January, 2016

**Technical Assistance for
Civil Society Organisations
Bosnia and Herzegovina Office**

This project is funded
by the European Union.

VESTA

TACSO by VESTA

"ORGANIZATIONAL DEVELOPMENT WITH FOCUS ON ACCOUNTABILITY AND TRANSPARENCY"

R E P O R T

January, 2016

CONTENTS

INTRODUCTION

TASCO BIH in cooperation with TASCO by VESTA in the period October - December 2015, realised serial of one day training/consultations for a total of 26 CSOs in the area of „Organizational development with focus on accountability and transparency".

The technical assistance took place in Visoko (02nd of October 2015, for 5 CSOs), Trebinje (15th of October 2015, for 5 CSOs), Siroki Brijeg (22nd of October, 2015 for 5 CSOs) and Zvornik (01st of December 2015, for 11 CSOs).

The approach applied in the work, was adapted to a smaller number of participants. In addition to presentation of the theoretical concepts, group work, work in pairs and plenary discussions, the training also anticipated consultative support to CSOs in the process of analysing their own organizations. Direct technical assistance and advices were given by the trainer to the specific questions addressed by participants to ensure clarity in the process of identifying the internal and external aspects of the organization and determine the scope for improvements when designing individual action plans.

Purpose of the capacity building intervention was to strengthen organizational development of each particular participating CSO, in order to ensure sharing of joint experience in mastering and understanding of concepts, gaining practical skills in developing training outputs applicable for their own organizational model of the work.

Specific objectives of the training:
- To understand and master the integrated organizational model approach as a base for establishing internal governance of CSOs corresponding to the accountability and transparency criteria
- To assist CSOs in assessing their own accountability towards members/constituencies/beneficiaries and their transparency in relation to their program activities and financial management

Agenda of the training was consisted of:
- Common understanding of the terms the accountability and transparency
- Introduction of elements of Integrated Organizational Model (IOM)
- Application of the tools for analyses of on organisation
- IOM analyse for the own organisation with specified space for improvements
- Development of the action plan focused on accountability and transparency by each of the participating CSOs

Agenda of the training is presented in the Annex 1 of the Report.

Technical assistance in the implementation of trainings is a regular activity carried out within the TACSO program and it is a direct response to the needs assessment of civil society in BiH, and is being in line with the findings of the needs assessment of CSOs in BiH for the period 2013-2015, the work plan of TACSO BH for 2015 and EU Guidelines to support civil society 2014 - 2020.

Targeted beneficiaries
All together 43 participants attended the training/consultation were 42 participants were representatives of 26 CSOs from the following towns: Visoko, Travnik, Zenica, Sarajevo, Bugojno, Tomislavgrad, Trebinje, Grude,

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Siroki Brijeg, Zvornik, Rudo, Konjic and Tuzla, and 1 participants was representatives of Municipalities Zvornik in charge for the cooperation with CSOs.

Outputs of the technical assistance provided:

- 26 IOM analyses done based on IOM checklists, by all participating organizations. The analysis included the internal aspects of the organization: mission, inputs, outputs, strategy, structures, systems and processes, and management style, staff and the organization's culture. The analysis also covered general and specific environment, factors and actors that affect the operation of the organization.

- Developed 26 Action plans aiming at enhancement of the transparency and accountability (characteristic planned actions of CSOs are presented in this report):

- With regard to the assessment on achievements made in relation to the expected results it was confirmed that provided technical assistance has resulted in:

- adopted knowledge of integrated organizational model
- acquired knowledge about internal and external factors and actors relevant for the organizational development
- increased competencies in understanding and analysis of the accountability, transparency and effectiveness
- obtained knowledge and skills of recognizing and applying the models for assessment of own organization and improvements of its performances
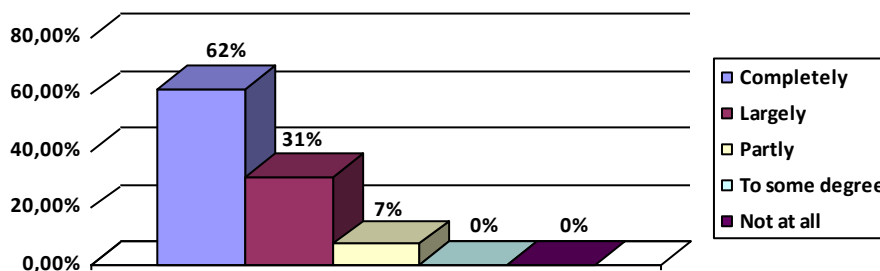
Graph: Expectations met, Evaluation report

The present graph from the evaluation of the TA shows that the expectations of the participants are met. Specifically, 93% of participants' expectations were met completely or largely, while 7% of them said that their expectations are met partly. The analysis also indicates that there were no participants whose expectations are met only to some degree or not at all.

- Evaluation has highlighted usefulness of training as a very high.
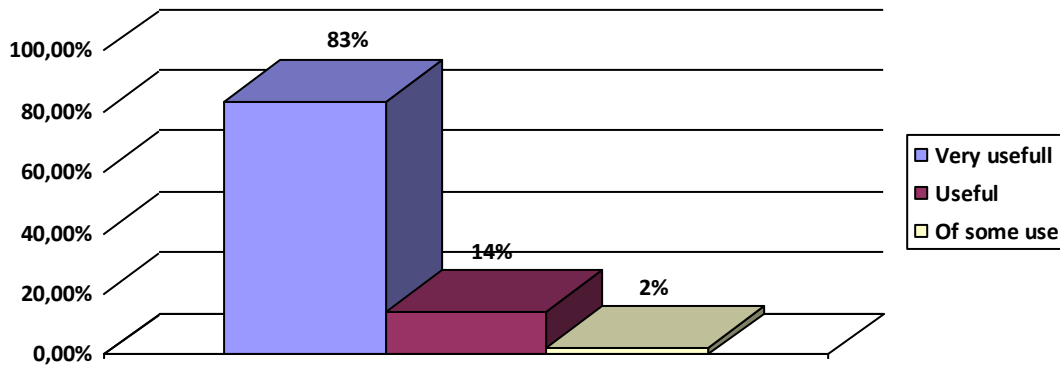
Graph: Usefulness of training, Evaluation report

Chart shows that a large number of the participants, usefulness of training considered very high. More specifically, 83% of them said they find it very useful, 14% said it was useful, and 2% went to those who marked the option of some use.

