PARTNERSHIP FOR RESILIENCE

ORGANIZATIONAL TOOLKIT FOR HUMAN RIGHTS DEFENDERS

INSTITUTE FOR WAR & PEACE REPORTING

IWPR

BCI binda consulting international

TABLE OF CONTENT

TABLE OF CONTENT

INTRODUCTION

The Partnerships for Resilience and Free Expression (P4R) project, funded by the [United States Bureau of Democracy, Human Rights and Labor](#) and implemented by the [Institute of War and Peace Reporting (IWPR)](#), builds the capacity of Libyan civil society organizations (CSOs). The project supports CSOs to enhance their role in defending human rights, promoting freedom of expression, increasing women's participation in public life, community engagement and preventing gender-based violence. The P4R project has several elements, including organizational assessments, co-creation workshops for programming, training courses and materials, mentoring, and an organizational toolkit for CSOs.

While no one document can provide answers to all organizations' internal governance needs or external strategic development, this toolkit was developed in response to capacity assessments and mentoring sessions with the Libyan CSOs participating in the P4R. These CSOs are, on the whole, small, nascent, and passionate about improving their communities and contributing to the democratic process in Libya. Therefore, this toolkit focuses on fundamental organizational principles, good governance, effective advocacy activities, and outreach strategies, emergency and crisis planning tips, and networks and coalitions. It provides bespoke templates, links to additional resources, and practical examples from different countries that reinforce the good governance of organizations reliant on robust internal rules to support team growth, not individual personalities. This toolkit is available in both Arabic and English.

HOW TO USE THIS TOOLKIT

We suggest consulting this toolkit when facing different challenges during organizational development and daily operations. We provide references for further, more detailed studies and materials if readers are particularly interested in a specific topic.

For each chapter, we provide relevant examples for templates at the end of the toolkit. These templates are not intended to be used verbatim but serve as inspiration. CSOs who use the templates should adapt them to fit their unique contexts. Readers can also jump to the relevant template in various chapters by clicking on this icon.

We have also included a selection of additional resources. These link to external, online resources for which the authors do not assume responsibility, nor does it imply endorsement of a product or service. Go to relevant resources by clicking on this icon.

ACKNOWLEDGMENTS

CHAPTER 1

FUNDAMENTAL ORGANIZATIONAL PRINCIPLES

CHAPTER 1: FUNDAMENTAL ORGANI-ZATIONAL PRINCIPLES

"Large corporations need to think about values, vision, mission and how they organize. We are a small volunteer group with the same values and know what we are about — we don't need to waste time putting all of that on paper."

This is a variation of a sentiment repeated by civil society leaders and activists globally. Activist groups come together with shared values and passion, making a difference and implementing change in their communities. When groups have narrowly defined goals and work cohesively to achieve those goals, they may not need to take the time to formalize organizational structures or articulate policies that guide day-to-day operations.

However, small informal groups of activists often blossom into successful teams, creating real change and eager to continue making a difference. Sometimes activists do not even notice organizational transformation because they are too busy implementing crucial action. As activities become more complex, so does the environment in which they occur. Organizations that take the time to articulate and define their fundamental principles and processes enable their teams to do what they do best — change the world!

Investing in defining fundamental organizational principles provides crucial returns for CSOs in several ways:

▶ **Growth** — When organizations grow, it is usually because they have an increased workload or new activists want to become part of its growing success. Growth is stressful but easier to manage with guiding principles already in place.

▶ **Communication** — Defining organizational principles makes it easier for CSO leaders and activists to understand who they are, why they do what they do and to communicate this information to stakeholders, beneficiaries and donors.

▶ **Fundraising** — Donors deserve accountability and predictability of performance. Increasingly, in a competitive world for funding, donors prioritize financing organizations with clear policies and guiding principles.

▶ **Regulation** — In most countries, conducting civil society activities are regulated by law. In many jurisdictions, registering organizations requires filing a few forms while, in others, legislation requires organizations to provide more detail on their organizational principles, including statutes and bylaws.

KEY ORGANIZATIONAL GUIDING PRINCIPLES

What makes a group of people an organization? How do organizations decide on the immediate tasks and activities necessary to reach long-term goals? veven define long-term goals?

MISSION

What do we do?

VISION

What do we want to become?

VALUES

What do we stand for?
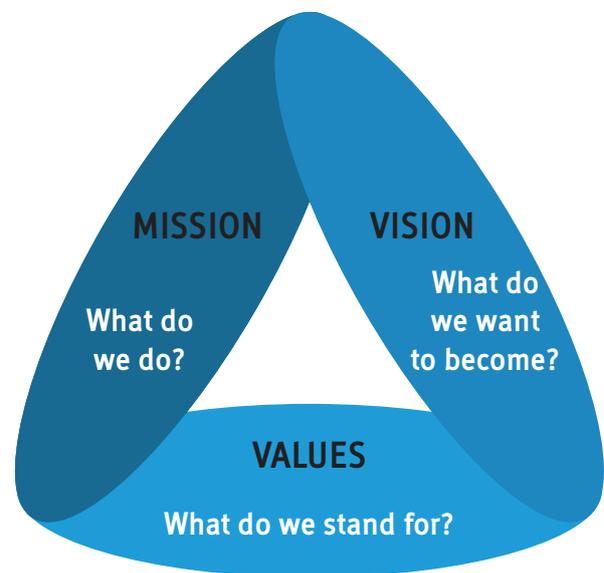
1.1. VALUES, VISION, AND MISSION

The main foundations of an organization are its **commonly understood and shared** values, vision, and mission. Activists, volunteers, and supporters should have a shared idea and picture of **what the organization stands for** (its values), what results it wants to achieve because of its work (its vision), and **how it plans to get there** (its mission).

Values: are the fundamental beliefs that unite and motivate members of the organization. Values are principled ideas that guide your actions and answer the question, "what do we stand for?"

Vision statements: describe the long-term inspirational change resulting from the organization's work. Vision statements answer the questions "What is the result we want from our work? What world do we want to live in?" Visions are future-focused, using aspirational language; they describe the destination of your activist journey.

Mission statements: broadly explain what you do and answer, "why do we exist?" A mission statement is present-focused, using action words describing the journey to your destination articulated by your vision. Mission statements contact action words.

EXAMPLES OF VALUES

✓ Transparency ✓ Truthfulness
✓ Intrgrity ✓ Inclusiveness
✓ Voluntarism ✓ Impartiality
✓ Responsibility ✓ Diversity
✓ Respecr for human rights ✓ Tolerance

An organization functions more efficiently and effectively if all members .board members, staff, volunteers) feel **ownership** of its values, vision, and mission and contribute to their creation. These principles should be developed in **participative planning** processes and shared with new members. As circumstances change and organizations face new challenges, they review and modify these guiding principles.

Examples of Vision and Mission statements:

ORGANIZATION	VISION STATEMENT	MISSION STATEMENT
ARTICLE 19	A world where all people everywhere can freely express themselves and actively engage in public life without fear of discrimination.	Working on two interlocking freedoms: the Freedom to Speak, and the Freedom to Know. When either of these freedoms come under threat, ARTICLE 19 speaks with one voice.
Oxfam	A just world without poverty.	To create lasting solutions to poverty, hunger, and social injustice.
(Amnesty International)	A world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments.	To undertake research and action focused on preventing and ending grave abuses of these rights.
(Save the Children)	A world in which every child attains the right to survival, protection, development and participation.	To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

1.2. ORGANIZATIONAL GOALS AND OBJECTIVES

While fundamentally important, values, vision, and mission provide limited guidance on the day-to-day running of organizations or projects. Every organization should have defined goals that work towards realizing its vision, guided by the mission. Goals can be internal, organizational priorities, such as increasing your volunteer base, or program goals, such as amplifying women's voices in the media. Long-term goals can be broken down into more manageable short-term objectives. All goals and objectives should be S.M.A.R.T.
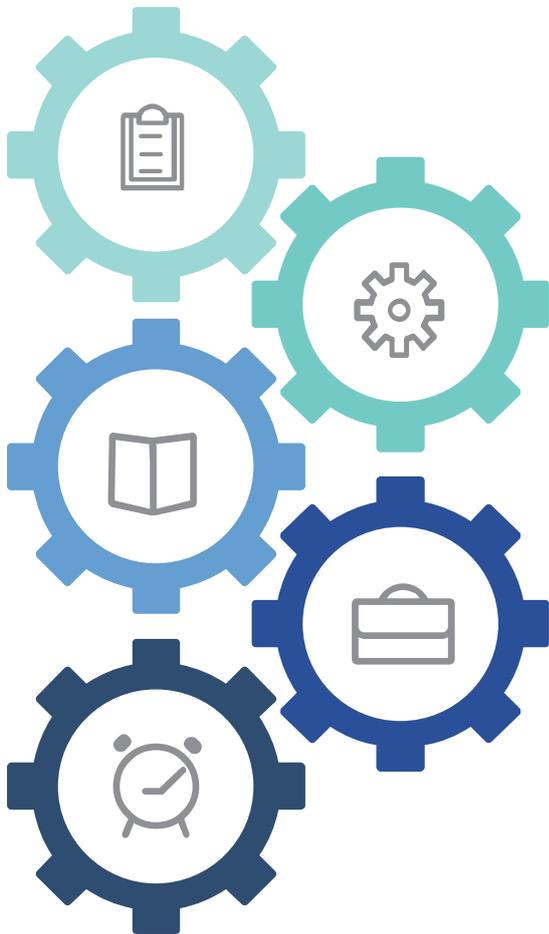
S **SPECIFIC**
Be clear on what you want to accomplish, why it matters, who is involved, and which resources are needed.

M **MEASURABLE**
To track and assess progress, define what evidence will prove you have succeeded.

A **ATTAINABLE**
Goals must be realistically achievable given existing constraints or limitation.

R **RELEVANT**
Goals need to matter, be realistic and worthwhile to everyone involved.

T **TIME-BOUND**
Goals need specific short and long-term deadlines.

While an organization's values, vision, and mission may remain unchanged for an extended period, SMART goals and objectives should be flexible so that organizations can adapt to changing internal or external events. Organizations should regularly review their goals and objectives and modify them accordingly. SMART goals and

objectives provide the necessary benchmarks against which organizations can track and evaluate progress to adjust if needed.

Examples of SMART goals and objectives:

	ORGANIZATIONAL	PROGRAMMATIC
SMART long-term goal	In the next 12 months, we will increase our volunteer base from 100 to 150 activists.	In the next 24 months, 20 new female journalists will be working for 10 media outlets in our country.
SMART objectives to reach the goal	On the first day of every month, we will publish a call for volunteers to join our organization on Facebook and Instagram.	In the next 3 months, we will survey all media outlets to understand the barriers to women's engagement.
	By the end of the 4th month, we will write and film a video to post on our YouTube channel about what a great organization we have. We will promote the video with 20 posts on Facebook and Instagram.	In the 6th month, we will have roundtable meetings with journalists and media owners to share the survey findings and brainstorm on strategies for greater inclusion.
	At our next board meeting in 2 months, we will ask members to each recruit 2 new activists to join our team.	In the 2nd year, we will conduct a 2-month-long advocacy campaign, targeting owners of media outlets on the issue of gender inclusion in media.
	In the 6th month, we will hold an "open house" to discuss our work with the public and encourage activists to join our team.	In the 2nd year, we will implement a mentoring program to match journalists in media houses with new women journalists.

1.3. DEFINING ROLES AND RESPONSIBILITIES

Clear, defined roles help organizations **function efficiently and effectively** and reflect the organizational and programmatic priorities of the team. From leaders to volunteers, CSO team need concrete guidance on what they are supposed to do, limits on their authority, and expectations of their responsibilities.

For leaders and managers, defining roles and responsibilities helps to **recruit the right people** to implement activities. Even if organizations rely only (or mostly) on

volunteers, knowing what skills are needed will help organizations maximize the contributions of volunteers and help them feel they are making a genuine donation of their time and effort.

Delineating each team member's role and responsibilities also **fosters collaboration within the team** and helps to eliminate misunderstandings and disputes. When people understand their own — and their colleagues' — function within an organization and how the roles fit together, they develop a greater respect for the organization's overall mission; they can be confident in their contribution towards it.

Even small, informal volunteer groups divide tasks or labor among their members. A well-thought-out division of labor allows for **efficiency** and exploits particular **skill sets**. For efficient and effective organizational operations, tasks should be distributed among the staff members or volunteers based on their competencies and availability. It is common for members of small teams to take on several roles within an organization, but it is still important to define what those roles are. As organizations grow, the core team can cede multiple positions to new members. The best way to organize and divide roles is to create job descriptions (including volunteers) so everyone is clear on expectations. This way, leaders can ensure that different team members are not duplicating efforts and no gaps exist in needed tasks.

If you are drafting job descriptions for positions already filled by people performing tasks within the organization, involve these team members in preparing the job description. Involving the person performing the job will help you craft realistic job descriptions that reflect the priorities of the position.

Job descriptions are not complicated and should be reviewed and updated frequently as organizations change or grow.

TIP

Job description are designed to reflect on organization's needs not the skill set or desire of particular individuals. People need to fit into job descriptions, not the other way around!

TYPICALLY, JOB DESCRIPTIONS INCLUDE:

▶ **Context:** how the job fits into and contributes to the overall mission of the organization.
▶ **Tasks:** the specific activities or work the employee does.
▶ **Responsibilities:** the expected results or supervision associated with the person performing the job.

- **Management reporting lines:** both up and down the hierarchy of the organization.
- **Performance indicators:** define how supervisors will evaluate an employee's performance and articulate performance metrics and targets. It is also important to note what happens if the employee exceeds, meets, or fails to meet targets.
- **Education qualifications and experience:** these must be set out clearly in the job description.

Managers must **communicate the roles and responsibilities** with employees. Often job descriptions are part of the recruitment process. Still, once a team member begins her or his job, managers should review the different roles and responsibilities, so the employee or volunteer knows what is expected of her or him.

1.4. DELEGATING AUTHORITY

"Focus on your strengths and delegate your weaknesses." — Anonymous.

No one person can do everything well. Organizational teams thrive when diverse members contribute skills and knowledge that complement each other. Delegating tasks is the most efficient way to divide up the work of the organization. But delegating tasks without giving people responsibility or authority for their work is poor leadership and demotivating to the team. Delegating authority is more than assigning tasks; it involves sharing responsibility, decision-making, and ownership.

Delegation is **empowering** people to do the work to which they are best suited. It requires leaders to trust their teams and entrust other individuals to accomplish tasks. People are empowered when they have **responsibilities** for which they are **accountable** and have the **authority** to implement those responsibilities. When team members have an opportunity to take on tasks for which they are responsible, they are more invested in the outcome of their work and develop a more profound sense of commitment and engagement in the organization.

ACCOUNTABILITY	RESPONSIBILITY	AUTHORITY
Being answerable for the end result.	Specific scope to complete tasks.	Ability to use and allocate resources.
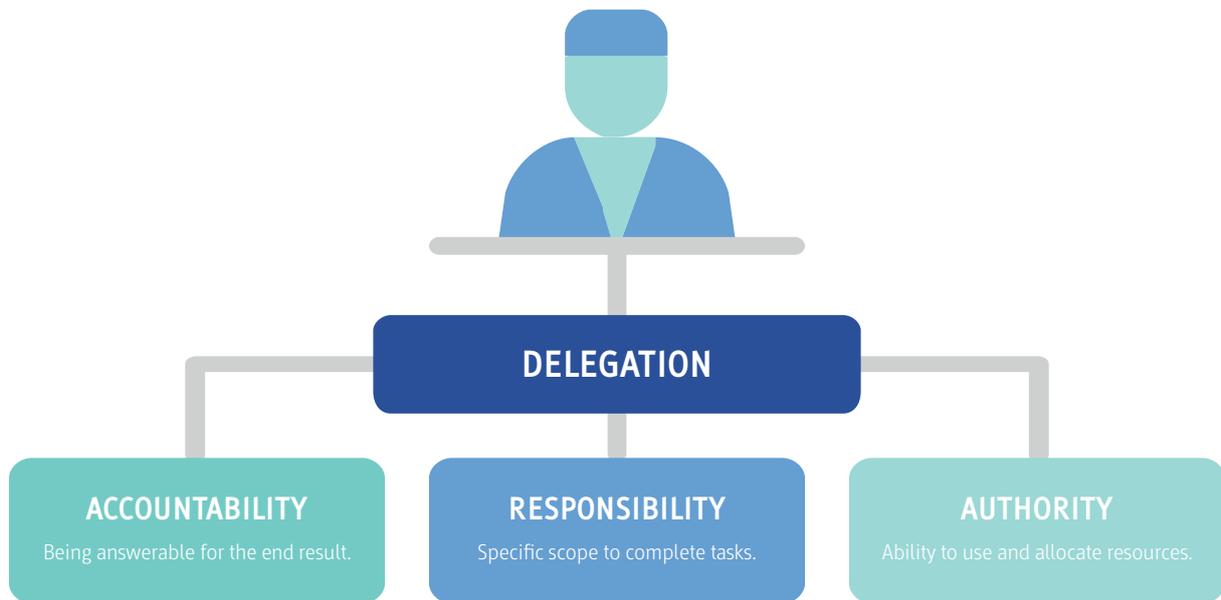
Delegating authority that results in success takes some effort from leaders — particularly with new staff or less experienced team members or volunteers. However, investing in the time it takes to discuss and supervise delegated tasks will pay off in the long run for leaders and organizations.

