



GOOD GOVERNANCE AND SELF-REGULATION MODELS FOR CIVIL SOCIETY ORGANIZATIONS

**REPORT OF THE STUDY ON ACCOUNTABILITY, TRANSPARENCY
AND QUALITY MANAGEMENT MODELS IN CIVIL SOCIETY**

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FOREWORD

The report “Good Governance and Self-regulation for CSOs” is prepared under the project “Technical Assistance to Civil Society Organizations in IPA Countries” (TACSO) financed by the European Union and implemented by the SIPU International EU and consortium partners (EuropeAid/127427/C/SER/Multi/5). As a follow up to the Quality Management Systems Conference organized at regional level by TACSO in 2011, the work launched for introducing to Civil Society Organizations in Turkey the different models that these organizations worldwide have developed to be accountable and transparent and improve the quality of work they are performing.

Civil Society Organizations come into being in democratic societies within the framework of the right of citizens to organize as guaranteed by international conventions and national legislation. For Civil Society Organizations as a whole without any distinction among to make their necessary and important contributions to political decision making processes and for participatory democracy to be translated into life, there is need for an environment allowing for these as stated under the **Best Practices Related to the Participation of Civil Society to Decision Making Processes**¹ adopted in 2009 by the International Council of Civil Society Organizations as a consultative body to the European Council. Such an encouraging environment, in turn, requires the following: the rule of law, adherence to fundamental democratic principles, relevant legislation, open and clear procedures, long-term support, resources for a sustainable civil society, dialogue and common areas of cooperation.

A supportive environment for the existence and development of civil society provides opportunities to improve the capacity and strengthen the functions of Civil Society Organizations. As can be seen in cases in many countries, these opportunities constitute the basis **for civil society elements to act together and translate their self-regulation into practice to enhance their influence.**

The effort to improve accountability as the target of good governance and self-regulation has its positive impact both on CSOs themselves (improving their credibility and legitimacy, making it possible to structure internal governance processes, opening up path to learning and innovation) and their stakeholders (ensuring that the organization concerned takes into account the needs of its stakeholders in planning, project development and operation)².

The good governance models for CSOs as cited in the report are, in almost all cases, the outcomes

¹ European Council, 2009, http://www.coe.int/t/ngo/Source/Code_Turkish_final.pdf

² Monia Blegescu, Path to Accountability Report, One World Trust,

of what is called as self-regulation processes. Self-regulation means that independently of binding legislation, Civil Society Organizations voluntarily regulate themselves to adopt more effective systems of governance. These are models that national, regional or international Civil Society Organizations at national, regional or international levels voluntarily come together and develop collectively and applicable to more than just one organization.

As the subject matter of the present report, **Good Governance and Self-regulation Models for CSOs** aims at sharing experience in this area with CSOs in Turkey. The models of transparency, accountability and quality management presented in the report and associated assessments will be illuminating particularly for those CSOs targeting to get stronger by consolidating community commitment, engaged in rights-based activities and advocacy and serving to a specific target group. While mainly addressed to corporate identities including associations and foundations, this comprehensive report may be found useful also by civil initiatives and platforms having a sustained ground.

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EXPLANATIONS FOR SOME CONCEPTS USED IN THE REPORT

The examples from the world and assessments regarding the situation in Turkey presented in this report are intended to contribute to laying a ground for the future actions of civil society organizations in Turkey in the fields of transparency, accountability and quality management. We believe that the term “**civil society**” so frequently used in the report needs to be clarified for a correct reading of the full report and suggestions at the end: Civil society is an area embodying diversity and has many different definitions.³ The present work, on the other hand, focuses on a particular section of actors constituting civil society and self-regulation models applicable by associations and foundations having their corporate identity.

Some terms used in the report should be read as follows:

Accountability is the voluntary or obliged responsibility on the part of a person or organization to others who will be affected by its decisions. The precondition for accountability is the principle of transparency. For a CSO, being accountable means being in a position to demonstrate regularly that it is using available resources effectively and in line with original objectives and not to use privileges deriving from non-profit status for seeking personal interests. An accountable CSO should be always responsive to its members, beneficiaries and fund raisers.

Transparency means decisions are taken and implemented in participative ways in line with rules and regulations in effect and those who will be affected by these decisions have access to concrete and comprehensible information about them.

Good governance describes a situation where a CSO has a management structure in charge of ensuring a transparent decision making process to realize the mission and objectives set collectively and also members and volunteers actively taking part in this process.

³ There are different definitions given to “civil society”. The European Economic and Social Committee says the term “civil society” can be used to describe all social acts of individuals and groups that do not originate from and managed by the State. (<http://www.eesc.europa.eu/?i=portal.en.civil-society-opinions.7191>). In its 2006 STEP report, the TÜSEV addresses fundamental categories of civil society organizations in Turkey. See: Bikmen, Filiz; Meydanođlu, Zeynep. “Türkiye’de Sivil Toplum: Bir Deđişim Süreci - International Sivil Toplum Endeksi Projesi Türkiye Ülke Raporu.” İstanbul: TÜSEV Publications, December 2006, <http://www.step.org.tr/images/UserFiles/Image/dokumanlar/STEPsonYanRaporlar/Uluslararası%20STEP%20Türkiye%20Ulke%20Raporu.zip>

Quality, in general, can be defined as “degree of excellence”. In the context of performance of organizations, quality can be taken as achieving objectives through the activities of an organization and processes of management shaping these activities.

Quality Management System (for CSOs) is the application of standard and transparent management processes designed by a CSO to achieve specific objectives and a mission.

Behavioural code/ Code of Conduct is a set of rules defining the main features of responsibilities undertaken by a group of organizations or modes of conduct that is accepted as “correct”.

Target Group/Beneficiaries is the group that the activities of a CSO carried out in the context of a specific mission are intended to bring benefits.

Self-regulation is the voluntary regulation of the performance of a sector or a group by that sector or group itself independently of legislation binding them.

Standard is a defined good practice concerning the performance of an organization or processes that it manages.

Self-assessment is when an organization evaluates itself according to some standards.

Peer-review is evaluation or examination by persons, organs and organizations holding the same status as the other which is reviewed.

1. INTRODUCTION

1.1. Accountability of Civil Society: Story of the Concept

Accountability is one of the fundamental principles of the term “good governance” that emerged after the 80’s. Accountability means that decision makers and implementers can be held responsible for their decisions and practices. In other words, persons or organizations should be asked to be accountable to all others who may be affected by their decisions. The precondition of accountability is the principle of transparency and the rule of law.

The accountability of states and private companies is a demand raised high by Civil Society Organizations (CSO). Recently, however, accountability of CSOs themselves has become a frequently addressed issue and it is also requested in line with deepening interest in and commitment to the civil sphere. It is possible to mention some important developments that laid the ground for discussions about the accountability of CSOs:

Increasing number of CSOs: Starting with the 1990s, the number of organizations in civil society boomed. There are more than 2 million CSOs active in international arena. This rapid increase in numbers gave rise to debates concerning the functions and representative power of these organizations. Indeed, now there are special terms for various kinds of CSOs including CONGO (commercial NGOs), GRINGO (government run and initiated NGO), MANGO (mafia type organizations) and MONGO (my own NGO since established and run by a single person). Given this environment, states, funding agencies and the public at large started to ask for more transparency.

Increasing influence of civil society: Besides their increasing number, CSOs have also expanded their sphere of influence and their constituency. From the early 1990s up to our day, Civil Society Organizations have become more and more important in terms of policy development and service delivery. The voice of CSOs engaged in advocacy activities got higher and civil society started to play an active role in services that had traditionally been provided by states. A striking example is that the CSO [“Solidarity in Literacy”](#) established in Brazil in 1997 could reach 4 million illiterate persons.⁴ As CSOs got stronger as actors in policy debates, discussions about their accountability gained momentum as well.

Larger share of financial resources going to civil society organizations: As the area in which CSOs are active expanded, financial resources earmarked for them by domestic and international funding agencies also increased in many countries. Today, it is estimated that civil society globally commands 1 trillion dollars.⁵

Parallel to these developments, there were also some cases where world public opinion showed reaction to Civil Society Organizations. In Ruanda, in the period following the genocide of 1994, all actors including CSOs in refugee camps failed in disarming radical groups in these camps and

⁴ For relevant data see: <http://www.youthxchange.net/main/ae069-alfasol.asp>. For Solidarity in Literacy website: <http://www.alfabetizacao.org.br/site/home.asp>

⁵ Julian Lee, “NGO Accountability: Rights and Responsibilities”, Centre for Applied Studies in International Negotiations (CASIN), October 2004.

preventing the ensuing cholera outbreak. This failure causing the death of some 50,000 refugees instigated questioning about the function of CSOs active in that country.⁶ An article featuring in *Economist* in 2003 compared the work of international CSOs spending 4 million dollars annually to protect elephants in Asia to the work of local CSOs, concluding that local CSOs were much more successful and pointing out to the need for closely scrutinizing how funds were used. The title of the article summarizes the case: “Who guards the Guardians?”⁷

All these events and developments started a debate on CSOs including such headings as the effectiveness of CSO activities, how efficiently they use their funds, their accountability to supporters and target groups, quality of their programmes, financial management and governance.

1.2 Instruments Developed to Ensure Transparency, Accountability and Effectiveness in CSOs

Developments taking place since the 90s and questioning of CSOs led to a search within the civil society itself. It is possible to refer to three major motivations behind this search:

Recognition of civil society by society at large: The society’s trust in civil society is directly influential on to what extent CSOs are recognized as legitimate actors in a democratic society. The need to build and consolidate such trust and confidence was one of the main motives leading CSOs to searching for the better.

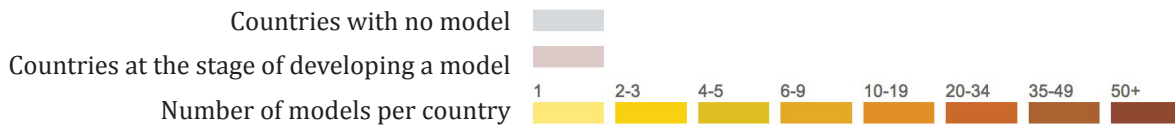
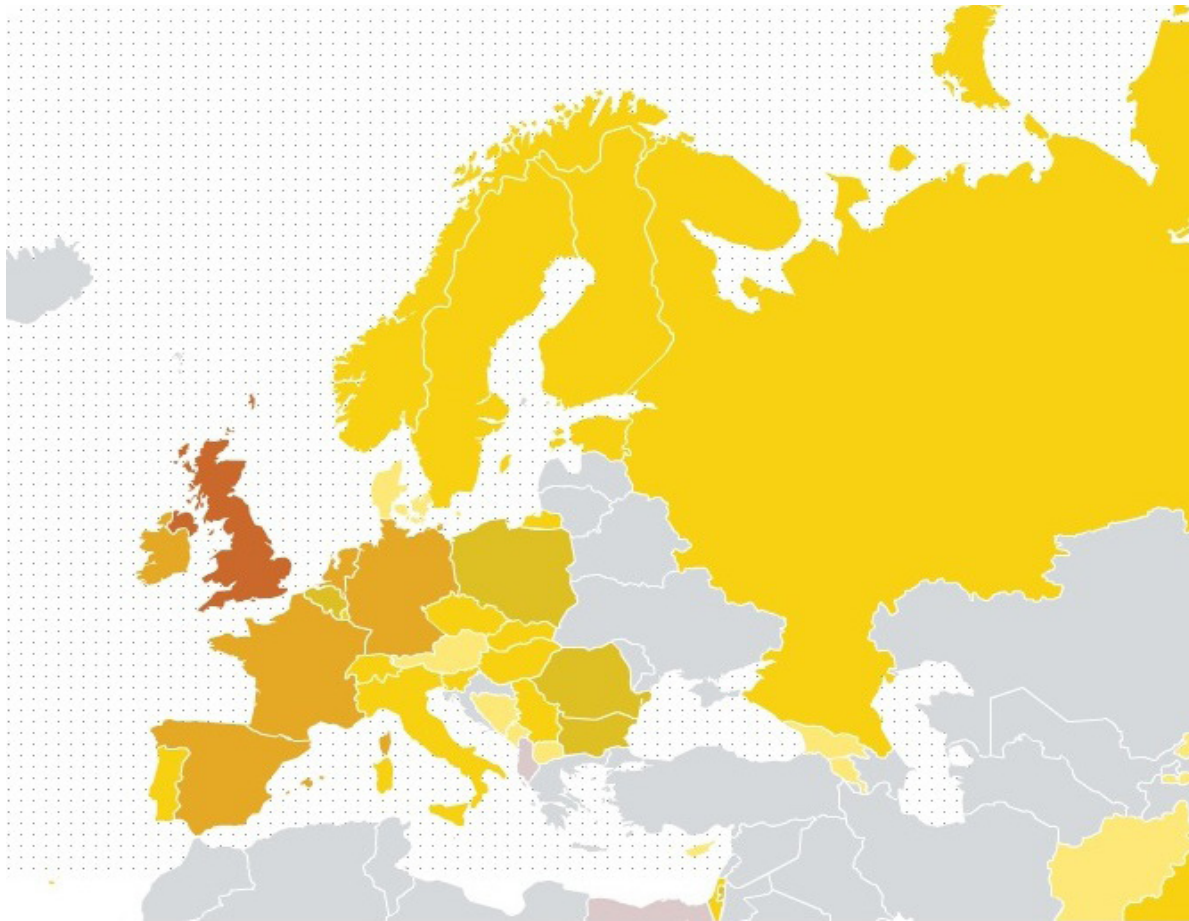
Strengthening dialogue with the public sector: The capacity of civil society organizations to establish relation with the public sector as legitimate actors of a democratic society and to participate to decision making processes is directly associated with their credibility before this sector.

Ensuring financial sustainability in CSOs: Given their dependency to funding agencies and external support for sustainability as well as limited nature of such funds and support drove many CSOs into competition for obtaining them. They started to find ways and methods of convincing such financial sources as donors and funding agencies.

To respond to pressing demands for transparency, accountability and effectiveness, CSOs started getting together at national, regional and international levels to develop standards and best practices. Acting collectively and in cooperation with different actors representing the civic sphere rather than individually seeking their own ways, CSOs were able to raise a common voice before such external actors as funding agencies and governments. By working together, CSOs also managed to learn from each other and share financial and temporal burden required by search for effective methods.

⁶ As a result of this questioning, Red Cross and Red Crescent movements developed a set consisting of rules of conduct that guide civil society organization while intervening in natural and man-made disasters. Detailed information can be found in the second part of this report.

⁷ <http://www.economist.com/node/2077493>



Map: Existing models in Europe and their distribution by countries

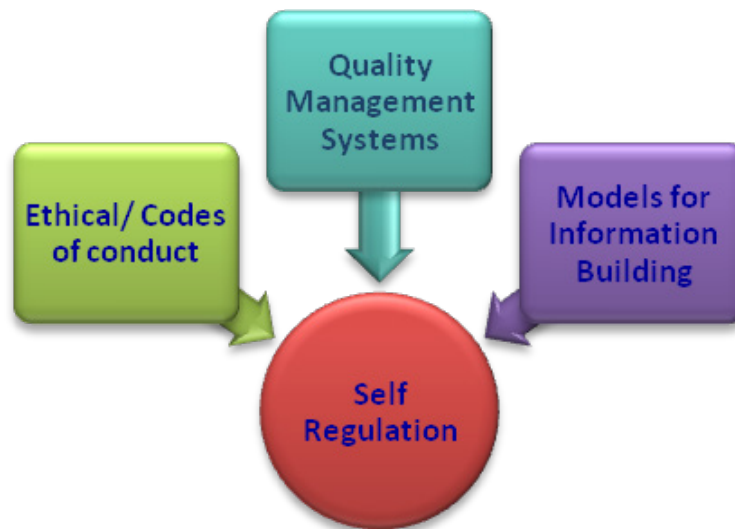
(Source: <http://www.oneworldtrust.org/csoproject/>)

As a result of common work by the One World Trust, European Centre for Non-profit Law (ECNL) and CIVICUS now there is a database for models developed by Civil Society Organizations all around the world.⁸ According to this database, there are 309 self-regulation instruments developed by CSOs. These systems derived from different needs in different countries; however, all have the same purpose: Ensuring and improving transparency, accountability and effectiveness in CSOs.

⁸ The starting point of the study is the fact that although there is increase in the number of models of self-regulation in civil society organizations, these initiatives are not well known by other CSOs, funding agencies and other potential users. The organizations mentioned conducted an inventory study to fill this gap which they regard as a problem. For detailed information: http://www.oneworldtrust.org/csoproject/cso/general/about_this_project

What Are the Instruments of Self-regulation?

The existing tool can be gathered in three groups. These are ethical/behavioural codes, quality management systems and information building models.



Code of Ethics and Conduct are instruments that determine a series of fundamental principles and that all members are expected to comply with. CSOs commit to complying with these fundamental principles voluntarily. It is the most widely used instrument in the world.

According to One World Trust database, 159 of all existing models in the world are initiatives of this kind. Ethical/Behavioural Codes are often set by a hosting umbrella organization and majority are CSO initiatives at national level. Besides, there are also international codes developed by CSOs working internationally. The second part of the report presents examples of most widely known initiatives in this context.

Quality Management Systems are more comprehensive systems by which the compliance of CSOs can be monitored and evaluated at varying levels. Besides covering all management, activity and monitoring & evaluation processes of a CSO, these systems may be developed for such specific areas as human resources and volunteer management.

Quality Management Systems generally set a series of standards for each area covered and determines the indicators of each standard. CSOs applying the system are evaluated on the basis of a set of indicators for each individual standard. Their strengths as well as areas needing improvement are identified to eventually lead to an action plan.

Models for Information Building are the instruments constituting the last category under this heading. This model does not include any evaluation process. Often, organizations are invited to be transparent and share their information with the public, and relevant information is presented through an internet site. The nature of information shared, however, may vary. The

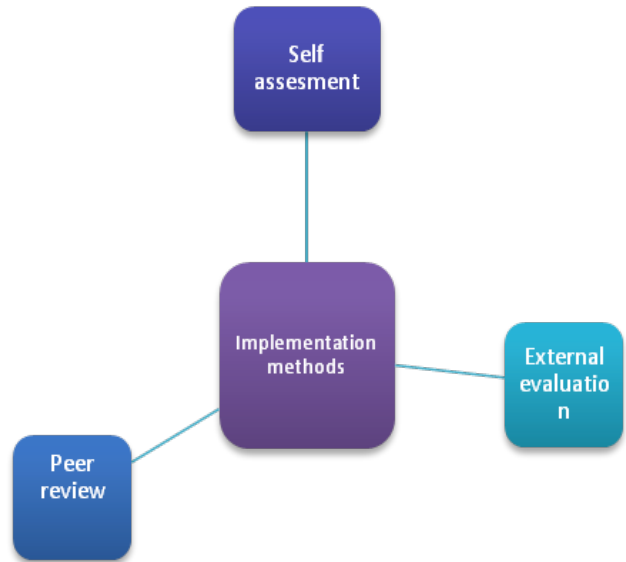
areas of activity, balance sheets, communication information and management structure of CSOs are those that can be shared. The primary purpose of these models is to encourage the civil sphere for transparency.

Methods of Using Self-regulation Tools:

The Codes of Ethical Conduct and Quality Management Systems are divided into three groups in terms of their methods of implementation:

Self-assessment is when organizations evaluate themselves. Organizations carry on evaluation, action plan development and implementation stages by themselves. The outcome of the process may be shared with the public or used only as an instrument for internal institutional development. In these systems in general, an outsider is not engaged in any additional evaluation.

