The mission is an expression of how people see an organisation operating. It exists within the context of the vision and begins the process of operationalising the vision into more defined actions. Values relate to the ideals held by the organisation, including concepts of standards, honesty, quality and integrity. They are often considered as the cornerstones of an organisation's strategy and business plan.

TABLE 12: Strategic Thinking – Vision, Mission and Values: Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L2.1.	Vision statement	Developing/updating vision statement <ul style="list-style-type: none"> • Who, how and when?
L2.2.	Mission statement	Developing/updating mission statement (an organisation evolves and needs to create and re-create its mission) <ul style="list-style-type: none"> • Who, how and when? • Retreat/workshop <ul style="list-style-type: none"> - Why does this organisation exist? - Whom does it serve? - By what means does it serve them?
L2.3.	Values statement	Developing/updating values statement <ul style="list-style-type: none"> • Who, how and when?
L2.4.	Communication plan	Communication of mission, vision and values externally and internally: Who, how and when?

L2.B Strategic planning

Strategic planning involves the development and implementation of activities that will lead to the long-term success of the organisation. Strategic planning encompasses issues spanning the entire spectrum of an organisation, from introspective questions (what the organisation's personality is or ought to be) to strategic operational issues. The strategic plan itself is a written document, setting out the specific goals, objectives, indicators, priorities and tactics that an organisation intends to employ to ensure good performance.

TABLE 13: Strategic Planning – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L2.5.	Strategic plan	<p>Strategic planning: a participatory process involving a shared commitment to organisational direction. The focus of a strategic plan is usually on the entire organisation.</p> <ul style="list-style-type: none"> • Needs analysis (environmental issues and beneficiaries) to establish the type of services needed in the community; peer review • SWOT analysis: participatory workshop based on stakeholders' feedback beforehand – CSO must ask others before starting the strategic planning (users, donors, other CSOs etc.) • Review and updating process in place • Monitoring the implementation of the strategy • Training in strategic planning
L2.6.	Work plan	<p>Matching resources and activities to objectives and, if required, scaling activities to match resource constraints (human, financial, technological and infrastructural)</p> <ul style="list-style-type: none"> • Developed yearly, based on the strategic goals for that year • Information related to projects that are current, probable and desired for that respective year as well as the organisational resources allocated for implementation • Organisational development plans • Financial status?
L2.7.	Communication plan	<p>Communication of strategic plan and work plan externally and internally: Who, how and when?</p>

L3. Governance

The terms governance and good governance are increasingly being used in development literature. Governance describes the process of decision making and the process by which decisions are implemented (or not implemented). The governance structure also spells out mutually agreed rules and procedures for making decisions on a CSO's activities.

Governance can be discussed at length, and if some recommendations can be conveyed to the board it has to be clear to all that the executive director is responsible towards the board and not the other way round.

TABLE 14: Governance — Suggested Products/Processes/Practices

PRODUCTS/PROCESSES/PRACTICES		SPECIFICATIONS, DESCRIPTION
L3.1.	Legal and policy framework of a CSO (articles, by-laws, resolutions, policies)	<p>The board of directors (and/or general assembly) and charter of an organisation provide its legal and policy framework and direction.</p> <ul style="list-style-type: none"> • Statute/charter, constitution, articles of association, etc. <ul style="list-style-type: none"> - registration (legal act). • By-laws <ul style="list-style-type: none"> - board's rules of internal operation (how a board will be organised and operated). • Board resolutions <ul style="list-style-type: none"> - single act or board decision. • Board policies <ul style="list-style-type: none"> - guidelines for how members will work together.
L3.2.	Board development plan	<p>A plan to raise the quality of board operations.</p> <ul style="list-style-type: none"> • Board development activities <ul style="list-style-type: none"> - board pre-assessment; - board orientation; - board training; - coaching of board members; - replacement/rotation of board members; - board post-assessment.
L3.3.	Board committees (task forces, advisory groups and work plans)	<p>Committees can be established for a set duration to address issues that are of strategic importance.</p> <ul style="list-style-type: none"> • Development of associated work plan with each committee.

L4. Structure of an organisation

The (operating) structure of an organisation is the system of working relationships that divides and coordinates the tasks of people and groups working with a common purpose.

Organisations are increasingly viewed from a system perspective (as comprising complex systems of numerous sub-systems), which tends to help managers to look at an organisation from a broader perspective. This explains, at least partly, why management tends to be less strictly hierarchical (control-based) in CSOs and rather more focused towards management coordination.

Matching organisational structure with leadership style is important, as many CSO leaders are sometimes confused into thinking that a hierarchical structure cannot be matched with a democratic style.

In an organisation, there is usually a clear delimitation between what is to be decided/adopted at board level and what is decided/adopted at the executive level. For some CSOs, where the governing and executive positions are held by the same people, this delimitation is blurred, or even non-existent. Strategic decisions, as well as policies and procedures to implement them, are the prerogatives of the board and form the institutional area of the organisation. The resources of an organisation (human resources, technology and infrastructure, financial resources) are managed at executive level and they are usually considered as the organisational area of a CSO. Programmes that are implemented to achieve the social mission of an organisation constitute the programmatic area of a CSO.

TABLE 15: Structure — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L4.1.	Organisational chart	<p>Roles (responsibility and authority): What, where and why? Founding document (statute) of the organisation that spells out the basic structural functioning of the organisation.</p> <ul style="list-style-type: none"> • Division of tasks (work) and roles: <ul style="list-style-type: none"> - hierarchy (roles and responsibilities structure) — organogram - job descriptions - appropriate decision-making process - delegation
L4.2.	Decision-making levels	<p>Decision-making levels and responsibilities need to be defined and understood for all areas of a CSO (institutional, organisational, programmatic).</p> <ul style="list-style-type: none"> • Who, how, accountability • Organisational design and change management.
L4.3.	Coordination of work	<p>Process of linking specialised activities of individuals or groups: helps people to work in harmony. Includes those systems and mechanisms for understanding and communicating issues related to activities.</p> <ul style="list-style-type: none"> • Administrative controls (integrated management information systems) <ul style="list-style-type: none"> - financial reports, status reports, project reports. • Performance management <ul style="list-style-type: none"> - quality control and operations management
L4.4.	Communication plan	<p>Communication of organisational structure, coordination and decision-making processes both externally and internally: Who, how and when?</p>

L5. Financial integration

Financial integration is the system of working relationships that delimits and coordinates the tasks of people and groups working with a common purpose.

Fundraising strategy is an essential step and should be developed before starting to make funding applications. This will greatly enhance an organisation's chances of raising funds, and in the long run will save time and energy.

Before thinking about what funding sources to apply for, an organisation must determine strategic plans or business plans. These determine an organisation's mission, vision, aims and objectives, specific tasks and targets, and estimate required resources and consequent costs.

TABLE 16: Financial Integration — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L5.1.	Income structure	<p>Income structure shows how to apportion the estimated costs (100%) among different types of income sources (self-financing, governmental, private and individual giving). The exercise can be to define the current and the future plan in this field (crucial information for any financial strategy).</p> <p>Possible type of income:</p> <ul style="list-style-type: none"> - domestic government/public sector grants or donations - domestic government/public sector contracts - foreign government/international public sector grants or donations - foreign government/international public sector contracts - domestic foundations donation/grants - foreign/international foundation donation/grants - domestic business/corporate sponsorship, donation or grants - foreign/international business/corporate sponsorship, donation or grants - other private/citizens' donations or grants - membership dues (fees) - fees and charges for mission-related services - (economic activity) e.g. research, consulting, education and training - fees from rentals or other assets (investments, copyrights) - subsidiary businesses and/or product sales. <p>The income structure is also defined by the planned budget (see the financial management reference sheet for budgeting).</p>
L5.2.	Fundraising plan (establishment of a funding strategy that will ensure the viability of the organisation in the short to long term)	<p>Direction of organisation (see strategy). Projects that respond to this direction.</p> <p>Type of funding required for the projects:</p> <ul style="list-style-type: none"> - grants (here the organisation needs to consider granting conditions such as eligibility, co-financing conditions, eligibility of overheads etc.) - service contracts (through open tenders) - income generation (development of a self-financing approach for the organisation) - core support, untied donations - endowment funds. <p>Type of donors:</p> <ul style="list-style-type: none"> - domestic government/public sector grants or donations - domestic government/public sector contracts - foreign government/international public sector grants or donations - foreign government/international public sector contracts - domestic foundations donation/grants - foreign/international foundation donation/grants - domestic business/corporate sponsorship, donation or grants - foreign/international business/corporate sponsorship, donation or grants - other private/citizens' donations or grants - membership dues (fees) - fees and charges for mission-related services (economic activity) e.g. research, consulting, education and training - fees from rentals or other assets (investments, copyrights) - subsidiary businesses and/or product sales.

TABLE 16: Financial Integration — Suggested Products/Processes/Practices (continued)

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L5.3.	Fundraising development	Institutionalisation of skills development for fundraising, including as a minimum: <ul style="list-style-type: none"> - identification of funding sources, understanding of funding requirements/guidelines - proposal-writing skills - donor reporting.

L6. Social relevance

The social relevance of a CSO implies that an organisation identifies, and then concentrates on addressing, existing/real needs of society at the local, national, regional or international level. Many CSOs are perceived as losing their relevance towards the society they aim to serve. Therefore, renewed efforts to identify the role of the CSO within civil society needs to be considered by each organisation. This will contribute to strengthening the public support for a CSO's initiatives and thus to the continued viability of the organisation.