FOR EFFECTIVE DELEGATION OF AUTHORITY:

▶ **Plan and prepare:** Understand the details of tasks and the skills needed to implement them. Before delegating, know what outcome you expect.

▶ **Communicate clearly:** This is the most crucial element of delegation and can determine success or failure. If you are delegating authority, your team needs to have all the information to implement the task successfully.

  » Provide context to the task — how does this fit into the organization's priorities or contribute to a specific project?

  » Discuss the task in detail — make sure you and your team have a clear and shared understanding of what needs to be done and your expected outcomes. Do not micromanage by telling your team member how to do the job you are delegating; ask for her thoughts on approaching the task and seek her feedback on resources needed and risks associated with the job.

- » Identify deadlines for completion and, if the job is long-term, a timeline for checking in or providing progress reports.
- ▶ **Clearly define the level of authority:** People must understand the boundaries of authority and responsibilities with given tasks. If someone has recently joined the organization or the task assigned is something she has never done before, the level of authority may be different from someone who has a lot of experience in the organization. Consider different levels of authority:
  - » **Suggest** — the team member should provide suggestions or recommendations for implementation, but a more experienced person takes the final decision.
  - » **Notify** — the team member lets you know before initiating actions and proceeds with activities unless you intervene to change course.
  - » **Do** — the team member has full authority to make decisions and implement the assigned task.
- ▶ **Be supportive:** Even if someone implementing a task has full authority to act independently, teamwork benefits from the support of others. Often people who are given responsibility for the first time are afraid to ask for help because they do not want to appear incapable of living up to expectations. Without micromanaging, check in from time to time to offer support allowing a person to ask for help if they need it.
- ▶ **Review:** At the end of a time-limited task, take the time to hold a debriefing with your team and review what worked and what did not. Constructive feedback from both sides helps improve future delegation of authority.

1.5. ORGANIZATIONAL HIERARCHY OR STRUCTURE

Organizations benefit from defining the connection between team members to understand the governing structure, flow of decisions, reporting lines, and how different roles relate to each other. Organizational structures are best illustrated in "organigrams." Most non-governmental organizations have a governing board, an executive director or president, and administrative and program staff. While each organization requires a unique organigram to reflect the context of its size and work, the following are examples of the most popular ones used by CSOs.

Pyramid Structure

```
           Board

       Executive
        Director

   Program and Administrative
          Managers

       Staff and volunteers
```

The pyramid-shaped organizational chart is also known as a hierarchical organizational chart. It is common in small or simply-structured organizations. With a pyramid structure, the chain of command goes from the top to the bottom. The benefits of this structure include:

► There are clear lines of authority and responsibility.
► Defines reporting relationships.
► The team understands career paths and the route to promotion.
► Creates camaraderie between employees at the same level.

The disadvantages of this structure include:

► Innovation or quick decisions can be delayed if several layers are needed for information to rise to the top of the pyramid.
► Team members at lower levels feel alienated from the ultimate decision-makers and have less ownership in the organization.

This is similar to the pyramid's hierarchical chart, but team members are organized by specific skills and their corresponding function. Each separate function is managed independently. This structure is common with large CSOs with high numbers of staff or volunteers implementing many programs in different areas.

Functional Structure
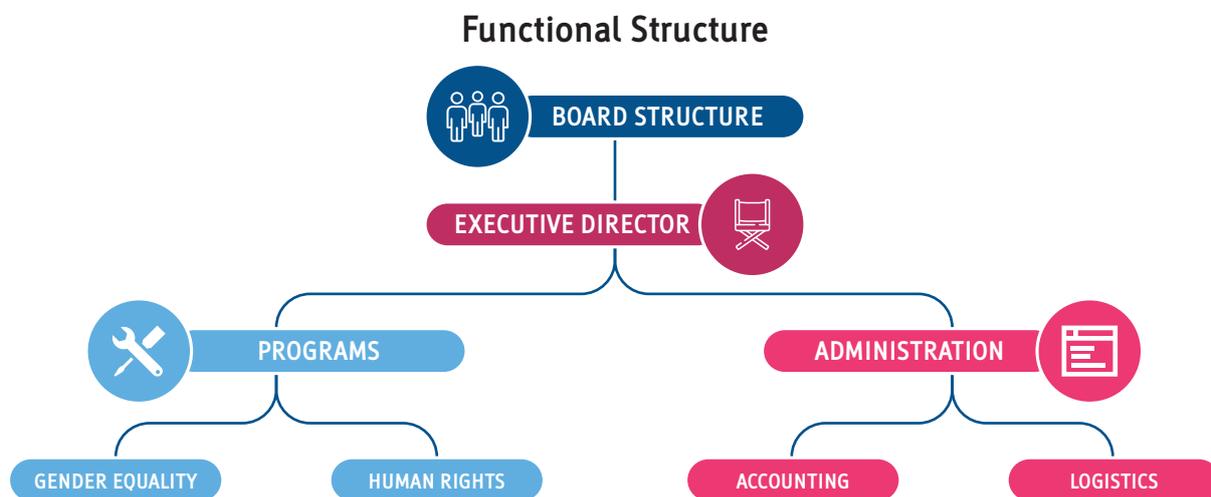
The benefits of this structure include:

▶ Staff and volunteers can focus on their specific roles and specialize.
▶ Teams and departments are motivated and self-determined.

The disadvantages of this structure include:

▶ The creation of silos within an organization.
▶ Communication between functional teams can deteriorate.
▶ Strategies for developing different or new fields of expertise are obscure.

Many small or new organizations have a horizontal or flat structure before they grow large enough to have different managers or departments. Even a few larger organizations keep the design since it encourages less supervision and more direct involvement of all staff or volunteers.

The benefits of this structure include:

▶ Increased responsibility for team members.
▶ Enables open and frequent communications.
▶ Facilitates coordination and quick implementation of ideas and decisions.

Hotizontal / Flat Structure

PROGRAMS

PROJECT ASSISTANT

PROJECT ASSISTANT

GENDER EQUALITY EXPERT

PROJECT ASSISTANT

PROJECT ASSISTANT

HUMAN RIGHTS EXPERT

EXECUTIVE DIRECTOR

ADMINISTRATION

ACCOUNTANT

PAYROLL ASSISTANT

DATA ENTRY

LOGISTICS MANAGER

ASSISTANT

ASSISTANT
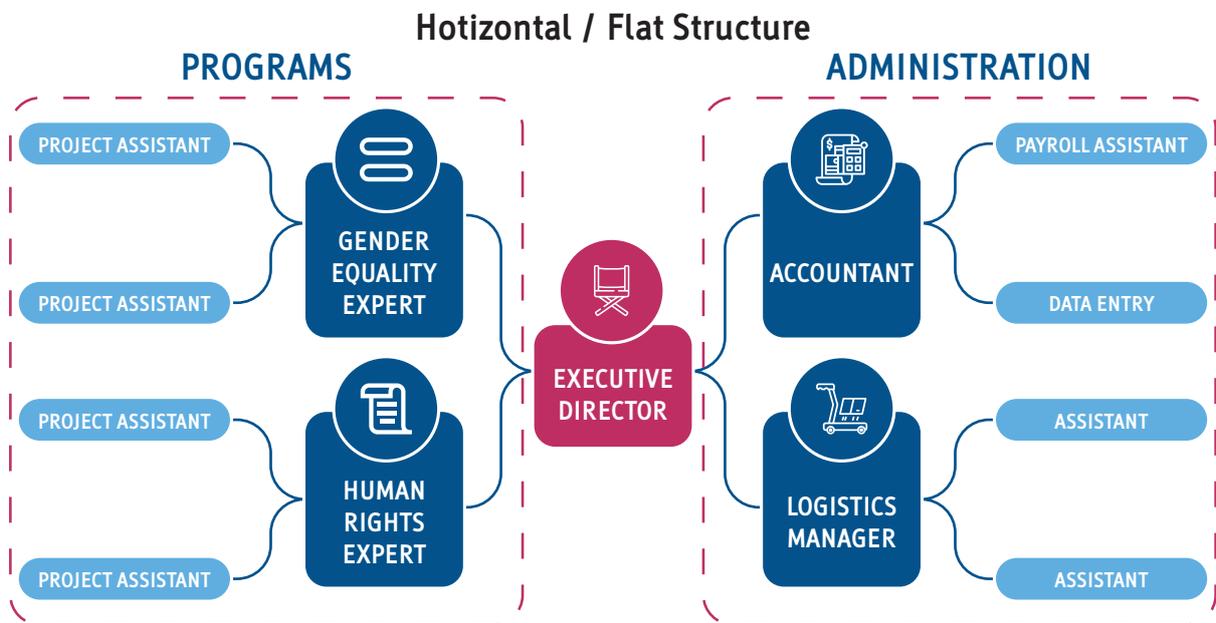
The disadvantages of this structure include:

▶ Possible confusion if staff or volunteers do not have a clear supervisor.
▶ Staff and volunteers don't always have opportunities to develop specialized skills and knowledge.
▶ Difficult to maintain if the organization grows.

While the concepts discussed in this chapter require an investment of time and effort by organizations to brainstorm, discuss, draft and adopt, it is an investment that will have long-term benefits to any small or large CSO. The fundamentals will support you in everyday work and help point you in the right direction as your organization grows or changes direction. Although they are fundamental principles to guide you, they are not absolute diktats to constrain you. The greatest strength of most CSOs is the ability to be flexible and adapt to crises or changing environments. You should regularly review and update your organization's guiding principles.

Job
descriptions

Values, vision,
and mission

Organigram
templates
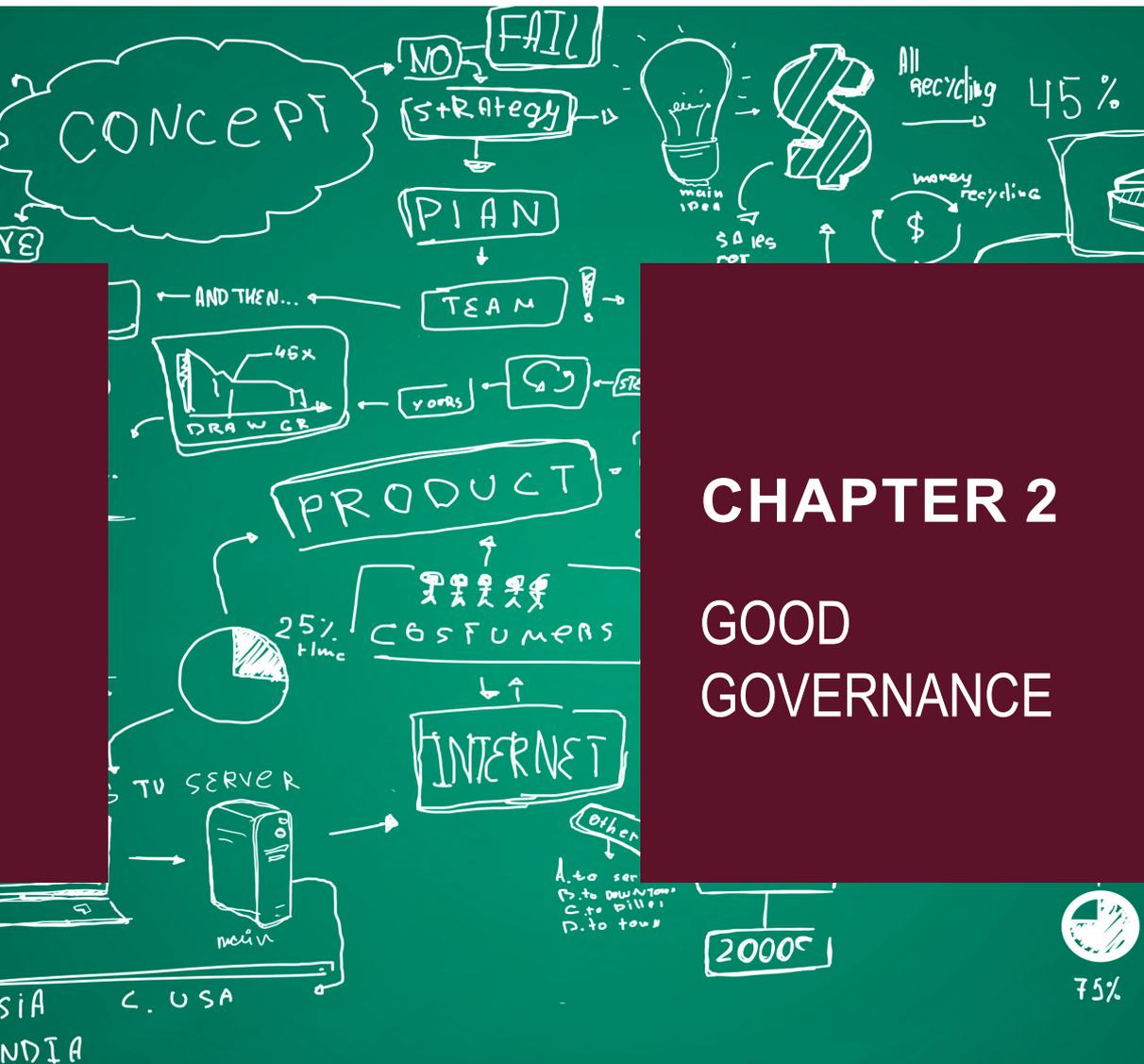
CHAPTER 2

GOOD GOVERNANCE

CHAPTER 2: GOOD GOVERNANCE

A commitment to the good governance of CSOs goes beyond having the right policies in place and following the law. Undoubtedly, establishing and implementing fundamental principles and internal organizational and administrative procedures (outlined elsewhere in this toolkit) is crucial for the efficient functioning of organizations. However, the governance of a CSO relates to its overall ethos. It demonstrates that all members of the organization (leadership, staff, and volunteers) "walk the talk" and conduct themselves and their work according to the stated values of the CSO. Applying good governance within the organization has excellent reputational consequences within the community and attracts staff, volunteers, and donors.

As a guide for CSO boards, managers, staff, volunteers, and donors, organizations should articulate their governance principles in a written document. Documents that express an organization's governance outline the mechanisms and processes by which the organization makes and implements decisions in pursuit of its mission. Several templates at the end of this toolkit provide practical guidance on written policies that contribute to the good governance of organizations. Writing these down is, however, only the first step. Practicing good governance takes time and a genuine commitment to prioritizing the well-being of the organization and the community above individual interests. Following are tips for practicing the most important elements of good governance in CSOs.

2.1. ACCOUNTABILITY

Accountability is a cornerstone of good governance of any organization. Within CSOs, different individuals are accountable for various aspects of their work to others. As a whole and externally, CSOs are accountable to donors and stakeholders within the community. While accountability can be — and often is — mandated for specific processes, it is a principle all activists within an organization should internalize.

Individual accountability

Accountability goes beyond responsibility. It means that we are answerable for our actions and take ownership of them. We can only be accountable if we understand our roles and responsibilities within the organization, performance goals, and how we measure the success of

those goals. Having clear job descriptions and organizational charts helps individuals know their roles and responsibilities. Clearly communicating expectations when delegating authority helps team members understand their individual accountability.