Peer-review denotes a system where CSOs active in similar areas come together and set a series of standards. The monitoring and evaluation of compliance with standards are done by group members of colleagues from the same area.



External evaluation is when there are systems with an accredited institution in charge of developing standards and/or evaluating compliance. In this model, CSOs are subject to examination by accredited external evaluators by paying a fee. If this evaluation ends up with a conclusion about satisfactory performance, CSOs concerned are given an official certificate. Although it is a system that requires allocating more financial resources than in other models, well-funded CSOs prefer this option for promoting their status before others.

The second section of the report will give more detailed information about the widely used and successful practices under different models.

1.3. Principles Underlying the Models: How do CSOs Define Accountability, Good Governance and Quality?

The fundamental principles shared by these models developed from within the civil sphere for transparency, accountability and effectiveness are guiding to understand how the content of concepts such as accountability and quality is determined. In this part, we are going to touch upon the principles common in different models one by one to see what these concepts exactly mean.

Accountability

For a CSO, accountability, in its narrower sense, indicates that available resources are regularly used in correct ways and the organization is not involved in any activity running counter to its non-profit nature. An accountable CSO attaches importance to transparency; keeps its records and accounts open to its members, groups that it represents, funding agencies, right holders and other stakeholders. However, the discussion about the scope of transparency is not limited only to this context. As a matter of fact, examining the standards set by CSOs we find that accountability is also related to much more different actors.

The models make reference to both internal and external accountability. Internal accountability is about a mutual relationship among members, managing bodies, staff and volunteers. External accountability, on the other hand, is related to beneficiaries/target groups in the first place, and to funding agencies, donors and other CSOs. In fact, all models ultimately aim at being accountable to the society as a whole.

Chart 1: Multi-actor approach to accountability



Source: Robert Lloyd, Promoting CSO accountability: Lessons learnt by the One World Trust.

Mission and values

Society

Corporations

Board of directors

Beneficiaries

Donors	Corporate donors
Partners	Public institutions
Politicians	Staff/volunteers
Regulatory institutions	Other CSOs

Target Group Focusing

Each CSO has a mission expressing the rationale of its existence and CSOs try to create positive outcomes by engaging in actions in line with their respective missions. Also, there is a specific group directly affected by the actions of a specific CSO and these are the target groups of CSOs. Any positive outcome envisaged vis á vis a specific target group is the rationale for the CSO concerned; hence, all models developed by CSOs reserve a special place to relations with the target group. The inclusion of target groups/beneficiaries to decision making processes, designing activities according to the needs and priorities of a target group and keeping regular relations with target groups by using most appropriate tools are the essential elements that make up the content of the concept “quality”.



The organization knows, values and enters into good relations with its beneficiaries. Beneficiaries/target group must be placed at the centre of processes in designing, offering and evaluating organization’s services. The organization must always focus on obtaining better results for its beneficiaries and representing them in best possible way.

Transparency and Good Governance

Transparency is the precondition of accountability. According to this principle, CSOs have to be transparent to both inside and, to a certain extent, to outside. CSOs are expected to be transparent in regard to their activities and financial and managerial information and share it with the public through such tools as websites. Another concept that is embedded in both transparency and accountability is “good governance.” Good governance denotes a managing structure in charge of ensuring transparency in decision making processes in line with the mission and its targets as well as members and volunteers actively participating to these processes.



Also in line with their missions and needs of their target groups, organizations must encourage the participation of persons with disabilities to their programmes and closely monitor participation processes.

Intra-Institutional Learning and Development

Another determinant of “quality” in CSOs is the importance attached to intra-organizational learning and development. This principle denotes a dynamic and continuous process including regular measurement of the impact of CSOs activities, learning from outcomes and seeking the ways of improvement. Consequently, organizations should encourage their staff and volunteers to learn more and develop through such tools as training and they should also learn from the experience of other CSOs.



Learning mechanisms within the organization are clearly defined and planned for. Sufficient resources are allocated to the learning and professional development processes of staff and personnel. There is impact assessment at critical points of learning and development processes.

Respect for Differences, Human Rights and the Environment

The last principle common to all models is respect to differences, human rights and the environment. All CSOs voluntarily commit to the principle of respect to religious, linguistic, ethnic and gender differences, human rights and to the environment and making no discrimination at all in their activities.



Pakistan Centre for
Philanthropy

The recruitment policy of the organization is designed in a way sensitive to gender equality and the organization applies positive discrimination for women unless given conditions require otherwise.

2. MODELS

Examples throughout the world show that models developed to ensure transparency, accountability and good governance as well as success in promoting these models varies with respect to the specific circumstances of different countries and to the capacity, interests and level of development of actors in civil society.

The existing models can be gathered under three major headings: Code of Ethics and Conduct quality management systems and models geared to information building. In these models, quality management systems differ with respect to areas they cover, standards included and methods of implementation.

In terms of ways of developing, cases worldwide suggest that the existing models have been developed in different ways. The first is the case when models are developed by a single CSO or a group of pioneering CSOs and ready for use by others. In this case, the system concerned reflects a good practice agreed upon by relevant actors and is applicable by all CSOs in the same context. The second is the case when models are “internally developed systems”, meaning that they are tailored according to specific needs of organizations.

In terms of coverage, while some models are applicable to all CSOs regardless of size and area of activity, others focus on a specific area, for instance humanitarian relief activities. Furthermore, while some models cover all processes in an organization at different stages from management to implementation, others focus on a single area like human resources and volunteers.

The methods in implementing models can be addressed under three categories: Quality Management Systems may be based upon self-evaluation, peer review or external evaluation or different combinations of all of these. Internal certification may differ with respect to the authority arranging for it. It may be granted by a specific agency, trained peer reviewers or some accredited institutions.

Each model has its own strengths and weaknesses. Each can be considered as a perfect selection for different organizations having their specific needs. In order to provide more detailed information, this part of the report deals with most widely used and successful models.

2.1. Code of Ethics and Conduct

Ethical/Behavioural Codes are the most widely used model. There are various initiatives at national, regional and international levels. Ethical/Behavioural Codes may set rules that can be adopted by all CSOs in a given country or region or they may be articulated as specific to a particular area. The method of implementation of the model may also differ. While, in some cases, the compliance of some CSOs is not supervised, in other cases compliance is checked by an umbrella organization or undersigning CSOs supervise each other. Below is a collection of some well known examples of the model.

Ethical Rules of the World Association of Non-governmental Organizations (WANGO)

What is it?

The World Association of Non-Governmental Organizations (WANGO)⁹ is an international organization bringing together all CSOs worldwide for peace and global welfare. Established in 2000, the WANGO is now one of the leading international organizations of CSOs committed to universal peace, justice and human welfare.

Code of Ethics and Conduct for Civil Society Organizations was developed by the WANGO in 2005 as a collection of a series of fundamental and functional principles as well as standards to guide the management and activities of CSOs. During the 3-year period when the guide was being developed, the committee in charge was of international nature representing a wide spectrum of civil society organizations and it received feedback from CSO leaders from all parts of the world. While developing ethical codes, documents from various CSOs related to rules and norms were examined and existing experience was revisited.



What is its Content?

Code of Ethics and Conduct for Civil Society Organizations was designed so as to be applicable to all CSO groups worldwide regardless of their size, legal status or field of activity. The WANGO Codes as such is an informing and guiding document based on the self-evaluation of CSOs adopting it.

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ABOUT WANGO | ACTIVITIES | AWARDS | CODE OF ETHICS | NGO RESOURCES | PUBLICATIONS | NGO HANDBOOK | NGO JOBS

Code of Ethics and Conduct for NGOs
 Preface
 I. Guiding Principles
 II. NGO Integrity
 III. Mission and Activities
 IV. Governance
 V. Human Resources
 VI. Public Trust
 VII. Financial and Legal
 VIII. Fundraising
 IX. Partnership, Collaboration and Networking
 Acknowledgements
 Code of Ethics Campaign
Code of Ethics Supporters
 Code of Ethics of the Family

Supporters of Code of Ethics and Conduct for NGOs

Select Country: Bosnia and Herzegovina

Organization	City	Web site
Association Citizen's Educational Center	Tuzla	http://cecbih.volasite.com/
Association Education Builds B-H	Sarajevo	http://www.ogbh.com.ba
Association INFOHOUSE	Sarajevo	http://www.infohouse.ba
United Women	Banja Luka	
Youth Together Network	Sarajevo	

[Add your organization, click here](#)

Table 1: WANGO-Sample Indicator

⁹ <http://www.wango.org/codeofethics.aspx>

E. Transparency and Accountability:

CSOs should make efforts for openness and honesty before both their members and funding agencies and members of the society. There should be periodic auditing.

Standards

- *Excluding personal and confidential information, a CSO should be transparent in all its relations with the Government, people, funding agencies, partners, beneficiaries and other relevant parties.*
- *Essential financial information, governance structure, activities and the list of officials and partners of a CSO should be open and accessible to public scrutiny. CSOs must spend efforts to inform the public about their activities, how they are financed and how funds are used.*
- *A CSO must be accountable not only to funding agencies and the government but also to individuals that it serves its personnel and members, partner organizations and to people at large in relation to its activities and decisions.*

Evaluation

1. *Excluding information related to personnel as well as private-confidential information, is the organization transparent in its relations with the Government, people, funding agencies, partners, beneficiaries and other relevant parties? Yes No*
2. *Are CSO's financial information, governance structure, activities and its list of officials and partners are open to public scrutiny? Yes No*
3. *Does the organization have its criteria for demonstrating not only to the government or funding agencies but also to beneficiaries, personnel, members, partner organization and to the public at large its accountability regarding the formation of the organization and use of its available resources? Yes No*
4. *Does the organization make efforts to inform the public? Yes No*

If you have marked "No" in any question, please explain the reasons.

How is it Applied?

While engaged in self-evaluation in line with certain rules, CSOs applying the WANGO Codes use the guiding questions a sample of which is given below. CSOs may apply officially for WANGO membership or may use this evaluation internally only as a model for organizational development. The WANGO model does not require any process of accession and it is up to individual CSOs whether to announce the process to their external stakeholders.

The WANGO publishes on its site the list of CSOs supporting its Ethical Codes.¹⁰

¹⁰ <http://www.wango.org/codeofethics.aspx?page=13&country=>

International Civil Society Organizations (INGO) Accountability Charter

What is it?



The Accountability Charter¹¹ acted at the Berlin International Civil Society Centre is intended to identify and define common principles for CSOs, improve transparency and accountability, encourage communication with stakeholders and enhance performance and effectiveness.

The INGO Accountability Charter was first discussed at the International Advocacy for NGOs (IANGO) Workshop in June 2003 hosted by the Transparency International. At this workshop, participants brought to the agenda the issue of legitimacy and accountability of CSOs in the light of their increasing influence in international arena and enhanced access to policy making circles. Following a series of workshops in 2006, 11 leading international civil society organizations held a press conference to publicly announce their adoption of the Charter and to encourage other CSOs to join in to develop standards for international organizations committed to good governance. The 11 international civil society organizations mentioned are as follows: ActionAid International, Amnesty International, CIVICUS World Alliance for Citizen Participation, Consumers International, Greenpeace International, Oxfam International, International Save the Children Alliance, Survival International, International Federation Terre des Hommes, Transparency International and the World YWCA.

What is its Content?

The principles in the Charter focus on good governance, ethical fund raising, transparency (reporting, auditing and precision of information), professional management, respect to universal principles, independence, responsible advocacy, effective programmes and non-discrimination.¹²

How is it Applied?

All parties to the INGO Accountability Charter are obliged to submit an annual accountability report. These reports appear in the website of the Charter for public scrutiny.¹³ The Independent Review Panel comprising eminent persons from such areas as human rights, judiciary, private sector and academy is in charge of examining reports. The Charter also provides for training to its parties in the field of reporting and accountability in its wider sense. At present there are 26 parties to the Charter.

¹¹ INGO Accountability Charter (<http://www.ingoaccountabilitycharter.org/>)

¹² For the full list see: http://www.ingoaccountabilitycharter.org/wp-content/uploads/INGO-Accountability-Charter_logo1.pdf

¹³ <http://www.ingoaccountabilitycharter.org/reporting-monitoring-compliance/>

The Code of Conduct for Civil Society Organizations, International Red Crescent and Red Cross in Disaster Relief Activities

What is it?

The Code of Conduct for Civil Society Organizations, International Red Crescent and Red Cross in Disaster Relief Activities¹⁴ aims to ensure, on voluntary basis, specific standards for CSOs active in this area in terms of independence and effectiveness.

What is its Content?

The Code of Conduct consists of 10 fundamental principles that all signatories voluntarily agree to comply with (see Table 2.2). These principles include the following: In relief activities covering all who are in need regardless of language, religion, ethnic origin or nationality; respect to different traditions and cultures; building relief efforts on local capacity; including beneficiaries as far as possible in relief processes and in related campaigns, presenting victims as dignified human beings not as hopeless objects.

How is it Applied?

The Code of Conduct has now become a norm agreed upon by disaster relief agencies. Implementation is on voluntary basis and there is no inspection mechanism. All CSOs active in disaster relief programmes are expected to comply with these rules of conduct. At present there are about 500 signatories to the Rule of Conduct.

The screenshot shows the ICRC Resource Centre website. The main heading is "Annex VI: The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief". Below the heading, it states "29-02-1996 Article, International Review of the Red Cross, No. 310" and "Prepared jointly by the International Federation of Red Cross and Red Crescent Societies and the ICRC [1]". The "Purpose" section explains that the code seeks to maintain high standards of independence, effectiveness, and impact, and is a voluntary code enforced by the will of each organization. It also notes that in armed conflict, the code will be interpreted in conformity with international humanitarian law. The "Definitions" section states that NGOs refer to both national and international organizations.

¹⁴ <http://www.icrc.org/eng/resources/documents/misc/code-of-conduct-290296.htm>

Table 2: The Code of Conduct for Civil Society Organizations, International Red Crescent and Red Cross Organizations in Disaster Relief Interventions**1. The humanitarian imperative comes first**

The right to receive humanitarian assistance, and to offer it, is a fundamental humanitarian principle which should be enjoyed by all citizens of all countries. As members of the international community, we recognize our obligation to provide humanitarian assistance wherever it is needed. Hence the need for unimpeded access to affected populations, is of fundamental importance in exercising that responsibility. The prime motivation of our response to disaster is to alleviate human suffering amongst those least able to withstand the stress caused by disaster. When we give humanitarian aid it is not a partisan or political act and should not be viewed as such.

2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone

Wherever possible, we will base the provision of relief aid upon a thorough assessment of the needs of the disaster victims and the local capacities already in place to meet those needs. Within the entirety of our programmes, we will reflect considerations of proportionality. Human suffering must be alleviated whenever it is found; life is as precious in one part of a country as another. Thus, our provision of aid will reflect the degree of suffering it seeks to alleviate. In implementing this approach, we recognize the crucial role played by women in disaster-prone communities and will ensure that this role is supported, not diminished, by our aid programmes. The implementation of such a universal, impartial and independent policy, can only be effective if we and our partners have access to the necessary resources to provide for such equitable relief, and have equal access to all disaster victims..

3. Aid will not be used to further a particular political or religious standpoint

Humanitarian aid will be given according to the need of individuals, families and

communities. Notwithstanding the right of NGHAs to espouse particular political or religious opinions, we affirm that assistance will not be dependent on the adherence of the recipients to those opinions. We will not tie the promise, delivery or distribution of assistance to the embracing or acceptance of a particular political or religious cre.

4. We shall endeavor not to be used as an instrument of government foreign policy

NGHAs are agencies which act independently from governments. We therefore formulate our own policies and implementation strategies and do not seek to implement the policy of any government, except in so far as it coincides with our own independent policy. We will never knowingly - or through negligence - allow ourselves, or our employees, to be used to gather information of a political, military or economically sensitive nature for governments or other bodies that may serve purposes other than those which are strictly humanitarian, nor will we act as instruments of foreign policy of donor governments. We will use the assistance we receive to respond to needs and this assistance should not be driven by the need to dispose of donor commodity surpluses, nor by the political interest of any particular donor. We value and promote the voluntary giving of labour and finances by concerned individuals to support our work and recognize the independence of action promoted by such voluntary motivation. In order to protec

5. We shall respect culture and custom

We will endeavour to respect the culture, structures and customs of the communities and countries we are working in.

6. We shall attempt to build disaster response on local capacities

All people and communities - even in disaster - possess capacities as well as vulnerabilities. Where possible, we will strengthen these capacities by employing local staff, purchasing local materials and trading with local companies. Where possible, we will work through local NGHAs as partners in planning and implementation, and co-operate with local government structures where appropriate. We will place a high priority on the proper co-ordination of our emergency responses. This is best done within the countries concerned by those most directly involved in the relief operations, and should include representatives of the relevant UN bodies.

7. Ways shall be found to involve program beneficiaries in the management of relief aid

Disaster response assistance should never be imposed upon the beneficiaries. Effective relief and lasting rehabilitation can best be achieved where the intended beneficiaries are involved in the design, management and implementation of the assistance programme will strive to achieve full community participation in our relief and rehabilitation programmes.

8. Relief aid must strive to reduce vulnerabilities to future disaster as well as meeting basic needs

All relief actions affect the prospects for long term development, either in a positive or a negative fashion. Recognizing this, we will strive to implement relief programmes which actively reduce the beneficiaries' vulnerability to future disasters and help create sustainable lifestyles. We will pay particular attention to environmental concerns in the design and management of relief programmes. We will also endeavour to minimize the negative impact of humanitarian assistance, seeking to avoid long-term beneficiary dependence upon external aid.

9. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources

We often act as an institutional link in the partnership between those who wish to assist and those who need assistance during disasters. We therefore hold ourselves accountable to both constituencies. All our dealings with donors and beneficiaries shall reflect an attitude of openness and transparency. We recognize the need to report on our activities, both from a financial perspective and the perspective of effectiveness. We recognize the obligation to ensure appropriate monitoring of aid distributions and to carry out regular assessments of the impact of disaster assistance. We will also seek to report, in an open fashion, upon the impact of our work, and the factors limiting or enhancing that impact. Our programmes will be based upon high standards of professionalism and expertise in order to minimize the wasting of valuable resources.

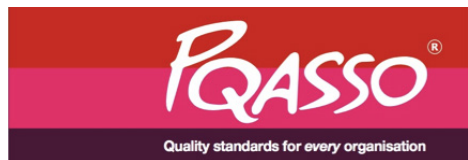
10. In our information, publicity and advertising activities, we shall recognize disaster victims as dignified human beings, not hopeless objects.

Respect for the disaster victim as an equal partner in action should never be lost. In our public information we shall portray an objective image of the disaster situation where the capacities and aspirations of disaster victims are highlighted, and not just their vulnerabilities and fears. While we will cooperate with the media in order to enhance public response, we will not allow external or internal demands for publicity to take precedence over the principle of maximizing overall relief assistance. We will avoid competing with other disaster response agencies for media coverage in situations where such coverage may be to the detriment of the service provided to the beneficiaries or to the security of our staff or the beneficiaries.

2.2 Quality Management Systems

PQASSO- Practical Quality Assurance System for Small Organizations

What is it?



The “Practical Quality Assurance System for Small Organizations” or PQASSO in short¹⁵ is a self-regulation model developed by the Charities Evaluation Services (CES) in 1997. The PQASSO is the most commonly used quality assurance system used by civil society and voluntary organizations in the United Kingdom.