Some organisations should perhaps consider closing when their social goal has been achieved.

TABLE 17: Social Relevance — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L6.1.	Identified areas of social relevance	What society needs the organisation to address through its activities: <ul style="list-style-type: none"> - needs analysis (environmental issues, civil society and beneficiaries) of the sector - thematic approach/specificities of the CSO - identification of the areas of relevance (indicators for social relevance such as stakeholder participation, membership access, CSO awareness at community level, community awareness on a certain topic covered by the CSO, etc.)
L6.2.	Assessing/revisiting areas of social relevance	Checking that the social relevance of the CSO remains actual: <ul style="list-style-type: none"> - provisions for assessing/revisiting areas of relevance should be integrated in the monitoring and evaluation system of the organisation.

L7. Niche management

Niche management involves the identification of and concentration on a competitively valuable capability (or set of capabilities) that an organisation has more of or can do better than “competing” organisations.

TABLE 18: Niche Management – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
L7.1.	Promoting areas of comparative advantage	What makes the organisation unique? - comparative advantages; - consistent skill development in specialised area.
L7.2.	Information management in the field of specialisation	Environmental information management contributes to the knowledge base of the organisation: - environmental information management should be a mandatory specialty for environmental CSOs.

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**“Drive thy
business or it
will drive thee.”**

Benjamin Franklin,
US author, diplomat, inventor,
physicist, politician and printer
(1706–1790)

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2 Organisational area: Institutional capacity

Component: Organisational processes

Organisational processes involve the task of aligning and integrating the various practices and cultures within an organisation through the introduction of common systems and operations that apply uniformly to all segments of the organisation.

Processes are essential management techniques; they constitute the basis on which the people in an organisation (from the board to volunteers) interact in their everyday work.

The board and senior managers must be able to solve problems, plan and make timely decisions, otherwise the organisation can suffer. Project managers should be able to plan and set short-term goals, as well as solve problems, make decisions and generate strategies to carry out appropriate activities.

Nowadays, a process for organisational change is considered essential to ensure that an organisation can adapt to and benefit from a rapidly changing external environment. External driving forces, such as the development of information technology or social responsibility vis-a-vis stakeholders, cannot be ignored. As a consequence, many organisations have abandoned or are abandoning the traditional top-down, rigid and hierarchical structures for a more “organic” and fluid form. In essence, organisations have to be more sensitive, flexible and adaptable to the demands and expectations of stakeholders.

TABLE 19: Organisational Processes — Suggested Products/Processes/Practices

COMPONENT(S)	SUB-COMPONENTS(S)		PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
Organisational processes — coordination	Internal planning, administrative controls, policies and procedures	O1.1	Integrated management information systems
		O1.2.	Administration manual
		O1.3.	Operational manual
		O1.4.	Quality control and operations management
	Internal problem solving and decision making	O2.1	Problem-solving system
		O2.2.	Decision-making process
		O2.3.	Risk management system
		O2.4.	Safety and liabilities measures
	Internal communications	O3.3.	Internal communication system
	Organisational monitoring	O4.1.	Organisational monitoring and evaluation
		O4.2.	Organisational change process

O1. Internal planning, administrative controls, policy and procedures

While the strategic planning represents the organisational direction overall, internal planning represents the process by which the strategy is implemented (specific objectives and methodologies to achieve goals). It involves engaging resources, time and people by developing timelines and work schedules.

Policy and procedures set the courses of action for members of an organisation for projects, units and the organisation as a whole. Policies help ensure that behaviours in the workplace conform with the applicable legislation as well as to the expectations of the organisation. Policies are often applied to specified situations in the form of procedures. Procedures ensure that routine tasks are carried out in an effective and efficient fashion.

TABLE 20: Internal Planning, Administrative Controls, Policies and Procedures — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
O1.1.	Integrated management information systems (internal planning)	<p>A management system is the framework of processes and procedures used to ensure that an organisation can fulfil all the tasks required to achieve its objectives.</p> <p>For instance, an environmental management system enables organisations to improve their environmental performance through a process of continuous improvement. An oversimplification is “Plan, Do, Check, Act”. A more complete system would include accountability (an assignment of personal responsibility) and a schedule for activities to be completed, as well as auditing tools to implement corrective actions.</p> <p>Organisations require a wide range of reports on resource mobilisation, e.g. financial reports, status reports, project reports, etc. to monitor what is being done, by when, and how.</p> <p>Computers have revolutionised these administrative controls/planning tools through the use of integrated management information systems, project management software, human resource information systems, etc.</p>
O1.2.	Administration manual	<p>Administration and operational manuals contain a set of policies of a CSO in the form of a handbook. It provides all staff (and volunteers) with the general rules and regulations based on which a CSO implements its activities. It is also issued as assistance and support to all CSO staff in carrying out their duties.</p> <ul style="list-style-type: none"> • Compliance <p>A policy may be obligatory for part or all of the workforce. A policy is obligatory for all employees unless it defines a subset of employees to whom it applies.</p> • Enforcement <p>Policies shall be enforced (by all supervisors). Lack of enforcement could result in disciplinary action against the transgressing employee (but also against the supervisor).</p> • Preparation <p>Suggestions for new policies or amendments should be submitted to the director or president. Any employee may suggest amendments or additions.</p> • Policies should contain: <ul style="list-style-type: none"> - a clear explanation of the rule or regulation in question; - an indication of which previous policy it modifies (if any) with reference to the chapter of the manual; - the date of entry into force (no retrospective issuance is permissible); - details of who is affected (only in the case of a non-general policy); - the date of expiration (if any). • Reference <p>Policies shall be referred to by their title, date of issuance and the chapter of the manual to which they refer.</p>
O1.3.	Operational manual	

TABLE 20: Internal Planning, Administrative Controls, Policies and Procedures — Suggested PPPs (continued)

PRODUCTS/PROCESSES/PRACTICES		SPECIFICATIONS, DESCRIPTION
O1.4.	Quality control and operations management	<p>Very roughly, quality includes specifying a performance standard (often by benchmarking or comparing to a well-accepted norm), monitoring and measuring results, and then comparing the results to the standard and making adjustments as necessary.</p> <p>The concept of quality management has expanded to include organisation-wide programmes, such as Total Quality Management, ISO9000 and Balanced Scorecard.</p> <p>Operations management can be applied to bigger organisations with a higher level of operations and involves the responsibility of ensuring that an organisation's operations are efficient and effective.</p>

O2. Internal problem solving and decision making

Problem solving involves successfully diagnosing the root problem and clearly defining it before deciding on the steps to solve it. Decision making is the process of selecting from among alternative courses of action determined during the problem-solving process.

Risk management involves the development and application of systems that prevent and/or minimise organisational abuses.

TABLE 21: Internal Problem Solving and Decision Making – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
O2.1.	Problem-solving system	<p>Collecting symptoms (problems, challenges), analysing possible causes, diagnosing the problem, defining it, setting out steps for solving the problem.</p> <ul style="list-style-type: none"> • Skilled manager to solve the problems • Problem-solving training • Problem tree • Intervention menu
O2.2.	Decision-making process	<p>Decide which of the alternatives is best. Procedures for decision making can be part of an administration manual.</p> <ul style="list-style-type: none"> • Decision-making skills at all levels of an organisation • Facilitation and decision-making training • Information-gathering system for all possible alternatives • Group or individual decision-making tools
O2.3.	Risk management system	<p>“The objective of risk management is to reduce different risks related to a pre-selected domain to the level accepted by society. It may refer to numerous types of threats caused by environment, technology, humans, organisations and politics. On the other hand, it involves all means available for humans or, in particular, for a risk management entity (person, staff, organisation).” (Wikipedia)</p> <ul style="list-style-type: none"> • Risk management assessment • National legislation regarding taxation/reporting/auditing etc. known and adhered to by all staff (inducement and training at hiring stage) • Inventory of all assets (done by a registered accountant) • Regular financial audit (done by a registered accountant)
O2.4.	Safety and liabilities measures	<p>Employee wellness programmes (ergonomics: safe facilities in the workplace; prevention of violence; safety in the workplace).</p> <ul style="list-style-type: none"> • Legal protection (audit of legal-related matters of the organisation) • Insurance coverage (liability insurance; property damage insurance; insurance for volunteers)

O3. Internal communication

Internal communication is the process by which information is exchanged and common understanding is achieved among members of an organisation. The importance of internal communication is often underestimated. It is essential to adopt systems that will effectively support internal communication.

TABLE 22: Internal Communication – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
O3.1.	Internal communication system	<ul style="list-style-type: none"> • Communication skills development training • Effective meeting management skill development trainings, manuals • Basic structures for downward communication (set of procedures, job descriptions, management meetings etc.) • Basic structures for upward communication (status report, feedback during management meeting, roundtable approach etc.)

O4. Organisational monitoring

Organisational monitoring implies data gathering at all stages during development and implementation. Evaluation looks at how and why results were or were not achieved at the organisational level.