> **TIP**
>
> Lead by example on accountability.

Often CSO leaders ignore their responsibilities to be accountable to their teams for their own actions and, unfortunately, sometimes have one rule for employees and another rule for themselves. As leaders, we cannot expect more from our staff than we are willing to give ourselves. To lead on accountability, CSO leaders can:

▶ Demonstrate prudent and responsible use of resources.
▶ Always be on time and respect the time of others.
▶ Admit your own failures and work to find solutions to them.
▶ Establish meaningful processes for team feedback on your individual job performance.

> **TIP**
>
> Do not conflate accountability with blame.

Unfortunately, many CSO leaders often confuse accountability with blame and assign it only after the fact and usually when something goes wrong. If individuals incorrectly associate accountability with negative fault, they are reluctant to take risks or apply creativity to their work. To avoid associating accountability with blame, leaders should:

▶ Clearly communicate expectations with team members and volunteers.
▶ Discuss possible barriers or constraints to success.
▶ Brainstorm solutions to potential problems.
▶ Provide and seek ongoing feedback to maximize the possibility of success.

> **TIP**
>
> Leaders are ultimately accountable for the actions of their team, regardless of how they delegate authority.

If misunderstandings or failures occur when a team member is accountable, leaders should not focus on that individual but rather examine her or his own decision-making process in assigning the task, authority, or responsibility. Being accountable for others' accountability is the role of a leader. If team members fail, leaders should ask themselves and their teams:

▶ Do I provide the team with the right tools to do its job?
▶ Am I assigning the right people to the right tasks?
▶ How can I be more supportive of the team?

As the head of an organization, leaders are often the external face of the CSO and credited with successful programs or activities. However, failing to acknowledge the contributions of staff and volunteers will alienate activists who work to advance the organization' mission.

Institutional accountability

Non-profit organizations and CSOs are also accountable to external stakeholders, like beneficiaries and donors and, if applicable, government authorities. Donor accountability is crucial to building and maintaining relationships with those who support your activities and influence your reputation. In themselves, most donor agencies are accountable to the decision-makers and taxpayers in their countries, so they expect the same standards from CSOs.

While donor accountability is usually associated with financial accountability, it can also include upholding values supported by donors and implementing activities consistent with agreed-to work plans.

Every donor has different or varied accountability and reporting requirements. CSO leaders and project managers should take the time to understand those requirements to ensure the organization has the necessary procedures in place to account for funds and activities for donors. If you have developed and implemented internal policies suggested elsewhere in this toolkit, adapting project-specific accountability for individual donors should be straightforward. To maximize donor accountability:

▶ Review all project documents, including pre-project tenders, contracts, and information on the donor's website to ensure you know what you need to do to be accountable.
▶ Proactively meet with the donor to discuss expectations and demonstrate your desire to be accountable. Make sure you discuss specific benchmarks, including financial and project performance reporting deadlines.

2.2. TRANSPARENCY

Closely related to accountability is transparency. Transparency within organizations fosters trust among colleagues, staff, and volunteers. External transparency with stakeholders and donors contributes to a CSO's reputation as a reliable partner prioritizing the community's needs and well-being. Transparency means that information is easily accessible to those who are affected by the information. It also means that information is provided in a way that is easily understood. Organizations committed to transparency have robust internal policies governing decision-making, allocation of resources, financial record-keeping, and human resources.

Too often, leaders or people with decision-making authority do not believe they should explain why they make certain decisions. Indeed, not all routine decisions, especially if existing policies guide them, require explanation. But when decisions impact the team or the organization, taking the time to explain why and how it is made demonstrates your commitment to transparency and ensures more efficient and effective implementation of activities. Leaders will often claim their "door is always open" to anyone who has questions or wants information. However, junior members of the team may be intimidated or not want to bother you. Being proactive is the best transparency.

Unfortunately, the issue of money — where it comes from, how it is spent, and who gets how much — is a great source of anxiety and disputes in many organizations. Secrecy around an organization's finances can cause resentment and suspicion among colleagues leading to dissatisfaction. An information vacuum often leads to incorrect information being discussed and circulated within an organization, which can spill over and reach donors and stakeholders. To maximize transparency on CSO finances, leaders can:

▶ Submit the organization to an **annual audit** by an independent and reputable auditor. Even if it is not a requirement in your country, subjecting your organization to an audit increases your commitment to transparency. Many organizations include their financial statements or audits in their annual reports, publicly available on their website.
▶ **Regularly brief and discuss** the organization's finances with the CSO team. In addition to increasing transparency, accountability, and team ownership, period-

> **TIP**
>
> Proactively explain decisions.

> **TIP**
>
> Be open and transparent about financial issues.

ically reviewing your organization's income and expenditures with the team helps you review strategic programmatic decisions regarding fundraising and resource expenditures.

▶ Develop, implement and communicate rigorous accounting and financial management protocols with checks and balances. **Checks and balances** mean that organizations segregate and distribute financial and accounting processes to involve more than one individual. While having checks and balances does help lower the likelihood of fraud, or theft, it also helps reduce suspicion within and outside the organization and protects leaders against untrue accusations. Examples of checks and balances in organizations' financial management include:

» Requiring two signatures to sign checks or authorize payments.
» Conducting regular petty cash counts by someone who is not responsible for the day-to-day management of cash.
» Separating the tasks of bookkeeping from receiving and spending resources.

Activists understand that non-profit organizations operate with limited resources and do not expect to get rich because of their involvement in a CSO. However, they do expect to be fairly treated and compensated if and when funding allows. The issue of salaries, and lack of transparency around them, cause unnecessary disputes in many organizations. To avoid this, CSOs should establish **salary scales** for the different positions within the organization. A salary scale means you are not revealing the actual salaries of specific individuals, but it does allow staff to understand the perimeters of the different positions that relate to experience, tenure within the organization, and level of the position.

2.3. PROFESSIONAL AND ETHICAL STANDARDS

Well-governed organizations are those that articulate and follow specific professional and ethical standards. NGOs are usually held to higher standards than many private or for-profit companies since NGOs receive and spend donor and taxpayer funds and often work with vulnerable populations in their communities. Over the years, incidents of unethical and illegal behavior of international NGO workers have reinforced the need for organizations to be more proactive in defining their ethical standards, sensitizing or training their staff and representatives to uphold those standards, and monitoring, disciplining and reporting unethical behavior. While an organization's stated values, vision, and mission can help inform its ethical standards, two additional measures help CSO leadership, staff, activists, and volunteers understand acceptable ethical standards.

Conflict of interest policies

Since activists involved in CSOs are often engaged in other and different organizations, it is essential to provide guidance if individuals have to make choices that may conflict with the best interests of the CSO. A conflict of interest is usually understood when an individual (or her or his family) benefits from "insider connections." For instance, a CSO board member may also be a member of a competing or complementary CSO. If our CSO subcontracts the second CSO, then our board member benefits from that transaction. Another example of a conflict might be if a CSO regularly holds workshops at a venue owned by the executive director, then the CSO funds benefit the executive director.

Many organizations require **disclosure** of possible conflict by board members, CSO leadership, and senior staff to avoid conflicts of interest. By disclosing other memberships or positions held, businesses owned or relationships with significant individuals or institutions, a CSO can understand potential conflicts of interest. Conflict of interest policies should also guide the **management of conflicts**. For instance, members with relationships with other CSOs exclude themselves from the decision-making process if the potential to benefit their other CSO exists. When deciding on venues for workshops, a CSO should seek three bids from venues that the executive director does not own.

Code of conduct

Increasingly, CSOs are implementing codes of conduct for their teams from the most senior to junior levels. Usually, employees sign a code of conduct when they are initially hired. Many CSOs even require volunteers to sign codes to ensure the organization's ethical standards are respected and followed. Codes of conduct go a long way to gaining donors' and communities' trust in the ethical standards of a CSO. Codes of conduct are guided by a CSO's values and typically include guidance on the following:

▶ Accountability for sound financial management and use of resources.
▶ Acceptable workplace behavior, including anti-harassment and anti-discrimination policies.
▶ Commitment to confidentiality.
▶ Use of social media.

While written conflict of interest policies and codes of conduct are only two ways to demonstrate an organization's professional and ethical standards, they must be implemented by everyone in the CSO, starting at the top. Leaders must embody professional and ethical standards in everything they do if they expect the same from members, staff, and volunteers.

2.4. EFFECTIVE LEADERSHIP

While the types of internal policies and governance practices vary among organizations, often depending on the programmatic and local context and legal requirements, effective leadership is a universal element of a well-governed organization. A popular myth about leadership is that people are born leaders or not. Leadership, like any other skill, can be learned and developed with training and experience.

Good CSO leaders have visions and prioritize their organizations' missions while motivating staff and volunteers. Great leaders do not abuse their authority; they are humble and self-aware. They go out of their way to inspire and motivate their teams. Leaders take responsibility when things go wrong and give their teams credit when things go well. Although there are hundreds of resources available for leaders wishing to learn and grow, the following are a few essential aspects to consider in using leadership to reinforce the good governance of organizations:

Communication

Other sections of this toolkit have mentioned the importance of communication because it is a vital component for the success of any activity. A good leader is someone who constantly communicates with the team, donors, and stakeholders. An organization's staff or volunteers cannot implement activities or achieve goals if they don't understand them. Since communication is a two-way street, leaders should listen to staff and volunteers and accept feedback about their actions and leadership. Active listening skills are essential for effective leaders.

Inclusive participation

Good leaders ensure that everyone is treated equally and has input into the decision-making process. Leaders will ultimately make decisions for which they are accountable, but allowing staff and volunteers to contribute ideas and thoughts will motivate them to care about the outcomes. Often, practicing inclusive and participatory decision-making requires reconciling different and competing perspectives. However, when leaders demonstrate equal respect for everyone's opinions and contributions, others will be inspired and motivated to understand and respect their co-workers.

Motivate and support others

Most people join CSOs because they believe in the organization's values and vision. CSO leaders are responsible for motivating and supporting their teams to realize organizational visions and goals in their work. Since the financial rewards for CSO engagement are low, staff and volunteers need to be inspired and appreciated for their contributions to the greater good of their communities. Leaders should acknowledge these contributions and offer support for individuals to grow and learn new skills.

Effective leadership and good governance are two sides of the same coin. Both are vital components for an organization to grow and implement meaningful programs. Stated governance policies and practices guide leaders to reach their full potential; good leaders ensure that organizations maintain the highest possible governance standards.

Salary
scale

Financial Man-
agement Manual

Conflict of
Interest Policy

Conflict of Inter-
est Disclosure

Code of
Conduct

CHAPTER 3

EFFECTIVE ADVOCACY ACTIVITIES AND OUTREACH STRATEGIES

CHAPTER 3: EFFECTIVE ADVOCACY AC-TIVITIES AND OUTREACH STRATEGIES

Simply put, advocacy is identifying the need for change, planning for change, and making change. Advocacy can focus on reforming laws or regulations or changing behavior. There are several types of advocacies; those involving people-centered action as with the #METOO movement or environmental issues. Legal advocacy utilizes legislative means to address a concern, such as criminalizing hate speech or constitutionalizing freedoms of expression.

3.1. PEOPLE-CENTERED ADVOCACY

This type of advocacy typically addresses social justice concerns, although it may have a legal, strategic component to it as well. Consider the Black Lives Matter (BLM) movement in the United States of America. This advocacy involved the mass mobilization of segments of society in the United States and, ultimately, around the world. Although the movement initially focused on particular issues to raise (bringing attention to the deaths of African Americans at a disproportionately higher rate than other racial groups), it became much larger than the original organizers' ability to manage every event and expression of support.

The movement then took on a life of its own, with athletes, celebrities, and politicians making statements supporting BLM, with hundreds of thousands of ordinary people amplifying those voices. The original organizers' serious concerns ignited something that became a global phenomenon because it resonated with so many people. As organizers, they cannot control every expression in support of their cause, but ultimate control of the advocacy was not the objective; correcting a social inequality was.

Organizers of people-centered advocacies need to prepare for the possibility that they cannot manage every supportive expression or activity. For this reason, designing people-centered advocacy requires establishing the fundamentals of the campaign or advocacy.

Articulating Objectives

The objectives of the campaign must be clear at the very beginning. This includes commitments that advocates need to embody to be supporters of the cause. Development expert John Samuel describes key principles of people-centered advocacy as:

1. **Integrity:** advocates must have strong integrity and legitimacy, and the strategies they employ are just and non-violent;
2. **Rights-based:** Advocacy that works to challenge and change unjust power relations and mobilizes people against societal violations of rights.
3. **Democratic:** The advocacy is an inclusive and participatory process with the sharing of responsibilities and power; and
4. **Communication:** allowing for learning, sharing, and inspiration.

People-centered advocacy aims to change societal behavior but may also include objectives to address legal norms.

3.2. LEGAL ADVOCACY

Legal or policy advocacy involves efforts to introduce or amend laws. While people-centered advocacy aims to change societal understanding, legal advocacy aims are much more narrow and specific. It is important to note that these two advocacy strategies are not mutually exclusive — it is not either-or. Quite often, both are employed as complementary strategies to bring about change.

Introducing or Changing Laws

It is often not enough to say "the law needs to be changed" or "we need a law to fix this problem." Advocacy groups must do their research and provide alternatives or solutions themselves. To write a draft law, for example, the advocacy group does not need to have lawyers on the team; they can often rely on the support of other organizations and state resources that are available to them.

Research in any advocacy is essential, but with legal advocacy, it is more so. As a legislative proposal is being developed, advocates must ask and answer several questions:

► Is a legal strategy the best approach to resolving a problem or concern?
► What legislation currently exists that might complement or detract from the intended changes?

► Are there similar laws elsewhere, and what has been the impact of those laws in other jurisdictions?
► Who in the legislative process will the advocacy need to bring onside?
► Who will support this, and who will oppose it?
► How can we ensure the change is meaningful?

Remember, many laws look good on paper but might not be implemented or enforced as intended. Laws are often very detailed in describing legal limits but do little in providing effective sanctions, leading to toothless laws and impunity.

Court Challenges

If the problem is in the enforcement or lack of application, it does not usually make sense to replace it with another law. In these cases, using legal systems to force governments to take action may be required. This involves using the existing laws and judicial processes to effect change. Sometimes governments welcome a court action where they may lack the political will to do what is right.

Taking legal action may also take a great deal of time — so the proper steps need to be understood. It is also important to remember that there are regional and international courts and dispute resolution bodies in addition to national judicial processes. Most often, international bodies will not assert their authority until all national avenues have been exhausted, but in the meantime, they can be a helpful resource.

3.3. ADVOCACY PLANNING AND IMPLEMENTATION

1. Planning Strategies

   a. Conduct research to understand the context, history, and environment of the issue at hand. Use a **problem tree** exercise to better understand your issue's causes and consequences and help you identify strategies and activities.

   Conduct **power mapping** exercises to understand the dynamic relationships between the various key audiences and players. Understand who will help and who will obstruct. Devise strategies to maximize

the impact of your supporters while mitigating the reactions of opponents.

Conduct a self-assessment of your organization to understand the resources available and who can recruit to support you as you establish your plan and objectives.

b. Establish SMART objectives; specific, measurable, achievable, realistic, and time-bound.

c. Create flexible implementation plans. Flexible, because advocacy plans cannot precisely predict how things unfold in both positive and less positive ways.

2. Implementation Strategies

a. Build coalitions, networks, and platforms to amplify your advocacy efforts and messages.

b. Use lawful means to make your point through protest, peaceful demonstrations, letter-writing campaigns, media events, boycotts, and the like.

c. Lobbying and policy programs target law and policy-makers to bring about change.

d. Empowerment and awareness activities provide marginalized groups voice and agency. Plan public education to raise awareness of the issues for which you are advocating.

3. Approaches

a. Pressure—this does not mean violence or aggressive confrontation. Instead, this tactic makes it difficult for decision-makers to refuse to make the change you want. For example, if you advocate for the approval of a specific medicine, taking a child who would benefit from the medicine to the legislators and asking them to say no to the child can be powerful. Pressure campaigns do have their downside. Key potential allies may feel unfairly treated or ambushed and, while you might win the immediate objective, pressure may impact your relationships and make future activities more difficult.

