

# **Self-Assessment Framework of the Code of Standards for NPOs**

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# INTRODUCTION

The Self-Assessment Framework of the Code of Standards for NPOs (CS) in Albania is the basic document on which the assessment of the fulfilment of the membership criteria in the CS will be based.

The framework is organised into three chapters. Chapter I, Guiding Principles of the Code of Standards, introduces us to the 4 principles that guide CS members throughout their activity, along with a list of mechanisms and organisational practices in meeting the principles. The suggested practices aim at introducing the applicant organisations to the basic principles requirements in the framework of CS membership, developed in more detail throughout the second part of the Framework.

Chapter II, Commitments, constitutes the core of this self-assessment framework that the applicant organisation will need to complete in order to assess the level of compliance with CS standards. It presents a set of verifiable indicators, in compliance with the 7 commitments of the Code, as well as a list of evidence of compliance with the indicators. Indicators and evidence are classified as mandatory and preferable. Mandatory indicators constitute the basic minimum requirements for membership in the Code, while preferred indicators refer to a higher level of meeting the standards of the Code. The applicant organisation will have to meet at least 40% of the mandatory indicators for each commitment to be able to join the Code of Standards.

Chapter III, Feedback, introduces and addresses a new practice of feedback for each of the commitments undertaken in fulfilment of the Code's standards. The introduction of this organisational practice aims to foster a comprehensive decision-making and to improve the impact of the organisation's activity in the future, based on the gathered feedback, recommendations and suggestions. Although the Receiving Feedback mechanism is part of the Self-Assessment Framework, its performance is not included in the calculation percentage of the assessment for membership to the Code of Standards.

# PRINCIPLES OF THE CODE OF STANDARDS

Principle 1: The NPOs member of the CS, as a core value, shall respect the universal human rights and promote gender equality.

*"We demonstrate an organisational commitment in the protection and promotion of human rights and gender equality during the activity of the organisation and in our internal operations. Through our initiatives, we contribute to create opportunities for equal rights."*

## **Suggested organisational practices and mechanisms:**

- ✓ policies, manuals or guiding documents that testify and commit NPOs Code members in respecting human rights and promoting gender equality, emphasising that these rights belong to every person regardless of race, religion, ethnicity, skills, gender, sexual orientation, socio-economic status, etc;
- ✓ commitments expressed in the organisation's statute, mission, vision or internal policies towards protecting its beneficiaries and staff from discrimination;
- ✓ involvement and / or membership in initiatives that demonstrate the active promotion of human rights by members of the CS over the past three years;
- ✓ project proposals, events, reports etc. that evidence direct or linked goals on human rights respect and promotion of gender equality, as well as a programmatic approach based on human rights and gender equality over the last three years;
- ✓ dedicated employees or potential structure within the organisational organic structure, engaged in the implementation of the principle;
- ✓ organisation potential media engagements on the protection of human rights and promotion of gender equality.

# PRINCIPLES OF THE CODE OF STANDARDS

Principle 2: The NPOs member of the CS, shall promote and fight for justice and equality.

*"We demonstrate organisational commitment to justice and equality in our internal operations. Through our initiatives, we contribute to the promotion and advocacy for justice and equality."*

## **Suggested organisational practices and mechanisms:**

- ✓ policies, manuals or other internal documents that commit member organisations towards justice and equality;
- ✓ commitments expressed in the statute, mission, vision or internal policies of the organisation to protect stakeholders <sup>1</sup> and its employees from discrimination, violence or intimidation, etc. relevant to the context;
- ✓ involvement and / or membership in initiatives over the last three years, which actively demonstrate the promotion of tolerance;
- ✓ project proposals, events, reports, etc. that evidence accurate information or advocacy campaigns supported / implemented by organisations that promote diversity, justice, tolerance, equality, human rights, etc. over the past three years;
- ✓ undertaking advocacy initiatives for justice and equality.

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<sup>1</sup> In this document the term stakeholders will mean beneficiaries organisations, supporters, donor community, partners from other sectors and public institutions

# PRINCIPLES OF THE CODE OF STANDARDS

Principle 3: The NPOs member of the CS, shall encourage, in all aspects of their work, the active participation of interested citizens and local communities.