Evaluation of the training is presented in the Annex 2 of the Report.

THE PROCESS AND RESULTS OF TRAINING/CONSULTATIONS

Observation of the participants in relation to the transparency and accountability

At the beginning of training the concepts and terms - accountability and accountancy were discussed. Key thoughts of the participants are provided with regard to the accountability are presented below.

ACCOUNTABILITY

CSOs are accountable to:
• membership, service beneficiaries and supporters
• assembly and board of an association
• local community
• funders, donors and sponsors
• tax office and other relevant government institutions

Accountability means:
• be in harmony with the goals and strategy of the organization
• fulfilling obligations, accuracy and precision in the implementation, meeting deadlines and fulfilling program and project goals
• operation and monitoring in accordance with: the legal provisions, formally established governance structure and beneficiaries' needs
• greater responsibility towards nature and the environment in which we operate
• responses to the problems identified in the community, the goals of the organization and the needs of target groups in line with the real possibilities of the organization

TRANSPARENCY

Key highlights of the participants, when it comes to their understanding of the term transparency are:

• Media coverage of projects implemented by the organization

• Everything we do is publicly available

• Availability of annual financial and narrative reports

• Press releases and media presentation of all the activities and results achieved

• Openness of the organization to the general public

• The publication of the balance sheet and income statement of association

• Transparent work with reports available on the website

• The availability of information to all interested parties

• The transparency within the organization

• The decisions of the board transparently conducted

• Regular annual reports and the assembly session of the association

• Report of the Supervisory board available (if the organization has a supervisory board)

• The recording and registration of all the activities in accordance with the relevant formats

• Appropriate archiving of all narrative and financial report

• Financial reports submitted to financial agencies APIF, AFIP

• Transparency of Financial Statements

• Information bulletins on the work of the organization

• Regularly updated website/s of associations

• The application of the system of internal controls (regulations, operating procedures)

• Publication of narrative annual reports
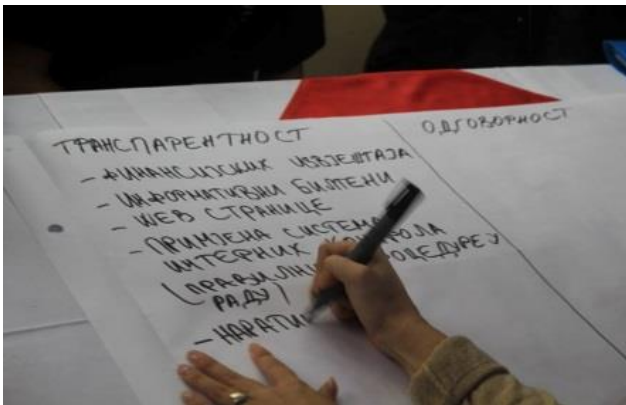
Work in groups and plenary discussion in defining the terms of the transparency and accountability

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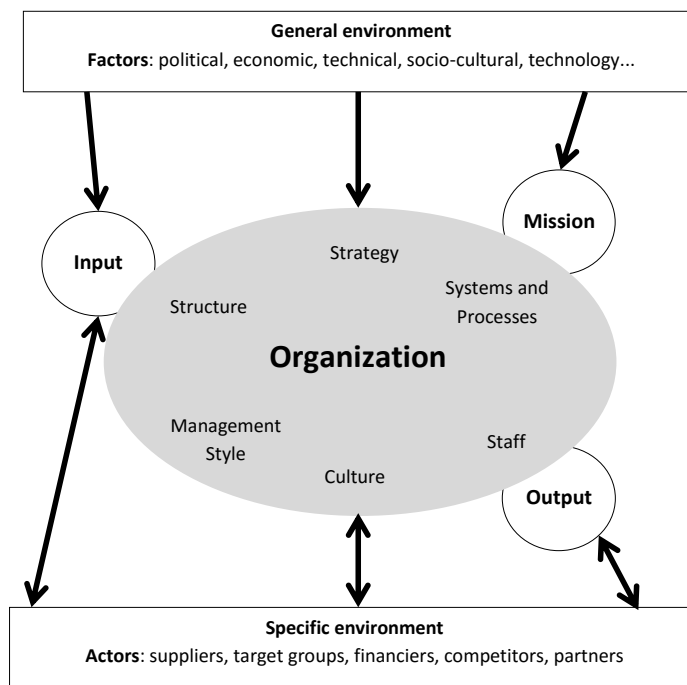
IOM – Integrated Organisational Model and IOM Checklist
(Source; MDF training and consultancy the Netherlands; *40 Tools for Institutional Development and Organisational Strengthening;* http://www.build.mk/docs/users/max/40t.pdf*)*

All consulted CSOs have analyzed their own organization and identified areas for improvements in different aspects of its work, as well as priority actions to be implemented in order to increase transparency and accountability. Integrated organizational model (IOM) is a tool that is used to describe, analyze and diagnose the organization and its immediate environment. IOM is a an excellent instrument for the management in the process of undertaking certain interventions that will ensure efficient and effective operation of the organization.

The model contains a number of institutional and organizational diagnostic tools. Like any model, IOM is a simplification of a complex reality where different aspects influence each other. The usefulness of this tool depends largely on the specific situation, the questions to be adressed, as well as from the experience and knowledge of the user and his / her ability to apply the model. IOM combines elements most relevant to the organization and offers an overall tool to put the various elements of an organisation in their place. If you look at organisations using this model you wouldn't overlook the most important elements.While the internal aspects of the perceived elements are essential to the development of the organization, an overview of the environment has explored the factors surrounding the organization and institutiogramme has higlighted relationships between the actors.

Integrated Organization Model

IOM – *Source; MDF Training and consultancy*: http://www.toolkitsportdevelopment.org/html/resources/B6/B6AF0BA0-D837-427A-A353-B19034F8B299/13%20Organisation%20Assessment%20-%20IOM%20checklist.pdf

After presenting the internal and external elements of the IOM, an analysis on the model of their own organization was done by the participants. The internal elements of the analysis included: mission, input, output, strategy, structures, systems and processes and management style, staff and culture. The analysis also included general and specific environment/factors and actors that affect the operation of the organization. *IOM Checklist is presented in the Annex 3 of the Report.*

IOM is a tool for a structured approach to defining organizational elements important for further SWOT analysis. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is a analytical method for analyses of the internal aspects of the work (Strengths and Weaknesses) and external aspects (Opportunities and Threats) of certain events or situations and is base for definition of the strategic interventions.