In societies where 'saving face' is an important cultural feature, advocates must carefully think through pressure tactics and assess if they are the best approach.

b. Piloting or modeling — while the more significant change you might be advocating could take years to bring about, since changing political and social attitudes takes time, you can adopt pilot programs or models that demonstrate the benefits of your objectives at scale. For example, if advocating for a law to protect freedom of expression, a group might work with a University club to pilot a code of conduct, establish or amend bylaws that achieve roughly the same objectives but at a much smaller scale.

If successful, your pilot programs provide evidence that may assuage hesitancy by policy-makers. It may also demonstrate to others, potential allies and supporters, that there is value in joining.

c. Co Opting — involves taking an issue or cause and using it to achieve your advocacy objectives. A government, for example, may be a signatory to an international or regional convention that obligates it to certain actions. Advocacy can be framed around the government's commitment to act. Climate change is an example of an issue that can be framed around various advocacy goals, social justice, economics, health, and well-being, etc.

Advocacy is an evolving process that depends on local context and constantly changing tactics and communications. The underlying principles of strategic thinking and planning remain the same. Spend time to get the fundamentals right and examine advocacy campaigns in your community to adapt and build on successful actions.

3.4. USING LOGFRAMES TO MONITOR AND EVALUATE YOUR CAMPAIGNS AND PROJECTS

Most organizations understand the need to monitor and evaluate their programs; from this process, we learn about our organization, its abilities, and demonstrate the effectiveness of our programs. However, many activists struggle with defining things that they know instinctively.

But for organizational planning and coherence — and because many donors insist on it — we need to be precise and define elements of our programs with precision. For that, we use what is commonly called a 'Logframe' — logframe is a blend (or portmanteau) for a Logical Framework. This tool allows us to map, on a frame, our

essential program elements for ease of explanation, to test the logic of what we propose, and to be a guide for program staff as they implement the program. It also provides a map for gathering data and milestones to evaluate progress. The logframe is also a crucial element of our monitoring and evaluation plan. It enables us to define what we are monitoring and how we will draw conclusions based on key targets.

To do this, we need to understand some terms, which can often be confusing to some activists. Many people, for example, confuse outputs for activities, or outputs as impacts, and so on.

Let's begin by looking at an empty Logframe. You can use the template below in designing your future ME&L plan (Monitoring, Evaluation, and Learning).

[PROJECT NAME] LOGFRAME			
HIGHER-LEVEL GOAL:	**INDICATORS**	**VERIFICATION**	**RISKS AND ASSUMPTIONS**
Project Objective			
Project Outcome 1			
Project Output 1.1			
Project Output 1.2			
Project Activities			
Project Outcome 2			
Project Output 2.1			
Project Output 2.2			
Project Activities			

Additional rows for outcomes, outputs and activities can be added as necessary.

Higher-Level Goal:

The long-term change that you want. Your project may contribute to this but not necessarily achieve it by itself. So, for example, your goal may be to achieve 100% literacy in a defined population. Your project may contribute to the goal, but so would state education and other literacy programs.

Project Objective:

The change(s) your project will achieve to contribute to your **higher-level goal**. This is what your organization is trying to **achieve**, not what it is trying to do.

Project Outcome(s):

The **changes** in condition, behavior or practice resulting from our activities that contribute to achieving our **objectives**.

Project Output(s):

T**he direct results of activities** that influence **outcomes**.

Project Activities:

They are **what you do** so that your target groups have the tools (your **outputs**) to achieve your objective.

This part describes the logic of your project — it demonstrates how each component fits to contribute to your Higher-Level Goal.

And this part describes measurement and contributing factors that may impact your project.

Indicators:

Information that provides **evidence** of change

Verification:

Where and how evidence related to an indicator is measured or collected.

Risks & Assumptions:

External events that may affect your project achievements.

Let's Look at the Logframe again, but with all the definitions inserted.

[PROJECT NAME] LOGFRAME			
HIGHER-LEVEL GOAL: The long-term change that you want. Your project may contribute to this, but not necessarily achieve it by itself.	**INDICATORS** Information that provides evidence of change.	**VERIFICATION** Where and how evidence related to the indicator is measured or collected.	**RISKS AND ASSUMPTIONS** External events that may affect your project achievements.
Project Objective The change(s) your project will achieve to contribute to your higher-level goal.			
Project Outcome 1 The changes in condition, behavior or practice resulting from our activities that contribute to achieving our objectives.			
Project Output 1.1 The direct results of activities that influence outcomes.			
Project Output 1.2 The direct results of activities that influence outcomes.			
Project Activities It is what you do so that your target groups have the tools (your outputs) to achieve your objective.			

Before we look at an example, it is important for monitoring, evaluation, and learning (ME&L) that all the components of your project objective (including the objective) are **SMART (Specific, Measurable, Attainable, Relevant and Time-bound)**.

S **SPECIFIC**
Make your objectives or goals specific and narrow for more effective planning.

M **MEASURABLE**
Define the evidence you will use to demonstrate progress.

A **ATTAINABLE**
Be sure you can accomplish your goal, objective, or activities within the time and with the resources available.

R **RELEVANT**
Components should align and ultimately contribute to your long-term objectives.

T **TIME-BOUND**
Establish realistic time frames for completion of components to set focused priorities, plan efficiently, and motivate project team members.

Let's use the example of literacy above to show how we would construct a logframe.

ADULT ILLITERACY IN DENE LOGFRAME			
HIGHER-LEVEL GOAL: Eliminate adult illiteracy among the Dene Peoples of Northern Canada.	**INDICATORS**	**VERIFICATION**	**RISKS AND ASSUMPTIONS**
Project Objective Reduce illiteracy by 7% among the adult Dene community in Churchill Manitoba over two years.	1.a. Literacy rate among Dene peoples in Churchill rises to 85% from 83% in year 1. 1.b. Literacy rate among Dene peoples in Churchill rises to 90% from 85% in year 2.	1.a. Statistics Canada annual survey provides literacy rates broken down by population group. 1.b. Dene Congress conducts annual education survey.	1. Assume that Stats Can and DC continue conducting annual surveys quantifying literacy.
Project Outcome 1 Establish reading programs in the three community centers in Churchill.	1.a. 3 community centers provide space and time in the first quarter (Q1). 1.b. Literacy programs are offered once a week beginning in Q2.	1.a. Documentation of agreements. 1.a. Photos of space and set up. 1.b. Registration forms and sign in sheets. 1.b. Feedback forms from program participants.	1. Community centers cannot provide space or time.
Project Output 1.1 Community centers provide time and space for literacy programs.	1.1.a. Each community center allocates specific room and time on their message board.	1.1.a. Screen shots of community center message board.	1. Unforeseen disaster/pandemic and centers are not accessible.
Project Output 1.2 Peer literacy teams are established and leading weekly programs.	1.2.a. 3 teams of 2 volunteers are scheduled for weekly reading programs each week from Q2-Q4.	1.2.a. Documentation signed volunteer agreements. 1.2.a. Documentation Registration and feedback forms from weekly programs.	1. Insufficient interest by volunteers.
Project Activities (For output 1.1) 1.1.1. Meet with the Churchill community center's management and obtain their support. 1.1.2. Identify space and schedules for literacy programs. 1.1.3. Train 3 teams of at least 2 volunteer trainers.	1.1.1.a. MOU is signed between Project and Community Centers. 1.1.2.a. Agreement for space and time for each of the 3 centers is signed. 1.1.3.a 12 volunteer peer reading program volunteers are recruited through the Dene Congress. 1.1.3.b Two-day workshop is held at project office.	1.1.1.a. Documentation Signed MOUs and photos from signing. 1.1.2.a. Documentation Signed agreements. 1.1.3.a. Documentation volunteer registration. 1.1.3.b. Documentation workshop registration sign-in sheet. 1.1.3.b. Photos of training.	1. Center management does not agree to agreement but opts for ad hoc approval reducing project's ability to schedule long-term or on consistent days. 2. Stigma of illiteracy or low priority on reading prevents participants from signing up.

Problem
tree diagram

Power
mapping

Smart
objectives

Advocating for
Change Toolkit

Maktabat
MEPI Library
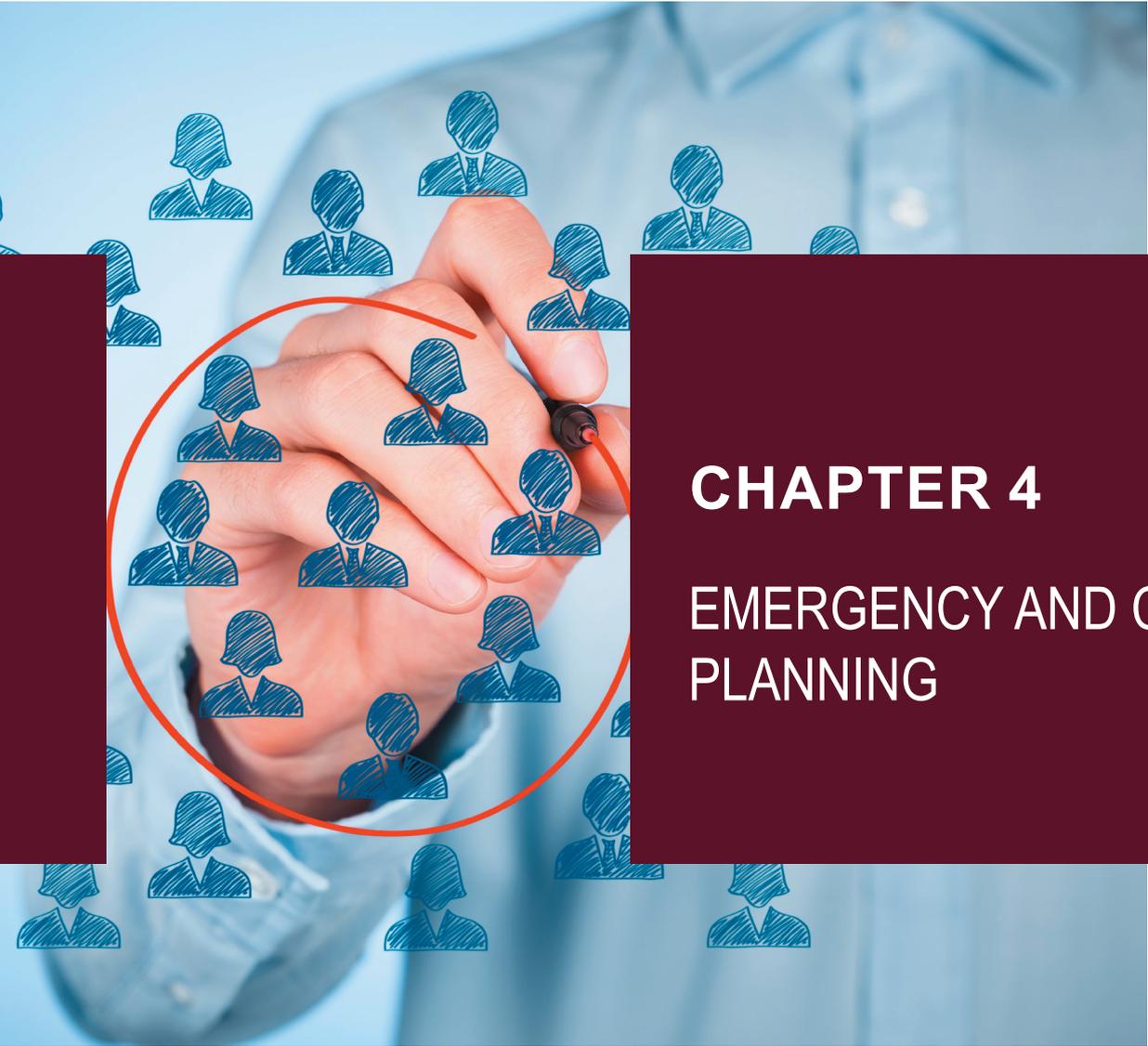
CHAPTER 4

EMERGENCY AND CRISIS PLANNING

CHAPTER 4: EMERGENCY AND CRISIS PLANNING

4.1. UNDERSTANDING THREATS

The emergence of the COVID-19 crisis in 2019 demonstrated the relevance and need for organizational emergency and crisis planning. At once, everyone became familiar with designing responses to mitigate the effects of a deadly virus while continuing to work and implement programs. The pandemic took many by surprise; organizations without plans in place scrambled to protect the health of their teams and ensure continuity of operations. Although we could not predict the precise nature of the COVID-19 virus, advanced emergency and crisis planning helps CSOs face the unexpected.

#coronavirus
#combatcovid19
#workplace

World Health Organization
REGIONAL OFFICE FOR **South-East Asia**

TAKE CARE AND STAY SAFE.

Keep physical distance of at least 1 metre.	Minimize the need for physical meetings with teleconferencing.	Take special care if you have pre-existing medical conditions, are pregnant or above 60 years.	Ensure respiratory hygiene by covering mouth & nose with flexed elbow /handkerchief during cough & sneeze .	If you show symptoms of COVID-19; such as sore throat, fever, cough, difficulty in breathing, then isolate yourself, take medical advice and do not come to work.
Wear a mask when close to others.	Defer or suspend workplace events and social gatherings.	Clean hands frequently with soap and water or alcohol-based hand-rub.	Avoid physical contact like hugging, touching, shaking hands.	

VISIT OUR WEBSITE FOR FURTHER DETAILS
www.who.int/COVID-19 | www.who.int/southeastasia

Source: World Health Organization

We should be prepared not only for epidemic outbreaks but all kinds of emergencies and crises. The Government of the United States of America launched a public campaign called 'Ready' to help organizations and individuals plan for emergencies. The Ready campaign website is: www.ready.gov.

To assist your organization, consider the many emergencies you need to prepare for as an organization, consider the events described by the Ready campaign:

Natural hazards:

► Geological hazards
  » Earthquake.
  » Tsunami.
  » Volcano.
  » Landslide, mudslide, subsidence.
► Meteorological Hazards
  » Flood, flash flood, tidal surge.
  » Water control structure/dam/levee failure.
  » Drought.
  » Snow, ice, hail, sleet, arctic freeze.
  » Windstorm, tropical cyclone, hurricane, tornado, dust storm.
  » Extreme temperatures (heat, cold).
  » Lightning strikes (wildland fire following).
► Biological hazards
  » Foodborne illnesses.
  » Pandemic/Infectious/communicable disease.

Human-caused events:

► Accidental
  » Hazardous material spill or release.
  » Nuclear power plant incident (if located in proximity to a nuclear power plant).
  » Explosion/Fire.
  » Transportation accident.
  » Building/structure collapse.
  » Entrapment and or rescue (machinery, confined space, high angle, water).
  » Transportation Incidents (motor vehicle, railroad, watercraft, aircraft, pipeline).
► Intentional
  » Robbery.
  » Lost person, child abduction, kidnap, extortion, hostage incident, workplace violence.
  » Demonstrations, civil disturbance.
  » Bomb threat, suspicious packages.
  » Terrorism.
► Technology caused events:
  » Utility interruption or failure (telecommunications, electrical power, water, gas, steam, HVAC, pollution control system, sewerage system, other critical infrastructure).

» Cyber security (data corruption/theft, loss of electronic data interchange or e-commerce, loss of domain name server, spyware/malware, vulnerability exploitation/botnets/hacking, denial of service).

Hazards	Assets at Risk	Impacts
· Fire · Explosion · Natural hazards · Hazardous materials spill or release · Terrorism · Workplace violence · Pandemic disease · Utility outage · Mechanical breakdown · Supplier failure · Cyber attack	· People · Property including buildings, critical infrastructure · Supply chain · Systems/equipment · Information Technology · Business operations · Reputation of or confidence in entity · Regulatory and contractual obligations · Environment	· Casualities · Property damage · Business interruption · Loss of customers · Financial loss · Environmental contamination · Loss of confidence in the organization · Fines and penalties · Lawsuits

Probability & Magnitude

Vulnerability

Hazard Identification	Vulnerability Assessment	Impact Analysis

Source: Ready: Risk Assessment

SAFETY AND SECURITY

This section focuses on office safety and security policy, and details measures to ensure staff and personnel well-being. Assess all the safety hazards that might contribute to an emergency. Below, and in the template, are some of the standard conditions that organizations need to address. You may have more or different potential hazards and should include them in your manual.
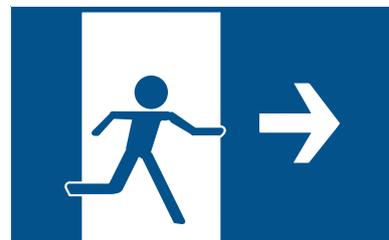
4.2. OFFICE EMERGENCY PLANNING

Fire

Prevention — what policies must people follow to minimize the threat of fire? For example, if your office has a kitchen, what procedures must people follow concerning using open flame burners, storage of cooking gas, and cooking with oil?