*"We have approved mechanisms and effective tools for our stakeholders to contribute with ideas, express their interests, priorities and opinions. In our initiatives, stakeholders are actively involved in context analysis, strategic planning, implementation, monitoring and evaluation of our programming."*

## **Suggested organisational practices and mechanisms:**

- ✓ policies, guides or other documents on the gathering, analysis and use of received feedback;
- ✓ tools, mechanisms or procedures that enable the filing of complaints and the anonymous delivery of opinions, interests, etc. from stakeholders and beyond to the organisation;
- ✓ employee engaged in collecting and responding to feedback received;
- ✓ documentation on periodic meetings with stakeholders or on observations / surveys conducted with stakeholders;
- ✓ collecting and obtaining public opinion on the activity of the organisation and actions taken against the results of the opinion;
- ✓ established and monitored procedures for involvement in the design, implementation and evaluation of strategic plans of the organisation stakeholders;
- ✓ supporting documentation from stakeholders and beneficiaries on various initiatives;
- ✓ evaluation reports, that evidence stakeholders involvement

## PRINCIPLES OF THE CODE OF STANDARDS

Principle 4: The NPOs member of the CS, shall take care of the environment and its sustainable development.

*"We are committed as an organisation to protect the environment and promoting environmental sustainability development practices in our internal operations."*

### **Suggested organisational practices and mechanisms:**

- ✓ policies, guides or other internal documents that commit the organisation in environmentally friendly management of resources, during its internal activity and work in the community;
- ✓ involvement and/or membership in initiatives that demonstrate the organisation's commitment towards environmental sustainability.

# COMMITMENTS OF THE CODE OF STANDARDS

## Instructions for completing the Framework

- ✓ For each available evidence, please tick the box next to it, in the session **“Verification Documents / Evidence”**, and at the same time writing the name of the document that proves the fulfilment of the indicator (evidence) as well as the specific sub-article / article in which the fulfilment of indicators is addressed (exp.  on Personnel Policy Manual, article 2 “Protection of Universal Rights”);
- ✓ **Evidence documents** will be attached to the completed Self-Assessment Framework, as part of the expression of interest for membership in the Code of Standards;
- ✓ Section **“Proposed actions for improvement”** will be completed by the Committee of Code of Standards and then sent to the organisation;
- ✓ Section **“Feedback Questions”**, if the applying organisation implements such practices, should be filled inside the question box or in an additional explanatory document, which will have to be attached to the application.

# COMMITMENT 1 : OPEN AND TRANSPARENT ORGANISATION

- A.** The NPOs members of the CS will share and make public information about their mission, the activity of organisations, the forms and ways of decision-making within the organisation, the resources and the impact of their work, whether negative or positive, in time, accurately, comprehensibly and easily accessible.
- B.** The NPOs members of the CS will be open to criticism about their work by creating spaces for constructive dialogue with parties that question their activity, in order to reach a shared understanding where possible.
- C.** The NPOs members of the CS will be open and accountable in working with public institutions, partners, donors and other stakeholders.
- D.** Reports on the annual activity and financial reports of the NPOs members of the CS will be public and available to the public and all stakeholders.

## STRUCTURES, PROCESSES AND POLICIES

### PROGRESS INDICATORS

1.1 We are an open organisation that provides tools and forms for people / public to engage in a constructive dialogue on our activity. We share all relevant information and reports on the activity and work of the organisation, sources of funding and impact of our activity, in an accurate, understandable and easily accessible way for all stakeholders.

**(mandatory to be completed)**

### VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- list of means used to make public the organisation's mission, vision, purpose and objectives, contact methods and location of the organisation or other information about the organization; (mandatory to be completed)
- the list of means used by the organisation for the dissemination of information and the publication of annual reports, for all stakeholders, along with relevant links in case of using online tools as a as well as the frequency of their dissemination; (mandatory to be completed)

### PROPOSED ACTIONS FOR IMPROVEMENT\*

Available evidences / supporting documents:

\*to be completed by the Code of Standards Committee

## PROGRESS INDICATORS

1.1 We are an open organisation that provides tools and forms for people / public to engage in a constructive dialogue on our activity. We share all relevant information and reports on the activity and work of the organisation, sources of funding and impact of our activity, in an accurate, understandable and easily accessible way for all stakeholders.