TABLE 23: Organisational Monitoring – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
O4.1.	Organisational monitoring and evaluation (policies and) procedures	<p>Evaluating the outcomes and impact of the strategic plan. Once the strategic plan is firmly embedded within an organisation, it is important to take stock and evaluate what works well and, just as importantly, what does not work well. Progress needs to be assessed at appropriate intervals to make sure things are on track, heading in the right direction and continuing to achieve the outcomes established at the beginning (delivering the desired impact).</p> <ul style="list-style-type: none"> • Managers skilled in monitoring and evaluation • Monitoring frameworks • Evaluation plans • Indicators (of success) <p>The evaluation stage is the ideal time to identify what new activities, services or projects a CSO may wish to undertake, and to start the planning cycle again.</p>
O4.2.	Organisational change process	<p>Change or adaptation is recognised as a fundamental part of organisational life. In the quest for increased effectiveness, questions such as “What should we change and how should we go about changing it?” have become part of an ongoing change process.</p> <ul style="list-style-type: none"> • Organisational (self-)assessment is a tool that is directly relevant to the organisational change process. • Performance management is a tool that is used for capacity development and organisational development.

3 Organisational area: Organisational capacity

Component: Human resources

Human resource management involves the planning, implementation and monitoring of an organisation's workforce. "Human capital" refers to the knowledge and skills of the workforce.

TABLE 24: Human Resources — Suggested Products/Processes/Practices

COMPONENT(S)	SUB-COMPONENTS(S)	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
	HR planning	H1.1. HR strategy
		H1.2. Skill mapping of the organisation
		H1.3. Division of tasks (work)/role
		H1.4. Communication plan
	HR management	H2.1. HR policy
	Staffing	H3.1. Staffing procedures
		H3.2. Recruitment procedures
		H3.3. Equal opportunity policy
		H3.4. Gender and nationality diversity policy
	Compensation and benefits	H4.1. Pay and remuneration policy
		H4.2. Salary structure
		H4.3. Incentive and reward structure
	HR development	H5.1. HR development
	Performance management	H6.1. Appraisal system
	Health and safety	H7.1. Health and safety internal procedures
	Internal employee relations	H8.1. Internal policy related to work relations
	Legal aspects	H9.1. Legal compliance

H1. HR planning – Job analysis

HR planning – Job analysis refers to various methodologies for analysing the requirements of any position and can be considered as the strategic approach towards HR planning and HR management. The general purpose of job analysis is to document the requirements of a position and the work to be performed. Job and task analysis is preliminarily carried out to define a job domain; write a job description; create performance appraisals; handle selection and promotion; assess training needs; decide on salary levels; and assist organisational analysis/planning.

TABLE 25: HR Planning — Suggested Products/Processes/Practices

PRODUCTS/PROCESSES/PRACTICES		SPECIFICATIONS, DESCRIPTION
H1.1.	HR strategy	<p>Matching strategic plan and HR needs</p> <ul style="list-style-type: none"> The strategic plan of the organisation determines: <ul style="list-style-type: none"> the type of expertise needed to implement projects (long and short term): expert skills (biologists, geographers etc.) and "soft" skills (training, PM skills); the type of expertise needed to lead the organisation towards achieving its mission: management skills (executive, HR, finance, etc.)
H1.2.	Skill mapping of the organisation	<ul style="list-style-type: none"> Competencies survey determines the competencies required for all the positions in an organisation. Skills mapping determines the existing skills and level of expertise in an organisation: <ul style="list-style-type: none"> expert, "soft" and management skills; the level of skill is normally graded according to the number of years of experience "practising" the given skill, education and/or training (certification) in the given topic; a matrix format is used for this mapping (vertical: the expertise required; and horizontal: the existing expertise).
H1.3.	Division of tasks (work)/role	<ul style="list-style-type: none"> What, where and why? <ul style="list-style-type: none"> job/position description; contracts between the staff and organisation/management; categorisation of positions and promotions; procedures for recruitment and selection of staff; orientation of new staff; training; placement, internship; clear hierarchy within organisation; grievance and conflict resolution procedures.
H1.4.	Communication plan	Communication of HR strategy and division of tasks externally and internally.

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**"If you think
you're too small
to have an
impact, try going
to bed with a
mosquito."**

Anita Roddick,
founder of the Body Shop

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H2. Staff and volunteer management

Human resources management comprises several processes. Together they are supposed to help an organisation to meet strategic goals by attracting and retaining employees, and also to help the organisation manage its employees effectively. These processes are generally performed in an HR department, but in CSOs they are usually performed by the management of the organisation or even the board. The processes are:

- workforce/staff planning (see H1.1)
- recruitment/staffing
- introduction and orientation
- skills management (see H1.2)
- training and development
- personnel administration

- compensation (wage or salary)
- time management
- travel management (sometimes assigned to accounting)
- payroll (sometimes assigned to accounting)
- employee benefits administration
- personnel cost planning
- performance appraisal.

TABLE 26: Staff and Volunteers Management — Suggested Products/Processes/Practices

PRODUCTS/PROCESSES/PRACTICES		SPECIFICATIONS, DESCRIPTION
H2.1.	HR policy	<ul style="list-style-type: none"> • Team building: <ul style="list-style-type: none"> - identification of team roles and functions (needed for the strategic and project plan); - matching people with roles; - cooperation within the team; - replacement plan. • Team development: <ul style="list-style-type: none"> - conflict management; - rotation plan (if needed); - group coaching in new competences; - team retreat, staff retreat. • Motivation and sanctions: <ul style="list-style-type: none"> - setting and applying motivational tools (financial, emotional, intellectual); - creating organisational policies regardless of making mistakes; - incorporating these policies into the organisational by-laws. • Managing volunteers checklist: <ul style="list-style-type: none"> - write volunteering policies; - write a role description and role specification for each volunteer vacancy; - ensure relevant references and checks for each volunteer; - induct all new volunteers and those taking on a new role or increased role; - provide training relevant to the volunteer's work and role; - provide highly supportive supervision and management; - ensure volunteer documents do not set out "rights" or "obligations".

H3. Staffing

Staffing involves searching for, selecting and orienting individuals who have the appropriate range of knowledge, skills, behaviour and values to meet an organisation's needs. Staff (and volunteer) diversity involves recruiting personnel representative of gender and national diversity at all levels of an organisation.

TABLE 27: Staffing — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
H3.1.	Staffing procedures	<ul style="list-style-type: none"> • Staffing guidelines <ul style="list-style-type: none"> - competency review; - appropriate system for selection of staff (reviewing CVs, conducting interviews, checking references); - selection by trained individuals; - non-discriminatory and transparent recruitment and selection material; - trained orientation personnel.
H3.2.	Recruitment procedures	<ul style="list-style-type: none"> • A transparent and competitive recruitment procedure should be set down. • Recruitment law: the minimum legal requirements must be complied with according to the labour code. Examples: <ul style="list-style-type: none"> - sex discrimination act; - equal pay act; - race relations act; - disability discrimination act; - rehabilitation of offenders act; - asylum and immigration act. • Equal opportunities in recruitment and promotion should be applied to all aspects of employment procedure to prevent discrimination in the workplace.
H3.3.	Equal opportunity policy	<ul style="list-style-type: none"> • Creating an equal opportunities policy. The effective management of diversity follows on from, and expands on, equal opportunities for all. The concept of equal opportunities refers to keeping within the law and ensuring that all personnel decisions concerning pay, recruitment and promotion are based only on an individual's ability to do their job well. This is achieved by pre-empting discrimination through a systematic policy approach to all aspects of personnel activities.
H3.4.	Gender and nationality diversity policy	<ul style="list-style-type: none"> • Gender diversity should be reflected in the composition of the board, leadership, staff and volunteers of the organisation. • Nationality diversity should be reflected in the composition of the board, leadership, staff and volunteers of the organisation.

H4. Compensation and benefits

Compensation and benefits involve transparent policies and procedures for the definition of salary ranges, benefits and bonuses. These should reflect the market level of salaries within the sector (i.e. be competitive).

TABLE 28: Compensation and Benefits – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
H4.1.	Pay and remuneration policy	<p>The purpose of a salary policy for any organisation is to establish the principles that underpin its salary structure.</p> <ul style="list-style-type: none"> • Creating a salary policy. • Legal regulations related to pay, wages and remuneration should be observed. <p>They can be, for example, equal pay regulations; national minimum wage regulations; employment rights act etc.</p>
H4.2.	Salary structure	<p>Some organisations may be new to the idea of a formal salary structure: small organisations tend to make do with an ad hoc system; larger organisations may take a more formal approach but could have systems in need of updating due to technological innovations, changing work duties, shifting responsibilities, or new kinds of staff.</p> <ul style="list-style-type: none"> • Developing a salary structure. • Annual pay review.
H4.3.	Incentive and reward structure	<p>Incentive and reward structure implies:</p> <ul style="list-style-type: none"> - adequate correlation between performance and compensation; - compensation that is competitive for the sector; - internal equity between salary and benefits; - monetary and non-monetary rewards.

H5. HR development

HR development means improving employees' performance by increasing or enhancing their skills.

TABLE 29: HR Development – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
H5.1.	HR development	<p>HR development includes:</p> <ul style="list-style-type: none"> • Development planning <ul style="list-style-type: none"> - job/position description; - training needs identification; - demand-driven job/career training; - demand-driven education; - education and training fund; - training follow-up system; - mentoring within the organisation; - job appraisals; - placement, internship. • Expertise development <ul style="list-style-type: none"> - expertise in the specialisation areas. • Training and coaching strategy <ul style="list-style-type: none"> - training needs analysis. • Map of individual development <ul style="list-style-type: none"> - development path (career plan). • Individual and group learning <ul style="list-style-type: none"> - training and coaching programme.