Management — if there is a fire in the office kitchen, what is the reaction? For example, you should never use water to extinguish a grease or oil fire. Is there a chemical fire extinguisher in the kitchen? If not, are there suitable alternatives such as baking soda for small grease fires?

If your organization has the equipment to extinguish fires, does everyone know where it is and how to use it? Very few people have any experience operating a fire extinguisher or using a fire blanket to smother fire.

Do you need to have visible signage indicating the location of safety equipment? What accommodations do you need to make for people with disabilities that may work or visit your workplace? For example, strobing light smoke detectors assist the hearing impaired.

If your organization has smoke detectors, how often are batteries checked, and whose responsibility is it to maintain the smoke detectors?

Do you need to have a policy requiring a designated person to check the facility every night after everyone has left, ensuring the gas is turned off, the oven is off, and checking that emergency exits are in working order?

For more information on fire safety, explore the internet for resources and ideas — the Government of Manchester City in the United Kingdom, for example, published a brochure regarding fire safety in Arabic and English.

Medical

Take time to anticipate any medical emergency that may occur in the workplace and develop organizational policies and procedures to deal with them. Medical emergencies may range from something as minor as a small cut to something more serious like a heart attack.

Equipment — if your workplace has a first aid kit for treating minor injuries, does everyone know where it is kept and how to use it? Keep medical kits stocked at all times, and have policies that ensure people are not frivolously using supplies. If your office, for example, is in a larger office building or complex or close to a facility with automated external defibrillators (AEDs), are people aware of where they are? Do people know how to use them?

Chronic condition management — are there staff or regular visitors with medical conditions of which you need to be aware? For example, will they need to keep medication on-site? How will it be stored, what risks are there to others — i.e., if children visit the office, is medication secured and out of their reach. What do you need to know if a colleague has an acute medical event — i.e., diabetic shock? How can you help reduce the risk to life?

Medical Emergency Measures — need to be posted where staff and visitors can access emergency phone numbers (not just ambulance and hospital, but poison control centers, etc.)

Evacuation

In an emergency requiring evacuation from your office, you must have a detailed evacuation plan. A plan applies to a range of potential scenarios from fire to civil disorder. Describe in detail how people evacuate the building and where they should go. Designate someone to be in charge of the evacuation; a staff member in the role of **fire warden,** for example.

Emergency Exits — Where are they? How do people know? How often should the designated warden have to check that they are accessible and there are no obstructions? Are emergency exits accessible by people with varying levels of mobility? If your office is on upper-level floors, are evacuation options safe if elevators and stairwells are unusable? Safety supply companies sell foldable metal and rope ladders for workplaces.

Rally Points — For evacuation of offices, having a muster point or rallying point is critical. It is an assembly place that is unobstructed and safe from the focus of the emergency or crisis. It should be a known location where people can gather and be accounted for safely, and further assessment can be made. For example, a rally point may be in an adjacent parking lot or across the street for an office

fire. However, if you need to leave the office because of other threats, such as targeting by armed groups, having a rallying point far from the office is needed. If you have off-site rally points, consider what equipment you need to have there. For example, having the emergency planning manual at a safe haven might be helpful.

Safe Havens — these are places where people can meet and gather in relative safety. They may be used for the short or medium-term where people can stay in place until the 'all clear' is given, or other arrangements for safe transport are made. If people are going to be there for some time, ensure that the safe haven has adequate food, drink, and medical supplies.

Safe havens can also be along regular transportation routes. For example, if your organization is based in Tripoli, but your team often travels to Sabha for programming, are you able to identify safe havens along the way (places where your team can move to and safely decide on next action)? Safe Havens might be the homes of partner organizations, or program beneficiaries, or even a hotel.

Program staff that frequently travel should know where they can go in an emergency wherever they are; the more prepared, the better.

Continuity of Operations Center — also known as a crisis management center, is usually a remote center or place for your organization to gather to continue operations and or programming.

Office Wardens — should be identified and well-known to staff. They need to be calm under pressure and focused on details. They do not necessarily have to have specialized training though that is preferable. They are responsible for keeping policies updated and for ensuring everyone follows and practices safety policies.

First Aid Trained Staff

Having first aid trained staff is well worth the effort to identify opportunities for training. While courses can be an expense, quite often, organizations offer training as part of their programming. It is also possible to partner with other organizations to dilute the per-person cost of contracting a qualified trainer.

EMERGENCY MANAGEMENT MANUAL

Your organization should develop a manual that is accessible to key staff. This document should be routinely updated and used for staff training purposes. The manual will provide detailed information related to a range of potential crises. The aim is to provide staff with the ability to respond quickly without scrambling for needed tools. As a planning document, compiling an emergency management manual also provides the organization with an opportunity to:

▶ identify potential threats,
▶ implement practices and procedures that mitigate the impact of threats, and
▶ demonstrate to external audiences (donors in particular) that you take risk mitigation seriously.

4.3. CRISIS COMMUNICATION

In an emergency, communication is key to ensuring personnel safety as well as continuity of operations. Good planning requires consideration of various scenarios and ensuring everyone understands how to communicate during an emergency. This means both the technical and operational aspects of communication.

Technical Needs During Emergency — A great deal of modern communication is conducted over mobile phone networks. However, during a natural or people-made emergency, mobile phone networks can quickly become overloaded. SMS or text messaging is often more reliable when mobile networks become overloaded with voice calls. Similarly, internet systems work as long as there is electricity and a viable data connection.

A crisis communication plan should anticipate redundancies — if one tool becomes useless, have others on hand. So, for example, if mobile networks go down, use landlines. If landlines go down, use satellite technology or free to air VHF or have a human network in place to communicate person to person. Whatever redundancies you plan for, they have to comply with the law in your jurisdiction. For example, VHF, walkie-talkies, and shortwave are regulated in many countries and illegal in some.

Operational Needs During an Emergency — Establishing plans detailing how and who communicates information

during an emergency is critical. Ensuring contingencies is also critical. For example, if the primary contact person is not available, who steps in and assumes those duties? A series of considerations follow.

1. Establish a basic phone tree system that is clearly understood by all. An example is below, and a phone tree is included in the template **Emergency Management Manual**. A phone tree assigns responsibility to various people to flow information through the organization. The executive director, for example, may be responsible for calling program and functional managers during a crisis, the managers then call junior staff and junior staff may have a responsibility to communicate with partners, vendors, or contract staff.

2. Detail, as best as possible, the redundant communications systems in place. While you may not be able to acquire satellite phones, your means of communication, when mobile networks fail, may simply be 'everyone gathers at a specific meeting place every two days.' However, it is critically important everyone knows what the plans are.

3. Develop a media package ahead of time that allows you to contact and communicate with the media if needed. For example, an earthquake may have destroyed your offices, but you can communicate to your partners through the media giving them information about your continuity of operations plans. The media may have queries about you and your organization following a targeted attack on your organization. The less time consumed gathering factsheets about your organization, the better; this is why having a ready-to-go media packet is helpful.

4.4. PHONE TREE

Create a phone tree illustrating who calls who in the case of an emergency. Add the name of the person and their contact information in the diagram. Develop a phone tree phone list of everyone that needs to be contacted in the case of an emergency. The phone tree diagram is a quick reference; the phone list gives more detail with a wide range of contacts, including physical address, if possible.

Examples follow, and the phone list is included in the template **Emergency Management Manual**.

Donors

Media

Exectuve Director

Civil Society Commssion

Manager of Administration

Project 1 Manager

Project 2 Manager

Operations Manager

Human Resources Coordinator

Finance Coordinator

Admin Assistant

Vendors

Bank

Project Staff

Project Staff

Project Staff

Project Staff

Project Partners

Beneficiaries

Project Staff

Project Staff

Project Staff

Project Partners

Beneficiaries

Driver

Security Guard

Neighbours

Police

4.5. DECISION MAKING DURING CRISES

During a crisis, it is crucial that the team understands who is in charge. This can be an individual or a group of people designated to manage the crisis. Organizations should have an emergency management team responsible for both the planning and management of crises. Some things to consider:

1. Who is authorized to speak to the media during an emergency?

2. What reporting is required during an emergency?

Consider, for example, a traffic accident. Is a police report required for insurance purposes? What

should staff document during an emergency? Are photos needed?

3. What emergency procedures need to exist to authorize emergency spending or procurement?

4. What post-emergency procedures exist to reconcile spending or apply for insurance?

5. What monitoring is needed to identify potential crises before they occur, and what measures are necessary to resume 'normal' operations?

4.6. SCENARIO PLANNING

Your manual should contain a separate section for different scenarios for easy reference. Procedures for each anticipated emergency will be detailed. A section on scenarios should anticipate that the operations manager is not present, for example, during a disaster and the organization's staff has to act.

Take the time to list all the potential emergencies that your organization might encounter, i.e. fire in the office, road traffic accidents, armed conflict in the vicinity of the office (but not targeting the office), theft, natural disasters (flooding, earthquake, etc.) and so on.

With your team, discuss each potential crisis and think through what would need to happen. This exercise provides the opportunity to identify resources or materials that mitigate risk, such as fire and smoke alarms, extinguishers, first aid kits, and safety equipment in vehicles.

Below is an example of the scenario planning section found in the template **Emergency Management Manual**.

EXAMPLE

EVENT: Armed groups fighting in office neighborhood

DESCRIPTION: There are several armed groups within the city, and they often clash. They target one another, though there is often collateral damage.

ACTIONS: Hold Fast in a Safe Room.

1. Lock all exterior gates.
2. Shut and lock all office doors.
3. Turn off all password-protected computers, routers, hard drives.
4. Move people away from windows into an office with no windows.
5. Conduct a personnel count and location.
6. Advise all off-site personnel not to come to the office.
7. Advise any potential visitors, vendors, and partners not to come to the office.
8. Contact police and other emergency contacts.

TASKS:

Security manager to identify and equip **'safe room'**, ensure there are supplies for several hours (water, food, any needed medication) as well as battery-powered lighting and chargers for phones. Update every six months (put on Calendar). Check batteries, expiration dates on foods and medication.

Inventory list for safe room:

KEY CONTACTS:

Local Police Station
Main Phone: 999 999 999
Name: Sergeant John
Mobile Phone: 999 999 999

Local Militia:
Our Point of Contact: John Smith
Mobile Phone: 999 999 999

RESPONSIBILITY: Security Manager, Executive Director.

4.7. CONTINUITY OF OPERATIONS

Organizations need to plan for how their operations continue during and after an emergency. Dealing with immediate threats is critical during an emergency, but the need to operate in the short to medium term requires planning. Consider a natural disaster like an earthquake; if your office is unusable for months, where do you set up to ensure continuity? The pandemic demonstrated that working from home is possible, but if your team will work from home, how will this work? Will people need additional technological needs? What if, in a natural disaster, your computer equipment, digital storage, and access to the internet and cloud-based storage are all inaccessible?

Physical Locations

1. Data storage — many organizations keep backup hard drives and file copies at an alternate location. Organizations should regularly back up their computer systems.

2. Emergency communications center — you should designate an alternate operation center in the case of an emergency. It can be someone's home or a secondary office. If you do not have a fixed location, a hotel can also provide, at a cost, space for you to ramp up your emergency communications center. If using a fixed location, be sure to have the bare minimum to communicate effectively with staff, media, and donors.

3. Safe havens — These are places that people can gather during an emergency and, in safety, take the next steps as outlined in your policies. Again, these might be alternate locations to your office, or they may be along regularly traveled routes.

IMPORTANT: Exercise caution in identifying your safe havens or data storage locations in documents. Use labels such as 'Location 1', and make sure everyone knows where Location 1 is. If, for example, a criminal gang targets your organization, you do not want them to know where you store additional technological equipment or important files.

4.8. ASSET MANAGEMENT

As a general organizational practice, keeping asset records for inventory purposes is essential. This is particularly true if your organization receives funding from different donors. They will want you to identify assets purchased with their funding because when the program ends, they may want to donate the equipment or assets to other organizations.

Using your asset or inventory tracking, develop an emergency asset management system.

In the event of an emergency, an inventory provides rapid detail about what assets need to be secured. In addition, if large-scale civil unrest and looting occur, it provides an organization with quick references and lists for police or insurance companies.

Below is an example of a simplified spreadsheet for emergency asset management. Your organization may want to include additional detail. Still, the sample is included in the Emergency Management Manual because the manual must contain a list of items that need to be accounted for during or after an emergency.

ASSET	SERIAL NUMBER	ASSET CATEGORY	DATE OF PURCHASE	VALUE	LOCATION OF ASSET	CRISIS COMMENT
EXAMPLE **ACME COMPUTER**	1234567	Technology	01/01/2001	$ 400.00	Human Resource office, Main Office	Threat to office: Remove to location 2
EXAMPLE **ACME SCANNER**	7654321	Technology	01/02/2001	$ 250.00	Operations Office, Location 1	Threat to Office: Leave in place
...						

4.9. KEY CONTACTS

There should be a list of all key contacts you may need to reach during an emergency within the **Emergency Management Manual**. Consider this as the consolidated phonebook or contact list for the manual. It is clearly labeled, in the manual, for easy and quick reference by those that need it. The list may include the next of kin for staff in the unfortunate event that a staff member cannot communicate and the organization needs to reach the family.

The contact list should also include all emergency contact details for hospitals, police, and emergency services. Also keep in mind that during a natural disaster emergency services will be overwhelmed so try and think out of the box about who can be contacted as an alternative.

For example, if the civil protection or fire fighting services are unresponsive to your calls during a natural disaster, are there private services that can be called on — like a water bowser service? Or, if ambulances are unavailable, are there alternatives such as a friend with a four-wheel drive vehicle? If emergency and trauma facilities are inundated, do you have access to medical support to provide basic triage?

If your organization conducts remote programming, identify key emergency contacts along regular transportation routes. These contacts would include medical facilities, police or security companies, safe haven possibilities (a partner's home or a hotel).

Include vendors in your emergency contact list; you may need to inform them not to go to your regular place of business, or may need additional emergency services or goods. This would include banking representatives, donors, and partners.

4.10. TRAVEL SAFETY

Ensuring the safety and wellbeing of staff and partners requires each organization to have travel safety policies in place. For insurance or legal liability, it is a necessity. There are two important components to planning for travel safety; first, general guidance or procedures covering routine travel by road, air, or water, and, second, specific guidance or policies related to particular areas, regions, or countries. The latter should be updated on a more regular basis than the former.

4.11. TRAVEL GENERAL GUIDANCE

Road travel — Develop policies that detail actions or requirements when staff or partners travel on roads. This includes vehicle safety as well as route information. For example:

a. Seat belt wearing is mandatory for all travelers in program vehicles. Drivers are prohibited from driving until all passengers are wearing a seat belt. All drivers must ensure seat belts are functioning properly.

b. After sundown, vehicles should not stop on the side of the road unless there is no other option, in which case the driver will text the exact location to the operations manager. Stopping at well-lit and attended service stations is permitted.

c. Doors must be locked at all times.

d. Drivers must ensure all safety equipment is on board vehicles at all times. This includes:

    i. Seat belts are in working order.

    ii. Tires are properly inflated, including spares.

    iii. Tire jack equipment is onboard and in working order.

    iv. Safety triangles and or flares are on board.

e. Mileage is logged at the beginning and end of the trip.

f. Petrol tanks are not permitted to drop below one quarter.

g. Driver must check in with operations at the beginning and end of the journey.

Similarly, if your organization routinely has staff and partners traveling by air or water, you should have policies in place. For example:

1. All air travelers must be issued travel health insurance.

2. If traveling by air, all staff and partners must abide by airline and national regulations and laws. This includes declarations for currency and goods that are regulated.

3. Do not travel if you are unwell.

4. Do not leave baggage unattended.

5. If you encounter a problem during your travel, contact the travel agent at [insert contact information] for flight connections, and the operations manager for other concerns.