**(mandatory to be completed)**

## VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- links to online tools for publishing policies and manuals, evaluation reports and other statistically relevant data for the activity of the organisation; (preferable to be completed)
- documenting the ways/forms of how the organisation has managed the encountered problems and/or possible sufferings and how it learned from them; (preferable to be completed)
- documentation of feedback received and reporting of responses and/or actions taken; other efforts that demonstrate the promotion of transparency and learning from others; (preferable to be completed)
- publication of this self-assessment. (preferable to be completed)

## PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

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## PROGRESS INDICATORS

1.2 We have clear provisions in our internal policies and / or manuals on transparency towards beneficiaries, supporters and other stakeholders, which are constantly shared and implemented.

**(preferable to be completed)**

## VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- policies, procedures or guidelines that demonstrate the organisation's commitment to being open and transparent;
- a set of documented actions in case of non-compliance/inconsistency with the commitment made;
- involvement in initiatives that promote and encourage NPOs transparency.

## PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

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## FEEDBACK QUESTIONS<sup>3</sup>

How do you know if your stakeholders are satisfied with the access and quality of information provided about the organisation's work, funding sources and its impact, as well as the access you create to them to discuss and raise issues that affect the organisation's work?

<sup>3</sup> A set of questions, systems or practices formed in order to obtain the opinion, attitudes or perceptions of stakeholders about the work and impact of NPOs. This information is further used for a variety of purposes, including taking corrective action to improve performance. (ALNAP/ODI, Closing the Loop, 2014).

## COMMITMENT 2 : PARTNERSHIP-DRIVEN ORGANISATION

- A.** The NPOs members of the CS will identify organisations working towards achieving similar goals and will establish partnerships and collaborations, to fulfil at high levels, the common goals and further organisational strengthening.
- B.** The NPOs members of the CS will exchange information, data, resources and knowledge. Important decisions for the non-profit sector will be taken in an organised manner and when possible, collectively.
- C.** The NPOs members of the CS will provide assistance to other organisations, when asked and consider appropriate, in order to empower them and improve their performance in future work.
- D.** The NPOs members of the CS will not negate the work of the organisations or submit false or inaccurate statements to other organisations. CS members will recognize the contribution of other NPOs and the support given to the achievements of the sector.
- E.** The NPOs members of the CS will respect the independence, mission and activity of other organisations, members or not of the Code of Standards.

### STRUCTURES, PROCESSES AND POLICIES

#### PROGRESS INDICATORS

2.1 Our partnerships are based on the spirit of collaboration, fairness, mutual support and joint impact.

**(mandatory to be completed)**

#### VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- Documents of established networks or coalitions, joint initiatives implementation, or projects implemented in partnership with other organisations; (mandatory to be completed)
- documented examples of shared resources/information between partner NPOs; (preferable to be completed)
- parts of communications that positively present and promote other organisations; (preferable to be completed)
- impact assessment reports of partnerships with other organisations. (preferable to be completed)

#### PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

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## PROGRESS INDICATORS

2.2 We have mechanisms and processes in place to ensure effective communication, exchange of information, experiences, and mutual learning with partner organisations and other NPOs.

**(mandatory to be completed)**

2.3 We have clear guidelines and policies that guide us in achieving maximum impact on shared goals.

**(preferable to be completed)**

## VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

-statements, meeting minutes, notes, etc. of periodic/ ad hoc meetings and decision-making processes for joint initiatives. (mandatory to be completed)  
-tools and mechanisms that enable information, communication, information exchange, etc. (preferable to be completed)  
-documenting of conferences, exchange events and other activities. (preferable to be completed)

-policies, guidelines or other internal documents on partnership principles and mechanisms;  
-partnership/membership agreement;  
-policy for conflict management during the partnership.

## PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

## FEEDBACK QUESTIONS

How do you know all partners are satisfied with the partnerships' principles, values and approaches, and feel that the partnerships are fair and effective? How do you know all partners feel the collaboration strengthens organisations' efforts and impacts?