H6. Performance management

Performance management is an important part of managing staff. Performance appraisal is the process of judging a person's performance and reporting that judgement, and is also an in-depth method of ascertaining training and development needs.

TABLE 30: Performance Management – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
H6.1.	Appraisal system	<p>The purpose of the performance appraisal is to enable employees to gain a clear picture of how they are performing in the organisation and to identify areas where they need additional support and training. It also ensures that the work of all employees is geared towards the overall objectives of the organisation.</p> <ul style="list-style-type: none"> • Appraisal procedure and forms.

H7. Health and safety

“Occupational Safety and Health (OSH) is a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. As a secondary effect, OSH may also protect co-workers, family members, employers, customers, suppliers, nearby communities, and other members of the public who are impacted by the workplace environment.

In the view of many, the primary reason for establishing occupational safety and health standards is moral. An employee should not have to risk injury at work, nor should others associated with the work environment.” (Wikipedia)

Since 1950, the International Labour Organisation (ILO) and the World Health Organisation (WHO) have shared a common definition of occupational health. The definition reads: “Occupational health should aim at: the promotion and maintenance of the highest

TABLE 31: Health and Safety – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
H7.1.	Health and safety internal procedures (based on the national health and safety legislation)	<p>Generally, there is a body of statutory regulation concerning health and safety in the workplace.</p> <ul style="list-style-type: none"> • Main legislation At the very least, organisations should comply with regulations on enforcing systems and practices; first aid; manual work; fire safety; use of computers and other office equipment; working time directive and associated regulations; directors' responsibilities; and reporting of injuries and accidents. • Personal liability Senior staff will be personally liable if an offence occurs under relevant health and safety legislation with their consent or involvement, or due to their negligence. • Best practices Organisations may decide that their duty to their employees goes beyond the statutory minimum provided by the national legislation and this can be regulated internally.

degree of physical, mental and social well-being of workers in all occupations; the prevention amongst workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities; and, to summarize, the adaptation of work to man and of each man to his job.”

H8. Internal employee relations

Employee relations looks at the relationship between management and workers, particularly groups of workers represented by a trade union. Governments set the framework for labour relations through legislation and regulation. Usually, employment law would cover issues such as minimum wages and wrongful dismissal.

TABLE 32: Internal Employee Relations – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
H8.1.	Internal policy related to work relations	Workforce relations law, such as: <ul style="list-style-type: none"> • employment relations law; • laws related to trade unions and unions' members; • other workforce relations laws.

H9. Legal aspects

It is important that the legal relationship between an organisation and its employees is set out in a written document. Such a document must be consistent with the appropriate legal framework.

TABLE 33: Legal Aspects – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
H9.1.	Legal compliance	Employment rights <ul style="list-style-type: none"> • Employment law requires that certain terms and conditions be set out in a single document. This can be a written contract of employment or a statement of the main terms and conditions of employment. The written terms and conditions will contain both contractual and statutory rights, that is, both those protected by law and those negotiated directly between the employer and the employee or representative.

4

Organisational area: Organisational capacity

Component: Financial resources

The management of an organisation’s financial resources involves the task of designing and utilising sound financial management practices and procedures in the areas of financial planning, accounting and decision making with the aim of providing the necessary support to the overall management of an organisation.

TABLE 37: Financial Resources — Suggested Products/Processes/Practices			
COMPONENT(S)	SUB-COMPONENTS(S)		PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
	Financial planning	F1.1.	Fiscal status of the organisation
		F1.2.	Budgeting procedure for the yearly operational budget
		F1.3.	Revenue planning tools for the yearly revenue plan
		F1.4.	Cash-flow projection
	Financial accountability	F2.1.	Financial reporting: budget vs. actual — yearly operational budget
		F2.2.	Financial reporting: budget vs. actual — individual programme/project
		F2.3.	Annual financial statements
		F2.4.	Contracting procedures: roles and responsibilities
		F2.5.	Payment procedures: roles and responsibilities
	Financial statements and systems	F3.1.	Book-keeping system
		F3.2.	Book-keeping software
		F3.3.	Payroll system
	Management accounting	F4.1.	Programme/project accounting
		F4.2.	Direct vs. indirect costs
		F4.3.	Timesheet system

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“Never spend your money before you have it.”

Thomas Jefferson,
third president of the USA
(1743–1826)

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F0. Accounting and financial management skills

Accounting and financial management skills are both essential requirements for financial resource management. It is therefore recommended that an organisation access expert advice on the legal requirements for accounting procedures and general financial management for CSOs.

F1. Financial planning

Financial planning involves adequate procedures that enable an organisation to produce, with maximum efficiency and in the desirable structure, all those financial plans (budgets, revenue plans, cash flows, etc) that are necessary for the financial management of the organisation.

TABLE 38: Financial Planning – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
F1.1.	Fiscal status of the organisation	Depending on the legal framework of the country, tax exemption status might be applicable and should be adhered to. This could be an important source of revenue should the organisation be eligible to receive contributions that are deductible to the donor.
F1.2.	Budgeting procedure for the yearly operational budget	An internal policy should specify what kind of budgets should be prepared, when and by whom, and who is to approve them. A finance manager should coordinate the process. • Financial reporting formats (Excel tables) should be designed.
F1.3.	Revenue planning tools for the yearly revenue plan	Assessment of potential revenues for a given period (year) for each source of income e.g. project, services, membership. For already contracted projects the probability is 100%, while for planned projects it varies between 0% and 100%. The finance manager should coordinate the process. • Financial reporting formats (Excel tables) should be designed.
F1.4.	Cash-flow projection	This requires a basic system for monitoring the monthly expenditures as well as a projection of cash flow for each project. The financial manager should be in charge. • Financial reporting formats (Excel tables) should be designed.

F2. Financial accountability

Financial accountability involves the system of financial reporting and the procedures for financial control.

TABLE 39: Financial Accountability – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
F2.1.	Financial reporting: budget vs. actual – yearly operational budget	<p>Special reports should be designed for comparing the planned budgets to actual expenditures, by categories of expenditures, for a given period.</p> <ul style="list-style-type: none"> • A coding system has to be in place for book-keeping (expense codes, activity codes, project codes). The coding system has to be maintained by a financial manager. • The reports can be prepared automatically from the book-keeping system/database (only if budgets are also recorded in the database).
F2.2.	Financial reporting: budget vs. actual – individual programme/project	<p>Special reports should be designed for comparing the planned budgets to actual expenditures, by categories of expenditures, for a given period, for each programme/project.</p> <ul style="list-style-type: none"> • A coding system is required, as described above. • Automatic reporting can be used, as described above.
F2.3.	Annual financial statements	<p>These are prepared from the book-keeping system and should follow the national accounting regulations.</p> <p>If book-keeping is outsourced, this task can also be assigned to an external book-keeper.</p>
F2.4.	Contracting procedures: roles and responsibilities	<p>Internal regulation should specify the rights for authorising payments (supervisory rights). No payment can be made without proper authorisation.</p> <ul style="list-style-type: none"> • Contracting procedures must be regulated. • Payment forms must be developed for cash payments and for bank transfers. • The signatory rights need to be specified (contracts can only be signed by the leader/deputy leader, etc.).
F2.5.	Payment procedures: roles and responsibilities	<p>Internal regulation should specify the rights for authorising payments (supervisory rights). No payment can be made without proper authorisation.</p> <ul style="list-style-type: none"> • Payment forms must be developed for cash payments and for bank transfers.

F3. Financial statements and systems

Financial statements and systems involve the mechanism of recording all financial transactions in a systematic way (book-keeping system) that satisfies national legal requirements as well as the needs of the organisation.

TABLE 40: Financial Statements and Systems – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
F3.1.	Book-keeping system	Accounting records, with transaction codes (project codes) for booking every financial transaction, in line with the accounting rules and regulations. The financial manager maintains the system. <ul style="list-style-type: none"> Book-keeping software is necessary (either owned by the organisation or provided by an external book-keeper (in case of outsourcing).
F3.2.	Book-keeping software	Should fit the purpose (taking into account the size of the organisation). <ul style="list-style-type: none"> The financial manager using the software can be either a member of staff of the organisation or an external book-keeper.
F3.3.	Payroll system	Should be according to the national regulations (labour code, taxation and social security system). <ul style="list-style-type: none"> May be outsourced to a payroll company.

F4. Management accounting

“Management accounting concerns the provision and use of accounting information to managers within organisations, to give them the basis for making informed business decisions that will allow them to be better equipped in their management and control functions. Unlike financial accountancy information (which, for public companies, is public information), management accounting information is used within an organisation (typically for decision making) and is usually confidential and its access available only to a select few.” (Wikipedia)

TABLE 41: Management Accounting – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
F4.1.	Programme/project accounting	The book-keeping system provides up-to-date information on the financial status of each project. It ensures that expenditure, income and liabilities are accounted to the programme/project to which they belong. Project accounting provides the input for the financial reporting to donors. <ul style="list-style-type: none"> The finance manager maintains and develops the system.
F4.2.	Direct vs. indirect costs	There should be an internal document clearly defining direct and indirect costs. <ul style="list-style-type: none"> The coding system enables the differentiation of these two types of costs.
F4.3.	Timesheet system	The system enables the tracking of staff (and volunteers') working time by projects/activities. <ul style="list-style-type: none"> Simple forms (Excel) or specialised software can be used.

5

Organisational area: Organisational capacity

Component: Infrastructure

Infrastructure refers to the basic conditions (facilities and technology) that allow an organisation to work. In most countries, owing to high costs involved, obtaining the required organisational infrastructure constitutes a problem for CSOs.