4.12. SPECIFIC TRAVEL ADVISORIES

As mentioned earlier, you should develop specific travel advisories for areas or regions. For example, if your organization has a programmatic reason to be in an area of frequent armed conflict, you should have a detailed set of policies and guidelines for that area; specific journeys into such regions may require detailed travel plans and measures.

Develop a standard classification system for travel advisories. For example:

1. Regular Travel — no additional safety concerns or measures are required.
2. Limited Restrictions on Travel — approval required for travel to [location]. Regular check-ins are required.
3. Travel Restricted — approval required to travel to [location], regular check-ins required, no self-drive, a local driver provided. Travelers cannot leave the hotel after dark, and all movements require approval.
4. No Go — the location is off-limits for all travelers.

You will need to establish a safety and security monitoring system to evaluate travel safety to locations. This may include discussions with people you know in the locality, discussions with other organizations, and you may be required to inform or get approval from donors in advance of any travel. If donors require permission, they will be at ease if they know you have a well-developed travel and safety policy in place.

Emergency Man-
agement Manual

Employee
data sheet

Covid
mitigation plan

www.ready.gov

Ready.gov risk
assessment tool

Fire
safety measures

CHAPTER 5

NETWORKS AND COALITIONS

CHAPTER 5: NETWORKS AND COALITIONS

Most CSOs do not exist in a vacuum and often work with other organizations to realize shared goals and objectives. At a minimum, all CSOs have some relationships with community leaders and other CSOs with whom they share information or support activities. These relationships are part of an organization's network.

Put simply, networks are collections of people or organizations. Networks exist in our everyday lives; friends, family, community, and work. Groups come together in networks bound by informal understandings or through more formal means. More formal networks are often called coalitions with established organizational mechanisms and defined goals and objectives. Organizations join networks to benefit in some way: social belonging, business contacts, sharing information and experience, and achieving common objectives. Members of successful networks are effective communicators and regular contributors to the internal workings of the network.

5.1. WHY DO WE BUILD NETWORKS?

Networks exist for several reasons:

▶ **Exchange of information:** Network members can share strategic knowledge, as well as lessons learned. They can exchange important contact information and identify important resources available to members.
▶ **Coordinate action:** Organizations with similar objectives or aims come together to coordinate their activism better. For example, several women's rights organizations might join a network with the express aim of raising awareness of gender-based violence, seeking solutions, or assisting victims.
▶ **Share resources:** Many CSOs lack all the resources they need to advance their work. They seek out other organizations that may have particular resources, expertise, or funding and form networks. Resources are not limited to money, equipment, or human capacity but can also include critical allies of members. For example, a women's rights network may have members with direct access to international women's rights governmental agencies, local state security apparatus, or academic institutions.
▶ **Protection:** Many CSOs seek structural change in their areas of concern. For example, women's rights organizations may want a state justice system to be more responsive to complaints related to gender-based vi-

olence. Structural change of this sort may cause adverse or violent reactions among some, even powerful, people or organizations. Sometimes joining networks provides members protection from potential backlash for controversial positions. Network members with allies among the international community, state institutions, or large groups within society can use these relationships to provide some level of protection for individual members of the group.

▶ **Support:** While we have discussed sharing of information, resources, and the protective dimensions of networks, they also offer the opportunity for members to provide moral support and encouragement to others. Given that the work of human rights activists can be intense and often dangerous, having supportive networks helps maintain perspective and act as a sounding board for frustrations and fears.

▶ **Issue platform:** Networks can provide a platform to elevate the importance of issues and promote action. A network with many members unified in calling for action gives an issue greater importance and broad attention.

Networks can be structured in many different ways, and depending on the level of obligation and responsibility, may have significant advantages for member organizations. In all things, there is strength in numbers. But as in any relationship, networks take work. While the advantages of networking are numerous, some important drawbacks need to be considered.

THE BENEFITS	THE DRAWBACKS
Apply political pressure effectively ▪ Networks allow for distributed groups and individuals to coordinate lobby efforts, reaching larger audiences. ▪ Broader platforms.	**Sharing decision making** ▪ Depending on the kind of network, some of your decision-making is devolved to the network.
Expand capacity ▪ Sharing of information. ▪ Exchanging skills and experience. ▪ Increasing member capacity.	**Communication** ▪ More time and attention has to be paid to communicating within the network and your organization
Strength in numbers ▪ Members' allies can come to the aid of the network	**Commitment** ▪ Depending on the structure of the network, you may need to commit time and resources your organization may not have ▪ Others within the network may not be as committed as you expect

5.2. TYPES OF NETWORKS AND COALITIONS

Networks can be structured in many different ways. The level of effort each member organization is expected and willing to contribute to the network will determine its structure and its success.

The less formal a network is structured, the less obligation member CSOs have, and they retain all of their organization's decision-making power. More structured networks arise when specific objectives among a group of people require coordination and sharing of resources and decision-making. Ultimately organizations considering creating or joining a network must clearly understand the responsibilities and compromises needed to join or create a particular structure.

The illustration below shows three types of network structures. Cooperative networks are loosely organized and have few expectations of members. Alliances become a little more structured as they better suit groups of individuals with common aims and objectives. Coalitions are formalized structures with members collectively agreeing to pursue concrete goals and objectives.

COOPERATION	ALLIANCE	COALITION
Organizations and individuals work together informally, sharing ideas, strategies and information. Usually bound by shared values and objectives.	Organizations come together with more structure, usually with specific objectives, often time-bound, with scheduled meetings and agreement on action.	A structured organization with defined objectives and leadership. Usually governed by members of the individual organizations.
* No organizational commitment. * Voluntary sharing of resources and action. * Individual organizations retain decision-making.	* A degree of structure. * Potential for future integration. * Decision-making is shared.	* Decision-making is absorbed into one structure. * Structured organization.

Partner ogranizations' authority

Autonomous	Shared	Integrated
Loose affiliation	Formal Agreement required (ie. MOU)	Statutes or registration required

Knowing what kind of network you want to create or join is essential. Too often, activists create networks without thought to the amount individual organizations can contribute, the clear objectives, or how members communicate within the organization. These networks are often short-lived or necessarily evolve to more formal or loosely structured entities. All relationships require work, and networks are no exception.

5.3. MANAGEMENT AND COORDINATION OF NETWORKS AND COALITIONS

Every network requires some level of management, whether loosely organized or very formally structured. Members need to ensure that expectations are being met and progress is being made. Questions about who does what need to be answered and internal accountability ensured.

CSO members should answer the following questions when forming or joining a network or coalition:

▶ Why is the network necessary?
▶ What are our objectives?
▶ Who does what?
▶ What are my obligations as a member?
▶ What are the obligations of other members?
▶ How do we balance the expectations and commitments of our organization with those of the network?
▶ How do we communicate as a network?

All networks and coalitions need coordination to function efficiently and effectively. Informal networks usually rely on ad hoc coordination with responsibilities divided among members of the participating organizations. The more structured and formal a network or coalition, the greater the need to articulate roles and responsibilities, coordination methods, decision making processes and dispute resolution mechanisms. Most formal networks or coalitions have written agreements signed by all representatives of participating CSOs. The type and extent of network or coalition agreements depend on the purpose, size, or geographic distribution of CSOs within the group. At a minimum, most agreements include the following elements and answer the following questions:

The purpose: Is the network or coalition's purpose single-minded and time-bound, for example achieving a

specific goal, or is the purpose long-term in pursuit of multiple goals and objectives?

Roles and Responsibilities: What contributions will member CSOs make to the group, including time, activities, and financial and human resources? What mechanisms exist to bring in new members? Are the roles and responsibilities equally distributed among the CSOs, or are they divided by subject matter, geographic location, or other criteria? If specific CSOs have defined and distinct roles, it is useful to note these in the agreement. It is also important to acknowledge that many CSOs engage in activities unrelated to their participation in a network or coalition and that, while they are free to pursue these activities, non network-related activities or communications should not conflict with those of the network or coalition.

Decision making: Which actions require decisions by all members of the group? Do decisions need a unanimous agreement, or will a majority vote be sufficient?

Coordination: Will one CSO be responsible for the coordination of the network or coalition activities? Alternatives include establishing a coordination committee with representatives from all CSOs, or hiring a neutral non-affiliated coordinator. If one person is designated as coordinator, this person must have:

▶ The trust and support of all network or coalition members.
▶ The necessary time to commit to the job.
▶ Excellent communications skills.

Depending on the nature of the network or coalition, coordinating activities may include calling meetings, following up with members to receive information and input, organizing and managing events, communicating with CSOs, and implementing actions.

Communications: Agreements should outline issues related to external communications about the network or coalition and its activities. Members will have to decide who speaks on behalf of the group — is it only one person or CSO, or do all CSOs participate in coordinated communications to and within their communities? Groups should agree on the branding of external communications and on how and when members use social media.

Resolving disputes: any group of CSOs will encounter disagreements in a network or coalition. When conflicts arise, members need to be open, transparent and committed to resolution. The ability to listen and understand the per-

spectives of others are required to reach the necessary compromise that is usually needed to resolve disputes. Strong networks with regular and transparent communication can often overcome disagreements because members trust each other and are willing to give others the benefit of the doubt.

When a conflict does arise in a network or coalition, members must deal with it as soon as possible. If disputes are left unresolved, resentment and mistrust will grow and damage the relationship among CSOs. Members of a network or coalition should approach a conflict in search of a win-win solution in which no organization feels they have lost to others. While a win-win solution may not always be possible, disagreements must be dealt with in a dignified and productive manner.

It is best to articulate in an agreement how the members will resolve disputes and deal with conflict. Tips for dealing with conflicts within groups include:

▶ Be diligent in identifying the problem.
▶ Learn how others in the network view the problem.
▶ Identify people within the network who share concerns.
▶ Work with members to understand what resolution is desired.
▶ Identify trusted members of the network to mediate.
▶ Work towards win-win outcomes.

Ultimately, being part of a network or coalition is a rewarding experience that can help CSOs with limited resources increase their impact. However, being part of an organized external group requires time and energy to participate as a meaningful and contributing member. Before joining or forming networks or coalitions, CSOs must internally discuss the pros and cons of their participation and ensure all members of the organization's team are committed to the network relationship. While in a network or coalition, if a CSO's participation is creating problems for the organization or is becoming unmanageable, it may be time to leave. Exiting a network or coalition gracefully, without public acrimony, is the best way to go, leaving relationships and reputations in tack.

Advocating for
Change Toolkit

CONCLUSION

CONCLUSION

While NGOs and rights advocacy groups come in all shapes and sizes, it is crucial that they develop and document foundational practices. Not only does this contribute to greater efficiency and effectiveness, but it also provides prospective donors with the confidence that thoughtful organizations make good partners. Having the foundations in place also helps small organizations focus on what they do well — community-based programing.

Our purpose in designing this toolkit is to provide additional materials to help small and nascent organizations strengthen their internal processes, policies, and procedures. While undertaking some of the initiatives outlined in this document may seem onerous for the size of your team or your current priorities, it is worthwhile carving out time and gathering the team to begin work on some of the recommended elements outlined in this manual.

Fortunately, beyond this manual, several resources are available to help organizations develop their internal systems. We have taken the opportunity to share some that we believe are informative. However, we are not endorsing any group, organization, or model; we simply want to provide readers with options and the opportunity to know that no single model suits all organizations. Fortunately, many examples allow us to learn and adapt to what may work best for our unique circumstances.

Finally, we encourage small organizations to reach out to similar organizations in their functional or geographic communities to learn from each other and exchange knowledge on best practices.
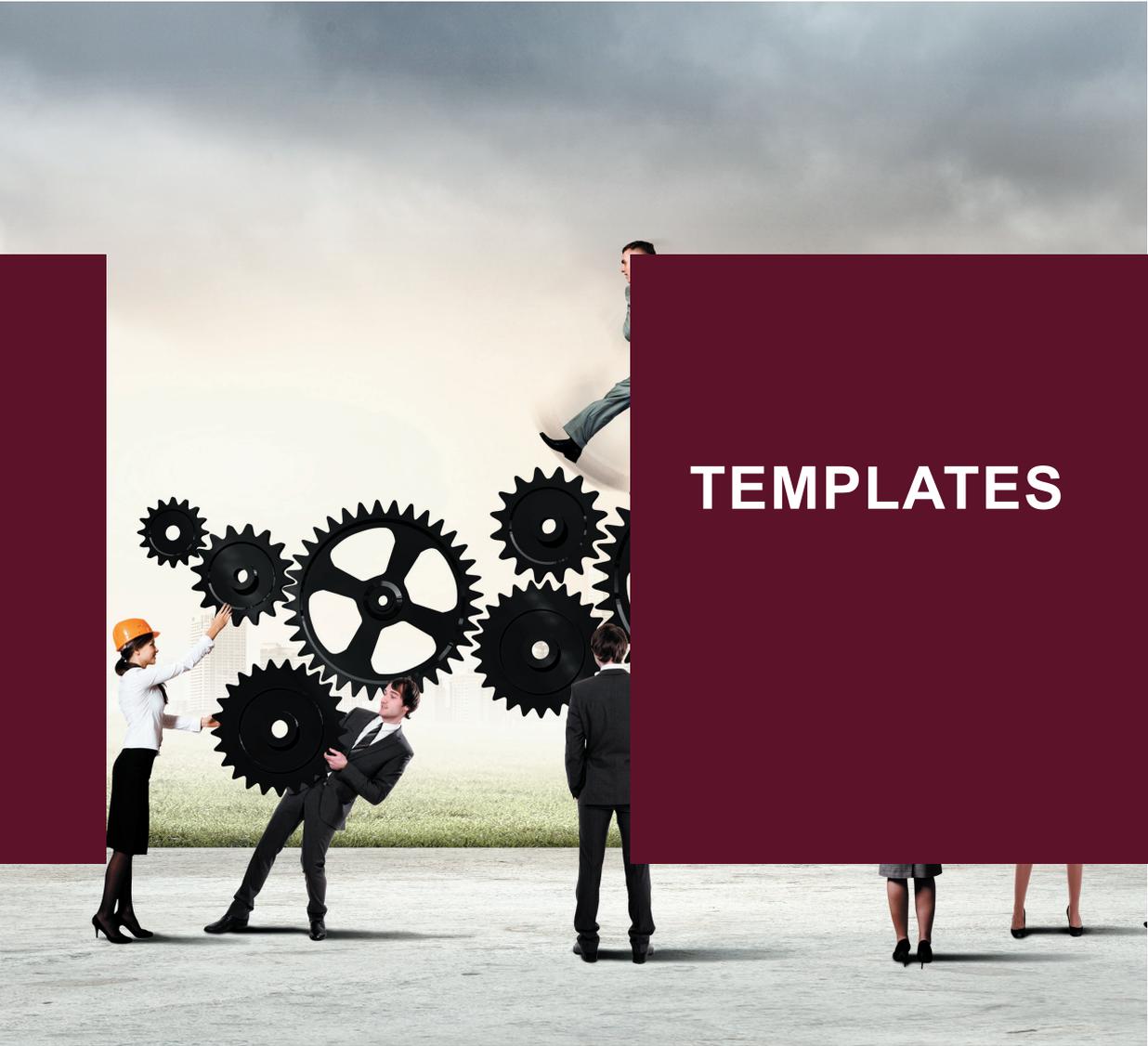
TEMPLATES

TEMPLATE 1: VALUES, VISION, AND MISSION

[INSERT ORGANIZATION NAME] VALUES, VISION AND MISSION

Our Values:

[The fundamental beliefs that unite and motivate members of the organization. Values are principled ideas that guide your actions and answer the question "what do we stand for?]

Vision Statement:

[Describe the inspirational long-term change, resulting from the organization's work. Vision statements answer the questions "What is the result we want from our work? What world do we want to live in?" Visions are future-focused, using aspirational language; they describe the destination of your activist journey.]

Mission Statement:

[broadly explain what you do and answer "why do we exit?" A mission statement is present-focused, using action words describing the journey to your destination articulated by your vision. Mission statements contact action words]

Organizational Objectives:

[SMART goals and objectives should be flexible so that organizations can adapt to changing internal or external events. Organizations should regularly review their goals and objectives and modify them accordingly. SMART goals and objectives provide the necessary benchmarks against which organizations can track and evaluate progress to adjust if needed]

TEMPLATE 2: DEFINING SMART GOALS

S SPECIFIC
Be clear on what you want to accomplish, why it matters, who is involved, and which resources are needed.