## COMMITMENT 3 : GOOD GOVERNANCE

- A.** The NPOs members of the CS will be governed with justice and responsibility by an independent, active and informed governing body.
- B.** The NPOs members of the CS will possess documents that clearly define the mission, vision, values of the organisation, general goals, program areas and governance and decision-making structure.
- C.** The NPOs members of the CS when appropriate, will periodically review the basic documents of the establishment and functioning of the governing structures in adaptation and fulfillment of their mission. Basic documents will include governance structures and procedures, relationship between the employees and governing bodies, and decision-making processes.
- D.** The independent governing body of each NPO, members of the CS will review and approve the organisation's annual budget, significant policies, key financial decisions, plans and programs of the organisation.
- E.** The NPOs members of the CS will adopt a policy to prevent and effectively manage conflict of interest situations.
- F.** The NPOs members of the CS will develop and implement policies that prohibit discrimination and promote gender equality as well as the participation of marginalised groups at all levels of the organisation.
- G.** The NPOs members of the CS will develop and implement policies that effectively prevent and administer sexual harassment, bullying and whistleblowing in case of corruption.

PROGRESS INDICATORS	STRUCTURES, PROCESSES AND POLICIES VERIFICATION DOCUMENTS / EVIDENCES	PROPOSED ACTIONS FOR IMPROVEMENT
<p>3.1 We have an effective governance structure that ensures independent and responsible leadership of our organisation, and which responds to a clear vision and mandate.</p> <p><b>(mandatory to be completed)</b></p>	<p><u>Possible evidences:</u></p> <ul style="list-style-type: none"> <li>- Documentation of the organisation's mission, vision, goals, program areas and governing structure (mandatory to be completed)</li> <li>- the terms of reference of the governing Board/Assembly of the organisation, provision of the Board/Assembly responsibilities according to the legal framework in force and beyond; (mandatory to be completed)</li> <li>- examples of minutes of meetings, communication, etc. that document the organisation's strategic and operational decision-making by the Board/Assembly and the responses/interventions of how the organisation acted in response; (mandatory to be completed)</li> <li>- documents that prove the involvement and/or support of the members of the Board/Assembly in advocacy initiatives or activities of the organisation. (preferable to completed)</li> </ul>	<p><u>Available evidences / supporting documents:</u></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>

## PROGRESS INDICATORS

3.2 We have clear processes that enable the active work of the governing body, its election, and governance framework review. **(mandatory to be completed)**

3.3 We have clear guidelines and policies that prohibit discrimination, sexual harassment, bullying, promote diversity and regulate whistle blowing in the event of corruption and how we deal with conflict of interests cases, money laundering and terrorist financing. **(mandatory to be completed)**

## VERIFICATION DOCUMENTS / EVIDENCES

### Possible evidences:

- documentation of good governance internal procedures, regulations or provisions guiding the replacement and recruiting of new members of the Board/Assembly; (mandatory to be completed)
- documentation of collaborative mechanisms between the head of the organisation and the Board/Assembly; (mandatory to be completed)
- provision of deadlines of the governance framework reviewing process. (preferable to be completed)
  
- policies, statements or guidelines that prohibit that prohibit discrimination, sexual harassment, bullying, promote diversity. ( mandatory to be completed)
- policies, statements or guidelines that regulate whistle blowing in the event of corruption ( mandatory to be completed)
- policies, statements or guidelines that prevent money laundering and terrorist financing. ( mandatory to be completed)
- policies, statements or guidelines that regulates how we deal with conflict of interests cases. ( mandatory to be completed)
- documentation of possible cases where the organisation has successfully promoted diversity/ dealt with conflict of interests in regard to political, economic and personal relations of the Board/Assembly and employees. (preferable to be completed)

## PROPOSED ACTIONS FOR IMPROVEMENT

### Available evidences / supporting documents:

## PROGRESS INDICATORS

3.4 We demonstrate organisational commitment to environmental protection and promoting the implementation of environmentally sustainable development practices in our internal operations.

**(mandatory to be completed)**

## VERIFICATION DOCUMENTS / EVIDENCES

- policies, statements, guidelines or other documents that commit the organisation in friendly management of the environment and resources, during its internal activity and work in the community; (mandatory to be completed)
- involvement and/or membership in initiatives that demonstrate your commitment to environmental care and sustainability. (preferable to be completed)

## PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

## FEEDBACK QUESTIONS

How do you know your employees and beneficiaries trust the governance structure of the organisation and believe its body is accountable for its performance and operations? How do you know your employees and beneficiaries are satisfied with the measures the organisation has taken to prohibit discrimination and promoting gender equality and participation of disadvantaged group within the organisations?