In order to support a stronger civil society, the CES was established in 1990 by the Department of Interior and civil society organizations with the support of funding agencies. The CES supports the civil domain by monitoring/evaluation and quality systems. On behalf of charity organizations and funding agencies, it extends training, counselling, information and documentation support to public benefit CSOs to help them develop their performance and engage in independent evaluation.

The PQASSO emerged from the absence of a quality assurance system appealing directly to CSOs. At the end of 90s, while the use of quality assurance systems was becoming more common among CSOs, it became evident that many ready standards were not actually relevant to problems in civil society and, most importantly, they didn’t speak the language that actors in civil society could understand. The CES developed the PQASSO to fill this gap. While PQASSO was being developed, the focus was on those areas most directly related and important to Civil Society Organizations. The standards were set independently of such factors as size or the organization, volume of operations or specific needs to be responded and articulated in a language accessible to all. Today the PQASSO was used by more than 14,000 organizations. The CES has its copyright on PQASSO including a licence.

What is its Content?

The PQASSO consists of a **series of quality standards** designed specifically for civil society organizations. It serves as a guide for organizations in getting stronger and operating more effectively and efficiently. Organizations check themselves against these standards, decide about their needs for improvement, develop their action plans accordingly and eventually move to a stronger position. One should not think that the whole matter here is just satisfying a series of quality standards since these standards may also be used as an instrument of further improvement and better management.

¹⁵ <http://www.ces-vol.org.uk/PQASSO>

According to the CES, a high quality organization,

- is clear about what it wants to achieve
- knows how to do it in best possible way
- does what it has said it would do
- draws lessons from its work
- uses these lessons to improve its organization and services
- creates a positive awareness in beneficiaries
- it satisfies beneficiaries stakeholders-different individuals and groups related to the organization.

The standards covering 12 quality areas and having a holistic approach encompassing all aspects related to an organization allow organizations assess themselves through the method of self-evaluation. When it comes to implementation, the PQASSO offers organizations a flexible approach that can be adapted to specific needs. The PQASSO considers these 12 quality areas as building blocks for an organization to reach higher standards:

1. Planning
2. Governance
3. Leadership and management
4. User-centred service
5. Managing people
6. Learning and development
7. Managing money
8. Managing resources
9. Communications and promotion
10. Working with others
11. Monitoring and evaluation
12. Results

The standard corresponding to each quality area is clearly defined. Each standard is the expression of a good practice applicable to all organizations. Under each standard, the PQASSO outlines some of the benefits that will accrue upon working on it. It then exposes what these standards cover and define and elaborate on some key words and word groups used in respective standards.

The PQASSO also provides indicators for the assessment of each standard. Indicators are salient elements or 'building blocks' on the basis of which a judgement is made whether a standard is observed or not.

Table 3: PQASSO Sample Standards and Indicators

Quality Area 8: Managing Resources – Standard
<i>Resources are planned in a manner to ensure the realization of envisaged activities and used effectively and efficiently. The organization adopts ethical and sustainable practices and manages its resources in a way to minimize any adverse effect on the environment.</i>
Quality Area 8: Managing Resources –Indicators
<ul style="list-style-type: none"> • <i>Personal and sensitive information is kept in a safe manner, managed in line with the legislation on the protection of personal information and strict confidentiality is provided when necessary.</i> • <i>The organization observes its environmental responsibilities; takes steps in saving energy, reducing wastes, reusing or recycling materials and uses ethic consumption options.</i>

How is it Applied?

The PQASSO offers a staged approach to quality application through three levels of success.



Level 1 covers legal responsibilities that each organization must fulfil as well as minimum requirements that the organization must observe towards its beneficiaries, personnel, volunteers and society at large. This level provides an infrastructure for what needs to be done later while some

organizations think that this level itself is sufficient. This first level may be observed by newly established organizations as a healthy start.

An organization successfully completing level 1 may then consider and decide continuing with level 2 and then may be 3. This decision for higher levels depends upon the will of the organization concerned and its available resources (For more information about levels see Table 4 below).

Table 4: PQASSO –Differences between three levels

Level 1
<i>It sets out minimum requirements that all organizations must observe.</i>
<i>It helps the organization as a service provider and employer to define and fulfil legal obligations.</i>
<i>It prepares a basis for effectively planning activities and setting targets to achieve primary objectives.</i>
<i>It may be used to support the long-term vision and development of the organization.</i>

Level 2

It proceeds by adding to what has been accomplished at level 1.

Relative to an organization still at level 1, it is assumed that an organization at this level is more developed in terms of planning and monitoring capacity and developing its internal processes.

It requires the organization to act more strategically in seeking its objectives and targets.

It requires documentation for much of organization’s institutional policies, processes and implementation.

It requires a systematic approach to the planning and monitoring of outcomes and keener focus on outcomes.

Level 3

It proceeds by adding to accomplishments at levels 1 and 2.

It requires acting as a quality leader for other organizations active in similar areas of engagement.

It requires that the organization compares itself with other organizations in terms of the method of quality improvement.

It is assumed that with its institutional capacity, the organization is able to form alliances, share information and influence change in its broader sense.

It requires systematic review of all aspects of institutional life.

The PQASSO enables the organization that adopts it to engage in internal supervision. The people within reach certain judgements regarding the performance of the organization by using PQASSO standard indicators and besides identifying what goes right (strengths) they also decide on areas that need improvement. The PQASSO is an evidence-based instrument and there is need for verification criteria to determine to what extent the organization is successful with respect to a specific indicator.

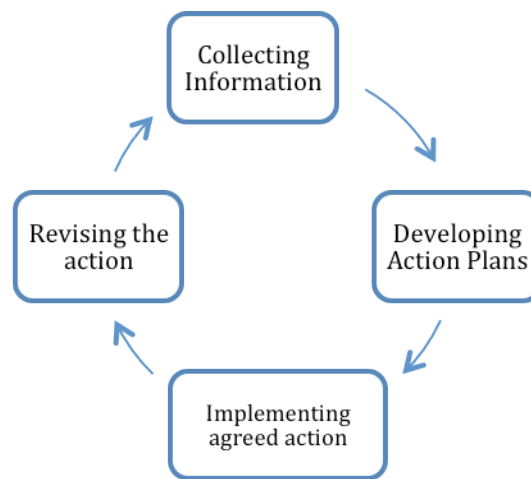
The Angus Elderly/Sick Care Centre comprising volunteers in elderly and sick care is active since October 1996. At present, it has about 2,000 members. As a result of 2 years of intensive efforts targeting high quality, the Centre achieved the PQASSO Level 1 as of September 2012.

This means that the Centre is publicly recognized as enjoying the following:



- *Effective and responsible governance,*
- *Seeking better outcomes for beneficiaries and focusing on initiatives that would ensure these,*
- *Effective financial control,*
- *Establishing good relations with other organizations.*

Table 5: PQASSO implementation cycle



Preliminary evaluation: At this stage, all 12-quality standards are quickly reviewed to have an overall idea about the success of the organization and to determine which areas need improvement as well as corresponding time, resource and human capacity requirements. This stage also helps in devising at which standards the process of establishment should start.

Evidence-based self-evaluation: This is the stage at which the organization is engaged in evaluation in its full sense. Staffs within the organization look for evidence related to all indicators and, by using these indicators, reaches conclusions such as “not meeting the performance of the organization”, “at the initial stage”, “positively progressing” or “fully satisfying”. When the organization is found to be fully satisfying a specific standard, the process continues with the next standard and areas in need of improvement care thus identified.

Developing Action Plans: At this stage an action plan is developed to address those areas that have been found as in need of improvement. An action plan includes directions of development/improvement agreed upon, persons in charge of ensuring this and the timeframe for materializing envisaged changes. It is suggested that envisaged developments are prioritized with respect to importance and time and resource constraints.

The PQASSO also presents the options of **external evaluation** besides **self-evaluation** and applying for PQASSO Quality Mark. External evaluation is conducted by experts/colleagues went through special trainings delivered by the CES. Having PQASSO Quality Mark means, to external evaluators, that the organization concerned is accredited for satisfying PQASSO standards and the organization is awarded the PQASSO Quality Mark logo and certificate for purposes of promotion. In general, this is preferred by organizations that seek recognition and credibility before independent funding agencies, users and other stakeholders. The PQASSO Quality Mark is valid for three years.

The PQASSO Quality Marks for Level 2 and 3 are also recognized by the Charity Commission (See Table 6)

Table 6: Relief Agency Commission, “Hallmarks of an Effective Charity”

The Charity Commission regulates the activities of Civil Society Organizations in England and in Wales. Its' main purpose is to safeguard public interest by ensuring the smooth working of civil society organizations. It is a public agency not attached to any government department.

As a part of its regulating mission, the Commission encourages all charity organizations to adopt good practices in their operations. The “Hallmarks of an Effective Charity” is a guide developed for charity organizations and sets standards for managers to help them in increasing the effectiveness of their organizations and supporting the regulatory framework developed by the Commission.

There are six hallmarks:

- *Clear about purposes and direction*
- *A strong board*
- *Fit for purpose*
- *Learning and improving*
- *Financially sound and prudent*
- *Accountable and transparent*

SOKNO-Croatian Quality Assurance System for Non-profit Organizations

What is it?

The SOKNO¹⁶ is a series of quality standards designed for small and medium size non-profit organizations and also project teams of larger organizations in Croatia. The system may be used by organizations active in such different areas as social assistance, environment and health and also by others interested in advocacy and research activities.

What is its Content?

The SOKNO guide covers the following 13 areas for incessant quality improvement within an organization:

- Planning for Quality
- Good Governance
- Leadership and Management
- User-centred Service
- Personnel

¹⁶ http://www.smart.hr/index.php?option=com_content&task=view&id=37&Itemid=1

- Volunteers
- Training and Development
- Managing Money
- Resources Management
- Management of Activities
- Networking and Advocacy
- Monitoring and Evaluation
- Outcomes

How is it Implemented?

As PQASSO, the SOKNO can also be offered at three levels:

The first level defines the themes for the development of the organization; the second level adds to attainments at the first level with the progress that organization has made in all areas and finally the third level helps organization sustain its good practices.

The SOKNO is a **self-evaluation** system without external evaluators. Yet, it has its advisors helping in adopting and complying with standards. The implementation of SOKNO in all 13 areas takes about a year and minimum requirements are as follows: assignment of a staff member from the organization; providing a working space (office) and a financial source of about 6,500 Euros. Presently, work is ongoing on a certification model for the SOKNO.

CLOSE VIEW: SOKNO-Croatian Quality Assurance System for Non-profit Organizations

It will be rewarding to take a look at the SOKNO model developed in Croatia to offer CSOs in Turkey a model that they may find close to themselves. As far as its level of development is concerned, the civil society domain in Croatia is similar with that in Turkey. The SOKNO model developed in Croatia comes to the fore as a successful practice in the Balkans and thus presents an example to other countries in the region.

How was SOKNO developed: Needs assessment

In the period 2001-2007, the Croatian Academy for Educational Development (AED) implemented the programme (CroNGO) for supporting civil society organizations in Croatia financed by the USAID. The objectives of the programme were as follows: conducting advocacy activities for civil society; building capacity in civil society organizations; renewing the legal framework that CSOs were working in and boosting the image of civil society organisations in Croatian society to contribute to the democratic, economic and social development of the country.

Parallel to these objectives and with the support of USAID, the CRONGO decided to develop a tool for strengthening civil society organizations by improving accountability, transparency and operational quality and consequently started looking for a quality assurance system. After going over existing systems and models, the PQASSO, most widely used quality assurance system in the United Kingdom was selected as the most suitable one.

A Participatory Process

The process for establishing a quality management system for Croatian CSOs was quite participatory. There was a series of meetings for a period of 3 years during which all CSO representatives regularly convened. Before discussing standards, it was made clear what CSOs understood about the concept “quality”. Then, studies were initiated to adapt the PQASSO for Croatia. The primary criteria observed here were the overall structure of CSOs in Croatia, their needs and the legal framework that regulated the domain of civil society.

Adaptation to the Specific Circumstances of the Country

The process of adapting was long and costly. It was financed by the USAID.

The process of implementation was realized in two stages. In the period 2002 – 2005, six Croatian CSO representatives were given training in using the PQASSO in its original version. The AED adapted the system to Croatia with these CSOs and developed a draft version called “OKNO”. The OKNO was tested in 18 organizations, leading to SOKNO after a series of evaluations. At the second stage covering the period 2005-2007 5 SOKNO consultants were trained and licensed by the CES. These 5 consultants trained 21 other consultants in Croatia and they became certified consultants as well. 57 organizations applied for SOKNO with the support of consultants who followed the implementation of the system and observed its strengths and weaknesses. The SOKNO quality indicators were further developed with some changes and yielded the second guide.

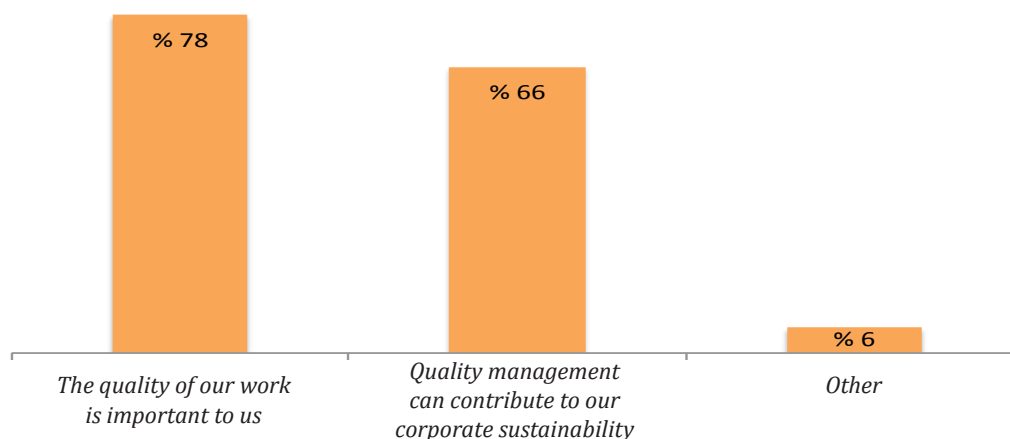
Implementation

The Croatian Association for the Development of Civil Society (SMART), one of the first implementers of SOKNO and also the advisor of CSOs in the process advocates SOKNO as a good model for organizational development. The SMART aims at having all CSOs in Croatia to attain at least the first level. The SOKNO is advised particularly for those rights-based CSOs operating as watchdog. It takes about 6 to 12 months for a CSO to implement the SOKNO and any CSO to implement this must have at least one personnel and an office. It is therefore not advised to those CSOs that operate on the basis of networks or platforms or solely on voluntary basis.

According to a survey conducted in 2010, of 43 CSOs starting the process in 2002, 32 are regularly using SOKNO. In total, there are 67 organizations engaged with SOKNO and many of them have already attained level 2. The major difficulties faced in implementation are listed as follows:

retention, too frequent meetings, bottlenecks in financing, limited time and frequent turnover of staff and volunteers. 11 organizations dropping out stated their reasons as absence of staff to be assigned specially for this task, adoption of a different model or cessation of their activities.

Table 7: Motivation for CSOs to Implement SOKNO



The Chart ¹⁷ is used to analyze the motivation of CSOs using SOKNO in presentations made during the 2010 Quality Management Conference.

Benefits of Adopting SOKNO

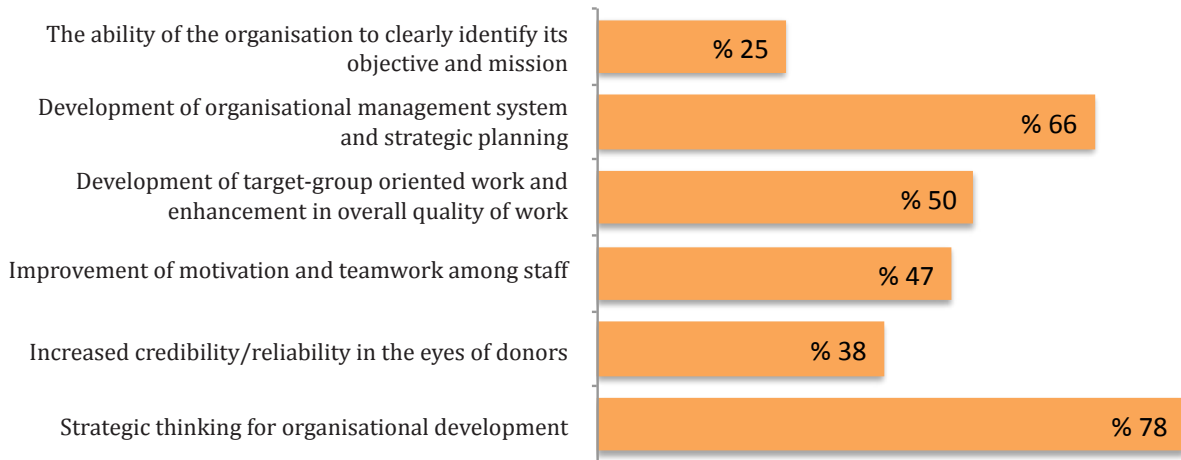
The benefits and advantages of applying SOKNO are described as follows:

- A clear organizational mission that all agree upon,
- Establishment of managerial and operational organs better organized and working in coordination,
- Responding better to the needs of beneficiaries and improved quality of services delivered,
- Increased transparency within the organization thus making it possible to have open and participatory processes that all can have their say in decision making,
- Enhanced cooperation and communication among personnel,
- Enhanced motivation of personnel and volunteers,
- Improved recognition and reliability before the society, beneficiaries and funding agencies.

¹⁷ Presentation: "SOKNO", Sladana Novbota, Regional Conference: Quality Assurance Systems for CSOs in the IPA region, 14 October 2010.

Table 8: Benefits and Advantages Associated with SOKNO according to CSOs

The Chart is from the Quality Management Conference held in 2010.¹⁸



SOKNO: Lessons Drawn

For the Host Organization:

- A system like PQASSO cannot be implemented so easily by CSOs in another country. The system must absolutely be tailored to specific conditions of a country.
- For standards and indicators under each quality area to be meaningful, the model needs to be reviewed and checked continuously and adapted to changes.
- The development of the model requires a long and costly process; so there is need to find an agency to financially back up the process.
- Timing is crucially important for implementation.
- It is also very important to invest in mentors to advise organizations at the stage of implementation.
- It is more effective when mentors are also experts in organizational development in general and in CSO management in particular.
- The SOKNO is not a once and for all practice; it is a process that must keep going.

For implementing CSOs:

- Before starting implementation, having training about the model and a continuous guidance by a mentor is critical for success.

¹⁸ Presentation: "SOKNO", Sladana Novbota, Regional Conference: Quality Assurance Systems for CSOs in the IPA region, 14 October 2010.

- Starting from where the organization is strongest and planning around this axis brings along commitment and motivation on the part of personnel.
- Small CSOs should include all their stakeholders in the process.
- For making progress, it is necessary to make the process of implementation a part of routine planning within the organization.
- Success requires objectivity, determinedness and patience.
- Taking small steps in planning brings quick success and motivation.

Plans for Future

- Continuous promotion: Promoting SOKNO as an organizational development model and encouraging Croatian CSOs to learn more about and adopt it.
- Supporting the implementation of SOKNO financially by providing mentors.
- Developing a certification model for SOKNO.