TABLE 34: Infrastructure — Suggested Products/Processes/Practices			
COMPONENT(S)	SUB-COMPONENTS(S)	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)	
	Facilities, premises and maintenance	11.1.	Facilities management plan
		11.2.	Office
		11.3.	Premises
		11.4.	Maintenance
	Technology, equipment and communication equipment	12.1.	Technology planning
		12.2.	Communication systems
		12.3.	Library

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“Give me where to stand and I will move the earth.”

Archimedes

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11. Facilities, premises and maintenance

Facilities, premises and maintenance refer to offices (and adequate office space), office furniture, electricity, water and gas. This area also covers issues such as the proximity of the office to where the staff live and the representativeness of the office for an organisation (“green” office with recycling facilities for waste, energy-saving devices, etc.). Other types of investment can also be considered here, such as vehicles and land, or other major infrastructure investments.

TABLE 35: Facilities, Premises and Maintenance — Suggested Products/Processes/Practices

PRODUCTS/PROCESSES/PRACTICES		SPECIFICATIONS, DESCRIPTION
I1.1.	Facilities management plan	Facilities management is usually not at the top of the agenda of a CSO. It could develop into something far more complex than the establishment and maintenance of an office, such as headquarters, conference centre and housing facilities for trainees.
I1.2.	Office	<ul style="list-style-type: none"> • Office standards <ul style="list-style-type: none"> - adequate office space (size and quality); - adequate furniture (quantity and quality). • Funds to rent an office and to pay office costs can be obtained through <ul style="list-style-type: none"> - most project proposals for international donors (rent; costs of utilities — water, electricity, gas; overhead or infrastructure costs); - private donations; - national funds/foundations or other sources that provide infrastructure funds. • In-kind <ul style="list-style-type: none"> - unused space/furniture of other organisations, institutions, businesses, local government; - donations of space by the local government.
I1.3.	Premises	<ul style="list-style-type: none"> • Premises utility, safety and access <ul style="list-style-type: none"> - availability of water, electricity, gas; - safety of surrounding area; - proximity of the office to the homes of staff members; - availability of public transport.
I1.4.	Maintenance	<ul style="list-style-type: none"> • Office management manual • Funds for maintenance, replacement, cleaning and repair services <ul style="list-style-type: none"> - fund for maintenance and replacement of office fixtures/furniture; - office management practice; - regular maintenance of office premises; - regular cleaning services.

12. Technology, equipment and communications

Technology, equipment and communications encompass all of the equipment, machinery and systems (including library, information systems hardware and software) that are essential to the proper functioning of an organisation. Information technology is central to many organisations and its importance is often underestimated.

TABLE 36: Technology, Equipment and Communications – Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
12.1.	Technology planning	<p>Technology planning is defined as the process of determining how an organisation can best use technology to further its mission. The process of technology planning involves assessing existing resources, defining needs, and exploring solutions.</p> <ul style="list-style-type: none"> • Technology development plan <p>The first outcome of the planning process is a written technology plan that outlines the phases of technology development and that can also be used as a key tool to advocate technology funding. It covers such things as:</p> <ul style="list-style-type: none"> - replacing or customising a database; - networking office computers; - establishing an internet presence; - developing an email action alert list; - improving online marketing and outreach; - designing a new website, or redesigning an existing site; - developing policies and procedures for using computers. • Equipment <ul style="list-style-type: none"> - computer, printer, telephone, fax, scanner etc. • Software <ul style="list-style-type: none"> - word processing and office programs, database, etc. • Funds • In-kind <ul style="list-style-type: none"> - old or unused equipment of other organisations, institutions, businesses, local government; - software from telecommunications companies.
12.2.	Communication systems	<p>Funds for installing communication equipment and covering monthly costs:</p> <ul style="list-style-type: none"> • international phone and fax line; • adequate internet connection.
12.3.	Library	<ul style="list-style-type: none"> • Books, pamphlets, leaflets etc. • Funds for purchasing books: <ul style="list-style-type: none"> - through most project proposals for national and international donors. • In-kind.

6 Organisational area: Networking capacity

Component: Inter-institutional linkages

Networking and cooperation are mainly done for reasons of project implementation, campaigning, fundraising and general exchange of ideas and experience. Existing institutionalised networks or umbrella organisations channel and organise cooperation. In the absence of these institutions, CSOs themselves look for cooperative partners. Nevertheless, networking techniques, cooperation ethics and communication methods are not systematically incorporated into CSO activities.

TABLE 42: Inter-institutional Linkages — Suggested Products/Processes/Practices

COMPONENT(S)	SUB-COMPONENTS(S)	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
	Communication networks	
	Communication networks	IL1.1. Overall communication strategy
		IL1.2. Communication strategy and plan of the organisation
	Relation with media	IL1.3. Media strategy
		IL1.4. Media outreach action
	Partnership networks	IL2.1. CSOs – CSOs networking process
		IL2.2. CSOs – central and local authorities networking process
		IL2.3. CSOs – donors networking process
		IL2.4. CSOs – local community networking process
		IL2.5. CSOs – local businesses networking process

IL1A. Communication networks

Communication is associated with an organisation's visibility, transparency and accessibility. Developing a strong communication culture within the organisation and improving communications techniques and networks are important in that they bring an organisation closer to the local community as well as helping to communicate environmental issues.

Effective communication is the planned and strategic use of communication processes and media products to influence and shape policy. It needs a planned and strategic approach.

.....

**“Think like a
wise man but
communicate in
the language of
the people.”**

William Butler, Yeats,
Irish dramatist and poet
(1865–1939)

.....

TABLE 43: Communication Network — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
IL1.1.	Overall communication strategy and plan of an organisation (PR tools)	Public relations (PR) can be defined as the planned, proactive and positive approach taken by an organisation to advance its mission through contact with others. As soon as an organisation begins planning its objectives and activities, it also has to begin planning ways to communicate them to the intended audience.
IL1.2.	Communication strategy and plan of the organisation	A carefully designed communication strategy makes communication efforts more efficient, effective and lasting. The overall communication strategy should always be followed up by a more concrete and defined communication plan. The external and internal environment should be analysed in terms of setting up a broader communication strategy (for the short and long term) and plan for the organisation.

IL1B. Relations with media

Media relations are an essential component of an organisation's communication and PR. A media strategy is conceptualised as part of the communication strategy, and media outreach activities are implemented as part of the communication plan. Effective relations with mass media require an understanding of the media landscape; the development of relations with a network of journalists; well-defined media messages; and a creative use of media outreach tools.

TABLE 44: Relations with Media — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
IL1.3.	Media strategy	<p>This is a preliminary phase of media outreach action. The proper strategic planning of media work is a precondition for success.</p> <ul style="list-style-type: none"> • Mapping mass media: media types, ownership, their needs and goals, operational models, audiences, ranges of coverage. • Defining messages. Select the messages that need to be communicated to various target audiences. Schedule the communication of messages in time. • Identify appropriate media channels. Choose the most appropriate media to deliver each message to the desired target audience. • Design a media plan. Select the most appropriate media outreach tools and techniques for effective delivery of each message to the identified media channel.
IL1.4.	Media outreach action	<p>There are many possible actions to attract media attention and secure the delivery of desired messages. Some of the possible tools are:</p> <ul style="list-style-type: none"> • media contacts list; • social networking with journalists; • press release; • media event; • letters to the editor; • interviews.

IL2. Partnership networks

In order better to focus the activities of a CSO and achieve the maximum possible impact, a CSO should consciously assess and decide which are the relevant partners among CSOs and among other stakeholders (central and local authorities, donors, in the community, businesses) that they intend or need to cooperate with, and in what way. Partnerships will be one of the tools to assist in accomplishing the goals and activities of a CSO.

TABLE 45: Partnership Networks — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
IL2.1.	CSOs – CSOs networking process	<p>Plan for networking with other CSOs and involvement with other CSO networks</p> <ul style="list-style-type: none"> • Needs analysis (analysis of environmental issues and beneficiaries/partners) to be carried out. • SWOT analysis. • CSOs need to be informed about available networks in own country and international networks active in the region or in Europe. • CSOs to build knowledge on building collaborative forms of networking. • CSOs knowledgeable about methods of advocacy.
IL2.2.	CSOs – central and local authorities networking process	<p>Cooperation and partnership could range from simple forms of sharing information with the authorities regularly or on an ad hoc basis, to being involved in advocacy in order to influence their activities. Plan for cooperation with central and/or local authorities.</p> <ul style="list-style-type: none"> • Needs analysis (analysis of environmental issues and beneficiaries/partners). • SWOT analysis. • Identify central and/or local authorities who should be targeted and/or could be partners in different and concrete CSO activities. • Based on the assessment, a plan for cooperation with central and/or local authorities should be developed regarding these concrete activities, including the methods and tools for building partnership and cooperating with them, and actions should be taken. Concrete actions, activities or projects developed targeting national and/or local authorities (linked with the ongoing or planned activities of CSOs). <p>CSOs are knowledgeable and able to engage in dialogue with policy makers and are accepted as partners (i.e. effectively working together).</p> <p>CSO activities and/or recommendations influence or are integrated into government policy making.</p>
IL2.3.	CSOs – donors networking process	<p>A CSO should develop a concrete plan on which donors to approach, how, and on what issues, activities and actions.</p> <p>A CSO could identify — in cooperation with other CSOs — the needs and problems of CSOs, and could develop proposals and present these to donors.</p> <p>The dialogue with donors should be based on or in line with the CSO's strategic plan, work plan and fundraising plan.</p>

