

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!