## COMMITMENT 4 : ORGANISATION INTEGRITY

- A.** The activity of NPOs members of the CS will be conducted with integrity and transparency. Organisations will publish and disseminate in full, openly and accurately, relevant information about their goals, programs, finances, activities, results, effectiveness, and governance.
- B.** The NPOs members of the CS will act according to the laws in force in the Republic of Albania.
- C.** The members of the CS will not allow any promotion or imposition of political parties or groups, nor will they influence the political beliefs towards others. Political beliefs must not interfere with the work of CS members.
- D.** The NPOs members of the CS will be independent in their work and will cooperate with state institutions, donors and other entities based on the principle of equality, in accordance with their statutory goals.

### STRUCTURES, PROCESSES AND POLICIES

#### PROGRESS INDICATORS

4.1 We have a management system that meets legal, structural and operational requirements that ensures transparent and responsible activity.

**(mandatory to be completed)**

#### VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- documentation proving that legislative and regulatory requirements on the organisation's activity, in accordance with the legal framework in force, have been fulfilled (including the possession of a license for organisations that provide licensed services); (mandatory to be completed)
- organisational organic structure; (mandatory to be completed)
- documents outlining the governance structure and how decisions are made; (mandatory to be completed)

#### PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

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## PROGRESS INDICATORS

4.1 We have a management system that meets legal, structural and operational requirements that ensures transparent and responsible activity.

**(mandatory to be completed)**

4.2 We have clear guidelines and policies that state the political impartiality and independence of the organisation's work.

**(mandatory to be completed)**

## VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- CV and professional evidence of employees qualifications for the job position (for professions that are required) / professional evidence for regulated professions; (preferable to be completed)
- professional and other evidence on the qualification and experience of employees; (preferable to be completed)
- links/ tools/ evidence of sharing or making public the above documents. (preferable to be completed)

- commitments expressed in the statute, or other internal or public documents that confirm that the organisation is politically impartial; (mandatory to be completed)
- policies to prevent and deal with conflicts of interests; (mandatory to be completed)
- undertaking/involvement in initiatives that promote and prove the political impartiality of the organisation and the independence of its work.(preferable to be completed)

## PROPOSED ACTIONS FOR IMPROVEMENT\*

Available evidences / supporting documents:

## FEEDBACK QUESTIONS

How do you know your stakeholders have trust in the organisation's integrity and commitment to political impartiality? How do you know that your stakeholders have trust in the organisation's ability to deal with cases of internal conflicts of interest?

## COMMITMENT 5 : ETHICAL FINANCE, FUNDRAISING AND MANAGING OF THE RESOURCES

**A.** The NPOs members of the CS will ensure their resources in accordance with the principles of this code, their values and mission, independently and in fulfilment of the organisation's goals.

**B.** The NPOs members of the CS will use the donor funds and financial resources in an appropriate and accountable way. NPOs will operate on a budget approved by the governing body and will have approved internal financial control policies and procedures.

**C.** The NPOs members of the CS will operate in accordance with national accounting standards and ensure thorough financial control, to minimize the risk of corruption, bribery, abuse of funds, conflict of interest, money laundering and terrorist financing.

**D.** The NPOs members of the CS will publish annual financial reports in an easily readable form and accessible to all stakeholders.

**E.** The NPOs members of the CS will use the funds according to the purposes for which they committed in the grant application and to the contractual provisions with the donor. When funds are raised with the contribution of the public or other contributors for a specific purpose, organisations should clearly state their intentions in case of surplus of the raised funds.

**F.** The NPOs members of the CS will administer and use financial resources according to the purpose for which they were provided in order to maximize their impact towards positive long-term change. Donors will have access to information on the funds provided by them.

### STRUCTURES, PROCESSES AND POLICIES

#### PROGRESS INDICATORS

5.1 We have a management and accounting system that is adequate to the scale, requirements and risks of our organisation, ensuring our resources are acquired and managed in a responsible way. **(mandatory to be completed)**

#### VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- documented objectives and strategies of the organisation's finance functions; (mandatory to be completed)
- organisational organic structure, jobs descriptions and reporting lines; (mandatory to be completed)
- documents outlining mechanisms of risk management, supervision and financial control; (mandatory to be completed)
- list of qualifications and experiences of employees responsible for finance. (preferable to be completed)

#### PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

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## PROGRESS INDICATORS

5.2 We regularly monitor our expenses and, where possible, certify them through annual independent financial audits, using national accounting standards. The audit results are published and the recommendations given are implemented.