ISO 9000: 2008 Standards

What is it?



The ISO¹⁹ (International Organization for Standardization) is the largest voluntary standard developed in the world.

The ISO 9001:2008 is an international standard identifying principles for a quality management system. It is a management system that helps an organization focus on some targets with respect to the quality of its operations and services provided. The ISO 9001: 2008 is currently practised by more than one million companies and organizations in 170 countries. Though it is used mostly by the private sector, it may also be used by civil society organizations, no matter they are large or small and

whatever their areas of activity may be.

What is its Content?

The eight quality management principles as the basis of ISO 9000 series quality management system standards²⁰ are as follows:

¹⁹ http://www.iso.org/iso/home/standards/management-standards/iso_9000.htm

²⁰ http://www.iso.org/iso/qmp_2012.pdf

Principle 1 – Client focused

Principle 2 – Leadership

Principle 3 – Participation

Principle 4 – Process approach

Principle 5 – System approach to management

Principle 6 – Continuous progress

Principle 7 – Realistic approach to decision-making

Principle 8 – Procurement relations bringing in mutual benefits

Table 9: ISO-9000 Quality Management Principles

Principle	Explanation
Client-focused	<i>Clients are the primary supporters of organizations. Therefore there is need to perceive well the present and future needs of clients and go beyond their expectations.</i>
Leadership	<i>Leaders determine the common objective and the direction to take. They must create and sustain an environment in which people can become a part of the process leading to objectives.</i>
Participation	<i>Staff and personnel at all levels constitute the essence of an organization and their full participation makes it possible to mobilize talents for the benefit of the organization.</i>
Process approach	<i>When activities and resources are managed as a process desired outcomes can be achieved better.</i>
System approach to management	<i>Defining, understanding and managing co-related processes as a system contributes to effectiveness and efficiency in achieving objectives.</i>
Continuous progress	<i>Continuous improvement in the overall performance of the organization should remain as a steady target.</i>
Realistic approach to decision making	<i>Good and effective decisions are based on the analysis of data and information.</i>
Relations of mutual benefit with procurers	<i>An organization and its procurers are interrelated and relations of mutual benefit contribute to higher added value for both.</i>

How is it Applied?

There are many ways of implementing ISO quality management principles. It will be determined by the nature of the organization in question and specific problems that it faces.

Though certification is not a requirement, organizations and companies often prefer to be certified on the basis of ISO's management system standards. A good reason for adopting these standards is to enhance the effectiveness and impact of organization's activities. Certification related to international standards developed by the ISO is only by external evaluation agencies.

Quality Management System for Slovenian CSOs

What is it?



The Slovenian Institute of Quality and Metrology²¹ (SIQ) was the first in using ISO criteria in civil society. The quality assurance model for Slovenian CSOs was developed on the basis of ISO standard 9001:2000. Among 50 organizations starting to implement quality standards 14 were found eligible for ISO standard certification.

The system was developed during the project "A Quality System for CSOs in Slovenia" starting in 2007 and financed by international civil society, the US Embassy and the Ministry of Public Administration. The ISO model and other international models including PQASSO and SOKNO were examined and laid a basis for developing a version of quality system for Slovenia.

What is its Content?

The Quality Assurance Standards for CSOs in Slovenia include the following:

1. Overall Conditions
2. Management and Governance
3. Staff and Volunteers
4. Resource Management
5. Process Management
6. Monitoring and Evaluation
7. Progress (PDCA system)

²¹ http://www.pic.si/index.php?option=com_content&task=view&id=208&Itemid=195

How is it Applied?

The process is applied at two stages:

At the first stage organizations analyze their operations independently or with the assistance of experts/mentors on the basis of the elements of a quality standard. Survey questionnaires used at this stage of self-evaluation are free of charge. The SIQ also organizes free workshops on the issue. These workshops serve as meeting places to obtain information about quality systems and implementation rules and to exchange ideas.

Following internal evaluation, organizations are ready for an external one. If all requirements envisaged by standards are met, the organization is awarded its certificate. This is for three years and upon expiration of this period the certification process is renewed.

Earlier, certification procedure was carried out by SIQ and CSO experts together. Today, specially trained staff from [CNVOS](#) (Centre for Information Service, cooperation and Development) is in charge of external evaluation.

The Slovenian CSO Quality Assurance System is applicable to all CSOs regardless of size.

EFQM Excellence Model

What is it?



The European Foundation for Quality Management (EFQM) is a non-profit organization established in 1988. The EFQM Excellence Model was developed by 14 pioneering organizations coming together to come up with a framework to help organizations improve their global competitiveness. The resulting **EFQM Excellence Model** now helps over 30,000 organizations in Europe to make progress with a comprehensive framework for management.

The **EFQM Excellence Model** is a self-evaluation model through which an organization can measure its strengths and other sides that need improvement in a manner to encompass all its activities. The *Excellence Model* focuses on what an organization actually does and what it can do beyond that so that it can provide excellent services to its clients or stakeholders. Even if it was developed for the private sector, it may also be used by public and Civil Society Organizations.

The EFQM states that the Excellence Model is not based on rules. The model does not depend upon tight adherence to a set of rules or standards but upon a series of assumptions on how a perfect organization should be. Each organization implements this model on its own way to manage and move forward its internal development. The EFQM is a model based on self-evaluation.

The EFQM updates this model in every three years by observing best practices worldwide and gathering data. The most recent version of the model is the EFQM Excellence Model 2013.

What is its Content?

The EFQM Excellence Model is a holistic framework comprising 3 components:

- Basic Concepts of Excellence
- 9 Criteria
- RADAR

Basic Concepts of Excellence

The Basic Concepts of Excellence lays the ground for any organization to attain sustainable success. These concepts can be used as essentials for a “perfect organizational culture”. Basic concepts also constitute to common language of top management.

- Adding value for clients
- Taking responsibility for a sustainable future
- Achieving balanced outcomes
- Nurturing creativity and innovation
- A visionary, inspiring and holistic leadership
- Managing through processes
- Succeeding together with staff
- Establishing cooperation

9 Criteria

The model is based upon 9 criteria: Through these criteria, an organization can understand and analyze what it has been doing and cause and effect relations between these and what it actually attained. Five of these criteria pertain to how the organization manages itself, its personnel and resource, how it plans for its strategy and how it evaluates and monitor key processes:

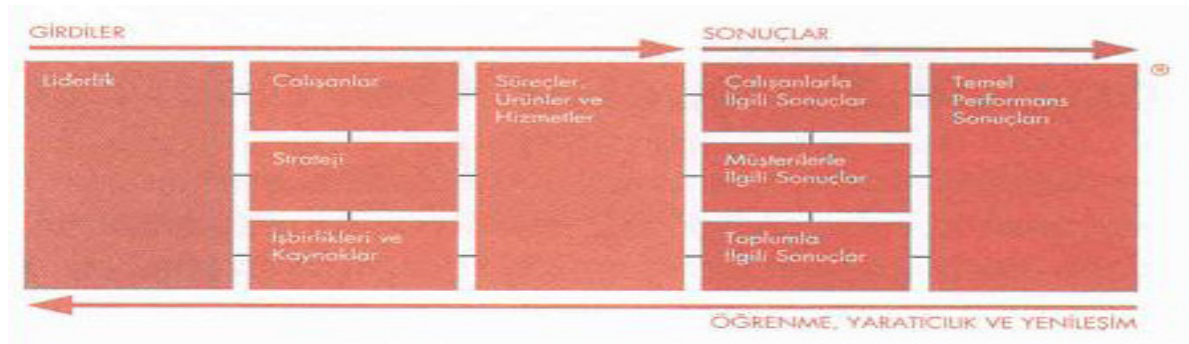
- Leadership
- Strategy
- Personnel
- Cooperation and resources
- Processes, products and services

The other 4 criteria are related to outcomes: Outcomes are what the organization has obtained. They include the level of content on the part of personnel and clients, impact on society at large and key performance indicators.

- Outcomes related to clients
- Outcomes related to personnel
- Outcomes related to society
- Key performance outcomes

Each criterion has its definition and a set of supporting sub-criteria. The excellence model is built upon a grading on the basis of these nine criteria by using some elements.

Table 10: EFQM 2010 Learning, Creativeness and Innovativeness



INPUTS

Leadership

-Staff

-Strategy

-Cooperations and resources

Procedures, products and services

OUTCOMES

-In regard to staff

-In regard to customers

-In regard to society

Results of basic performance

LEARNING, CREATIVITY AND INNOVATION

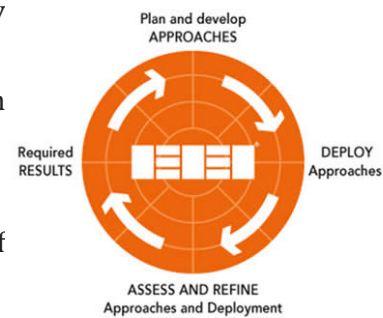
How is it applied?

The EFQM Excellence Model is a **self-evaluation** based model in which organizations assess themselves by the 9 criteria listed above. The model also provides an implementation tool.

RADAR

The RADAR is an evaluation framework and management tool that provides a structural approach to organizations for questioning their performance. In broadest terms, the RADAR ensures that organizations take into account the following:

- Identifying the outcomes desired as a part of the strategy adopted,
- Planning for and developing integrated approaches to attain expected outcomes both at present and in future,
- Extending approaches wider to guarantee related practices,
- Evaluating and improving outcomes obtained on the basis of continuous monitoring, analysis and learning.



Since the EFQM excellence model is developed with private sector organizations in mind, some of its terminology may not be comprehensible for civil society organizations. Nevertheless, the EFQM and its country representatives organize training programmes and make the model applicable to the civil domain.

The EFQM Excellence Model is a self-evaluation tool that gives an organization an opportunity to be as honest and open as possible in measuring its performance. Although it is not visible to clients, service beneficiaries and funding agencies since there is no external confirmation or certification, the still awards successful organizations and announces these organizations through its website and networks.

The EFQM has 451 members worldwide, 16 of which are in Turkey including KalDer (Turkey Quality Association), Sabancı University, Turkish Airlines, Bursa Nilüfer Municipality, Arçelik Inc, Bosch-Turkey and Kocaeli Chamber of Industry. KalDer is the certified representative of EFQM in Turkey.

Model of Certification for Non-profit Organizations in Pakistan

What is it?

This model hosted by the Pakistani Centre of Philanthropy²² is the first and most widely known of its kind in South Asia. In this model too CSOs voluntarily go through an evaluation process in line with certain standards.

The standards included by the Certification Model were developed in the light of international best practices and adapted to Pakistan. In this process, there were long consultation meetings participated by major stakeholders including funding agencies, CSOs and related government agencies and many quality management systems practised in the world were examined. This participatory approach facilitated the wide recognition of the model by the civil domain once it was established.

What is its Content?

In this model standards are gathered in three groups as governance, programme implementation and financial management. There are in total 90 standards under respective headings.²³

Table 11: Indicators in the Pakistan Model

NO	STANDARD	WAY OF VERIFICATION	IMPLEMENTATION DATA	WEIGHT
2.1	There is joint signature system in the organization and is duly approved by the managing body.	<p>There may be desk top review of documents related to financial operations of the Non-Profit Organization (NPO),</p> <p>There is joint signature system – 3</p> <p>There is no joint signature system– 0</p> <p>The number of authorized signatures in the pool is more than what is required for undersigning cheques – 5</p> <p>There are financial intervals as for authorization in joint signature system – 3</p> <p>The system is duly approved by the managing body – 4</p>	All Non-Profit organization (NPOs)	15

²² <http://www.pcp.org.pk/content.php?cid=7>

²³ For the full list of standards see:<http://www.oneworldtrust.org/csoproject/images/documents/uploading%20from%20MH/PKSN1.pdf>

2.2	Cheques are issued on behalf of a signatory assigned and not having his signature on the cheque.	Examination of payments made to signatories will constitute evidence for this purpose (not valid in drawing salaries).	All NPOs	10
2.3	All payments exceeding 10,000 Rs are made through cross-checking.	The procurement department shall supply sufficient information for the examination of payments made to consultants and personnel. The personnel will be asked some questions concerning their salary payments. Payment for utilities such as electricity, water and gas shall be made in cash.	All NPOs	10
2.4	The managing body gives permission to the appointment of auditors and opening of bank accounts. The organization appoints a different external auditor in every five years.	A field evaluator may examine relevant documents and ask questions to managing body and those in charge of financial affairs. The list of auditors for the last five years must be examined. The managing body approves the appointment of auditors – 6 The managing body approves opening of bank accounts – 4 The auditor changes after 5 years as the longest period in this status – 5	All NPOs	10
2.5	The organization has its internal auditing annually. Internal audit reports are shared with external auditors. This standard is applicable to organizations with total annual receipts exceeding 10 million.	For example, there may be desktop review of related documents as internal audit reports. There is internal audit in each of the last three years – 10 There is internal audit in two of the last three years – 5 Internal auditing reports are submitted to external auditors – 5	Large NPOs	15
2.6	Balance sheets, income statements (or receipt/payment accounts) and cash flow tables are prepared.	These tables may be examined during field assessments. Balance sheet not applicable in small NPOs – 5 Income sheet, receipts and payments – 5 Cash flow table not applicable in small NPOs - 5	All NPOs	15
2.7	The organization regularly keeps books, payment and petty cash accounts.	Examination of these documents by field evaluator ensures their correct keeping. NPO Keeps cash account – 5 Keeps payroll account – 5 Keeps petty cash account – 5	All NPOs	15



2.8	The organization dispatches the annual audit report to the members of the managing body within six months starting from the closure of financial year.	<p>There may be desktop review of reporting and dispatching mechanisms.</p> <p>Field evaluators may ask personnel and managing body questions on behalf of NPO.</p> <p>The NPO submits the annual audit report to the managing body- 6</p> <p>Dispatch within the managing body takes place within 6 months following the closure of financial year - 4</p>	All NPOs	10
2.9	The organization duly makes its expenditures on different items open to public.	<p>There may be desktop review of documents such as annual and periodic reports and website.</p> <p>For a period of three years, the NPO made its expenditures shown in annual reports, website, public documents or others submitted to the government on the following headings:</p> <p>Administrative expenses - 4</p> <p>Capital expenditures - 4</p> <p>Domestic and international travel - 4</p> <p>Maintenance of transportation vehicles - 4</p> <p>Payments to personnel and consultants - 4</p> <p>The NPO presented this information to the public in two of the last three years. (2+2+2+2+2=10)</p>	All NPOs	20
2.10	The organization prepares annual budgets as well as variance reports comparing actual outcomes with the budget in regular intervals.	<p>Review of the budget document and expenditures made can be conducted during field evaluation. Only the operational budget (covering all projects, programmes and expenditures) shall be considered for this standard. The existence of variance reports shall be verified together with their intervals.</p> <p>The organization prepared budget in each of the last three years - 10</p> <p>The organization prepared budget for the last two years - 5</p> <p>Variance reports are prepared at least once in every year - 3</p> <p>Variance reports are shared with the members of managing body - 2</p>	All NPOs	15

The model was recognized and supported by the Government. The tax exemption that the state in Pakistan granted to CSOs is associated with this certification process. The state grants this exemption to those CSOs completing this process successfully²⁴.

²⁴ http://foundationforfuture.org/en/Portals/0/Conferences/Accountability/Presentations/Session%203/Pres-4a-PCP_Certification_English.pdf

How is it Applied?

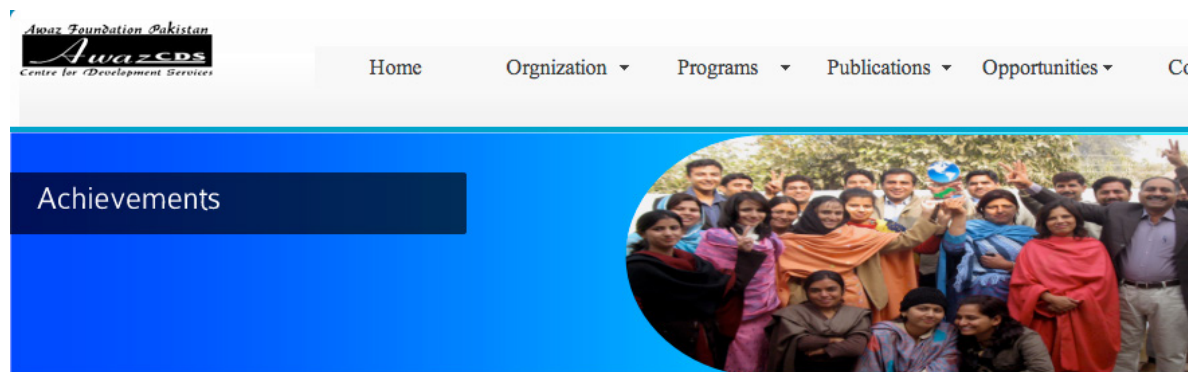
The process of certification in the Pakistani model is a quite detailed one. It is applied through an external evaluation model and it has to be repeated in every three years. The tool of verification for each indicator as well as its weight in terms of score is both specified in detail. For getting the certificate a CSO is expected to satisfy at least 60 percent of indicators.

Pakistan Model and Public Benefit Status

The Pakistan Non-Profit Organization Certificate is granted by the Government. The state accords tax exemption to those organizations that apply quality management model successfully and become eligible for certification. This practice, which corresponds to the public benefit status in Turkey, ensures quality in the sphere of civil society and makes public benefit status subject to some concrete and transparent criteria that CSOs adopt.

So far about 200 CSOs have been granted this certificate. The names of CSOs in this status are publicly announced at the internet page of the Centre together with related database.²⁵

The Awaz Foundation Centre for Development Services-CDS applying the Pakistani model was accorded the Humanitarian Excellence Award in 2010.



Humanitarian Excellence Award 2010

Awaz Foundation Pakistan: Centre for Development Services (AwazCDS-Pakistan) has been acknowledged with Humanitarian Excellence Award 2010 for its entire efforts and contributions for the relief and early recovery of the flood victims in Southern Punjab. The Humanitarian Excellence Award & Appreciation Ceremony was organized by the Rakz Communications [Pvt.] Limited on December 19, 2010 at Marriot Hotel Karachi on behalf of Federal Chamber of Commerce & Industries with the support of Ambassador of Pakistan to the United Nations Mr. Hussain Abdullah Haroon. AwazCDS- Pakistan's Founder & Chief Executive Mr. Mohammad Zia-ur-Rehman received this Humanitarian Excellence Award from Mr. Kazi Asad Abid (Chairman Trust for Voluntary Organizations) in the presence of the National & International dignitaries including NGOs, CBOs, Foreign Missions, Heads of Media [Electronic & Print], ISPR, & Individuals etc. Other notable Award winners were UNWFP, UNOCHA, SROPOTOMIST –UK, ActionAid, Imran Khan Foundation, HANDS, Sahara for Life Trust, Youth Parliament of Pakistan, ISPR and KGNT-ARY etc. Mr. Mohammad Zia-ur-Rehman while speaking on the eve said that "He would like to give all the credit of this award to Awaz Board members, Awaz Team members and to the communities with which Awaz works. Later talking with Awaz

Related Topics

[History](#)

[Development Mentra](#)

[Outreach](#)

[Strategic Plan](#)

[Strategic Choice](#)

[Evolution Report](#)

²⁵ http://pcp.org.pk/Certified_CS0.pdf

Investors in People

What is it?

The *Investors in People*²⁶ is the most widely known quality system in human resources in Great Britain.