M MEASURABLE
To track and assess progress, define what evidence will prove you have succeeded.

A ATTAINABLE
Goals must be realistically achievable given existing constraints or limitation.

R RELEVANT
Goals need to matter, be realistic and worthwhile to everyone involved.

T TIME-BOUND
Goals need specific short and long-term deadlines.

TEMPLATE 3: PROBLEM TREE ANALYSIS

[Use problem tree analysis to identify core problems, along with their causes and effects to help identify clear and manageable solutions]

Consequences

Problem

Causes

CITIZENS DISENGAGE FROM POLITICS

DESCRIMINATION IN PUBLIC APPOINTMENTS

POLICIES THAT IGNORE THE NEEDS OF WOMEN AND GIRLS

PROBLEM: NO GENDER PARITY IN POLITICAL SYSTEM

WOMEN LACK ACCESS TO FUNDING

WOMEN LACK ORGANIZING SKILLS

PARTIES FAIL TO PROMOTE WOMEN

Problem Tree

Condequences

Pronblem

Causes

Objective Tree

Ends

Objective

Means

INCREASE CITIZEN ENGAGEMENT

MORE EQUITABLE PUBLIC APPOINTMENTS

CITIZENS DISENGAGE FROM POLITICS

POLICIES THAT IGNORE THE NEEDS OF WOMEN AND GIRLS

DESCRIMINATION IN PUBLIC APPOINTMENTS

OBJECTIVE: INCREASED GENDER PARITY IN POLITICAL SYSTEM

PROBLEM: NO GENDER PARITY IN POLITICAL SYSTEM

WOMEN LACK ACCESS TO FUNDING

WOMEN LACK ORGANIZING SKILLS

PARTIES FAIL TO PROMOTE WOMEN

CAMPAIGN FINANCE LIMITS & SUBSIDIES FOR WOMEN CANDIDATES

TRAIN WOMEN TO ORGANIZE

IMPLEMENT QUOTAS

TEMPLATE 4: POWER MAPPING

OPPONENTS

- Who is likely to oppose me?
- Will their oposition be strong or weak?
- What will their arguments be against me?
- How can I neutralize their arguments?

SUPPORTERS

- Who is likely to support me? Why
- Will their support be stong or weak?
- How can I maximize their support?

STAKEHOLDERS

- Who is most likely to be affect by my action?
- What degree of change will they have to adjust to?
- What is their initial reaction to be?
- What information or interaction do they need to support me?

Power Map

Direction of influence

◄ **Positive**   **Negative** ►

Strength of Influence

Strong ▲

Positive / Strong:
- Keep involved & engaged.
- Ask for public support.
- Ask to influence negative decision-makers.

Negative / Strong:
- Engage & actively try to influence.
- Use peers to influence

Weak ▼

Positive / Weak:
- Monitor and inform as needed.
- Seek to move into Strong/Positive if Power Map is heavily negative.

Negative / Weak:
- Keep informed so they do not move into Strong negative.

Power Map

Direction of influence

	◄ **Positive**	**Negative** ►
Strong ▲	• Keep involved & engaged. • Ask for public support. • Ask to influence negative decision-makers.	• Engage & actively try to influence. • Use peers to influence
Weak ▼	• Monitor and inform as needed. • Seek to move into Strong/Positive if Power Map is heavily negative.	• Keep informed so they do not move into Strong negative.

Strength of Influence

TEMPLATE 5: JOB DESCRIPTION

[INSERT NAME OF ORGANIZATION]

[INSERT JOB TITLE]

Reporting to:

The [insert Job title] will report to [Insert title of person who will supervise].

Context:

[Describe how the job fits into and contributes to the overall mission of the organization.]

Tasks:

[the specific activities or work the employee does.]

Responsibilities:

[the expected results or supervision associated with the person performing the job.]

Performance indicators:

[define how the employee's performance will be evaluated and articulate performance metrics and targets. It is also important to note what happens if the employee exceeds, meets or fails to meet targets.]

Education qualifications and experience:

[these must be set out clearly in the job description.]

Organizational Background:

[Provide additional information about the organization and what it does, its values, and guiding principles — this may include commitments to equal opportunity, integrity, and so on]

TEMPLATE 6: EMPLOYEE DATA SHEET

EMPLOYEE INFORMATION							
Surname							
First Name				**Middle Name**			
Date of Birth (mm/dd/yyyy)			**Citizenship** (Please list all citizenships)				
Sex	Male	Female	**Civil Status**	Single	Married	Widowed	Separated
Blood Type		**National ID**		**Mobile No.**		**Telephone No.**	
E-Mail Address							
Residential Address	**No.**		**Street**		**Vilage**		
City/ Municipality			**Province**		**Zip/Postal Code**		
Permanent Address	**No.**		**Street**		**Vilage**		
City/ Municipality			**Province**		**Zip/Postal Code**		

FAMILY BACKGROUND			
Spouse's Surname		**Name of Children (Write full name and list all)**	**Date of Birth**
First Name			
Occupation			
Employer/Business Name			
Business Address			
Phone No.			

EMERGENCY CONTACT INFORMATION			
Emergency Contact			
Name			
Relation to you		**Mobile No.**	
Address			
Do you have any medical conditions we should be aware of? If yes, please describe.			
Does your condition require you to have mediciation in your workplace? If yes, please describe the medication and how it is administered.			
Please provide your medical care giver contact information (i.e. doctor, and location of practice, i.e. hospital, clinic etc)			
PROOF OF LIFE. Please provide a word or phrase that would be provided by a kidnapper or detainorto prove you are still alive.			
Please affic a headshot photo of you here			

TEMPLATE 7: COVID-19 MITIGATION PLAN FOR CSOS

VIRUS PREVENTION PROTOCOLS

[CSO Name] will **adhere to strict** Covid-19 mitigation measures described below. However, as a general guideline, [CSO Name] and its contracted personnel, members and volunteers will wear masks when encountering others, practicing regular hygiene (handwashing and using sterilizing hand solutions), and observe physical distancing as is possible. The foundations of these protocols are monitor, prevent, report, and vigilance.

Monitoring: [CSO Name] will monitor daily official sources reporting on the spread of the virus and measures introduced to mitigate the spread.

Prevention: [CSO Name] will take all reasonable efforts to limit direct contact without appropriate personal protective equipment.

When attending meetings organized by third parties, [CSO Name] representatives will assess associated risk:

▶ Are hosts respecting physical distancing of one or more meters?
▶ Are masks mandated?
▶ Is a sterilizing product made available?

If no measures are in place, [CSO Name] will urge hosts to implement needed precautions. Ultimately the decision to attend will be made by [CSO Name]'s senior leadership.

When hosting activities and events such as meetings and trainings, [CSO Name] will require participants to wear appropriate face coverings (masks or shields). [CSO Name] will provide sterilization solution in all events organized by it and arrange seating to ensure and enforce physical distancing (1 or more meter between participants). Handshaking will be discouraged.

[CSO Name] staff, members and volunteers are required to report any symptoms and immediately isolate should they feel unwell.

Consent and Risk Acknowledgement: Participants in all meetings, workshops and trainings will be asked to sign a COVID-19 consent to participate and risk advisory statement that commits to follow the precautions outlined above, confirms that they have no known symptoms and acknowledges that, despite all precautions, there may be pandemic-related risks beyond the control of [CSO Name].

TEMPLATE 8: SAMPLE COVID ACKNOWLEDGEMENT FORM FOR EVENT PARTICIPANTS

PARTICIPATION IN [CSO NAME] PROGRAMS — COVID-19 RISK ADVISORY AND ACKNOWLEDGEMENT FORM

I, _____, **understand** that there are risks associated with participation in [CSO Name]'s programs (meetings, events, or other activities) related to the ongoing COVID-19 (coronavirus) pandemic. **I understand** that [CSO Name] will take precautions reasonably within its means to create safe conditions for all participants in its programs. These precautions include mandatory face masks, social distancing, availability of hand sanitizer and other cleaning products, and limiting the number of participants. However, **I understand** that these precautions may not mitigate all risks related to the pandemic and that circumstances may arise outside of [CSO Name]'s control that may cause harm to me.

I. Risks to Personal Health

I understand that the risks associated with participation in [CSO Name]'s programs during the COVID-19 pandemic may include risks to my health as outlined below:

► Potential exposure to COVID-19 (coronavirus). COVID-19 is an infectious disease that is spread through contact with the respiratory droplets of an infected person, or by touching your face after touching contaminated surfaces. Symptoms of COVID-19 may include but are not limited to fever, cough, shortness of breath, fatigue, chills, and muscle aches.
► Infection with COVID-19 may lead to more severe forms of the disease, such as pneumonia or even death.

II. Risk Information and Orientation

I understand that if I have questions regarding the risks associated with participating in [CSO Name]'s activities during the COVID-19 pandemic that I may contact:

[Insert name/position) at [Insert contact number/email].

I certify that I consent to participate in [CSO Name]'s program and that I have read this risk advisory document and any related materials provided to me and have been given the opportunity to ask questions related to the risks of participating in [CSO Name]'s program. **I understand**

that [CSO Name] has the authority to establish rules of conduct for my safe participation and that of others in [CSO Name]'s activities and **I will follow** all health guidance and rules of conduct made known to me. I will follow the infection mitigation measures that [CSO Name] is taking to protect participants, including but not limited to wearing a face mask, maintaining social distancing, avoiding physical contact with other participants, and following any other rules put in place by the organization. If I have tested positive for COVID-19 in the 14 days prior to the event, or if I have a fever or believe that I am sick, then I will not participate in the [CSO Name]'s program. **I understand** that failure to comply with these measures may result in being asked to no longer participate in the activity.

I, the undersigned, have read this statement, understand all its terms, and recognize and accept any health risk associated with participation in [CSO Name] programing during the COVID-19 pandemic.

_____

Participant Signature

Date:

TEMPLATE 9: SALARY SCALE

[Template: Insert position name within your organization and determine the range of salary for each step. Consider consulting with other organizations to understand the market rates]

Salary Scale for [insert name of organization]

Updated as of [insert date]

The ranges reflect monthly [or annual] salary

POSITION	STEP 1 RANGE	STEP 2 RANGE	STEP 3 RANGE	STEP 4 RANGE	STEP 5 RANGE
Director	$000 — $000	$000 — $000			
Manager	$000 — $000	$000 — $000			
Officer	$000 — $000	$000 — $000			
Coordinator	$000 — $000	$000 — $000			
Assistant	$000 — $000	$000 — $000			
Intern	$000 — $000	$000 — $000			
Ex: Contract (day Rate)	$250 — $300	$300 — $400	$400 — $500	$500 — $650	$650 — $1,000

[Adapt the template to reflect the actual positions in your organization, or use the opportunity to add structured system to the existing positions and salary scale].

Comparable organization Salary Scale

POSITION	[ORGANIZATION 1]					[ORGANIZATION 2]					[ORGANIZATION 3]				
Equivalent	Average (for each step if applicable)					Average (for each step if applicable)					Average (for each step if applicable)				
Director	$	$													
Manager	$	$													
Officer	$	$													
Coordinator	$	$													
Assistant	$	$													
Intern	$	$													
Ex: Contract (day Rate)	$	$													

[Different organizations may have different positions/job titles — use the equivalent positions in responsibility and authority. Use an average of each step, though comparable organizations may not have steps or ranges — just a fixed amount].

TEMPLATE 10: FINANCIAL MANAGE-MENT MANUAL

FOR [INSERT NAME OF ORGANIZA-TION]

Organizational Finance and Accounting Principles

[Provide a narrative description about the key principles that guide your organization's finance and accounting systems — i.e. "Our organization ensures all project funding is safeguarded and accounted for through audit and good practice…"]

Finance and Accounting Policies and Procedures

[Detail your organization's policies related to finance and accounting, some suggested topics are included below]

1. Banking
   a. Authorised personnel

      [Who are bank signatories? How many signatories are required for any transaction]

   b. Bank accounts

      [What is your organization's policy on having bank accounts? Some donors insist on seperate accounts for their funding, however if an organization has a sufficiently rigorous accounting practice, donors may accept a single account]

2. Cash Management
   a. Petty cash management

      [Where is petty cash kept, how is it secured, how is it routinely accounted for?]

   b. Payments: Cash disbursement policies

      [How are cash payments made? What forms and approvals are required]

3. Program Reconciliation
   a. Allowable expenses

      [Donors will have specific requirements for what is an allowable expense and what is not — your organization should detail those as well as your own allowable expenses; for example are program managers allowed to pay and be reimbursed for coffee at meetings with program beneficiaries?]

b. System for requesting payment for events, meetings, and activities as well as reconciling expenses.

c. Salaries

[How often are salaries paid? Does the organization require timesheets, if so what is the process for approving timesheets?]

d. Contract payments

[Detail the procedures for paying contractors]

e. Schedule of reconciliation and approvals

[How often does your organization reconcile it's revenues and expenditures? Weekly, monthly, quarterly; and what is the process? Who reviews and approves reconciliations?]

4. Audit

[Detail your organization's audit schedule and practice; i.e. does the annual audit require the board of directors to accept audit findings? In addition to external audits, does the organization have any internal audit systems in place?]

Annexes — Forms and Templates

[Provide samples of forms and templates used by your organization. i.e.:

▶ Travel expense authorisation
▶ Cash advance form
▶ Cash count form]

TEMPLATE 11: CODE OF CONDUCT

FOR [INSERT NAME OF ORGANIZATION]

Organizational values, vision, mission

[Provide a narrative description about the key principles that guide your organization's work, including the values, vision and mission statements.]

Organizational Code of Conduct

[A statement on the commitment by the organization, members, employees and volunteers to comply with relevant laws, to uphold the highest ethical standards, to reject corruption, attempts at influence or bribery. Also include a commitment to a workplace free of discrimination, harassment, free of weapons, etc.]

Employee Code of Conduct

[Outline expected behaviors and conduct expected of employees. For example, professional comportment, respect for colleagues, use and protection of organization equipment. Also outline prohibited behaviors. For example, harassment, appropriate use of technology, representation of organization, absenteeism, etc.]

Conflicts of Interest

[Confirm that employees, members or volunteers should not use their positions for personal or private gain. Note the need to inform the organization if real or perceived conflict exists.]

Outside Activities or Employment

[Outline if and under what circumstances outside activities or employment is permitted.]

Accepting gifts, favors, kickbacks or commission

[Note the prohibition of receiving gifts, favors, kickbacks or commission to influence the performance or activities of the organization.]

Privacy and Confidentiality

[A statement on the maintenance of private and confidential information about the organization, its work and stakeholders.]

TEMPLATE 12: CONFLICT OF IN-TEREST POLICY

[YOUR ORGANIZATION NAME HERE]

(The 'Organization)

The attached conflict of interest policy and disclosure form[1] were approved by [Your highest Governing Body] on [Insert Date], as reflected in [identify board minutes, or resolution].

I. The Purpose of the Policy

[Describe (in positive terms if possible) the benefit of a policy, why it is needed, and to whom it applies.]

1. Purpose

The purpose of this conflict of interest policy is to protect the integrity and interests of the Organization.

It is also our collective commitment to ensuring accountability and transparency, and to assure our members, donors, and beneficiaries of this commitment.

2. Why is a policy needed?

First is our legal obligation as a registered [insert the legal status of your organization i.e. Charitable, NGO, Limited Liability….] organisation to act in the best interests of the organisation, its mission and its employees, volunteers and beneficiaries.

Second, we have a collective commitment to the organization, its reputation and its values.

Third, as an organization that works with [describe your beneficiaries] we are committed to ensure they receive support from accountable members, that they are protected from exploitation, and that our donors and supporters know we are driven by our values and our mission is legitimate.

3. To whom does this policy apply?

This policy applies to every member of the organization regardless of seniority. This includes all key persons in decision-making roles and anyone that exercises powers of the organization or is in a position of influence.