SWOT analyse based on elements of the integrated organisational model

INTERNAL ASPECTS (Strengths and Weaknesses)	EXTERNAL ASPECTS/FACTORS AND ACTORS (Opportunities and Threats)
✓ Mission ✓ Inputs ✓ Outputs ✓ Strategy ✓ Structure ✓ Systems and Processes ✓ Management style ✓ Staff ✓ Culture	✓ Political factors ✓ Economy ✓ Education system ✓ Social policy ✓ Geographic factors ✓ Demography ✓ Ecology ✓ Target groups ✓ Beneficiaries ✓ Donors/financiers ✓ Partners / competition ✓ Media and other interested parties

The illustrative statements of the perception about the IOM model after the analysis done by the participants:

„It's great to put all of these on paper and analyze. The fact is that we can do much better. Both within the organization, but also with better communication to the outside actors, our beneficiaries and others, or with certain kind of promotion and presentation to public. IOM model is practical. We can already present the model to our colleagues in the organization. This is big refreshment, simple and comprehensive analysis tool. I would like to recommend it to everyone. The IOM checklist takes us through an analysis and makes the whole process very simple to apply".

„We have not yet dealt with the analysis of the organization and this will be for us an important document. At the first upcoming meeting with a wider range of members we will present this model and together try to fix and improve everything that is possible. This is as a blood test of an organization ".

"This is an excellent guide through questions to see the positive and negative aspects in the organization and around it. Although we have really good results, this model indicates room for improvements which we were not previously aware of."

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Individual work and work in pairs IOM analyses of the own organisations

The framework for the assessment of transparency and accountability

In particular, participannts analyzed the aspects of transparency and accountability, both at the internal and external elements of the IOM, and the emphasis is placed on aspects of action described below:

Whether the organisation:
- presents its results to the public and its transparency is visible through the availability of financial and program reports and information?
- is accountable in their actions to the members, beneficiaries, funders, the public and other stakeholders and ensure their participation in the planning processes and evaluation of the achievements?
- has a positive "image" in public?
- owns the website and has established a system of representation of program and financial information and reports on the website?
- establishes a system of internal financial control?
- has developed a monitoring and evaluation system?
- receives positive feedback from their beneficiaries / partners and other stakeholders with expressed satisfaction with the level of professionalism and responsibility that organization demonstrates?

Every action / strategy to be undertaken must be based on objective, comprehensive and reliable analysis of the current situation, as well as creative reviewing not only desirable but also possible future conditions.

Given the specificity of the basic issues of analysis to enhance the transparency and accountability of the organization, all the participants of the training / consultation have defined two to three key actions, determine deadlines and persons responsible for the implementation of the action which should contribute to greater transparency and accountability of CSOs they represent.

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• Summary of concrete action plans of CSOs

The following are typical statements/ concrete actions of 26 CSOs (participating at the training) aiming at improvements of the accountability and transparency:

- *Responsible actions towards beneficiaries and the community through the preparation and publication of a Newsletter with information about the organization's activities and plans.*

- *Creation of a website of association which in addition to other documents would present a financial report of organisation.*

- *Conduction of a survey once a year in order to assess the needs of beneficiaries and other local stakeholders who are essential for the work and activities of the association.*

- *Preparation of relevant press releases for activities relevant to the work of Association.*

- *Organization of round tables on a specific topic to ensure visibility of organisation's actions and participation of wider community.*

- *Preparation of periodic reports to the board of directors on the results, and complete financial and narrative reports to the assembly of association once a year with ensured invitation of the media and presentation of the key annual achievements and upcoming plans to the public.*

- *Advertise actions of association on the radio in order to ensure greater transparency, and animate a larger number of volunteers to take part in the actions of the association.*

- *Organise an event involving present, potential donors and the municipal authorities, accompanied by a presentation of the results of work and plans for the future.*

- *Preparation of a strategic plan for the association for the next three years in the participative manner involving beneficiaries and other target groups.*

- *Involve beneficiaries and all those with whom we cooperate in the evaluation of our project/s and provision of recommendations for further work.*

- *Make motivating videos to present success stories and encourage young people to be more proactive in their professional life.*

- *Develop an appropriate approach in the presentation of the organization to the local community, the private sector and the public.*

- *The publication of the balance sheet and income statement on the website of association.*

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- *Preparation of the annual review of the most important results of the association, which would include financial information and sources of funding.*

- *Establish a system of regular monitoring by the management structure.*

- *Organise an assembly meeting and present the inputs on IOM and how to run an organization. Each member of the assembly and members of the board together with the president of the assembly and board should be accountable for their action not only within the organization but also in the environment in which we operate.*

- *Responsibly and publicly rise issues of interest to the community, initiate projects to raise awareness of accountability in the community and to the community, but also to yourself.*

- *The online survey for our members and all those that our work is influencing with closed questionnaire / survey aimed at determining what is important for our target groups.*

- *Appropriate presentation and promotion of important events and actions through social networks. Creation of the Facebook page of association.*

- *Presentation of the organization and its results of the e-bulletin at least once in 6 months.*

- *Make a list of all relevant actors and annually send a short information about the work of the association and an invitation to follow us on our Facebook page.*

- *Establish a system for monitoring and evaluation within the organization in order to first improve internal transparency and accountability.*

PROPOSALS FOR THE ADDITIONAL TECHNICAL SUPPORT BY TACSO

Plenary discussion as one of the needs assesment instruments, which TASCO use to design its future intervention support, was used during the training. The following are suggestions of participants for technical assistance of TACSO project for their organizational development, with emphasis on improving the accountability and transparency of CSOs in BiH:

- Education for presentation of CSO actions on social networks.
- Education on legislation, the exemptions for donations, sponsorships and the like.
- Provide joint training of CSOs and local governments focused on transparent and high-quality support.
- Direct online consulting support of TACSO in the process of organizational development.
- Training on the operation of the association - a legal and financial framework.