TABLE 45: Partnership Networks — Suggested Products/Processes/Practices (continued)

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
IL2.4.	CSOs – local community networking process	<p>Interactions/cooperation with and in the community could range from simpler forms of interaction to more intensive forms of cooperation and partnerships:</p> <ul style="list-style-type: none"> - gaining information about the community's environmental situation, priority issues, problems, needs; - providing information about a CSO's activity, plans, capacities to the community; - disseminating information in the community based on a CSO's skills, capacities, knowledge about the environmental situation, solution/s of priority issues, problems, needs; - finding out about and developing activities serving the needs of the community in cooperation with potential partners/actors in the community; - developing and taking actions or being involved in others' actions to influence the environmental situation, policy development and implementation as well as concrete development plans affecting or likely to affect the community; - developing partnerships and taking joint cooperative initiatives with other partners in the community, etc. <p>Develop a plan for involving and building partnership with and in the local community.</p> <ul style="list-style-type: none"> • Needs analysis (analysis of environmental issues and beneficiaries/partners). <p>CSOs to become knowledgeable about methods and tools of working in and involving the community and are able to engage in dialogue, interaction or partnership in order to cooperate and build the community.</p>
IL2.5.	CSOs – local businesses networking process	<p>Interactions/cooperation with the business community could range from simpler forms of interaction to more intensive forms of cooperation and partnership:</p> <ul style="list-style-type: none"> - providing information about and presenting the CSO's activity, plans, capacities; - disseminating information about issues related to environmentally friendly, environmentally sustainable business activities; - finding out about and developing activities with potential partners/actors in the business community; - developing and taking actions or being involved in others' actions to influence the environmental situation, policy development and implementation as well as concrete development plans affecting or likely to affect the community; - developing partnerships and taking joint cooperative initiatives with business partners regarding projects or sponsoring/funding for joint activities. <p>Develop a plan for involving and building partnership with local businesses. CSOs are knowledgeable about methods and tools of working with local businesses and are able to engage in dialogue, interaction or partnership with them.</p>

7 Organisational area: Programmatic capacity

Component: Programme management

Programme management ensures that the projects of the organisation are in line with the mission and that they remain pertinent to the wider organisation.

Programme management is the process of managing multiple ongoing, inter-dependent, but separate projects. In an organisation, programme management also reflects the emphasis on coordinating and prioritising resources across projects, units and entities to ensure that resources are managed from a higher/wider perspective.

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“Lack of money is no obstacle. Lack of an idea is an obstacle.”

Ken Hakuta

.....

TABLE 46: Programme Management — Suggested Products/Processes/Practices

COMPONENT(S)	SUB-COMPONENTS(S)	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
	Programme planning	P1.1. Programme needs assessment
		P1.2. Programme work plan
		P1.3. Quality project proposals
	Programme implementation	P2.1. Project management manual
		P2.2. Skilled project managers
	Programme assessment	P3.1. Outcomes assessment system
		P3.2. Internal monitoring and evaluation system

P1. Programme planning

Programme planning has many levels, from daily work to strategic planning. It can be short, medium or long term. The plans have to be written down and communicated in order to ensure synergy.

TABLE 47: Programme Planning — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
P1.1.	Programme needs assessment	Needs analysis (environmental issues and beneficiaries) to establish the type of services needed in the community; peer review.
P1.2.	Programme work plan	Work planning <ul style="list-style-type: none"> - tasks and projects to complete; - staff assignments; - products to deliver/develop; - timelines; - funding status of activities.
P1.3.	Quality project proposals	PMs skilled in development of project proposals <ul style="list-style-type: none"> - training programmes.

P2. Programme implementation

Implementation involves putting the organisation's programme into practice.

TABLE 48: Programme Implementation — Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
P2.1.	Project management manual	<p>Most CSOs are project-based organisations. Therefore, a strong emphasis has to be put on the management of projects. This should be based on a set of more or less standard activities and procedures for the performance of project work. The important elements of project management are:</p> <ul style="list-style-type: none"> - work planning; - using the right people for the right job; - quality assurance and control; - fundraising; - budget planning; - cost and cash flow control; - record keeping; - relevance and sustainability of project results. <p>The project cycle is the sequence of activities needed for the preparation, implementation, evaluation and closure of a project. The manual can deal with different types of project cycles:</p> <ul style="list-style-type: none"> - bilateral donors; - calls for proposals; - tenders on a given terms of reference. <p>The manual should be able to regulate how project management is dealt with in the organisation and how the project cycle should work in the various cases.</p>
P2.2.	Skilled project managers	Project cycle management training

P3. Programme assessment

Assessment is the term used for various methods of measuring the achievement of programme objectives. Continuous assessment over the course of a programme should be according to specified assessment criteria that correspond to the set objectives

TABLE 49: Programme Assessment—Suggested Products/Processes/Practices

	PRODUCTS/PROCESSES/PRACTICES	SPECIFICATIONS, DESCRIPTION
P3.1.	Outcomes assessment system	Deciding what you want to achieve, recording how well you achieve it, and then using this information to help you achieve more.
P3.2.	Internal monitoring and evaluation system	PMs skilled in monitoring and evaluation.

CSO Organisational development plan template

1. Executive Summary

Directions

Complete this section after you have finished the previous sections of the development plan document. This executive summary describes the ODP's highlights to funders, board members, employees and other stakeholders. The executive summary should be one or two pages in length at most. It should include very concise descriptions of the most important information from the organisational development planning process (including the organisational assessment and who was involved) and its results. For example, it should include very brief descriptions of what is in this document; how to use the document; organisational issues/problems and objectives; when the plan will be implemented; how the implementation will be monitored and by whom; and any specific actions required by senior management.

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2. Board Authorisation of Development Plan

Name of board member: Date Signed:

Name of board member: Date Signed:

Name of board member: Date Signed:

Name of board member: Date Signed:

Directions

The ODP should be discussed in a board meeting and – upon agreement – all board members should sign the document. This authorisation signifies the board members' approval of the development direction and action plans described in the ODP.

3. Organisational Description [Step C.10]

Directions

This section should be informative, particularly to readers from outside the organisation. It should contain:

- A brief overview of the history of the organisation
- A description of the organisation’s major programmes and services
- An overview of the major accomplishments and other highlights during the history of the organisation
- The vision, mission and values statements.

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Vision statement

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Mission statement

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Values statement

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4. Description of Organisational Development Planning Process Used

Directions

The description of how the organisational development plan document was developed should contain details of:

- who was involved in the planning;
- the self-assessment process; and
- any major problems and lessons learned during the planning process.

5. External Environment

5.1 External trends [Step C.1]

Political trends:

.....

Economic trends:

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Societal trends:

.....

Funding trends:

.....

Technological trends:

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Environmental trends:

.....

Other trends:

.....

5.2. External opportunities and threats [Step C.2]

Opportunities for the organisation:

.....

.....

Threats to the organisation:

.....

.....

6. Viability Issues [Step C.3]

Short term:

- 1.
- 2.
- 3.

Medium term:

- 4.
- 5.
- 6.

Long term:

- 7.
- 8.
- 9.

7. Action Plan/Methodological Approach by Development Area

7.1 Organisational development objectives summary [Step C.4]

TABLE 50: The Organisational Development Framework

Area I Institutional capacity		
CORE COMPONENT(S)	OBJECTIVES	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
Strategic leadership	1.1.	1.1.1.
		1.1.2.
		1.1.3.
	1.2.	1.2.1
		1.2.2.
Organisational processes	2.1.	2.1.1.
		2.1.2
Area II Organisational capacity		
COMPONENT(S)	OBJECTIVES	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
Human resources		
Financial resources		
Infrastructure		
Area III Systemic capacity		
COMPONENT(S)	OBJECTIVES	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
Inter-institutional linkages		
Area IV Programmatic capacity		
COMPONENT(S)	OBJECTIVES	PRODUCT(S)/PROCESS(ES)/PRACTICE(S)
Management programme X		
Management programme Y		

7.2 Development objectives for the board [Step C.5]

OD objective #
OD objective #

7.3 Development objectives for the president/director

OD objective #
OD objective #

8. Your Action Plans (numbers as needed)

OD objective # 1
.....
.....
Product/process/practice # ____
.....
.....
Product/process/practice # ____
.....
.....

TABLE 51: Action Plan Summary – Objective 1				
	ACTIONS FOR OBJECTIVE 1	DURATION AND DEADLINE	RESPONSIBILITY	STATUS AND DATE
T2.1.1				
T2.1.2				
T2.1.3				

OD objective # 2
.....
.....
Product/process/practice # ____
.....
.....
Product/process/practice # ____
.....
.....

TABLE 52: Action Plan Summary — Objective 2

	ACTIONS FOR OBJECTIVE 2	DURATION AND DEADLINE	RESPONSIBILITY	STATUS AND DATE
T2.1.1				
T2.1.2				
T2.1.3				

9. Action Plan Gantt Chart [Step C.7]

To be developed using your available software.