**(mandatory to be completed)**

5.3 We have effective guidelines and procedures for ethical and fundraising, procurement, use and management of resources, with provisions for: sourcing and allocation of funds and in-kind donations, fraud prevention, and handling of suspected and proven corruption and misuse of resources, prevention of money laundering and terrorist financing.

**(mandatory to be completed)**

## FEEDBACK QUESTIONS

How do you know if your stakeholders think the organisation uses its resources in the best possible way in fulfilling its mission and for the highest impact? How do you know if your stakeholders are satisfied with the access they have to information on the organisation's resources and their allocation?

## VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- financial monitoring process description and reports; (mandatory to be completed)
- links to published financial and annual reports on website; (mandatory to be completed)
- audit report, if there is one; (preferably to be completed)
- documentation on management and changes made in response to audit recommendations; (preferably to be completed)

- policies, statements, guiding documents or decisions of the governing body that describe the conditions that must be met for the provision and management of resources in accordance with the organisation's values and the organisational standard; (mandatory to be completed)
- guidelines and policies on partnership principles, values and approaches. (preferably to be completed)

## PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

## COMMITMENT 6 : WELL-HANDLED HUMAN RESOURCES

- A.** All NPOs members of the CS will have safe policies and procedures for recruitment of employees, experts and volunteers, clearly written and well- defined, that protect and ensure the diversity and rights of each individual.
- B.** NPOs members of the CS will provide employees, experts and volunteers with job descriptions, duties and responsibilities as well as the organisation's expectations of their performance. Compensation and benefit policies will be clearly described and periodically communicated according to possible amends.
- C.** NPOs members of the CS will invest in wellbeing and development of the full potential of the staff and volunteers, towards achieving shared goals.
- D.** NPOs members of the CS will ensure and foster participation in organisational planning and decision-making for all employees, according to their levels of responsibilities in accordance with decision-making policies.

### STRUCTURES, PROCESSES AND POLICIES

#### PROGRESS INDICATORS

6.1 We support fundamental and legal labour rights and provide a fair and supportive work environment for all employees and volunteers.

**(mandatory to be completed)**

#### VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- Examples of contracts and job descriptions of employees, experts and volunteers; (mandatory to be completed)
- organisational policies or statements committing to diversity and non-discrimination of employees; (mandatory to be completed)
- adopted internal policies that describe the employer's flexibility towards the employee against specific needs and cases related to the well-being of children, care for other family members, the possibility of working with limited hours or at a distance, etc. (preferable to be completed)

#### PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

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## PROGRESS INDICATORS

6.2 We regularly assess employees' performance, human resources needs and update our employees' job descriptions, responsibilities and objectives.

**(mandatory to be completed)**

6.3 We have clear guidelines and policies that ensure a fair and supportive work environment in which employees and volunteers can develop their full professional potential.

**(preferable to be completed)**

## FEEDBACK QUESTIONS

How do you know if your employees, experts and volunteers feel that they are treated fairly and that the organisation respects their labour rights? How do you know if your employees and volunteers feel they are appropriately involved in decision-making processes?

## VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- Personnel/ recruitment and management of human resources policies (mandatory to be completed)
- Examples of employees performance assessments templates; (mandatory to be completed)
- Summary of human resources development / trainings over the past years; (preferable to be completed)

- personnel policies/ human resources management;
- guidelines for the development of human resources;
- guidelines and or procedures in supporting staff wellbeing.
- policies and procedures that define decision-making processes at different levels within the organisation, according to employee levels and responsibilities.

## PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

## COMMITMENT 7 : RESPONSIBLE ADVOCACY

**A.** The NPOs members of the CS will ensure that their advocacy is based on principles and concrete evidences and reflects the local voices of the groups / communities involved in the advocacy initiative.

**B.** The NPOs members of the CS when it's possible and appropriate will conduct advocacy initiatives in the spirit of partnership and joint responsibility.

**C.** Joint statements and advocacy campaigns will be consulted and implemented in cooperation with all interested members of the Code.

### STRUCTURES, PROCESSES AND POLICIES

#### PROGRESS INDICATORS

7.1 Our advocacy initiatives are inclusive and concerns and issues of all interest groups and community members are heard.