It is an independent public institution established in 1993. The Investors in People is specialized in enhancing the performance of organizations through their personnel. Its mission is to help organizations striving for outcomes by focusing on targets and acting as a reference point in keeping up with continuous improvement.

At the core of Investors in People, there is an outcome-oriented best practice framework. Regardless of size or sector, the model outlines what an organization needs to attain its targets, but instead of setting rules on how to do it suggests a flexible approach.

What is its Content?

The Investors in People framework has three fundamental principles:



Plan: Develop strategies to improve performance.

Do: Act now to improve performance.

Review: Evaluate performance and improve it further.

These three principles are further subdivided into 10 sub-indicators. “Plan” which is the first principle has four strategies starting with Business Strategy. The second principle, “Do” encompasses four action-focused indicators to help you materialize what you have planned. Finally, “Review” aims at evaluating outcomes and sustaining them for future. Since these indicators broadly set a clear vision and mission, planning strategy, learning and development besides leadership and management, they help organizations in improving work quality and human resources development.



²⁶ <http://www.investorsinpeople.co.uk/Home/index.html>

Planning Indicators

- Working Strategy: The strategy for improving the performance of the organization is clearly stated and understood.
- Learning and Development Strategy: Learning and development processes are planned so as to help the organization attain its targets.
- Human Resources Management Strategy: Strategies for the management of human resources are designed so as to provide equal opportunities for personal development.
- Leadership and Management Strategy: Qualifications that managers need in order to properly direct, manage and develop personnel are clearly specified and understood.

Indicators of doing

- Effectiveness in Management: Managers are effective in directing, managing and developing personnel.
- Recognition and Rewarding: Contribution of personnel to the organization is recognized and attached importance.
- Participation and Empowerment: Personnel are encouraged to take responsibility and commit themselves by inclusion in decision making processes.
- Learning and Development: Personnel are actively learning and making progress.

Review Indicators

- Measuring Performance: Investment in personnel improves the performance of the organization.
- Continuous Improvement: Improvements are taking place while personnel are managed and making progress.

How is it Applied?

The process is based on independent assessments by the experts of Investors in People. These assessments, in turn, derive from interviews with personnel and observations on the process. When an organization satisfies a standard, it is accredited as an organization of the Investors in People. Further progress may bring Bronze, Silver or Golden Statuses.

The Investors in People has its licensing agency in Turkey.²⁷

²⁷ <http://www.iipturkiye.com/Page/MainPage/>

Invest in Volunteers (IiV)

What is it?

The Investing in Volunteers (IiV)²⁸ is a UK quality standard for all organizations mobilizing volunteers too in their activities. The owner of the IiV standard is the UK Volunteer Forum and this forum is composed of the presidents of National Volunteering Development Agencies. The Agencies include the following: Volunteer Now (Northern Ireland and Republic of Ireland); WCVA (Wales); Volunteer Development Scotland and Volunteering England.



The Investing in Volunteers was planned as an effective and meticulous process to ensure that volunteers can get best possible management support and managements can reap maximum benefit from the actions of volunteers.

What is its Content?

The Standard is based upon four areas of volunteer management:

- Planning for the inclusion of volunteers,
- Recruitment of volunteers,
- Selection and matching of volunteers,
- Supporting volunteers.

These four areas are further divided into nine indicators and 46 practices. Each of these is designed through detailed consultations with volunteer-based organizations and pilot activities.

Nine indicators developed to cover all aspects of volunteer management are as follows:

- There is a commitment to include volunteers and the organization recognizes that volunteerism is a two-way process benefitting both the volunteer and organization.
- The organization allocates such resources as cash, working hours and materials in a way to work together with all volunteers.
- The organization is open to the inclusion of volunteers representing the diversity of local community and actively engages in efforts to realize this.
- The organization develops and offers roles suitable to volunteers in line with objectives and targets also valued by volunteers.
- The organization commits that volunteers are protected as far as possible from physical, financial and emotional damages that their volunteer status may bring along.
- The organization commits to put in place fair, effective and consistent election procedures for all volunteers.

²⁸ <http://iiv.investinginvolunteers.org.uk/>

- There are clear procedures in place to introduce to new volunteers their roles, the organization and its policies, activities and personnel.
- The organization takes due account of volunteers' varying support and supervision needs.
- The organization as a whole is aware of the needs of volunteers for recognition.

How is it Applied?

Invest in Volunteers is a model based on **external evaluation**.

Organizations desiring to attain the quality standard get an estimated cost by contacting the authorized agency in their country and identify the evaluator they are going to work with. The whole process takes 6 to 12 months and the certificate given when an organization attains the standard is valid for 3 years. After 3 years, organizations have to start the process again.

In the United Kingdom, more than 600 organizations from small community groups consisting fully of volunteers to large and multi-department national relief organizations enjoy this quality accreditation.

InterAction PVO Standards

What is it?



With its more than 190 members active in developing countries, the **InterAction**²⁹ is the largest national union of US based civil society organizations. Member organizations may be faith based or secular, large or small. Their common denominator is that their activities target services to the poorest and most vulnerable population groups in the world.

The InterAction and its members are trying to improve their accountability and effectiveness as CSOs active in development and humanitarian aid issues.

The PVO Standards emerged at the meeting of the InterAction executive board in March 1989. On this occasion, Kenneth Philips heading the agency Childreach called upon the InterAction to develop a series of ethic standards covering such areas as governance, financial reporting, collecting donations, public relations, management practices, human resources, public policy and programme services. Given the widening scope of the programmes of InterAction members as well as their impact and recognition of the importance of commitment to reliable instruments in terms of credibility, relevant work started soon after.

From 1990 to 1992 a PVO Standards Committee representing InterAction organizations met in frequent intervals and disseminated drafts designed variably for the full membership of

²⁹ <http://www.interaction.org/document/interactions-pvo-standards>

organizations active in different areas. The resulting standards were unanimously adopted at the committee meeting of InterAction on 5 November 1992. Under an agreement reached by members, all existing and potential members of InterAction are obliged to, as of January 1994; document their compliance to adopted PVO Standards (Standards). At the end of each calendar year, every InterAction member is asked to go over these standards once more and re-document their compliance.

What is its Content?

The PVO Standards consist of governance, voluntary participation, private sector support, fund raising and service principles and programmes.

1. Quality Areas
2. Governance
3. Institutional integrity
4. Financial status
5. Communication with the people of the United States
 - 5.1 Management Practice and Human Resources
 - 5.2 Encouraging Gender Equity
 - 5.3 Encouraging Diversity
 - 5.4 Encouraging People with Disabilities
6. Programme
 - 6.1 Overall Programme Standards
 - 6.2 Encouraging Gender Equity
 - 6.3 Encouraging Diversity
 - 6.4 Encouraging People with Disabilities
 - 6.5 Interventions during Emergencies, Civil Conflict and Disaster
 - 6.6 Minimum Standards in Enterprise Security
 - 6.7 Migration and Refugee Assurances
 - 6.8 Protection from Sexual Abuse and Harassment during Humanitarian Crises
 - 6.9 Development
7. Child Sponsorship
8. Development Training
9. Material (in kind) Support
10. Pharmaceutical and Medical Resources
11. Food Support
12. Public Policy
13. Practice

How is it applied?

The Self-Certification Plus (SCP) process is used for the purpose of meticulous self-evaluation and providing member organizations a mechanism for the verification of compliance with InterAction PVO Standards. This process encourages institutional learning, carries best practices further and helps InterAction members meet the standards of international non-profit community. The process of compliance also furthers and consolidates public trust in InterAction members and the broader InterAction coalition.

It is obligatory for InterAction members to re-complete the SCP process in *every two years*. All organizations go over indicators associated with respective standards as well as sources of checking compliance of their documents, policies and practices and complete the Self-Certification Plus Compliance Form until the end of the period of expiration. The membership status of organizations failing to do this is suspended.

2.3. Models for Information Building

GuideStar



Established in the US in 1994, the GuideStar³⁰ has been providing CSO databases since then. It collects information about non-profit organization and makes this information public.

The GuideStar hold the opinion that evaluations regarding the usefulness of information on quality provided to CSOs through the system should be made by funding agencies, researchers, trainers, agencies providing professional services, managements and the media.

The GuideStar aims to introduce radical changes to charity and non-profit activities by providing information to promote transparency, help users in making better decisions and encourage donations for humanitarian purposes.

Basically, the GuideStar system provides information related to CSOs. This information covers the following areas: Communication details, management boards, number of personnel, management structure, financial soundness, auditing reports, annual reports, objectives, targets and needs. All CSOs are invited to supply such information so as to build trust and confidence before funding agencies and all stakeholders. Information thus required serve as minimum standards in regard to transparency. CSOs are graded according to their performance in transparency.

The GuideStar is active in the United States, United Kingdom, India, South Africa, Ireland, the Netherlands, Hungary, Japan, South Korea and Germany. The operational modes of GuideStar agencies in each country are shaped according to national legislation and institutional framework of the country concerned.

³⁰ <http://www.guidestar.org/>

Best Practice: Save the Children

Save the Children is a CSO working to improve the life quality of children in 120 countries including the US. Save the Children³¹, was accorded A+ by the American Institute of Philanthropy and awarded the Great Non-Profits for the year 2012.

Awards and Rankings

An Organization You Can Trust



Save the Children works to create lasting, positive change in the lives of children in more than 120 countries worldwide, including the United States. It is because of our commitment to children that Save the Children is ranked high among other nonprofit organizations. Charity watchers, prestigious publishers, consumer advocates and others agree — Save the Children is a top charity. Below are just a few of the ratings we've received:

American Institute of Philanthropy (AIP)

Most Recent Rating for Save the Children: A+

The American Institute of Philanthropy (AIP) is a nonprofit charity watchdog and information service that rates approximately 500 major U.S. charities. Ratings are updated annually using data from the IRS Form 990 and audited financial statements. AIP



measures (a) the percentage of expenditures spent on program activities and (b) the cost to raise \$100. Based on these figures, they determine a charity's overall rating (in the form of a letter grade).

Below is how Save the Children shares its information in Guidestar:

GUIDESTAR QUICK VIEW *Everything you need to know...*

<p>Save the Children Federation, Inc.</p> <p>Also Known As: Save the Children</p> <p>Physical Address: Westport, CT 06880 3108</p> <p>EIN: 06-0726487</p> <p>Web URL: www.savethechildren.org</p> <p>Blog URL: savethechildren.type...</p> <p>Leadership: Dr. Charles MacCormack</p> <p><small>Detailed Financial and People Data included in the GuideStar Premium Report</small></p>	<ul style="list-style-type: none"> ✔ GuideStar Seal Committed to transparency ✔ Registered with IRS Legitimacy information is available ✔ Evidence of Impact Expert Assessment and Reviews available ✔ Financial Data Annual Revenue and Expense data reported ✔ Forms 990 2011, 2010, and 2009 Forms 990 filed with the IRS ✔ Mission Objectives Mission Statement is available ✔ Impact Summary Impact Summary from the nonprofit and Charting Impact Report are available <p>★★★★☆ Average rating from 54 Personal Reviews Write a Review</p>
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³¹ http://www.savethechildren.org/site/c.8rKLIXMGIpI4E/b.6146417/k.F489/Awards_and_Rankings.htm

Table 12: A Comparative Presentation of Models

MODEL	TYPE	Evaluation Method			Which CSOs?	Evaluation Area	Geographical Coverage
		Ready Systems	Internally Developed Systems	Self-evaluation			
Ethical Rules of the World Association of Non-governmental Organizations (WANGO)	Ethical/Behavioural Codes				All CSOs	Holistic	International
International Civil Society Organizations (INGO) Accountability Charter					Members	Holistic	International
Behavioural Codes Civil Society Organizations and International Red Cross and Red Crescent Movements in Disaster Relief Actions					CSOs engaged in disaster relief activities	Holistic	International
PQASSO	Quality Management System for CSOs in Slovenia				All CSOs	Holistic	International
SOKNO					All CSOs	Holistic	Croatia
ISO-9000					All CSOs	Holistic	International
Quality Management System for CSOs in Slovenia	Quality Management System				All CSOs	Holistic	Slovenia
EFQM Excellence Model					All CSOs	Holistic	International
Model of Certification for Non-profit Organizations in Pakistan					All CSOs	Holistic	Pakistan
Investors in People	Quality Management System				All CSOs	Human Resources	International
Invest in Volunteers					CSOs Working with Volunteers	Volunteer Management	United Kingdom
Interaction PVO					Members	Holistic	International
Guidestar	Models for Information Building				All CSOs	Transparency	US, United Kingdom, India, South Africa, Ireland, the Netherlands, Hungary, Japan, south Korea and Germany

3. COMPARISON OF DIFFERENT MODELS AND A ROADMAP

It is not possible to gather all Civil Society Organizations in a homogenous group. Civil society is a domain consisting of many organizations differing from each other in terms of size, areas of engagement, body of membership target groups or legal status. Hence, models that CSOs may adopt for accountability and quality also vary. This section discusses the advantages and disadvantages of different systems and tries to offer a roadmap for CSOs to make assessments in regard to various options.

3.1 Different Models and Evaluation Methods:

Advantages and Disadvantages Self-assessment Method

The strongest side of models called “self-assessment where individual organizations make assessments about themselves is that these models encourage commitment to some issues within the organization and facilitate the acceptance of outcomes that emerge. The risk involved is that it may not appear so credible to outsiders. Unless those within the organization carry out the process honestly for real improvements, the method may turn into a simple checklist in which people concerned cannot really adopt a critical outlook to their organization. A commonly used method to eliminate this risk is to carry the process with the help of an expert/mentor specialized in this area. Another method is to declare the outcomes of self-evaluation to public.

For models based on self-assessment method see: The Ethical Rules of the World Association of Non-governmental Organizations (WANGO), Rules of Conduct for Civil Society Organizations, International Red Crescent and Red Cross in Disaster Relief Activities, PQASSO, SOKNO, ISO-9000, Quality Management System for Slovenian CSOs and EFQM Excellence Model.

Peer-Review Method

The peer review method present more effective opportunities for evaluation than the method of self-assessment. This method may boost the credibility of evaluation process in the eyes of third parties such as funding agencies and public as well. Another advantage of this method where organizations evaluate each other is related to opportunities for sharing knowledge and common learning. The method tends to be more successful when organizations evaluating each other are similar in terms of their structure, size and areas of interest.

The risk inherent in the method of peer review is the possibility that the reviewing peer may avoid adopting a critical stance thinking that he himself will be “reviewed” some day. This possibility may reduce the credibility of review before third parties.

Peer review requires the development of a common evaluation framework. Also, the person managing the process is expected to evaluate, develop suggestions and to analyze outcomes. This, in turn, requires time and financial resources that organizations may be hesitant to channel their resources to this area.

For model based on peer review method see: Code-NGO Covenant for Philippine Development, Interaction PVO.

External Review Method

By the method of review by third parties the organization concerned generally obtains certificates or similar documents at the end of review. The best side of this method is that adherence of organizations to given standards can be assessed independently. This method may be needed when trust in civil society organizations is low and when funding agencies need some indicators to see what critical differences exist among various organizations. As in peer review, this method too makes it possible to develop objective perspectives to look at an organization out of its own culture.

Still, this method too has its risks and difficulties as other methods have. Obtaining a certificate from a third party requires human and financial resources from both sides. This is a significant obstacle for civil society organizations in countries where financial capacity is low. However, there are examples showing that this obstacle may be overcome by different and creative solutions. The Pakistan Centre for Philanthropy mentioned in the second section, for example, overcame this barrier through state financing. The Philippines Council of NGO Certification chose the way of mitigating financial burden by training volunteer evaluators from the civil domain.

For models based on external evaluation method see: International Civil Society Organizations (INGO) Accountability Charter, PQASSO, ISO-9000, Model of Certification for Non-profit Organizations in Pakistan, Investors in People, Invest in Volunteers.

Table 13: Strengths and risks of different evaluation systems

Self-assessment	<ul style="list-style-type: none"> • Ensures commitment to evaluation process within the organization. • Less costly compared to other methods. 	<ul style="list-style-type: none"> • Being credible that organizations involved lead the process honestly.
Peer Review	<ul style="list-style-type: none"> • Presents an opportunity of more independent evaluation relative to self-evaluation. • Opportunity for organizations to share experience and learn from each other. 	<ul style="list-style-type: none"> • Evaluators may be hesitant to criticize their peers. • Evaluating agencies may be hesitant in allocating necessary time and funding. • Requires a strong mutual trust among organizations. • Evaluation is meaningful only if organizations are similar.
External Evaluation	<ul style="list-style-type: none"> • It is the method providing credibility the most. • Problems that are hard for insiders to see may be identified. 	<ul style="list-style-type: none"> • The process may be challenging in financial terms. • Getting a certificate etc. may lead to a groundless sense of confidence within the organization.

Source: Robert Lloyd, Virginia Calvo, Christina Laybourn, "Ensuring Credibility and Effectiveness: Designing compliance systems in CSO self-regulation", One World Trust, Briefing Paper 127, July 2010.

3.2 Determinative factors coming to the fore in model selections

Several factors come to the fore as to which methods would be preferred by civil society organizations in some given environments (i.e. country, region, activity area, etc). These are available resources (human and financial), state-civil society relations, trust in civil society organizations, trust within the civil domain itself and level of cooperation.³²

Financial Capacity of Civil Society Organizations

Any evaluation system gets more and more costly as the number of components it includes increases. While the method of evaluation by third parties requires more resources, self-evaluation is the least resource demanding one. Even in this method, however, there is need to allocate some human and financial resources the level of which varies according to the size of the organization concerned. So organizations must choose the most appropriate one by considering their size, needs and resources.

Public-civil society relationship

This relationship is also a determining factor in a system emerging in a country. In countries where civil society does not enjoy a place in participatory democracy as a legitimate stakeholder and where participation mechanisms are yet not institutionalized, self-regulation based models were developed and implemented firstly to show that Civil Society Organizations and legitimate stakeholders and to ensure that they are owned by the society at large. In such cases where the credibility of the method used overweight other factors, system with independent evaluators may be preferred. Other factors gain more weight in determining the system adopted in countries where participatory channels between the state and civil society are open and where civil society is accepted as a *sine qua non* of democracy.

Adoption of Civil Society Organizations by the society

The trust by the society at large in civil society is also a determining factor. In countries where there is high prestige and trust for civil society a code of ethics and behaviour without any compliance check may be seen sufficient. However, in cases like wide perception of corruption where the prestige of civil society may be negatively affected, “trustworthiness” again comes to the fore as a decisive factor in establishing a system.

Level of cooperation in civil society

Lastly, mutual trust and cooperation among civil society organizations is another important factor. High levels of competition against limited level of mutual trust among civil society organizations would curb the desire of individual organizations to open themselves out for evaluation. On the other hand, where there is real desire for mutual trust and cooperation, organizations may gather under umbrella type higher organizations and lay the basis for a common system of evaluation.

³² Robert Lloyd, Virginia Calvo, Christina Laybourn, Ensuring credibility and effectiveness: Designing compliance systems in CSO self-regulation, One World Trust Briefing paper number 127, July 2010.

3.3 Potential Risks and Obstacles

Instruments geared to enhancing transparency and accountability in the civil domain are those that are quite actual and commonly used in many parts of the world. However, in some countries including Turkey, CSOs have yet not taken similar initiatives. Obstacles to CSOs in developing initiatives for self-regulation are similar for many countries.