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- The organization of round tables and conferences on the issue of increasing the transparency and accountability of civil society organizations in BiH.
- Regular information on published calls for project applications.
- Education for the preparation of projects for EU funds.
- Education in the field of fundraising.
- Consultations and training in the area of project management with focus on fundrising.
- Providing long-term sustainability through a variety of funding sources.
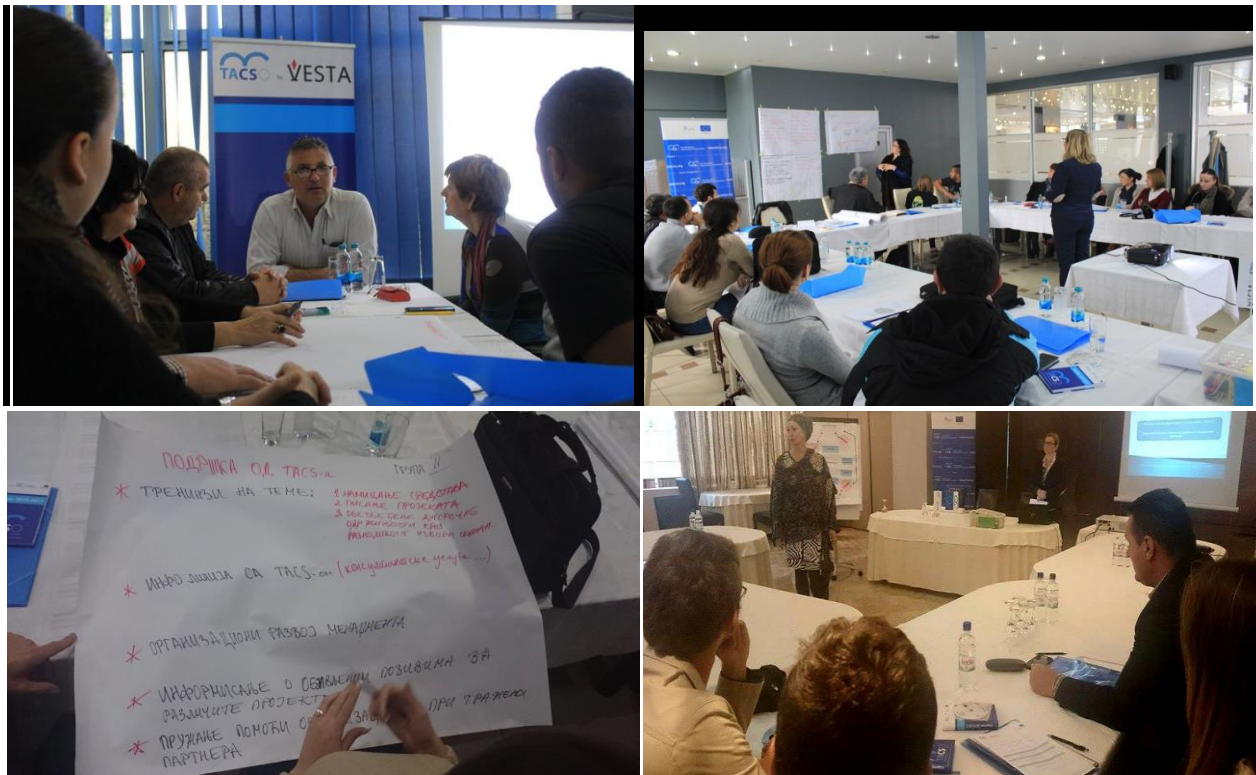
Plenary discussion – needs assessment for technical assistance of TACSO

ANNEX 1

TRAINING AGENDA

A G E N D A

Training
Organizational development with focus on accountability and transparency

9.00 – 09:45	**Welcome**. Introduction and initial plenary session – understanding of the term the transparency and accountability	Plenary and individually
09:45 – 10:30	**Integrated organisational model**	Presentation
10:30-11:00	Break for refreshment	
11:00-12:30	**IOM model and IOM check list /analyse on the model of own organisation by each participating CSO**	Work in pairs, direct consultations
12:30-13:30	Lunch break	
13:30-15:15	**Planning of the priority actions focused on enhancing the transparency and accountability**	Work in pairs, direct consultations
15:15-15:45	Break for refreshment	
15:45-16:45	Identified priority actions; **Need assessment of further technical assistance to be provided by TACSO**	Presentation and work in groups
16:45 – 17:00	Training evaluation	Individual questionnaires

ANNEX 2

EVALUATION REPORT

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RESULTS OF THE SUMMARY EVALUATION OF THE TRAININGS BY THE PARTICIPANTS
"Organisational development with focus at "Organizational development with focus on accountability and transparency"

The summary evaluation of the trainings includes the results of the analysis of the evaluation based on the individual questionnaires filled out by the training participants at all 4 trainings/consultations sessions. Evaluation questionnaires are filled out by 43 participants, 42 from 26 OCD and 1 representative from the Municipality Zvornik in charge for the work with CSOs.

1. **Time schedule – assessment of length of the training**
❐ Far too long 0
❐ Too long 0
❐ **Just right** **41**
❐ Too short 1
❐ Far too short 0
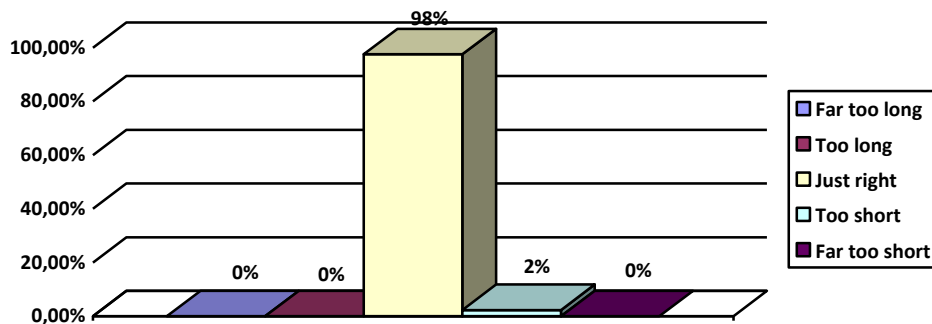
Graph 1: Time schedule

As can be seen from the chart, far the highest percentage, 98%, belongs to those who have said that the duration of training is just right, 2% of them suggested that it is too short, there was no evaluation that assessed time schedule as too long, far too long and far too short.