**(mandatory to be completed)**

#### VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

- reports of previous advocacy initiatives facilitated or coordinated by the organisation; (mandatory to be completed)
- evidence of regular meetings to discuss local concerns and develop joint strategies; (mandatory to be completed)
- procedures that regulate communication flow, within the organisation and outside it, as well as engagement during advocacy campaigns. (preferable to be completed)

#### PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

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## PROGRESS INDICATORS

7.2 Our advocacy initiatives are based on research findings and evidence as well as reflect the perspective of the main beneficiaries.

**(mandatory to be completed)**

7.3 We have well defined policies and guidelines on how we develop our advocacy initiatives within the organisation.

**(preferable to be completed)**

## VERIFICATION DOCUMENTS / EVIDENCES

Possible evidences:

-findings and results of studies, surveys and research on specific topics and circumstances related to the advocacy campaign; (mandatory to be completed)

-statements that reflect that the advocacy is based on evidence, reflects the perspective of the affected population and prevents the increase of the level of risk for the most exposed groups of interest; (mandatory to be completed)

-possible organisation media engagements to increase the advocacy campaigns/ initiatives visibility. (preferable to be completed)

-documentation of procedures and requirements for joint action within the organisation;

-documentation of Board/ Assembly involvement and/ or approval.

## PROPOSED ACTIONS FOR IMPROVEMENT

Available evidences / supporting documents:

## FEEDBACK QUESTIONS

How do you ensure that your stakeholders support your advocacy initiatives and value the changes achieved through this advocacy? How do you understand if your stakeholders are satisfied with the results of the organisation's advocacy and their involvement in all stages of the process?

# **Receiving Feedback Principles**

## INTRODUCTION

This section introduces a new practice in the activity of NPOs such as receiving feedback from stakeholders on aspects of the organisation's activity addressed in the commitments of the Code of Standards.

The introduction of this organisational practice aims to include this process into the organisational practices of NPOs, in order to improve the impact of the organisations' activity in the future, based on the recommendations and suggestions gathered and a more comprehensive decision-making.

The Receiving Feedback model, although is part of the Self-Assessment Framework, it is not included in the calculation percentage of the assessment for membership to the Code of Standards.

# INCLUSIVE DECISION MAKING WITH OUR STAKEHOLDERS

## RECEIVING FEEDBACK PROCESS

### FEEDBACK PRACTICE AND CULTURE

STEPS OF FEEDBACK PROCESS	INDICATORS	DEVELOPED / IMPLEMENTED PRACTICES
Design	We have clearly articulated the goals of the feedback process and ensured that they are in line with organisation's mission, capacity and theory of change.	<p><u>Possible practices:</u></p> <ul style="list-style-type: none"> <li>- A clear plan how the organisation wants to develop the feedback process, with clear goals and procedures.</li> </ul>
Collect	We have mechanisms and processes for all to comment on and raise questions about the information we share, as well as mechanisms and processes that enable active consultation with our stakeholders and receive direct feedback from them on our work.	<ul style="list-style-type: none"> <li>-tools for stakeholders to provide feedback, such as contact forms and numbers in each of the report published, public presentations of reports etc.;</li> <li>-mechanisms for complaints;</li> <li>-reports on documentation / storage of feedback and received complaints;</li> <li>-documentation of surveys and their results;</li> <li>-research findings;</li> <li>-documentation of conferences, workshops or thematic working groups that allow feedback and participation.</li> </ul>
Analyse	We assess the received feedback receive, address it in a timely and accurate manner, make sure we understand it through analysis and identify areas of improvement.	<ul style="list-style-type: none"> <li>-aggregate reports on feedback received;</li> <li>-clear policies on handling the requested or freely expressed feedback;</li> <li>-documentation of additional interviews for in-depth research of the answers received;</li> <li>-action plan in response to feedback received.</li> </ul>
Dialogue	We share analysis / reports with our stakeholders and draft our action plans with their collaboration.	<ul style="list-style-type: none"> <li>-minutes meetings, documenting open conversations on ways to improve decision-making processes.</li> </ul>
Review	We implement projects, initiatives and offered solutions that we have developed in collaboration with our stakeholders.	<ul style="list-style-type: none"> <li>-recorded / stored / documented actions upon received and verified feedback.</li> </ul>



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