The first obstacle is related to the limited nature of a **facilitating legislative framework and practices for the effective realization of the right to associate**. As proven by cases in many countries, a will for the self-regulation of civil domain emerges given an overall framework guaranteeing the existence and functions of civil society organizations and supporting their activities including with financial conveniences complemented with an environment for their free activities in various areas.

Another obstacle is **limited resources** in civil society itself. In such cases, CSOs may start by developing a basic Code of Ethics/Behaviour. As observed in the case of Croatia, establishment of a quality management system specific to the country is a long and costly process and requires financial resources to support it. Financial resources are needed also at the stage of implementing quality management systems. It turns out that self-evaluation is the best fitting method where resources are limited.

Differences within civil society itself may as well work as a factor impeding such initiatives by CSOs. Systems for the self-regulation of the civil domain are those that must be developed, evaluated and finalized within that domain itself. Also important are the factors such as the capacity of CSOs to influence the legislative framework arranging the civil domain, to regulate themselves and develop cooperation in similar areas of interest.

Another obstacle can be named as the shortfall of the culture of transparency and accountability in civil society organizations. CSOs may not assign priority to transparency particularly in countries where governmental organizations lack systems for transparency and accountability and where civil society does not have its proper place in a participatory democracy. Nevertheless, existing evidence attests that civil society organizations gain social recognition and legitimacy when they regulate their area upon their own initiatives and that such a situation may serve as a pressure on governmental organizations for transparency. In environments where it is difficult for CSOs to reach a consensus on the concepts of transparency and accountability, Ethical/ Behavioural Codes that lay down minimum principles is the method that may be preferred.

4. WHY IS IT IMPORTANT FOR CIVIL SOCIETY ORGANIZATIONS?

Each model is shaped with respect to the present situation and needs of the country or region where it originates. In many cases, models are taken as instruments to enhance the accountability and transparency of CSOs; while some models lay down basic ethical values others like SOKNO are defined as a quality management model.

It is possible to say that there are some basic motivations that lead CSOs to adopt and implement these models voluntarily. The leading ones among these motivations include **boosting the prestige of organizations and giving target groups, funding agencies, society and governments the message that they are reliable and effective entities.**

The benefits and advantages of self-regulation based models for civil society organizations and civil society in general can be listed as follows:

Benefits and advantages accruing to CSOs

- Boost prestige before society and governments.
- A good means of promotion for organizations; facilitates CSO access to funding sources.
- Improves the legitimacy and publicity of CSOs before target groups.
- Helps in giving effect to most appropriate interventions and services given the needs of the target group concerned.
- Ensures efficient utilization of resources. Also ensures the optimization of operational costs and reducing the total cost of all activities.
- Facilitates the realization of clearly defined objectives and actions.
- Improves human relations and communication within the organization.
- Lifts up the level of motivation of personnel and volunteers, improves teamwork.
- As a learning organization: Improves effectiveness by facilitating the anticipation of possible mistakes and thus their minimization. It facilitates adaptation to changes within the organization.

Benefits and advantages for civil society

- Helps civil society develop and get stronger.
- Enhances trust in and prestige of civil society.
- Increases the motivation of domestic and international funding agencies to invest in civil society.

It is observed that models are placed in different contexts in some countries. For example, these models may serve as criteria when CSOs delivering services in such areas as health and social protection **cooperate and establish partnerships with government.**

Bosnia and Herzegovina, for example, is a country where government-CSO cooperation can be widely observed. As a part of the agreement that defines the framework for CSO-local government cooperation, CSOs are expected to have the ISO 9001:2000 certificate or adopted another quality management model serving to document the quality of services delivered.³³ In this kind of cooperation where public funds are transferred to CSOs in the context of joint service delivery, it is necessary in terms of ensuring effective and efficient use of taxes collected from citizens that public authorities require some standards from its cooperation partners. The case in Bosnia and Herzegovina is an important and good practice in that it takes certification systems as criteria while seeking objective evaluation in government-CSO cooperation.

Table 14: Arrangements in Local Government-CSO Cooperation in Turkey

In Turkey the Municipal Law no 5373 provides for cooperation between municipalities and Civil Society Organizations. The provision for municipalities' cooperation with other organizations and agencies (Article 75/c) is as follows: "Upon the decision of Municipal Council, a municipality may carry out joint service projects with public professional organizations, associations for public interest, associations and foundations for the persons with disabilities, foundations exempted from taxation by the Council of Ministers and professional organizations covered by the Law No. 507 on Tradesmen and Craftsmen. Joint service projects with other associations and foundations are subject to the permission of the highest authority representing central government at that locality."

While the law leaves services to be delivered together with CSOs to the decision of the Municipal Council, it limits CSOs as partners to associations/foundation of public benefit. Thus, cooperation and joint service delivery with other associations and foundations is subject to the permission of district governors in districts and governors in provinces. Apart from these, the Law describes no objective criteria or decision making process.

Another context that model are placed in is **public benefit status or tax exemptions.** In Pakistan, the quality management system developed within civil society is recognized by the state. The state accords tax exemptions to those organizations successfully implementing the quality management model and having their certificates. This practice that corresponds to public benefit status in Turkey both contributes to quality improvement in civil society and the status itself is tied to specific and transparent criteria that CSOs too agree with.

³³ Aida Deguda, "Quality Assurance System in NGO Sector", Strengthening Professional Capacities of Nongovernmental NGOs, Independent Bureau of Humanitarian Issues, October 2009.

5. AN OVERALL VIEW CONCERNING THE PRESENT SITUATION IN TURKEY AND POTENTIALS

After having taken a look at cases in the world, it would be appropriate to discuss the applicability of self-regulation based systems in civil sphere in Turkey. In this context a survey and a series of in-depth interviews were conducted to identify the overall tendencies of CSOs and existing good practices.

This section of the report engages in an assessment in the light of information and data obtained from the survey and in-depth interviews. It is intended to offer a framework that CSOs in Turkey may refer to in their initiatives to adopt similar models.

5.1. Survey: Transparency, Accountability and Effective Management in Civil society Organizations

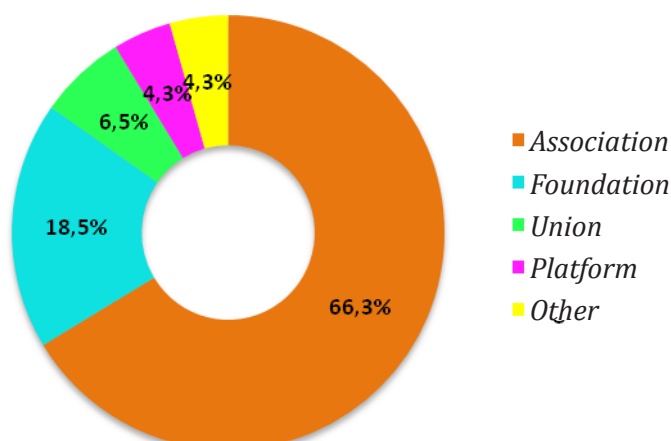
A survey was conducted to identify the level of awareness and approach to transparency, accountability and effective management among both local and national level civil society organizations in Turkey. This survey carried out in the period November-January was announced through the website and news bulletins of TACSO. In total, **110 CSOs** responded to the survey questionnaire.³⁴

The questions in the survey, which you can find in full at the end of the report, are divided into three main groups. The first group of questions are geared to identifying the overall approach of CSO representatives to the concepts of transparency, accountability and good governance. The second group of questions give the overall profile of CSOs (legal status, financial capacity, target groups, number of staff and volunteers). Finally, questions in the third group try to measure to what extent CSOs can put the principles of transparency, accountability and good governance into practice in their internal processes.

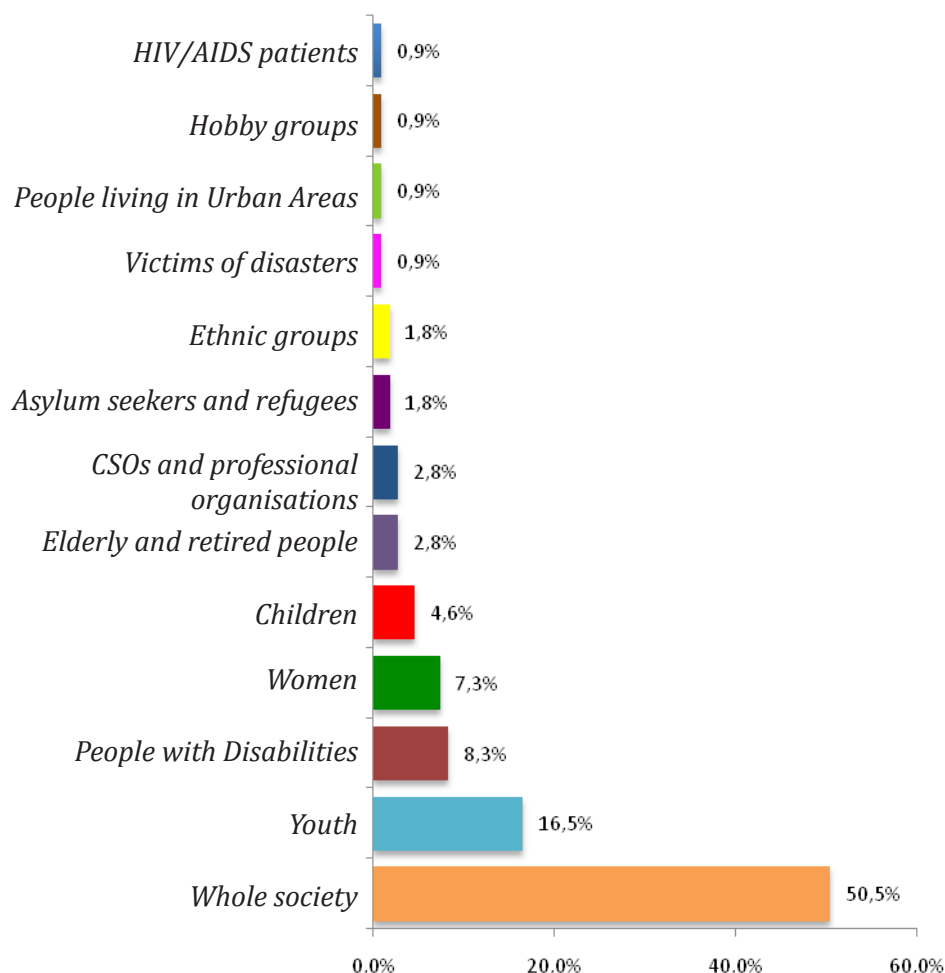
5.1.1 Profile of survey respondents

In total, 110 CSO representatives responded to the survey questionnaire. The status of these organizations is as follows: association (66.3%), foundation (18.5%), union (6.5%) and platform (4.3%). In the category “other” there is confederations, universities and headquarters of institutions working in the field of capacity building.

³⁴ There were 121 accesses to the questionnaire at the website of TACSO. The TACSO had conveyed its questionnaire announcement to 8,000 individual communication addresses.



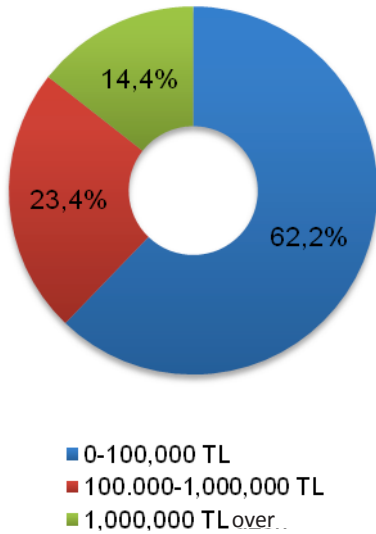
As for the distribution of responding CSOs by their target groups, a half says their target group is the “society at large”. It is followed by youth, the disabled, women and children as specific target groups.



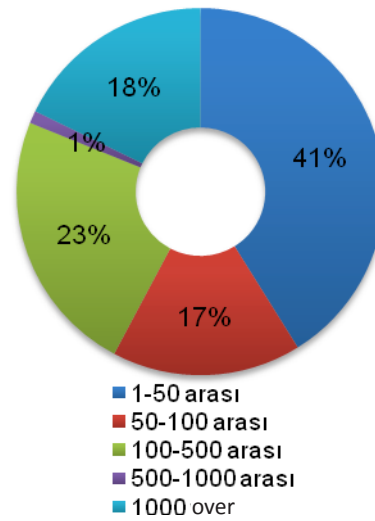
In order to depict their capacity in different contexts, representatives were asked about their annual balance sheets and membership capacities.

According to responses, 62% of CSOs are small-scale organizations with their annual balance up to 100,000 TL, while others have medium (23.4%) and large (14%) financial capacity.

Distribution based on annual balance sheets



Distribution based on number of members



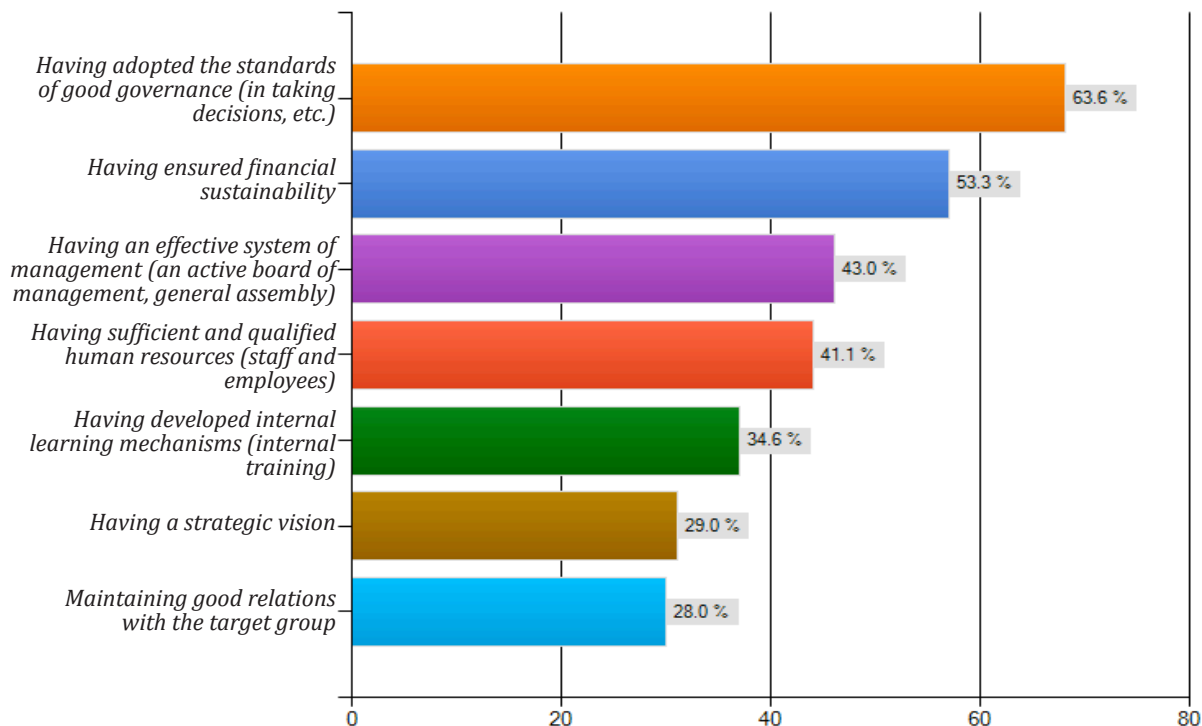
As far as membership is concerned, 41 percent of responding CSOs are small ones with limited membership.

5.1.2. Perceptions of CSOs of Transparency, Accountability and Governance

In order to measure the perception level of CSOs in Turkey in regard to transparency, accountability and institutional management they were posed three questions.

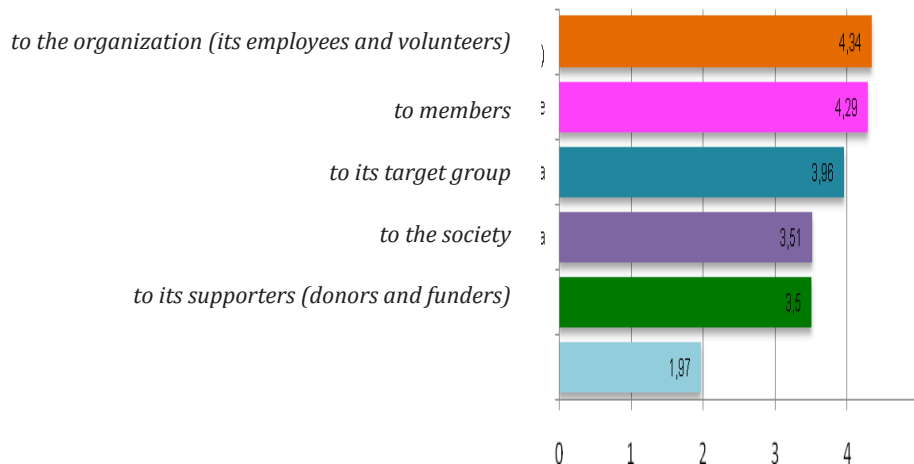
Civil Society Organizations were asked which three of factors listed they consider as most important **for the success of a CSO**. It is intended to find out what CSOs consider as “success criteria” and what they attribute to the status of “being a successful organization.” Responses indicate that CSOs consider the **adoption of good governance standards** as the most important factor for success. In responses to the questionnaire good governance is defined as follows: “existence of a management structure responsible for a transparent decision making for internally identified mission and objectives as well as members and volunteers actively participating to these processes.” **Ensuring financial sustainability** is the second most important factor. The third factor found as most important for success is having an **effective management structure**.

In your opinion, which 3 of the factors listed below are the most important for the success of a CSO?



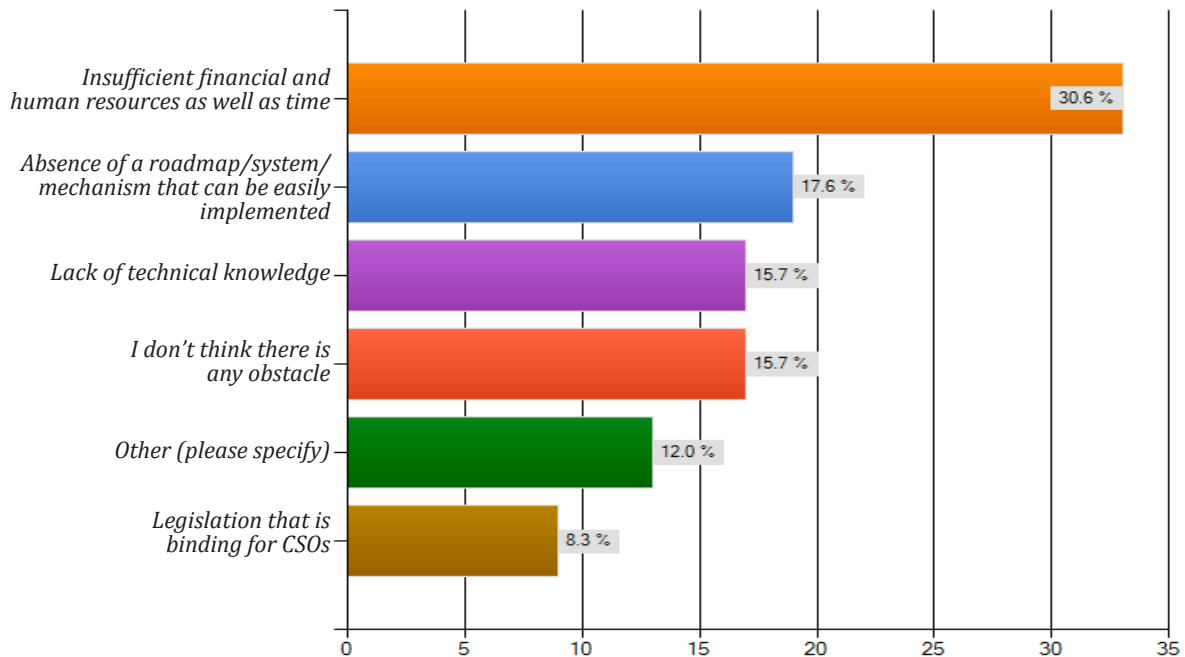
The survey also included a question designed to depict the perception of CSOs as to **whom they should be accountable**. Most of CSOs said they should be accountable to **their personnel, volunteers and members** in the first place. Then comes target groups, **society and financial supporters**.