TABLE 53: Sample of the Gantt Chart



10. Budget for the Implementation of the ODP [Step C.8]

The total estimated budget amount is:

Possible funding sources are:

TABLE 54: Your Budget Input (multiply this as needed)

TASK	BUDGET ITEMS (LIST AS NECESSARY)	YEAR 1	YEAR 2	YEAR 3	SUB-TOTAL
T1.1	Staff costs				
	TA/outsourcing				
	Travel				
	Equipment				
Sub-total T1.1					
T1.2	Staff costs				
	TA/outsourcing				
	Travel				
	Equipment				
Sub-total T1.2					
Total 1					
T2.1	Staff costs				
	TA/outsourcing				
	Travel				
	Equipment				
Sub-total T2.1					
Total 2					

11. Monitoring and Evaluation of the Implementation of the ODP [Step C.9]

TABLE 55: Monitoring Plan

OBJECTIVES	P/P/P	ACTIONS	OUTPUT AND/OR EXPECTED RESULTS	INDICATORS FOR SUCCESS	FREQUENCY OF MEASURING THE INDICATORS	RESPONSIBLE PERSON

Case Studies

1 Tuzla, Bosnia and Herzegovina

2 Podgorica, Montenegro

3 Visegrad, Bosnia and Herzegovina

4 Karlovac, Croatia

5 Belgrade, Serbia

6 Tirana, Albania

CASE STUDY 1: TUZLA, BOSNIA AND HERZEGOVINA

Centre for Development and Support (CRP) Centar za razvoj i podršku (CRP)**MISSION**

CRP identifies and addresses issues related to economic development, including environmental protection and human rights.

ORGANISATIONAL PRE-ASSESSMENT

(July 17, 2008)

The meeting was attended by 16 CRP employees; members and founders representing the senior management; and staff working in all CRP sectors. At the close of the meeting, the general feeling was that: "We are climbing into a barrel and going over a waterfall: we'll have to see where we end up... [It is] risky, intriguing and exciting..."

ORGANISATIONAL SELF-ASSESSMENT

(August 13–14, 2008)

The OSA took two days and was attended by nine CRP employees, members and founders. CRP found the assessment very beneficial as it addressed a broad range of issues, some of which had not previously been considered important to their work. An analysis was produced, which they felt gave a precise diagnosis of their strengths and weaknesses. The analysis provided a clear and effective indication of those areas urgently requiring improvement.

ORGANISATIONAL DEVELOPMENT PLAN

(September–October 2008)

The development plan was drafted and completed by five CRP employees, members and founders engaged in different management positions. Four specific objectives were identified for CRP in the forthcoming period:

1. The development of non-project-related financial resources to ensure long-term sustainability and the development of the organisation.
2. Strengthening the individual awareness of all employees and members regarding CRP's fundamental values.
3. Strengthening human resources capacity (existing and new employees and members) to enable the organisation to pursue its mission and vision.
4. Providing the organisation with its own premises.
5. CRP applied to the SECTOR programme under Objective 3 for support with staff training in relation to various knowledge areas and skills.

LESSONS LEARNED

- "The OSA was also an awareness-raising process for us, forcing us to take a good look at ourselves in the mirror. We realised that the whole assessment methodology required exceptional honesty and openness towards ourselves, both individually and collectively. In order to gain maximum benefit from the whole process, we immediately decided to talk openly about our weaknesses... For some participants this was not an easy step."
- "The whole process requires quite a lot of time and effort. Also, at first glance it seems quite complicated... There is therefore a risk that if a target CSO does not invest the required energy, staff time and commitment in the process, it will produce poor results." Nevertheless: "The process gave us sufficient time to brainstorm and to reflect on each issue emphasised in the subcomponents of the assessment tools."

RECOMMENDATIONS

- The role of the facilitator, and how participants perceive her/him (as trustworthy, motivated, discreet), is of utmost importance for the success of the whole process. Thus the selection and training of the facilitator is a vitally important factor.
- The CSO's management has a positive role to play in explaining to members and staff the nature of the assessment process. The process requires openness and honesty on the part of all CSO members.

CASE STUDY 2: PODGORICA, MONTENEGRO

Green Home NGO**MISSION**

Green Home is dedicated to environmental protection and environmental developments that promote a sustainable future and lead to social and economic improvements at national level. Green Home is committed to working with a wide range of stakeholders, building partnerships and encouraging cooperation in order to ensure a sustainable future and to gain international recognition for Montenegro's ecological efforts.

ORGANISATIONAL PRE-ASSESSMENT

(November 24, 2008)

The executive director, the president of the board and one employee participated in the OPA, which concluded that it is of great importance for the organisation to carry out a thorough organisational assessment and to enhance the viability of the NGO. The decision was therefore made to devote human resources and time to the assessment.

ORGANISATIONAL SELF-ASSESSMENT

(December 3-4, 2008)

All five employees took part and were supported by a trained OAT facilitator. The OSA proved to be a demanding process, which required the full focus of all involved. Participants felt that the self-assessment was more comprehensive than similar assessments carried out in the past and that it brought to light a number of issues that had not been previously covered, or even recognised. This comprehensive approach meant that they were obliged to consider different perspectives in the course of the discussions.

On completion of the OSA process, all the participants were satisfied with the results and considered that the organisation's weak points had been accurately highlighted. They felt that a clear definition had been reached of where they were and of how to focus on particular missing practices or processes. The areas identified as requiring improvement were:

- lack of programme manager position in the organisation;
- financial resources for staff development;
- improved system to manage the work of volunteers; and
- inadequate workspace and limited resources for restoration and maintenance.

ORGANISATIONAL DEVELOPMENT PLAN

(completed on December 8, 2008)

During preparation of the ODP, the priority area chosen was the development of programme manager position. This approach was funded by a SECTOR viability grant.

LESSONS LEARNED

- Green Home realised the importance of committing time and human resources to the process. In particular, the preparation of an ODP is a complex and comprehensive task that requires the serious commitment of the staff. Nevertheless, Green Home resolved to use the process again in the future and to carry out similar planning on a regular basis. They expressed a wish to have a longer (three-year) funding period for organisational support activities.

RECOMMENDATIONS

- Information on the importance of organisational change for CSOs would contribute to securing the early commitment of the staff to the development and implementation of the ODP.
- The role of facilitator is important, since besides piloting the assessment process, he/she acts as a resource person and provides clarification on aspects of organisational change.

CASE STUDY 3: VISEGRAD, BOSNIA AND HERZEGOVINA

“New Hopes” Centre for Democracy**MISSION**

New Hopes encourages citizens to participate actively in the development of their communities and in decision-making processes relevant and useful to the local community.

ORGANISATIONAL PRE-ASSESSMENT

(July 2008)

Staff and board members of the CSO New Hopes attended the pre-assessment meeting. It was concluded that the organisation should commit itself to the viability process. The CSO had already been aware for some time of the need for change: many similar CSOs have been established in Visegrad and it had been difficult to establish the unique character of New Hopes. However, there was no clear idea about how the necessary changes should be made. The CSO considered the offer as “the cream on top”.

ORGANISATIONAL SELF-ASSESSMENT

(July 23, 2008)

The organisational self-assessment methodology helped us open up on a very deep level. According to the facilitator, an atmosphere of great honesty was created.

Through the OSA, many critical issues and aspects of the organisation were uncovered, including the weakness of the Steering Board. We realised that the organisation’s Steering Board is passive and not sufficiently interested in contributing to the work of the organisation. During discussions with members of the board, they confirmed their lack of time for proper engagement and were therefore ready to support the election of new board members. The selection of new members was carried out more carefully, based on the needs of the organisation. The new board members are willing to participate actively in all the organisation’s work as well as in improvements to the organisation’s operation.

Secondly, we became aware that the regular project management cycle (from project preparation to the reporting and evaluation process) is rather weak and needs immediate attention. We set up monthly meetings to evaluate and assess new project proposals and ongoing projects.

ORGANISATIONAL DEVELOPMENT PLAN

(July–October 2008)

The organisational development plan was drawn up by six active members of the organisation and is based on the organisational pre-assessment and assessment process.

The ODP identifies problems that need to be addressed in order to strengthen the organisation:

- The Management Board is not sufficiently active.
- The organisation has no clear strategic orientation.
- HR policy is not well defined.
- The fundraising situation is not satisfactory.
- The organisation is not well connected with (potential) partners.
- The organisation and project management cycle need to be better defined and established: organisational environment – strategic planning – development plans – evaluation/feedback – reporting.

We suggested various actions and activities by which we intend to strengthen the organisation. We also plan to carry out an evaluation based on the results and data collected during the implementation of the ODP.

LESSONS LEARNED

We are aware that only a sincere consideration of our shortcomings and the implementation of additional training programmes can help us to achieve better organisational viability and to build up the skills necessary for the successful functioning of the organisation.

RECOMMENDATIONS

We feel that it is necessary to continue this programme; to include additional trainings; and to support networking among other organisations that have carried out the self-assessment.

CASE STUDY 4: KARLOVAC, CROATIA

PCAP International**MISSION**

PCAP International in Croatia was the first branch of the organisation “Prevention of Cruelty to Animals and Plants” to register in Europe. The objectives of PCAP cover a wide spectrum of ecology issues including environmental education, eco-tourism, biodiversity protection, organic gardening, rural eco-communities and the protection of indigenous forest dwellers.

ORGANISATIONAL PRE-ASSESSMENT

(May 21, 2007)

The three employed staff of PCAP and one active board member took part in the pre-assessment meeting. The conclusion of the OPA was that the organisation should commit itself to the viability process.