2. **Assessment of the balance between theory and practice**
❐ Too much theory 2
❐ **Just right** **38**
❐ Too much practice 2
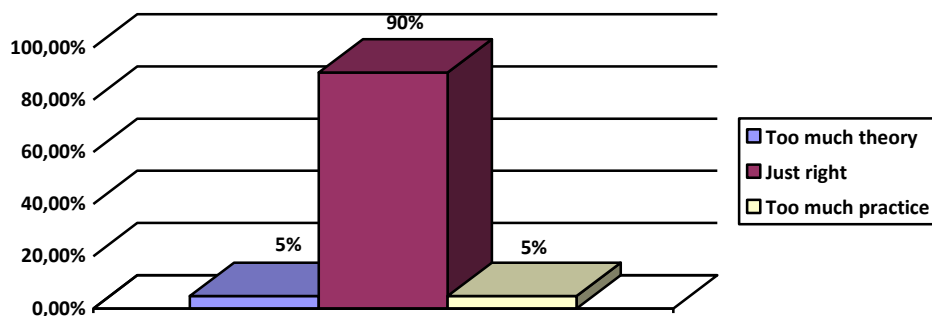
Graph 2: Balance between theory and practice

Chart shows that even 90% of the participants the balance between theoretical and practical part considered appropriate, a small percentage, 5% said that the training included too much theory and not and 5% participant evaluated that the training anticipated too much of the practical work.

3.   Assessment of the expectation met

❒	Completely	26
❒	Largely	13
❒	Partly	3
❒	To some degree	0
❒	Not at all	0
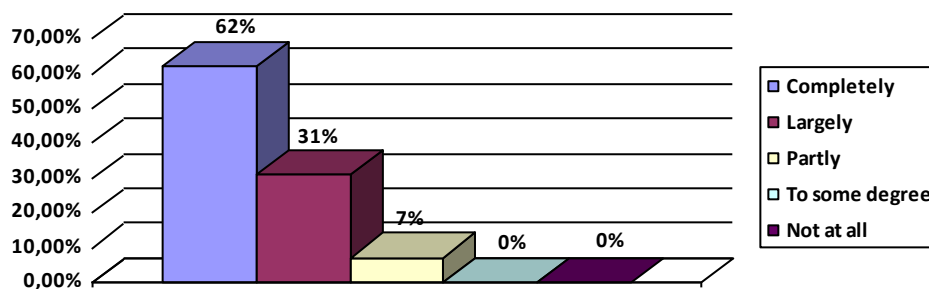
Graph3: Expectations met

The present graph shows that for the most part the expectations of the participants are met. Specifically, 93% of participants' expectations were met completely or largely , while 7% of them said that their expectations are met partly. The analysis also indicates that there were no participants whose expectations are met only to some degree or not at all.

4.   Evaluation of the prepared and disseminated training material, in terms of its content usability for further work (where 1 – represents the lowest and 5 represents the highest grade)

1	2	3	4	5
	1		6	35
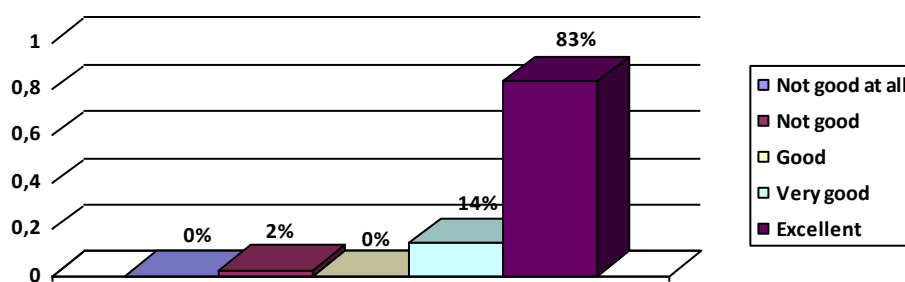
Graph 4: Usefulness of the training material

Based on the results of the analysis, presented according to the above chart, one can notice that even 83% of the participants the content usability of the training material, for their further studding and future work, awarded with grade excellent (5). 14% of participants assessed the usability of the prepared material with grade 4 (very good), while none of the participants did not mark the usability of the prepared and disseminated material with the good (3), and bad (1) grade while 2% of participants marked the material as satisfactory (2). Training package distributed to the participants included the following material: TACSO OD manual made, TACSO by VESTA ppt presentation and the check list.

5.   Evaluation of the trainers' performance

❐ **Professional and motivating   42**
❐ Satisfactory   0
❐ Not satisfactory   0
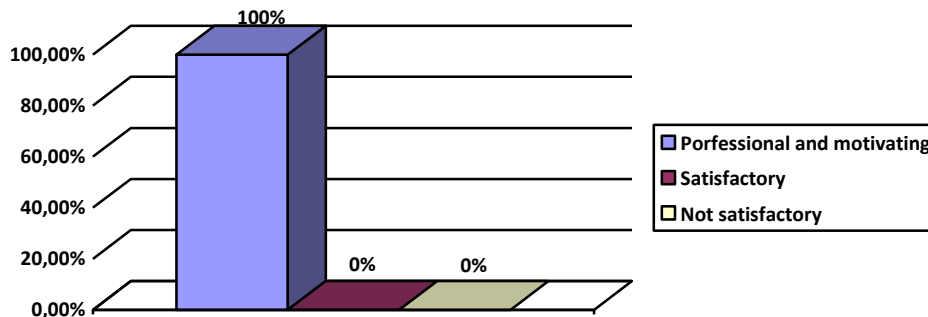
Graph 5. Evaluation of the trainers' performance

The analysis shows that of the total number of participants as many as 100% said that the work of trainer was professional and motivating.

