

CSO GOVERNANCE COMMUNITY OF PRACTICE REGIONAL MEETING

**Supporting CSOs in defining organizational structures &
creating internal operating procedures and policy documents**

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Internal policies and operating procedures

Group discussion

- Can you describe the situation about the policies and procedures in your organizations/organizations you work with: development and implementation.
- Lessons learnt and good practices about the development and implementation of policies and procedures.

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Internal operating policies and procedures in Albanian CSOs

Regarding the actual situation:

- In general, CSOs are not very much aware of the importance of policies and procedures. **Need for awareness raising and skills development so they can improve them themselves as needed.**
- They either have policies and procedures relating to main areas of organizational activity (human resources; office administration) or lack them at all.
- Few CSOs have developed policies and procedures relating to specific aspects of the organizational activity such as public relations, fundraising, gender equality, human rights-based approach, monitoring and evaluation, risk management, quality management, etc. **Need to support CSOs to develop policies and procedures that are useful to them.**
- Most of CSOs lack Board Bylaws which regulate the Board activity, mainly assuming that the statute provides the necessary regulation. **We did talk about this yesterday.**

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Since CSOs are generally small organizations with limited human and financial resources, rarely they have the development of the policies and procedures as their priority.

Support should increase their understanding that policies and procedures are necessary, regardless how small the organization is. Staff should develop the capacity to formulate policies and procedures.

SO 3.8. CSOs have effective, empowered, and developed human resources.

Indicator 3.8.a: Proportion of CSOs that employ staff.

- 55% of the organizations fall into the category of having employed 1-5 staff.
- 13% of CSOs reported they had no paid staff at all in 2021.

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Internal operating policies and procedures in Albanian CSOs:

Regarding the actual situation:

- CSOs have mainly developed internal operating policies and procedures in the frame of their collaboration/interaction with the donors. **However, the relating donor requirements have a positive impact on the organizational development of the beneficiaries.**
- Policies and procedures in CSOs are mainly formal documents to be shown to potential donors rather than documents that regulate the everyday activity of the organization. **Support should focus on implementation of policies and procedures through follow on mentoring. Also how to implement them, by developing the relating skills.**

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Findings of the EU Civil Society Guidelines/Country Analysis Albania (24/4/2023) relating to the Specific Objective 3 (CSO capacity and resilience to carry out their activities effectively are reinforced).

- SO 3.1. CSOs' internal governance structures follow the principles of good governance. **(we talked yesterday)**
- SO 3.4. CSOs monitor and evaluate the results and impact of their work.
- SO 3.8. CSOs have effective, empowered, and developed human resources.

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Few CSOs have developed policy and procedures relating to monitoring and evaluation, including monitoring and evaluation of projects as well as programs. **Support should focus especially on monitoring the implementation of strategic plans.**

SO 3.4. CSOs monitor and evaluate the results and impact of their work.

Indicator 3.4.a: Proportion of CSOs that have carried out an evaluation of their work in the last year.

- 64% of CSOs responded that monitoring and evaluation on the project level were more common. This was primarily due to donor requirements.
- 44% said that monitoring and evaluation were carried out on internal processes.

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Few CSOs have developed the complete set of the human resources policies and procedures.

Development of the full set of HR p&p and how to properly follow them so they are useful to the organization.

SO 3.8. CSOs have effective, empowered, and developed human resources. Indicator 3.8.b: Proportion of CSOs that have organisational human resources policies.

- Only 2% of the CSOs said they had developed all 9 types of human resources policies.
- About 24% said they had developed one or two human resources policies.

Indicator 3.8.d: Proportion of CSOs that have organisational policies encouraging the recruitment of a diverse workforce.

- 33% of CSOs have a recruitment policy.
- 37% of the CSOs said they had a diversity, equality, and inclusion policy.
- At the same time, 25% of respondents affirmed that they had adopted both of the required policies, the recruitment, and the diversity, equality, and inclusion policies.

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Supporting CSO for the development of the internal operating policies and procedures

Regarding the content of policies and procedures manual:

- Difference between NPO sector and other sectors (business and public administration) regarding policies and internal operating procedures.
- Establishing the capacity relating the internal policies and operating procedures is essential for the effectiveness and efficiency of CSOs.
- Policies and procedures is a main area of NPO organizational development in addition to other areas such as: Organizational Structure and Board Bylaws; Financial Management; Strategic Planning; Fundraising; Public Relations; Advocacy; and Project Development.
- CSOs should have policies and procedures that are in accordance with their level of development.

ORGANIZATIONAL STRUCTURES & INTERNAL OPERATING POLICIES AND PROCEDURES

Supporting CSO for the development of the internal operating policies and procedures

Regarding the process/methods:

- Support for the CSOs regarding useful internal policies and procedures is based on organizational assessment.
- Technical assistance/mentoring for the development of policies and procedures follows training on NPO policies and procedures.
 - Using networks to support members in the development of policies and procedures.
 - Including training, technical assistance and mentoring for CSO project beneficiaries, also including beneficiaries of the financial support for third parties.
- Participation of key staff and Board/Assembly in training and technical assistance is essential to equip CSOs with policies and procedures they need.
- Follow up; Mentoring CSOs to properly implement policies and procedures.

Thank You!