ORGANISATIONAL SELF-ASSESSMENT

(June 27–28, 2007)

The OSA took two full-days and demanded the complete focus of the four participants. During the scoring of statements, some differences of opinion rapidly emerged between staff members. These differences probably always existed, but the process allowed participants the space to state their own views. Sometimes there was strong disagreement about the scoring of a particular statement, and although the exchanges sometimes bordered on the emotional level, the facilitator was able to bring the conversation back on track. When the process was completed, each participant was in fact satisfied with the results of the OSA and overall they considered that the process had appropriately highlighted the organisation’s weak points.

ORGANISATIONAL DEVELOPMENT PLAN

(September 21, 2007)

The ODP was drafted and completed by two members of the organisation (while four participated). PCAP found this stage of the organisational viability process very time consuming. Three major requirements for organisational development/viability were recognised and planned for:

- The building of staff skills and knowledge in order to successfully manage projects and programmes.
- The introduction of mechanisms for an integrated administrative and financial system for the organisation.
- Ensuring satisfactory operating conditions for the organisation: in particular the acquiring of adequate office space.

From among the three identified requirements, PCAP chose administrative and financial cohesion as the priority for the first annual development plan, supported through the Sector programme. All the aims were achieved and, in addition, better office accommodation was secured. PCAP have committed to use the OV toolkit as the main evaluation tool of the organisation, and a three-year development plan is envisaged.

LESSONS LEARNED

- According to PCAP staff, “Without the sharp focus and active participation of those present, it would not be possible to go through the organisational self-assessment in a way that would produce relevant results. It is strongly advised to take this part as seriously as possible and approach it with maximum dedication.” Attaining the commitment and involvement of all parties was therefore crucial to success.
- During the self-assessment, the facilitator played an essential role in keeping the discussion focused and bringing it back on track when necessary. As recommended in the toolkit, the use of an independent facilitator is advisable.
- PCAP International is determined to reuse the process and carry out planning on a regular basis. Thus using the OV toolkit is considered as a positive measure in enhancing CSOs.

RECOMMENDATIONS

- As the process is clearly quite complex, even with the help of the manual an external facilitator is advisable – perhaps even indispensable – for first-time users.
- It would be beneficial to implement (and financially support) organisational change over a period of two to three years.

CASE STUDY 5: BELGRADE, SERBIA

Young Researchers of Serbia

MISSION

Driven by science and education, our mission is to contribute to environmental protection and nature conservation; the development of volunteering and its values; and scientific creativity and the active participation of the young.

ORGANISATIONAL PRE-ASSESSMENT

(June 2008)

The pre-assessment meeting was attended by employees and members of the Executive Board. The organisation Young Researchers of Serbia (YRS) has a long tradition. Bearing in mind the importance of its activities and the responsibility this imposes, we are aware that work is needed on the development of our capacities and on the determination of our strategic direction based on environmental needs and the requirement to maintain the quality of our services.

ORGANISATIONAL SELF-ASSESSMENT (AUGUST 2008)

In this phase we organised a three-day meeting facilitated by a professional consultant. Members of the Executive Board, employees and volunteers participated. SWOT and PEST analyses were carried out to assess the political, economic, social and technical environment in Serbia, from the point of view of the civil sector. We also assessed our strengths, weaknesses and opportunities, and possible threats to our work and the implementation of our programmes. Among the many conclusions, we focused on the lack of balance between the “old structure” of YRS, and the requirements of our day-to-day work and the planning of future activities.

A new strategic plan for the organisation, together with changes to the statutes and other relevant documents, will lead to many positive changes in the organisation in the future. Thanks to the very useful format for self-assessment, and to the very good facilitator, it was easy to assess all points of the organisation’s work and structure. The results that emerged were pretty similar to our feelings about the position of the organisation, although we had not previously had the proper tools to assess it. Nevertheless, it should be underlined that the assessment process takes quite some time and requires the full devotion of participants in the process. The changes will also take a long time to implement: you cannot expect results immediately after carrying out the assessment.

ORGANISATIONAL DEVELOPMENT PLAN

(September–October 2008)

The ODP for Young Researchers of Serbia was developed by the leadership of the organisation with the support of the SECTOR programme during autumn 2008. The overall goal of the ODP is to improve organisational performance in the field of strategic leadership through the reform and strengthening of the organisational structure and the development of a strategic plan. The ODP refers to concrete activities for improving the essential aspects of the organisation: strategic direction, organisational structure, leadership, policies, procedures, human resources, financing, programmes, the inclusion of interested parties and infrastructure.

The following conclusions were reached in relation to the highest-priority questions regarding the organisation’s sustainability:

- The effectiveness of the organisation’s management needs major improvement. YRS was founded under a different political regime (socialism) and was later transformed into a modern civil organisation following the social reforms that took place during the 1990s. However, the structure and governing processes were not reformed, partly because of the inadequate legal framework in Serbia. These therefore remain the particular weaknesses of YRS. The composition of the Assembly reflects an “old” organisational structure rather than its real state, while the executive board acts more as an executive than as a governing body, leading to overlapping and unclear roles and responsibilities within the organisation. The organisation does not have either a developed strategic plan or a financial plan.
- Human resources management is generally satisfactory, although the organisation lacks important policies and procedures (i.e. a personnel policy with job descriptions and development plan included).

LESSONS LEARNED

The self-assessment methodology was very useful and produced good results. Although the management team of Young Researchers of Serbia have been aware for some time of the need for organisational reform, we lacked suitable know how, which this methodology provided. The results of the self-assessment clearly revealed gaps and led to the identification of next steps.

RECOMMENDATIONS

Considering the huge influence this process has had on our organisation, we would recommend it to all environmental civil society organisations. The continuation of this process through additional funds would be ideal in order to complete all the necessary reforms and improvements identified and undertaken during the process.

CASE STUDY 6: TIRANA, ALBANIA

Environmental Center for Development, Education and Networking (EDEN Center)**MISSION**

EDEN is a non-profit, non-political organisation that aims to contribute to sustainable development and a healthy environment through the provision of information, education and services in partnership with relevant stakeholders.

ORGANISATIONAL PRE-ASSESSMENT

(late September 2008)

Like most of the NGOs in Albania, we are so busy with our daily routines and activities that we rarely have time to sit down and think about our organisational development:

- Are we playing the role we should be playing?
- Are we well perceived in the community for which we work?
- Are there things that could be improved?

These were some of the many questions raised by EDEN staff when the REC launched the SECTOR programme on organisational viability. We decided to go for it in spite of the huge commitments and challenges it would mean for the staff.

ORGANISATIONAL SELF-ASSESSMENT

(October 17–18, 2008)

On two consecutive days, four members of the EDEN staff, helped by the facilitator, went through the self-assessment tools.

The most significant output for us was to produce a living development plan for the organisation. Alongside the structured and technical self-assessment, we can honestly say that it was an individual learning process for every one of us. It made us reflect on what we have been doing well, or not so well, for the last four years.

ORGANISATIONAL DEVELOPMENT PLAN

(October – November 2008)

It took us almost two months to design our development plan. All five members of staff participated in the writing process. Constructive debates and heated discussions took place throughout the process. It was not easy to decide on the immediate priorities among the many issues identified as needing to be addressed within the organisation. Based on participatory and democratic instruments, the staff decided that for 2009 the focus would be on:

- improving the office facilities and infrastructure in terms of computers, chairs etc;
- strategic planning for the organisation;
- raising the level of recognition and credibility through a well-prepared PR strategy for the organisation.

We approached the REC for help in accomplishing the first two of the three immediate objectives identified by the staff.

LESSONS LEARNED

It is always good to sit down and evaluate your NGO, your plans, the overall situation in the community, and the role you play within it.

You may think that everything is going well and you may not be aware of any problems in a specific area, but when everybody sits together and goes through the evaluation process you may well see things differently. A clear example of this is the fact that during the assessment process we gave low scores to internal communication within EDEN, even though all of us had actually thought that communication among ourselves was very good. This made us think through the problem more thoroughly and helped us to discover what was missing and how to overcome challenges.

RECOMMENDATIONS

The first recommendation concerns the timeline for the process. It took too long to obtain a response from the REC regarding their support for the implementation of the development plan. More rapid implementation would increase the chances of NGOs being committed to starting fundraising for other identified issues as well.

The second recommendation concerns the level of support. A bigger budget for capacity building would also increase the chances of strengthening civil society organisations.

Annex 6

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The Regional Environmental Center for Central and Eastern Europe (REC) is an international organisation with a mission to assist in solving environmental problems. The REC fulfils this mission by promoting cooperation among governments, non-governmental organisations, businesses and other environmental stakeholders, and by supporting the free exchange of information and public participation in environmental decision making.

The REC was established in 1990 by the United States, the European Commission and Hungary. Today, the REC is legally based on a charter signed by the governments of 29 countries and the European Commission. The REC has its head office in Szentendre, Hungary, and country offices and field offices in 17 beneficiary countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, the former Yugoslav Republic of Macedonia, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia and Turkey.

The REC actively participates in key global, regional and local processes and contributes to environmental and sustainability solutions within and beyond its country office network, transferring transitional knowledge and experience to countries and regions.

Recent donors are the European Commission and the governments of Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Canada, Croatia, the Czech Republic, Estonia, Finland, Germany, Hungary, Italy, Japan, Latvia, Lithuania, Luxembourg, the former Yugoslav Republic of Macedonia, Montenegro, the Netherlands, Norway, Poland, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, the United Kingdom and the United States, as well as other intergovernmental and private institutions.