6.   The satisfaction of the participants methods used during the training

Methods used during the training	Exceptionally satisfied	Satisfied	Not satisfied
Presentation of the theoretical inputs	31	11	0
Work in the pairs	32	9	1
Response to the questions of the participant by trainer /consultant	34	8	0
Panel discussion on key topics of the training	26	16	0
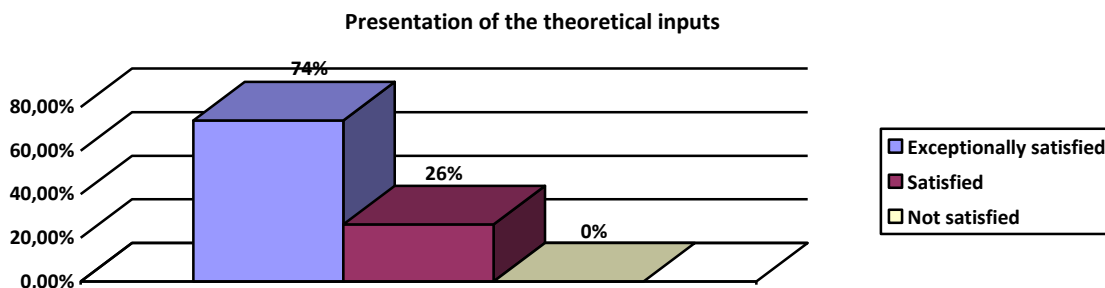
Graph 6. Evaluation of the theoretical inputs

Trainer resposnse to the questions of participants
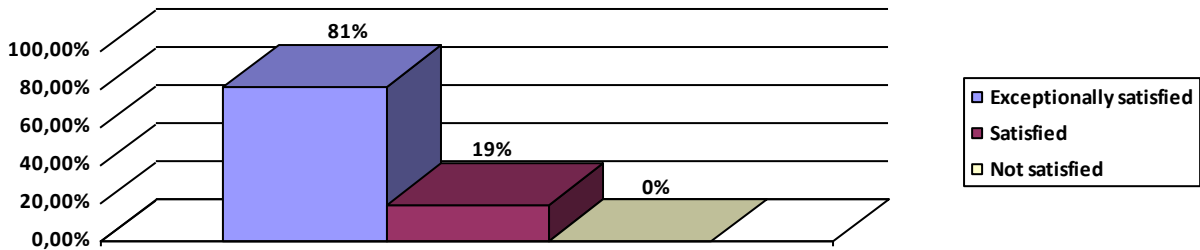
Graph 7. Evaluation of the trainer response

Discussion about the key aspects of the training/coaching
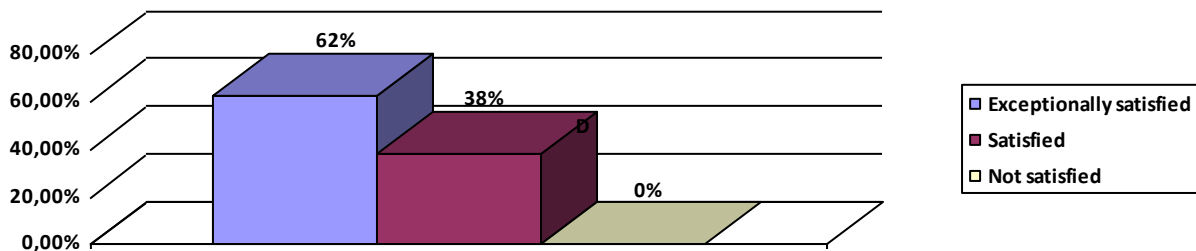
Graph 8. Evaluation of the discussion about the key topics

Based on the table above, it is evident that the approach to training and selection of methods used was optimal because 100% of the participants confirmed that they are exceptionally satisfied or satisfied with the choice and combination of methods.

7. Assessment of the usefulness of the training

❏	**Very useful**	**35**
❏	Useful	6
❏	Of some use	1
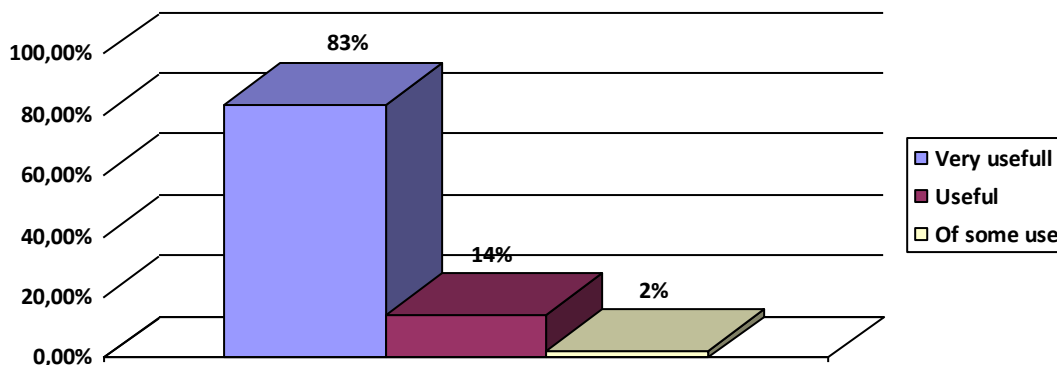
Graph 9. Evaluation of the usefulness of the training

Chart shows that a large number of the participants, usefulness of training considered very high. More specifically, 83% of them said they find it very useful, 14% said it was useful, and 2% went to those who marked the option of limited use.

Statements of the trainees about the most useful topics for their future work:

- IOM checklist and evaluation of own organization together with other members.

- I think the whole training was very useful and I'll certainly apply what I've learned in this training in my organization.

- I think that everything we've been through in training is of great importance.

- Knowledge of the IOM checklist provides a better insight into the benefits and shortcomings of the organization that need to be improved.

- In all areas of work.

- It will help me to transparently and efficiently run organization

- It opens horizons.

- Knowledge of ways of looking at the possibilities for the scheme set input / output – when everything becomes much clearer.

- More responsive and transparent management organization.

- More responsible management of the association.

- Action Plan for the organization.

- The knowledge and the possibility of further support TASCO VESTA.

- The results obtained during the training are instructions for further work.

- I will do my work in more responsible manner then before.

- Acquisition of new partners and improving knowledge about the significance of the role of the media.

- Identification of problems in the particular case of the organization.

- The knowledge gained will help us redesign the organization's goals, in order to better manage.

- I think that everything was useful.

- Planning Action Plan related to the enhancing accountability and transparency.

- IOM and checklist (the same answers was given by 8 participants)

- The definition of "transparency".

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- We examined the shortcomings in the organization that hamper development and progress and have received guidelines to overcome the problems.

- Everything that was presented during the training.

- Gained knowledge about the IOM and a better understanding of transparency, accountability and efficiency.

- Clarifications given in the absence of developed goals and how to address the identified deficiencies.

- Better managing of the organization and its work.

- Transparency.

- Practical examples.

- Developed Action Plan.