---

1   This template is drawn from a sample developed by the Non-profit New York Organization (https://www.nonprofitnewyork.org). More can be found here: https://www.councilofnonprofits.org/tools-resources/conflicts-of-interest

II. Conflict Of Interest

[Enumerate and detail what is considered to be a conflict of interest]

1. General

A conflict of interest can be actual or potential where an officer/member of the organization or a relative stands to personally benefit from an action of the organization, or has an interest that prevents or impairs their objectivity in discharging their organizational duties as required.

2. Specific

It is impossible to describe every potential situation or circumstance that present a conflict of interest. When in doubt, it is the responsibility of every member of the organization to consult the [insert the name of the committee that is empowered to consider and provide guidance on instances of potential conflict of interest]. Potential conflicts of interest include any situation in which a member of the organization, or their relatives or business:

► Own or have an investment in, or is a director, manager, employee, or volunteer in a third party that the Organization deals with or is considering dealing with;

► receives or may personally receive financial or other benefits from a transaction between the Organization and a third party;

► receives or may receive gifts, personal loans, or favors from third parties dealing with the Organization;

► demand or solicit financial or other benefits from a third party that deals with the Organization — this includes, but is not limited to, vendors, employment seekers, beneficiaries, donors, volunteers, staff, governmental and non-governmental third parties.

► has a close personal or business relationship with a third party in a transaction or potential transaction with the Organization; and,

► pursues or would like to pursue a transaction being considered by the Organization for their personal benefit or gain.

III. Disclosure

1. You must disclose to the best of your knowledge any and all potential conflicts of interest as soon as you become aware of them, and prior to actions that constitute a conflict of interest. This applies to potential and actual conflicts involving you or any member of the organization. You are required to submit a written and signed statement to [insert the name of the committee that is empowered to consider and provide guidance on instances of potential conflict of interest (the Committee)].

2. You must file an [annual] disclosure statement attached to this policy.

IV. Process undertaken by [The Committee]

1. [The Committee] will meet to review the disclosure, the person who disclosed shall not be present for any part of the consideration or discussion.

2. [The Committee] may request additional information, seek additional documents, and consult legal or ethics professionals.

3. The committee determines whether a conflict of interest may exist by applying the following standard; would the transaction, action, or behavior of the Organization raise questions of bias, inappropriate use of assets or resources, or any other impropriety.

4. A conflict always exists in the case that the member of the Organization has a direct relationship and or financial interest in a third party to which the organization is engaged in a transaction or agreement.

5. [The Committee] will refer it's findings and recommendations to the governing body where it finds a conflict of interest exists. Where there is none, it will end the examination.

6. The governing body of the Organization will meet, discuss, vote in majority, document, and make known its decision to the senior management leadership of the Organization.

Important

If a member of the Organization is made aware of a potential conflict of interest and recuses themselves while advising the [Committee] it is possible/probable that the [Committee] will find that there is no damage to the Organization.

It is advisable that the member also recuse themselves, and make disclosure even where there is no actual conflict of interest — only the perception. Because the reputation of the Organization is what is of principle concern.

TEMPLATE 13: CONFLICT OF INTEREST DISCLOSURE STATEMENT

[THE ORGANIZATION]

By signing below I affirm that:

1. I have received and read the Conflict of Interest Policy;

2. I agree to comply with the policy;

3. I understand that my failure to disclose any known (by me) actual or potential conflict of interest will result in disciplinary action up to and including termination within the Organization and potential legal action or prosecution.

4. I have no actual or potential conflicts as described in the policy, or if I do, I have previously disclosed them as required by the policy.

Disclose:

1. Any entity in which you participate (director, manager, employee, owner, shareholder, member, or volunteer) with which the Organisation has a relationship.

2. Any transaction (partnerships, agreements) in which the Organization is a participant in and you might have a conflicting interest.

3. Any other situation you believe may pose an actual or potential conflict of interest.

NAME:

POSITION:

SIGNATURE:

DATE:

FINANCE TEMPLATE FORM

COF-CA-001: CASH ADVANCE FORM

ADVANCE					
Program/Project Code		Date		Amount	
Purpose of Advance					
Approved By		Position Title		Signature	

By signing I take responsibility that the cash advance request is for allowable program expenditures.

Dispersed By		Position Title		Signature	

By signing I confirm that the correct requests and approvals have been provided for allowable program expenses.

Received By		Position Title		Signature	

By signing I take full responsibility for securing cash entrusted, and to use for approved program expenses only. I commit to full reconciliation of this cash advance within 30 days.

RECONCILIATION					
Date		Amount Returned		Amount Outstanding	
Cash Returned By		Position Title		Signature	
Cash Received By		Position Title		Signature	

To be filled by accounting/finance department.

Has Cash Advance been reconciled?	Y / N	Is copy of approved expenditure report (F-EX-001) attached?	Y / N
Action Required			

INSTRUCTIONS FOR USING F-CA-001

The person requesting a cash advance must fill the form, obtaining the appropriate approvals from senior staff prior to asking accounting for cash.

Program/Project Code: Each expenditure has to be attached to a program or project code. This indicates which donor funding the money comes from. If a cash advance is not being used or drawn from a donor funded project, designate it 'Non-donor funding' (NDF). You cannot use donor funding for project expenses that are not part of your donor agreement.

Date: Enter the date the cash advance is made.

Purpose of Cash Advance: Explain why a cash advance is necessary and how it will be used. You must provide official documentation to reconcile the advance. Any variance is your responsibility, and you may be held responsible to repay (personally) any expenditure that is unauthorized, unapproved, or for loss of cash.

Approved By: Any cash advance must be approved by someone other than the person receiving the cash advance — in most cases this will be someone with overall programmatic authority. If the CEO or Executive officer is requesting a cash advance, then a senior staff member must authorize it.

Signature: By signing you assume responsibility for authorizing the advance, and are accountable for that decision.

Dispersed By: The person who physically hands over the cash advance must sign the document to provide a detailing of chain of custody for program funding.

Signature: By signing you assume responsibility for dispersing program funding, and are accountable for that decision.

Received By: This is the person requesting the cash advance for approved program expenses.

Signature: By signing you assume responsibility for the safe keeping of program funds, the correct and approved expenditures, and are responsible for accounting for the cash by reconciling expenses.

All program funding must be reconciled — fully accounted for. The cash advance remains a liability for the organisation until it can be demonstrated that it was used for authorized and allowable program expenses.

RECONCILIATION

Date: This is the date that the person who received the cash advance returns any unused money, and provides a full accounting for all expenses.

Amount Returned: If any cash remains unspent it must be returned to the finance team.

Amount Outstanding: This amount is the difference between the amount originally dispersed and the amount returned. Because this is a cash advance the amount outstanding cannot exceed the original amount dispersed.

Cash Returned By: Ideally this should be the person who originally requested the cash advance — however that is not always possible. However the person returning the unused cash and reconciliation documentation then assumes all responsibility and liability for any variance in the reconciliation.

Signature: By signing you assume full responsibility for the proper and full reconciliation of the cash advance.

Received By: This is the accounting team person who receives any returned cash. They are responsible for determining if the advance is completely reconciled — if not they must make not in the action required section.

Signature: By signing you accept responsibility for the accuracy of the documentation and reconciliation.

Has Cash Advance been reconciled?: This is a checklist for the accounting team to ensure all documentation has been provided.

Is copy of approved expenditure report (F-EX-001) attached?: This is a checklist for the accounting team to ensure all documentation has been provided.

Action Required: This space is available for the accounting/finance team to describe what further action is required — even if it is to indicate the cash advance is fully reconciled

Final Instruction

Both the person who requested the cash advance and the accounting team should be provided a copy of the form once it is reconciled. Filled forms and accompanying documentation should be part of the monthly accounts reconciliation, and credited against the designated program/project funding.

F-CC-001: CASH COUNT FORM

Cash counts should be carried out on a regular basis as well as ad hoc — surprise counts.

Date of Cash Count:

Names of auditors (1)_____ (2) _____

Count:

CURRENCY 1	# UNITS	CURRENCY 2	# UNITS	CURRENCY 3	# UNITS
0.01		0.01		0.01	
0.05		0.05		0.05	
0.10		0.10		0.10	
0.25		0.25		0.25	
0.50		0.50		0.50	
1		1		1	
2		2		2	
5		5		5	
10		10		10	
20		20		20	
50		50		50	
100		100		100	
200		200		200	
300		300		300	

500		500		500	
1,000		1,000		1,000	
10,000		10,000		10,000	
Total Cash					
Cash on balance sheet:					

Does the cash count total match the balance sheet total?	**Y / N**

If cash counts do not match the balance sheet amount please explain:

We, the auditors conducting the cash count concur with the findings detailed above.

Signature (1)		**Signature (2)**	

F-EXRB-001: EXPENE REIM-BURSEMENT FORM

ITEM #	PROGRAM / PROJECT CODE	DATE	COST	DESCRIPTION	INVOICE OR RECEIPT #

Name of Claimant:		Signature:		Date:	
Accounting Team:		Signature:		Date:	

F-TE-001: TRAVEL EXPENSE FORM

One form must be filled for each traveler.

Project Code		Name of Traveller	

Per Diem Calculation

	Select one:	Per Diem is paid after travel **as actual expense**		Per Diem is paid as an **advance**, prior to travel	
	Date(s) of travel				
	Location(s)	1.	2.	3.	4.
(A)	Per Diem Rate/Location					
(B)	# Days/Location	1/4 Day				
		1/2 Day				
		3/4 Day				
		Full Day				
(C)	**Sub Totals**				
(D)	**Multiply (A)x(C) to calculate total Per Diem per location**				
	Add all cells in (D) to arrive at a total amount to be paid to traveler	(E)			

If Per Diem is Paid in advance, Traveller must deduct group meals (paid by organizers or others) and reimburse the program funds to accounting.

Reconciliation

I,(Traveller's name) _____, have deducted the cost of group meals from the travel expense form.

Signature		Date	

Actual Expenses (actual Expenses must be reconciled with receipts and or invoices).

Transportation:

Provide boarding passes/ticket stubs for transportation.

Lodging:

Amount paid for lodging cannot exceed allowable costs for lodging.

RECONCILIATION

Travel expense documentation:

Invoice/Receipts:

Is the Traveller's [O-TA-001 Form] included? Y/N

Name of Traveller:

Signature:

Date:

Name of accounting/finance reconciliation officer:

Signature:

Date:

F-VL-001: MILEAGE LOG

Vehicle		Drive	

PROJECT CODE	DATE	TIME	PURPOSE OF TRAVEL	ODOMETER START	ODOMETER END	TOTAL MILEAGE/ TRIP	DATE	TIME	PRINT NAME & SIGNATURE

For vehicle log book, add rows to above chart and delete the reimbursement box below.

For use for reimbursement request, must be accompanied by travel approval form O-TA-001

Total Number of Kms/Miles		Reimbursement Currency/Km/ Miles	
Reimbursement Request		Signature		Date	
Approved By		Signature		Date	

O-TA-001: TRAVEL APPROVAL FORM

Project/Program Code:		Reason of Travel:		
Name of Traveller(s)	1.	2.	3.	4.
Date(s) travel	_____ — _____	_____ — _____	_____ — _____	_____ — _____
Travel Location(s)				
Mode of Transportation				
Cost of Travel/ Traveler				
Management Approval (name)				
Signature		Date		
Operations/ Security Approval				
Signature		Date		
Comments				

Please affix additional documentation such as travel agency proposed itineraries.

F-PO-001: PURCHASE ORDER FORM

ITEM	VENDOR	QUANTITY	PRICE	TOTAL	PROJECT/ PROGRAM CODE	IS ITEM SUBJECT TO BID PROCESS?

Bid Rationale Template

ITEM	VENDOR	PRICE	COMMENT ON VENDOR/PRODUCT

SELECTED VENDOR	RATIONALE FOR SELECTION

Attach vendor quotations to form.

EMERGENCY MANAGE-MENT MANUAL

EMERGENCY MANAGEMENT MANUAL

[NAME OF ORGANIZATION]

[Date Updated]

[Author]

Content:

CRISIS MANAGEMENT PROCEDURES

[This template is a general planning tool for safety and security of persons and contingency planning for a range of potential crises]

1. SAFETY AND SECURITY

[Describe all the safety and security measures and policies that cover the items listed below]

a. Office Emergency Planning

Fire:

Medical:

Evacuation:

Rally (Muster) Point:

Office Wardens:

First Aid Trained Staff:

2. PHONE TREE

[Use to communicate with team during crisis add a diagram showing who contacts who similar to the one in the organizational toolkit]

PRIMARY SECURITY POINT OF CONTACT	[Name] [Phone Numbers] [Email] [Social Media/Messenger]		
SENIOR STAFF	[Name] [Phone Numbers] [Email] [Social Media/Messenger]	[Name] [Phone Numbers] [Email] [Social Media/Messenger]	[Name] [Phone Numbers] [Email] [Social Media/Messenger]
STAFF & VOLUNTEERS	[Name] [Phone Numbers] [Email] [Social Media/Messenger]	[Name] [Phone Numbers] [Email] [Social Media/Messenger]	[Name] [Phone Numbers] [Email] [Social Media/Messenger]
	[Name] [Phone Numbers] [Email] [Social Media/Messenger]	[Name] [Phone Numbers] [Email] [Social Media/Messenger]	[Name] [Phone Numbers] [Email] [Social Media/Messenger]

3. DECISION MAKING DURING CRISES

[Narrative explanation for crisis management decision making]

4. SCENARIO PLANNING

[Describe potential crises that your organization might face. For each describe what actions must be taken. Use the opportunity to identify resources you need to have in place; i.e. redundant communications, remote locations, etc. See Example in toolkit]

EVENT:

DESCRIPTION:

ACTIONS:

KEY CONTACTS:

RESPONSIBILITY:

5. CONTINUITY OF OPERATIONS

a. Physical Locations

6. ASSET MANAGEMENT

[If your organization has a lot of assets, develop an asset inventory spreadsheet that is appended to your crisis management plan — you should maintain an asset inventory at all times, for crisis management purposes you may only focus on key assets — see Example in toolkit]

a. Asset Inventory

Asset:

Asset Category:

Date of purchase:

Value:

Location of Asset:

Crisis comment:

ASSET	SERIAL NUMBER	ASSET CATEGORY	DATE OF PURCHASE	VALUE	LOCATION OF ASSET	CRISIS COMMENT
EXAMPLE **ACME COMPUTER**	1234567	Technology	01/01/2001	$ 400.00	Human Resource office, Main Office	Threat to office: Remove to location 2
EXAMPLE **ACME SCANNER**	7654321	Technology	01/02/2001	$ 250.00	Operations Office, Location 1	Threat to Office: Leave in place
...						

7. KEY CONTACTS

Staff and Next of Kin

Emergency

Vendors

8. TRAVEL SAFTEY

[Provide policies and guidance for staff and partners]

a. General Guidance

Road Travel

Air Travel

Sea or Water Travel

b. Specific Travel Advisories

[Begin defining travel classifications i.e. Normal travel, Partial Restricted Travel, Restricted Travel, No Go — then evaluate each region where members of your organization or partners may travel]

EXTERNAL RESOURCES

FUNDAMENTAL ORGANIZATIONAL PRINCIPLES

▶ Civil Society Coalition on Sustainable Development (Nigeria)

▶ Transparency International.

▶ Validity Foundation — Mental Disability Advocacy Centre.

▶ 27 inspiring company vision and mission statement examples.

▶ Mission and Vision Statements Explained — Mindtools

▶ The Nature of Goals and Objectives — Lumen Learning

▶ Template Lab: 32 Organizational Chart Templates.

▶ The Global Development Research Center: Organisational Structure of an NGO.

▶ Nonprofit Organisational Chart Examples.

GOOD GOVERNANCE

▶ A Handbook of NGO Governance by Marilyn Wyatt.

▶ CIVICUS: Accountability for Civil Society by Civil Society.

▶ The Global Standard for CSO Accountability.

▶ Nonprofit Conflict of Interest — Blue Avocado Nonprofit Magazine.

EFFECTIVE ADVOCACY ACTIVITIES AND OUTREACH STRATEGIES

▶ Advocating For Change: Toolkit.

▶ Public advocacy and people-centred advocacy: mobilising for social change.

EMERGENCY AND CRISIS PLANNING

▶ Ready: Prepare for, Respond to and Mitigate Emergencies.

NETWORKS AND COALITIONS

▶ Guide de plaidoyer — Forum sur l'efficacite du developpement des OSC.