In your opinion, whom a CSO should be accountable to?



The last question under this heading was about obstacles that CSOs face in being more transparent and accountable and having better governance. The leading obstacles appear to be insufficiency of both financial and human resources as well as time. This is followed by lack of easily traceable roadmap, system or mechanism and shortfall of technical knowledge in this area. 15.7 percent of respondents think that there is no obstacle.

In your opinion what is the most important obstacle in Turkey for CSOs to be more “transparent, accountable and properly governed”?



5.1.3. Situation Analysis of CSOs

There is a series of factors determining the institutional capacity of a CSO. The leading ones among these factors are as follows: Services delivered in line with the original mission; active leadership committed to and directing the organization; human resources capacity that the organization needs in order to attain its objectives; capacity for financial sustainability; level of influence exerted upon decision making mechanisms outside; capacity to cooperate with other CSOs; relations with the target group as defined by the mission; and capacity in using such communication media as TV, radio and social media.

The following table gives responses to the question that asked organizations to evaluate their own performance with respect to areas stated above:

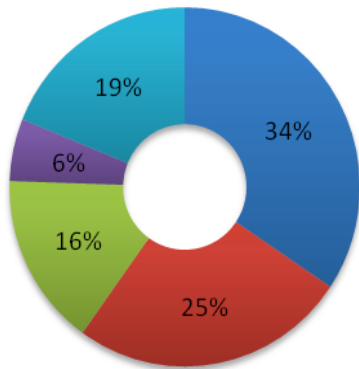
Please asses the institutional capacity of your organization in general with respect to the following areas (1= Poor, 2= Improvable, 3= Not sure, 4= Good, 5= Very good)



Analyzing these responses we find that organizations consider **financial sustainability** as their weakest side in terms of capacity (50.6%). In the questionnaire, financial sustainability is defined as the “status of having ensured a predictable inflow of funds from various sources sufficient for the organization to finance its ongoing programmes and activities”.

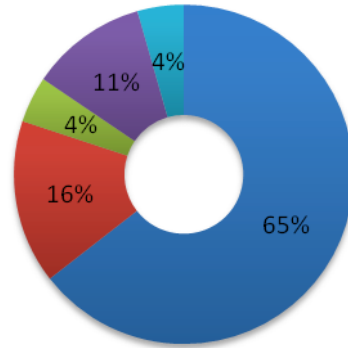
In the field of **human resources capacity** which is defined as having human resources needed to attain objectives as well as system to manage these resources, 38.6 percent of responding organizations classified their status as “weak” (1) or “improvable” (2). Since mobilizing sufficient human resources is closely associated with financial sustainability, it is somewhat natural that organizations consider this as their second weakness. It should be added that 40.9 percent of responding organizations consider their human resources capacity as “good” or “very good.”

Distribution by the number of active volunteers



■ 1-5 ■ 6-10 ■ 11-20 ■ 21-50 ■ 51 and over

Distribution by the number of professionally employed persons



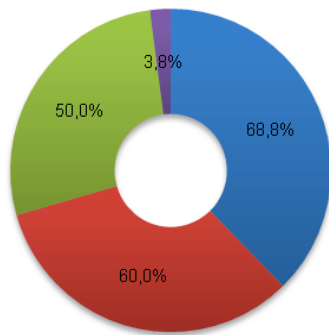
■ 1-5 ■ 6-10 ■ 11-20 ■ 21-50 ■ 51 and over

Service delivery is the area that organizations find themselves as most successful in.

76.9 percent of respondents classified the **quality of services they extend in line with their mission** as good or very good. 24.1% gave low grades to services they deliver.

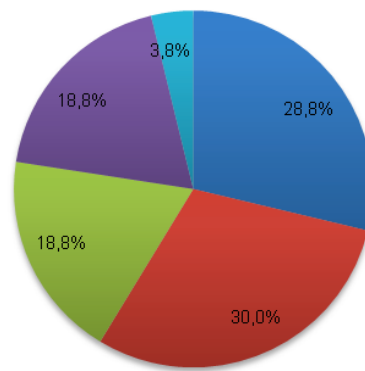
Relations with target groups is another area that organizations consider themselves as successful. According to 66 percent of respondents their organizations' relations with target groups are good or very good. 23.8 percent find their relations with target groups as "poor" or "improvable". In order to obtain more detailed information about CSOs' relations with their target groups, there were two more questions: how frequently they come together with their target groups and which means are used in these contacts. A large majority of organizations get together with their target groups with frequencies varying from once a week to once in every three months. The most widely used means in this is activities carried out under projects. It is followed by meetings and social events.

Through which channels do you get together with your target group?



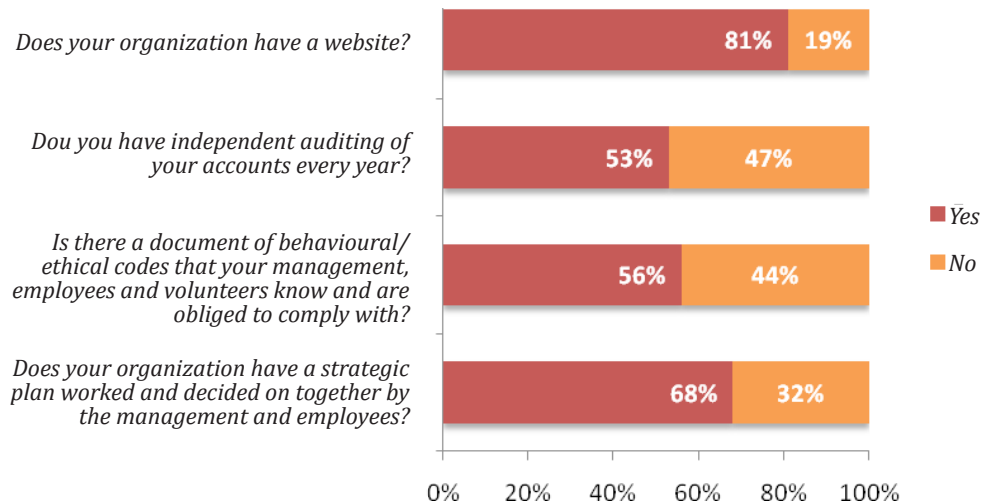
■ During activities carried out under projects
 ■ During meetings
 ■ During social organizations
 ■ Through telephone and internet

How frequently do you get together with your target group?



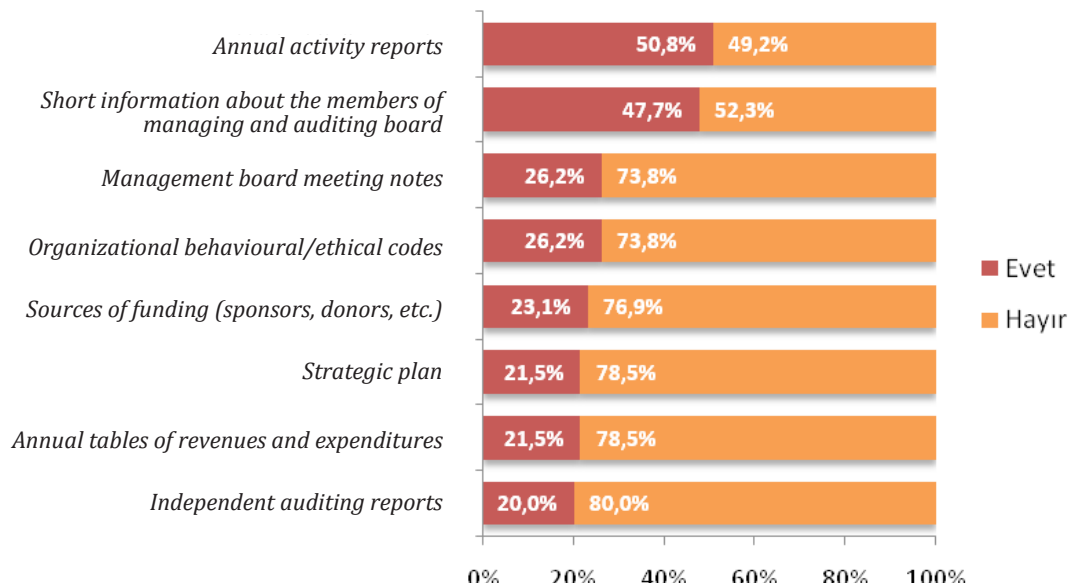
■ Once a week ■ Once a month
 ■ Quarterly ■ Once a year
 ■ Never

In the survey a series of question were forwarded to depict the situation of CSOs in some areas relevant to being more transparent, accountable and effectively managed organizations. Among these, the one related to technical endowment is as follows:



81 percent of organizations responding to the questionnaire say they have their internet sites. Then a series of questions were put to find out what kind of institutional information these organizations share in their sites. As can be seen in the table below, it is interesting to note that these organizations do not share much information with the exception of annual activity reports and information about the leading managers of the organization. These sites are mostly used as means to announce activities. 18.2% of responding organizations say they share with the public none of information other than activities to be carried out.

Are the following available in your web site?



5.1.4. Overall Evaluation

Examining the survey results by weighting, we find that responses mainly reflect the views associations and foundations that have small and medium administrative capacity, low membership and consider their target group as “society as a whole”.

It is also observed that CSOs attach importance to such good governance principles as transparency and accountability and regard these as important criteria for measuring success. As for the most important barrier they face in their efforts to be more successful, it is related to limited human and financial resources as well as time constraints. Financial sustainability and human resources are the items that organizations consider themselves as the weakest in.

CSOs are blocked in their efforts for improvement also by the absence of a system/mechanism/roadmap that can be easily followed. It is observed that CSOs remain somewhat distant to such important issues as independent auditing of the accounts of the organization and sharing financial resources and tables with the public over the Internet. This situation contradicts with the desire of organizations to be accountable in terms of their internal structures, members and target groups. Since the causes of this stance require a more detailed examination, in-depth interviews were conducted with some CSOs. Outcomes are addressed in the next section.

5.2. In-depth Interviews: Overall Tendency of CSOs

Simultaneously with the questionnaire, a series of in-depth interviews were conducted in order to depict the approach of CSOs in Turkey to the concepts of transparency, accountability and work quality and their existing practices in these areas. The number of organizations interviewed was limited due to time and resource constraints; thus outcomes here cannot be said to reflect the domain fully. Still, while selecting organizations for in-depth interviews, attention was paid to select organizations from different areas of activity, different legal statuses and different size to reflect diversity. In December, January and February 15 CSOs were interviewed, as follows:

Human Rights Joint Platform (İHOP)



The Human Rights Joint Platform is an independent platform of solidarity and sharing by non-governmental organizations in Turkey active in the field of human rights. Its long term vision is to contribute to the development and sustenance of a participatory and pluralist environment with continuous dialogue, respectful to human rights and freedoms and the reign of the rule of law where civil society actively participates to decision making processes. Given this general framework, the mission of the İHOP is defined as strengthening the capacity of human rights movement in Turkey and

promoting cooperation among the components of the movement as well as its overall impact.

<http://www.ihop.org.tr/>

Support to Life Humanitarian Aid Association



It is a regional humanitarian relief agency engaged in disaster preparedness, risk mitigation, urgent intervention and rehabilitation activities in Turkey and neighbouring countries to keep the rest and impact of disasters at minimum level.

The agency adopts humanitarian relief principles as foreseen by universal values. www.hayatadestek.org

Agenda: Child: Association for Promoting, Implementing and Monitoring Child Rights



It is a civil society organization insistently advocating for a holistic transformation for children where all children lead a peaceful and happy life as equal, free and dignified individuals having their undeniable

rights. The association conducts its activities together with children as its priority partners under programmes envisaging advocacy, networking, participation and change in the paradigm underlying problems faced in the field of child rights. It has completed its mission in line with objectives stated in the statute of the Child Rights Promotion and Monitoring Association and on the basis of the UN Convention on the Rights of the Child. www.gundemcocuk.org

Women's Centre Foundation (KAMER)



It was established to conduct advocacy and lobbying activities for building awareness on gender, gender-based discrimination and violence and for the development and implementation of policies to eliminate these problems.

Its mission is to identify those practices associated with the culture and traditions shaped by sexist values that are harmful to women and children and to develop alternatives for the solution of these problems. www.kamer.org.tr

Association for Solidarity with Freedom Deprived Juvenile (ÖZ-GE DER)



ÖZGÜRLÜĞÜNDEN YOKSUN GENÇLERLE
DAYANIŞMA DERNEĞİ

The Öz-Ge Der is an independent pioneer organization established to support children and young persons under risk and to enhance awareness and sensitivity in related issues.

The Öz- Ge Der extends its services to all children and youth including those in conflict with law, presently in prisons, under detention or correction houses, released and/or victimized to respond to their essential and urgent needs and help them re-integrate with society. Their activities are complementary to and supportive of public initiatives in the fields of protecting, promoting, preventing violations of and remedial action for child rights on the basis of the **principle of equality** and international standards. www.ozgeder.org.

Civil Society Development Centre (STGM) Association

The vision of the association is “Strong and Democratic Civil Society.” In this vision, the mission of the STGM is:

- the development of participation and democracy within civil society,
- strengthening of organized action and autonomy, and
- carrying out advocacy, campaigning, research, training and lobbying activities in its priority areas to ensure that civil society has its say in decision making processes.. www.stgm.org.tr



Transparency Association



[Şeffaf Toplum, Şeffaf Gelecek](http://www.seffalik.org)

Established in 2008 upon voluntary efforts, the Transparency Association targets the full establishment of the principles of transparency, honesty and accountability in all sections of society for the economic, social and democratic development of the country. The **vision** is for a country where all parts of society are immune to corruption and the objective is to give life to the principles of transparency, honesty and accountability. www.seffalik.org

Community Volunteers Foundation (TOG)



and entrepreneurship.

Community Volunteers stand for a project of change and transformation aiming to translate the energy of youth into social benefit for all. Established in December 2002, the TOG aims at social peace, solidarity and change while youth acts as a pioneer under the guidance of adults.

Major principles: Respect to differences, transparency and accountability, local participation, teamwork, lifelong learning

Under the motto “pioneering youth with adult guidance”, the foundation develops and implements social responsibility projects; recruits adult volunteers who believe in synergy that the involvement of youth may generate and able to engage in material and other investments; and envisages a youth that contributes to solutions rather than being a part of problems. www.tog.org

Turkish Quality Association (KalDer)



The objectives of KalDer can be summarized as follows: Having the concept of modern quality management adopted and given effect by all public, private and civil society organizations in Turkey; imparting the awareness of quality in all organizations and encouraging quality work; and ensuring necessary technical support and coordination for enhancing the competitiveness of domestic organizations at international arena with required levels of quality.

The mission of the organization is to contribute to the competitive power and level of welfare of the country by transforming the culture of excellence into a way of life. Since its first establishment, the Association kept in line with such values as reliability, respect to human dignity, continuous improvement and volunteerism. www.kalder.org

Turkish Economic and Social Studies Foundation (TESEV)



The TESEV is a think-tank organization established to conduct studies for linking the findings of scientific studies to policy decisions and organizing conferences and panel discussions for spreading the influence of free thinking and knowledge to all society.

The Turkish Economic and Social Studies Foundation (TESEV) conducts studies and researches to present alternative solutions to problems that society is facing. The Foundation seeks to undertake an important mission and build popular awareness on significant issues by conducting studies, producing solutions and influencing policy makers. The ultimate goal of the Foundation is to contribute to the process of democratization in Turkey. www.tesev.org.tr

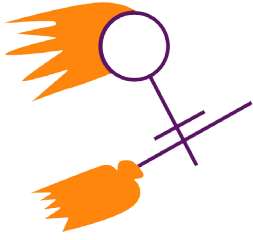
Third Sector Foundation of Turkey (TÜSEV)



The TÜSEV was established in 1993 by 23 civil society organizations including the leading associations and foundations of Turkey to improve the legal, financial and functional basis of the third sector.

In Turkey, civil society is undergoing a rapid process of change and development for the last decade. Civil society organizations come to the fore as important actors in the democratization and development of the country while increasing in numbers and improving in quality. This process of development and growth brings along the need for further support especially in terms of financial resources and supportive environments. <http://www.tusev.org.tr/>

Flying Broom



The Flying Broom was established to enhance communication, cooperation and solidarity among women's organizations and people sensitive in gender issues, to transfer their experience to younger generations and to establish a national and international network of communication.

The Flying Broom defined itself as a 'communication centre' in its widest sense and included among its targets the realization of gender equality, empowerment of women and contributing to the solution of problems deriving from gender inequality. www.ucansupurge.org

Turkish Branch of Amnesty International



The Amnesty International is an internationally recognized global movement working to ensure respect for human rights, prevention of human rights violations and protection of these rights.

The vision of the organization envisages ensuring that all individuals have access to and enjoy the rights enshrined in the Universal Declaration of Human Rights and other internationally recognized human rights standards. The Amnesty International has its offices in more than 80 countries in various parts of the world, groups of volunteers in more countries and about 3 million supporters in some 150 countries. www.amnesty.org.tr

It is About Life Foundation (YADA)



The YADA was established in 2005 with the vision of forming a bridge between "information" and "society".

The YADA aims to generate information related to different spheres of social life and to translate this information into practice. www.yasamadair.org

- The organizations interviewed under the study were informed about the basics of the study and posed 6 questions:
- What kind of mechanisms/rules are in place to ensure the smooth operation of your organization's internal management system (i.e. managing board, distribution of tasks, management of volunteers, etc)?
- What are operational, financial, environmental etc difficulties that you face in managing your organization?
- At what level are your organization's relations with its target group?
- How is the record of your organization's influence on decisions taken in relation to your field of activity?

- What do you think about such concepts as “transparency” and “accountability” in civil society organizations?
- What are your ideas about an institutional management model designed for civil society organizations?

5.2.1 Existing Good Practices

Accountability, transparency and quality management are no concepts alien to CSOs in Turkey. Many organizations have internalized these values and have them reflected in their working methods as well. Below are some good examples that we derived from our interviews.

Community Volunteers Foundation (TOG): A Good Example of Transparency and Relations with the Target Group

Community Volunteers Foundation is working to have youth to launch social responsibility projects on voluntary basis and by doing so to contribute to both their personal development and social progress. One of the six fundamental values of the TOG is transparency and accountability. The TOG regularly publishes both in its website and annual reports all donations and funding sources. Each year there is independent auditing complying with international audit standards and the outcomes of this are also made open in its website. Additionally, semi-annual report on financial situation is also made public.

The TOG is transparent not only in regard to financial information but also in other information about the management of the organization. It is possible to see in the website the summary of managing body meetings held monthly on regular basis. The website gives communication information of all in the managing body that makes it possible for youth to access to any person.