- Given explanation on how to well run and use the resources and potentials of the organization.

- All of great benefit, in all areas of our work.

- Improvements to be made in the organization.

- Prepared a plan of action to improve the work of the association.

8. Assessment of the achievements in relation to the expected results

	Very satisfied	Satisfied	To some extent
... adopted knowledge of integrated organizational model	**30**	11	1
... acquired knowledge about internal and external factors and actors relevant for the organizational development	**25**	17	
...increased competencies in understanding and analysis of the accountability, transparency and effectiveness	**27**	14	1
...obtained knowledge and skills of recognizing and applying the models for assessment of own organization and improvements of its performances	**28**	13	1

Having reviewed the evaluation of achievements by the participants one can see that the dominant percentage of 98% -100% is in the spectrum of those who are very satisfied and satisfied with the gained knowledge and skills. This indicator points to the fact that the training and direct consultations responded to the objectives of training and expectations and needs of the participants.

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9. Assessment of the further training needs of participants related to the enhancement of the transparency, accountability and effectives /2 of the 4 given options could be chosen.

❒ **Financial management, fundraising and transparent reporting**   **37**
❒ Monitoring and evaluation of the program   12
❒ Human resource management   14
❒ Participative strategic planning   18
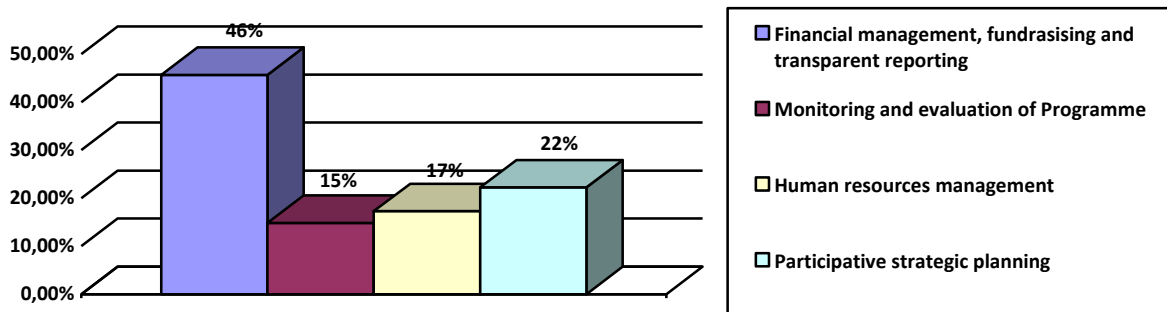
Graph 10. NA for further TACSO support

Significantly, the highest percentage of 46% recognized training "Financial Management, fundraising and transparent reporting" as a priority.

10. Assesment of the logistical support to the training
❒ **Excellent**   **35**
❒ Very good   5
❒ Good   2
❒ Not good   0
❒ Not good at all   0

Graph 11. Evaluation of the logistical aspect of the training

The major percentage of 83% awarded an excellent rating to all aspects of logistic support, while 12% rated the logistical support a very good grade, and 5% as good. There were no participants who logistical aspects of the organization of training evaluated as not good and not good at all.

11. Overall impression about the training:

- Very useful training. It would be desirable to last longer in order to cover more segments of work for specific CSO.
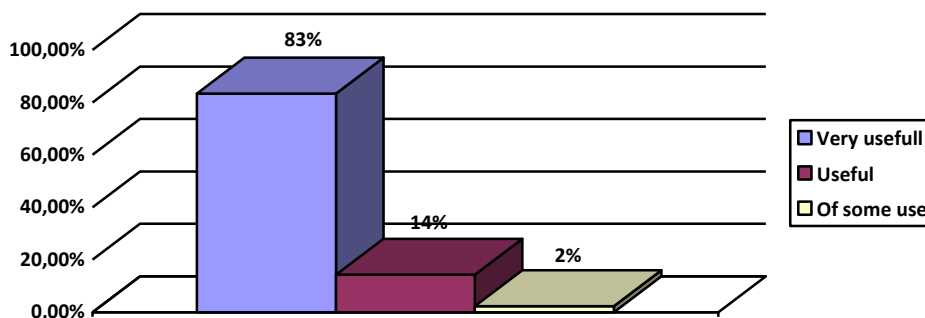- The training was useful, and as for trainer and technical support it was excellent. I will be glad to participate in yours trainings again.
- Training was very good with a lot of practical work.
- High quality training with quality materials that will surely be helpful in further work and development of the organization.
- Very successful training and all praise for TASCO VESTA.
- I am grateful to this extraordinary training.
- Excellent!
- Excellent impression.
- Excellent impression, thank you very much.
- This is the first time that my expectations at the training are met, even more than expected.
- 5 Excellent!
- Top!
- An excellent and very helpful.
- I think the training was very good and helped me to see the problems that previously I did not realize.
- Extremely, extremely well done.
- It will definitely help me in the future.
- Thank you for your visit to our town, it was great.
- Interesting and new experience, all positive!
- Excellent.
- Excellent training.
- More than satisfied.
- A very useful training (4 answers).
- The training was excellent and acquired knowledge practically applicable.
- Very good!
- Excellent.
- All praise for the TASCO and TACSO VESTA!
- Everything was great. : D
- Very satisfied and enriched with knowledge about the aspects of work essential for the management of the organization.
- Well organized, all the praise!
- All of the highest marks.
- I look forward to our next meeting as soon as possible.

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- Excellent in every aspect of the work!
- Training fulfilled my expectations, in the future hope to have more of these kinds of events.
- Excellent training and an excellent trainer.
- Extra good.
- Thank you for organizing this training. This is rarely an offer, and it's free. There is a great need to organize long-term training for representatives of civil society in this area. Thank you.
- Excellent.
- Professionally done theoretical and practical part.

ANNEX 3

IOM CHECK LIST - Working material for the participants

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IOM CHECKLIST (Source: MDF Training and Consultancy, The Netherslands)
link: http://www.toolkitsportdevelopment.org/html/resources/B6/B6AF0BA0-D837-427A-A353-B19034F8B299/13%20Organisation%20Assessment%20-%20IOM%20checklist

Relevant questions need to be selected and adapted based on the organisation and the basic qustions concerned.