The TOG defines its target population as youth working as community volunteers and in fact a half of its managing body members are composed of young people that it is working together. In every winter, a Youth Council gathers where participating youth vote to elect body members from among themselves and present the list of candidates to the Board of Trustees. In the meetings of the Board of Trustees that take place in April, the managing body is determined by considering this list as well. So, a half of the managing body consisting of 20 members is from among community volunteers under age 29.

Human Rights Joint Platform (İHOP): Institutionalization in Networking

The İHOP was established as a platform intended to further solidarity among human rights organizations and serve as a means for collective action in cases where these organizations cannot exert the desired influence individually. The motto of the İHOP is solidarity, joint work and improving the quality of human rights advocacy. The İHOP has a governing body composed of the representatives of member organizations as well as a secretariat in charge of executive affairs.

The IHOP also has a *compendium* where its internal working rules are all laid down. This compendium which they say a “growing and living document” includes many rules including those related to procedures for platform membership, how partnerships may be established, chain of responsibility within the platform and bookkeeping. Each part of this document finalized through a collective and participatory process was adopted with the approval of platform members. It is based on the idea “Someday IHOP may not be here, but organizations must remain” and regarded as a reference that can be useful to all human rights organizations.

Amnesty International: Institutionalization of Good Governance

For the Amnesty International management and governance are two distinct concepts. The Amnesty International defines governance as means of reflecting the vision shared by members to operation. While office personnel are in general responsible for management and operations, governance rests with the managing board. The sustainability of this body is of essential importance for governance. Hence, the organization implements Leadership Development Programmes to pick among its members those who can undertake leadership tasks. Additionally, there is a job description document prepared for the members of the managing organ. This document includes information about the responsibility of a board member, time that he/she is expected to spare for duty and information that he/she must have. It is a rule that a board member may serve as such for at most 4 years.

The Amnesty International has its international General Assembly meetings once in every 2 years. International strategy is finalized in General Assembly meetings with delegates from all branches of the organization. Branches, in turn, are responsible for pursuing, developing and updating this strategy. The Turkish branch gathers annually with its members presently numbering about 1,700. The governing body and other organs are elected in bi-annual gatherings where members can put their questions directly to the managing board and contribute to various activities.

Support to Life: Accountability in Humanitarian Aid

The Support to Life (STL) is a humanitarian relief organization established to respond to essential needs and rights of communities affected by disasters. Thinking that accountability is of critical importance particularly in the field of humanitarian aid, the STL is the voluntary member of three models addressed in this report:

- Code of Behaviour for Civil Society Organizations and International Red Cross and Red Crescent Movements in Disaster Relief Operations
- The “Humanitarian Charter and Minimum Standards in Disaster Response” launched jointly by the Steering Committee for Humanitarian Response (SCHR), VOICE, ICRC, ICVA and InterAction,
- “International Civil Society Organizations Accountability Statute” launched by the International Advocacy Non-Governmental Organizations (IANGOs) that includes international CSOs’ commitments on expertise, transparency and accountability.

KAMER: Thinking Universal and Working Local

As one of the finest examples of grassroots organization, the KAMER has since 1994 been working on gender, gender-based discrimination and violence. The KAMER was established in Diyarbakır and after grasping the importance of women's awareness and collective action in the field of gender it waited for requests from other provinces to spread its organization out. Through meetings based on relations between equals which they call "Awareness Group Method" they brainstormed, discussed and took decisions. In some cases members of the group invited women from other provinces to Diyarbakır to mobilize them to organize KAMER in their respective provinces. With this unique model, the KAMER turned into an organization doing, producing, thinking and acting with its target people. All those working for KAMER are from its target group. All from volunteers to staff can participate to the meetings of the managing board. As an organization standing against hierarchy, the KAMER is continuously regenerating from within.

At present, the KAMER is organized in 23 provinces and it has an internet network to keep relations among branches alive. In this network, women can exchange ideas on various issues from daily routines to politics and intra-organizational communication is realized over this platform where all have equal right to speak.

KalDer: Institutionalization of Measuring, Evaluation and Learning Processes

The KalDer is the Turkish partner of the European Foundation for Quality Management (EFQM). It annually applies EFQM Excellence Model through the method of self-evaluation and introduces improvements in the organizations. The *KalDer* defines quality as "doing a good job in whatever you do."

The *KalDer* identifies its target group as any organization engaged in or asks for "quality management" and delivers services like organizing trainings and congresses. Working processes are defined in detail in order to keep the quality of all services at the same level. In this way, it is ensured that the process does not change and get institutionalized even if some people may leave. The *KalDer* attaches importance to client satisfaction and sets success indicators for each of its activities. At the end of each activity it administers a questionnaire to test the level of satisfaction. On the basis of this measurement and assessment method it can easily detect areas needing improvement and introduce necessary improvements.

5.2.2 Accountability, transparency and quality: Obstacles on the way of CSOs in Turkey

"Transparency, accountability and quality of your work are all directly associated with financial strength"

Both interviews conducted and the outcomes of the questionnaire indicate that CSOs adopt the principles of accountability and transparency as values and they try their best to reflect them to their practices. The greatest obstacle in this regard is their insufficient financial capacity.

One point frequently made during interviews is that transparency is in fact a matter of capacity. Financial auditing, as an issue first comes to mind when transparency is in agenda is a service whose cost cannot be born so easily by many organizations. Civil society organizations in Turkey are mostly small or medium scale entities. So any model related to the transparency and accountability of civil society organizations in Turkey should not be considered without taking this factor into account.

One important constraint on the financial capacity of CSOs is related to the legislation in effect. TÜSEV's 2012 Civil Society Monitoring Report³⁵ gives succinct information on this matter.

The report points out that contrary to cases observed in EU countries there is no regular and consistent public funding mechanism in Turkey supporting the institutional infrastructure and activities of CSOs: "CSOs may apply to grant programmes launched by some public agencies. Besides this, membership dues, revenue from the provision of goods and services, individual donations, support by private companies under social responsibility schemes and grant programmes of foundations are among the major sources of funding for CSOs." (TÜSEV s. 80)

The 2012 Monitoring Report further states the following about the legislation arranging for the fundraising activities of CSOs: "Although there are various tax exemptions for CSOs, there is no holistic approach to this issue." According to the report, the existing legislation is not supportive in the context of CSO economic activities for financing themselves:

"Associations and foundations have to launch economic enterprises to carry out income generating activities. The taxation of enterprises subject to Corporate Tax on the same basis as profit-seeking commercial enterprises brings heavy burden to CSOs that are engaged in some economic activities to generate social benefit." (TÜSEV, p.45)

The report also draws attention to the point that arrangements related to tax exemptions for donations by real and corporate persons are not encouraging such donations and the rate of exemptions granted remain below relevant international standards.

The "public benefit" status is an important factor affecting fundraising efforts. But the TÜSEV 2012 report says the relevant legislation is too constraining and it is difficult to attain this status. The legislation in Turkey has "Public Benefit" status for associations and "Tax Exemption Status" for foundations. Relevant information is as follows:

"According to information gathered in December 2012, there are 249 foundations granted tax exemption. However, the proportion of these foundations granted tax exemption to the number of new foundations established is still 0.5% as in 2011. 406 associations granted "public benefit" status constitute only 0.04% of 93,599 associations." (TÜSEV, p. 47)

Another constraint on the financial sustainability of CSOs is the Law no. 2860 on Collecting Donations which is in effect since 1983. The TÜSEV report lists the constraints that this law puts on CSOs as follows:

³⁵ TÜSEV, Sivil Toplum İzleme Raporu (Civil Society Monitoring Report 2012, March 2013. Address: <http://www.tusev.org.tr/userfiles/image/Image/SivilToplumIzlemeRaporu.29.03.13.pdf>

- Given that financial sustainability is one of the major problems that CSOs face, making donations subject to official permission troubles CSOs with additional bureaucratic formalities in their fundraising activities.
- Initiatives to collect donations without permission are immediately stopped while those who are engaged in these activities may be prosecuted.

According to the TÜSEV report this legislation involves an intervention to exercising the right of association and having property. In many countries fundraising activities detach from traditional methods and move to campaigns carried out via electronic systems, TV, Internet and mobile phones. The need to introduce more liberal arrangements for the fundraising activities of CSOs is among the suggestions made by CSOs during consultation processes in 2012 related to the draft by the Associations Department of the Ministry of Interior³⁶.

“Also in direct relationship with financial sustainability, low capacity in human resources is another obstacle to CSOs transparency and accountability”

Many Civil Society Organizations state that human resources capacity is a decisive factor in attaining the desired level of transparency and accountability.

Some organizations interviewed stated that agenda in their field of activity change so frequently and where staff is limited it takes all their time to follow the agenda and determine the response to be given to changing situations. This point was stressed as an important problem especially for those organizations engaged in advocacy activities. It was reminded during interviews that quick information flows for target groups and establishment of feedback mechanisms is directly associated with an organization’s human resources capacity and that there is need for a practical model to overcome this barrier.

The TÜSEV 2012 Civil Monitoring Report draws attention to the absence of any legal framework arranging for voluntary contributions and work that can be significantly supportive to develop human resources capacity in Civil Society Organizations. Examining the volunteer policies of CSOs in Turkey, the report concludes that there is no overall tendency or method to address this issue and individual CSOs identify their own policies in line with their principles and priorities.

“There is a serious legislative pressure on good governance”

It is considered that the existing legislation poses a serious barrier to CSOs’ institutionalization at management level as well. One of the essential elements of institutional management is the separation of duties between staff in charge of operations and management bodies. In other words, managing boards should act as decision making bodies whereas others should undertake executive duties. This may not mean much for many small-scale CSOs active in Turkey; for larger medium and scale CSOs, legislation in effect prevents this kind of separation. The decision of the managing body is needed for every operational activity of the organization. This makes CSOs more bureaucratic and clumsy.

³⁶ You can reach the announcement of the STGM Association at STGM bu adresten, and that of TÜSEV’in at bu adresten.

The Ministry of Interior's Department of Associations is recently engaged in a process of switching from a supervising to regulating office with modifications in legislation and its structure. However, what exists in practice is not found satisfactory by associations. Association auditors carry out their work on the basis of a standard auditing form which also includes internal auditing of issues that can be considered as an organization's own affairs.³⁷

The following opinion by one CSO representative interviewed puts the problem in a holistic manner: "In this environment where there is serious legislation pressure on governance, it is impossible to follow good governance principles especially for newly established associations lacking past experience, culture and background related to this issue."

"Lack of culture of CSO membership is a barrier to the development of an accountability culture"

Limited membership to Civil Society Organizations in Turkey is another factor that negatively affects both the financial capacity and accountability of these organizations in a direct way. There are very few CSO that can survive only on the basis of membership fees. Furthermore, even members are not so interested in the activities of organizations they have membership to and thus the responsibility for accountability is weakened.

"Being in civil society is not at odds with institutionalization, but there is need for guidance on how it is going to happen"

CSO representatives are convinced that institutionalization and remaining in civil society are not in contradiction. It is possible for a non-hierarchical structure to institutionalize as well. However, it is also frequently stated that there is need for a guide to shed light upon what needs to be done for institutionalization.

"Non-transparency of the State negatively affects the working of CSOs"

It is a frequently stated issue that the State is not transparent for CSOs. This state of affairs is stated in reference to both decision making processes and criteria of eligibility used by governmental units in funding CSOs.

A common opinion by CSOs on decision making processes is that the public administration acts rather arbitrarily. The experience of CSOs in participating to decision making processes is dependent on the official on the other side. This dependency to individual persons makes it difficult to develop a replicable model for CSO participation to decision making processes and it becomes impossible for CSOs measure the impact they have created. Another issue is that the public does not act transparent in the process of allocating resources. It is commonly thought that the criteria used by the official sector in selecting CSOs to be given in kind or monetary support are not transparent.

³⁷ Department of Associations, A sample internal audit report, http://www.dernekler.gov.tr/index.php?option=com_content&view=article&id=737%3Adenetim-raporlar-konulu-201119-sayl-genelge&-catid=34%3Agenelgeler&Itemid=46&lang=tr

6. INSTEAD OF CONCLUSION

With reference to the survey conducted in the context of the present report, the questionnaire and face to face interviews, the following can be stated in regard to CSO initiatives to develop self-regulation systems in Turkey:

- The existence of different kinds of civil society organizations and medium or small scale nature of majority of these organizations it becomes difficult in Turkey to develop a single model applicable to all.
- The basic point that CSOs agree upon is, due to this diversity, it will be effective if there is consensus on some minimum values that can be adopted by CSOs of all kinds and size.
- A model that is imposed from without will be perceived as an additional burden on CSOs; if there is to be a model, this should come out on voluntary basis from within the civil domain.
- Civil society is a rich domain. In this context, both a think-tank having 25 staff and associations that want to do something for streets by getting organized in neighbourhoods are parts of the civil domain. Any model that comes out should avoid monolithic structuring and preserve this diversity.
- It is a misleading situation that CSOs impact on governmental authorities is directly associated with financial endowment. Especially in rights-based organizations the quality of work performed cannot be linked to financial endowment. Standards to be set should recognize this sensitive point and avoid defining quality solely on the basis of financial strength.

The report has aimed to give information about different self-regulation models that civil society organizations in various countries have developed for purposes of responding to transparency and accountability requests, providing quality services and becoming effective organizations capable of using their resources efficiently.

The concepts of accountability, transparency and quality management are not alien to CSOs in Turkey. It is observed that many organizations contributing to this study have their mechanisms to attain these standards within. But there is yet no mature initiative launched jointly by CSOs to raise the prestige of civil society in Turkey. It is just because this fact that the report has sought to introduce practices in various parts of the world and contribute to the start of this discussion.

This work puts together some important experiences as a starting point for those who want to develop and implement a model for self-regulation in civil domain in Turkey. The success of models mentioned in the report in a country depends on civil society's commitment and development of the model through participatory processes. CSOs must first reach a consensus on what they should understand by the concepts of "transparency" and "accountability" and then work on which model can be the best fitting one. It will be the contribution of this report if it facilitates efforts for a successful initiative on the basis of lessons drawn from the examination of various models in the world.

ANNEX: SURVEY QUESTIONNAIRE ON THE PERCEPTION AND AWARENESS RELATING TO GOOD GOVERNANCE AND EFFECTIVENESS IN MANAGEMENT PROCESSES IN CIVIL SOCIETY ORGANIZATIONS

About the Survey:

The purpose of the present survey is to measure the perception and awareness level of civil society organizations (CSOs) active in Turkey concerning such issues as transparency, accountability and effectiveness in management processes.

Explanation of some concepts used in the questionnaire

“Good governance”: It is a state of affairs in a CSO where there is a governing structure in charge of actions geared to ensuring transparent decision making processes in order to achieve the given mission and objectives together with members and volunteers actively participating to these processes.

“Target group”: It is the group that a CSO aims to bring about benefits for through its activities (e.g. society as a whole, persons with disabilities, children, youth, etc.)

“Ensuring financial sustainability”: The state where a CSO enjoys predictable fund flows from various sources sufficient to finance its ongoing programmes and activities.

The questionnaire asks both about the opinion of the responder on specific issues and information about the organization in question. Names of responders and organizations concerned will be kept confidential.

If possible, it is preferred to have an executive director, secretary general or another top-level manager responding to the questionnaire. If not, we kindly ask a staff member with mastery of internal working of the organization to respond.

Responding to the questionnaire will take 10-15 minutes of yours.

Thank you.

In your opinion, which three of the factors listed below are the most important ones for the “success” of a CSO? (Please mark no more than three options)

- having an effective management system (an active board, b-secretary general)
- having sufficient human resources with desired qualifications (personnel and volunteers)
- having adopted good governance standards (participative, transparent and accountable decision making processes within the organization)
- having developer learning mechanisms within (giving training to personnel, engaging in monitoring and evaluation activities)
- having ensured financial sustainability
- having a strategic vision
- Good relations with the target group
- Other (.....)

In your opinion to who a CSO must be accountable? Please rank 5 of the following in order of importance, (1) being the most important one.

- To its internal organization (personnel and volunteers)
- to its members
- to its target group
- to its financial supporters (donors, funding agencies, etc)
- to society
- to the State (Directorate of Associations, governmental offices)

In your opinion, what is the greatest obstacle on the way of CSOs in Turkey to be more “transparent, accountable and properly managed”?

- Shortage of technical information and lack of people/established sources/institutions that guide CSOs in this respect
- Insufficient financial and human resources and time
- absence of an easily implementable roadmap/system/mechanism
- Legislation that binds CSOs
- I don't think there is such obstacle
- Other (please specify.....)

Information about your organization

Responding persons/organizations will be kept strictly confidential.

How do you assess, in general, the institutional capacity of your organization with respect to following areas?

(1=poor, 2= may be improved, 3=undecided, 4= fine, 5= very good)

1 2 3 4 5

Services offered in line with the basic mission of the organization

Leadership (an active governing body committed to the organization)

Human resources capacity (Whether the organization has human resources sufficient to achieve its objectives and whether it has system to manage these resources)

Financial sustainability

Its influence on decision making mechanism

Cooperation with other CSOs

Relations with target groups

Capacity in using channels of communication (Capacity in using such channels as press, television, radio, social media, etc)

Public prestige

What is the annual turnover of your organization?

- 0-50,000 TL
- 50,000- 100,000 TL
- 100,000- 500,000 TL
- 500,000-1,000,000 TL
- Over 1,000,000 TL

What is the legal status of your organization?

- Association
- Foundation
- Platform
- Turkish branch/agency/member of an international organization
- Union
- Federation
- Confederation
- Other (.....)

How many members does your organization have?

- 1-50
- 50-100
- 100-500
- 500-1000
- 1000 and over

How many persons are employed professionally in your organization?

- 1-5
- 6-10
- 11-20
- 21-50
- 51 and over

How many volunteers are actively working for your organization?

- 1-5
- 6-10
- 11-20
- 21-50
- 51 and over

How do you define the target group of your organization?

- Society as a whole
- Youth
- Children
- Persons with disabilities
- Women
- Other (.....)

Does your organization have a strategic plan that has been decided upon by the governing body and personnel after discussions?

- Yes
- No

Is there a document of codes of conduct/ethical rules in your organization that personnel and volunteers know and abide by?

- Yes
- No

How frequently does your Executive Board meet?

- More than once a month
- Monthly
- Once in 2-3 months
- Once in 4-6 months
- Less frequently

Do you have annual independent auditing of your accounts?

- Yes
- No

Does your organization have a website?

- Yes
- No

How frequently do you update your website?

- Weekly or more frequently
- Fortnightly
- Monthly
- Quarterly
- Less frequently

Which of the following exists in your website?

- Annual activity reports
- Annual income statements
- Independent auditing reports
- Organizational code of behaviour and ethics
- Brief information about the members of executive and auditing boards
- minutes of Executive Board meetings
- Strategic plan
- Funding sources (sponsors, donors, etc)

How often do you get together with your target group?

- Weekly
- Monthly
- Quarterly
- Once a year

By which means you come together with your target group? (please specify)

- During activities under various projects
- In meetings
- Through social organizations
- Other..... (please specify)

Please give your status/task in the organization

- Executive Director
- Executive Board Member
- Secretary General
- Coordinator
- Other (please specify)

Thank you for sparing your time

GOOD GOVERNANCE AND SELF-REGULATION MODELS FOR CIVIL SOCIETY ORGANIZATIONS

Report of The Study on Accountability, Transparency and Quality Management Models in Civil Society

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