ASPECTS OF ANALYSE	Positve +	+/-	Problem -
01.0 MISSION			
01.1 Is the mission clearly formulated?			
01.2 Is the mission relevant to the situation of the beneficiaries?			
01.3 Is the mission understood & accepted by stakeholders?			
01.4 Is the mission clearly supported by the staff & management?			
01.5 Is the mission adequately translated into long term objectives?			
01.6 Is the organisation legally registered?			
01.7 Does the organisation have a clear constitution?			
02.0 OUTPUTS			
02.1 Does the organisation offer a relevant range of products/services?			
02.2 Do the products and services adequately address the needs of the target groups?			
02.3 Are the existing products/services in line with the mission and long term objectives?			
02.4 Do products/services adequately address the different gender roles and positions of the target group?			
02.5 Is there sufficient demand for these products/services?			
02.6 Does the organisation deliver a substantial volume of outputs?			
02.7 Can the organisation meet the demand for its products/services?			
03.0 INPUTS			
03.1 Is there a sufficient number of staff?			
03.2 Is there sufficient skilled staff?			
03.3 Are premises and equipment adequate?			
03.4 Is the location of the premises adequate?			
03.5 Are offices and equipment adequate?			
03.6 Are supplies of sufficient quality?			
03.7 Are services of third parties adequate (water, electricity, accountancy, etc.)			
03.8 Are financial means adequate?			
03.9 Is the organisation able to fulfil its short-term debts?			
03.10 Are there major financial risks and are they covered?			
03.11 Is there sufficient access to necessary information?			
03.12 Are inputs adequately utilised considering the volume and quality of outputs?			

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04.0 ACTORS			
04.1 Is the target group satisfied with the quality of products and services delivered?			
04.2 Is the target group satisfied with the volume of products and services delivered			
04.3 Is the organisation satisfied with the relations with financiers/donors?			
04.4 Are the financiers/donors satisfied with the results?			
04.5 Are relations with other agencies adequate?			
04.6 Has the organisation adequate relations with policy makers in the region and country?			
04.7 Has the organisation a good public image?			
05.0 FACTORS			
05.1 Is the socio-economic situation conducive to the performance of the organisation?			
05.2 Is the legal framework conducive to performance?			
05.3 Are socio-cultural norms and values among the target group and in society conducive to performance?			
05.4 Is the physical environment (climate, infrastructure) conducive?			
05.5 Is the political climate conducive?			
06.0 STRATEGY			
06.1 Is the strategy in line with the mission?			
06.2 Is the strategy clear and realistic?			
06.3 Is the strategy translated in a clear, realistic annual plan?			
06.4 Is the annual plan regularly monitored and adapted?			
06.5 Did the organisation realise earlier annual plans and budgets?			
06.6 Is there a clear and effective work planning?			
06.7 Is the plan of work monitored?			
06.8 Is the staff adequately involved in planning and monitoring?			
06.9 Do strategies and plans address gender differences among the staff and target groups?			
07.0 STRUCTURE			
07.1 Is the decision making structure based upon a clear division of responsibility?			
07.2 Is the division of tasks and responsibilities clear and understood by the staff?			
07.3 Is there a logical division in departments and units?			
07.4 Is the logistical support adequately arranged?			
07.5 Is there sufficient co-ordination between departments/units?			
07.6 Is there sufficient communication between management levels?			
07.7 Is there an adequate balance in the position of men and women in different units and levels?			

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08.0 SYSTEMS AND PROCESSES			
08.1 Are financial/administrative procedures adequate?			
08.2 Does the organisation adhere to its procedures?			
08.3 Are working methods/approaches adequate?			
08.4 Are working methods/approaches followed by the staff?			
08.5 Is there an adequate planning system?			
08.6 Is there a good system for monitoring and evaluation?			
08.7 Are realistic monitoring indicators developed?			
08.8 Is there sufficient attention to quality control?			
08.9 Is sufficient information about performance easily available?			
08.10 Is there an adequate reporting system (financially, non-financially)?			
08.11 Is there a positive audit report on the last year?			
08.12 Are recommendations of the auditor being implemented?			
09.0 STAFF			
09.1 Is staff performance adequate, considering the circumstances?			
09.2 Are the staff salaries and secondary benefits adequate?			
09.3 Is the performance of staff reviewed periodically?			
09.4 Is performance adequately linked to salaries and benefits?			
09.5 Are recruitment procedures adequate?			
09.6 Is the staff turnover within normal limits?			
09.7 Is the staff adequately utilised?			
09.8 Are there adequate staff development activities?			
09.9 Do the staffs have sufficient career perspectives?			
09.10 Does the staff policy adequately address gender differences?			
10.0 MANAGEMENT STYLE			
10.1 Is concern of management adequately divided over internal and external relations?			
10.2 Is attention of management adequately divided over quality and volume of outputs?			
10.3 Is concern of management adequately divided over people and means?			
10.4 Is concern of management adequately divided over relations with staff and task performance?			
10.5 Is there adequate balance between giving responsibilities and control?			
10.6 Are decisions taken in time?			
10.7 Is staff adequately involved in decision making?			
10.8 Is the staff adequately informed on decisions?			

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11.0 CULTURE			
11.1 Is there an adequate balance between hierarchy and participation?			
11.2 Is there an adequate balance between attention to performance and concern for people?			
11.3 Is there an adequate balance between short and long-term thinking?			
11.4 Is there an adequate balance between risk taking and risk reduction?			
11.5 Is there an adequate balance between individual responsibility and team spirit?			
11.6 Is adequate attention paid to accountability and transparency?			
11.7 Is there adequate attention to inequalities (gender differences & minority groups)?			
11.8 Is the organisation willing to learn from its past mistakes?			

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ANNEX 4

REVIEW OF THE MEDIA COVERAGE

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Media coverage about the event includes 7 articles / reports and is available on the following links of local Internet portals:

http://bih.banke-biznis.com/vijesti/bih/item/10988-tacso-bih-organizovao-a-implementira-tacso-vesta-u-visokom

http://www.visoko.co.ba/tacso-2-organizacioni-razvoj-sa-fokusom-na-odgovorno-i-transparetno-upravljanje/

http://vipromo.ba/trening-tasco-u-visokom/

http://www.palelive.com/zvornik/tehnicka-podrska-organizacijama-civilnog-drustva

http://www.zvornikdanas.com/2015/12/trening-za-organizacije-civilnog-drustva/

and TV station TV Vi-net

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