



EU TECHNICAL ASSISTANCE
TO CIVIL SOCIETY ORGANISATIONS
IN THE WESTERN BALKANS AND TURKEY



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The role of CSOs in managing FSTP

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“BİRLİKTE LOCAL CSOs INSTITUTIONAL SUPPORT PROGRAM”

LESSONS LEARNED





Background

- **1st large scale FSTP program in Turkey (7th Grant scheme of STGM)**
- **1st Core/general operating grants program by EU funding in Turkey**
- **1st integrated support mechanism in Turkey (core grant + mentorship program)**
- **1st Project under Direct Management of the EUD as Contracting Authority**
- **1st program prioritizes rights-based local and grassroots CSOs**

Program design - FSTP

<p>BUDGET and DURATION</p>	<p>1.269.000 Euro & 24 months</p>
<p>TOTAL AMOUNT of GRANT per BENEFICIARY LOT 1</p>	<ul style="list-style-type: none"> •35 beneficiary CSOs •max. 15.000 euros for 1st year, max. 30.000 euros for two years, •Total grant cannot be higher than 90 % and than 70 % of total annual operating budget of each Beneficiary for 1st and 2nd years, respectively.
<p>TOTAL AMOUNT of GRANT per BENEFICIARY LOT 2</p>	<ul style="list-style-type: none"> •7 beneficiary CSOs •max. 36.500 Euro for 1 year •Total grant cannot be higher than 70 % of total annual operating budget of each Beneficiary.

Program design - Mentorship Program

- Institutional mentorship program for capacity development:
 - long term and wholistic approach,
 - one to one mentorship support,
 - based on a organisational capacity development model
 - established criteria for well developed organisational systems in 10 different management areas, guided by 5 principles for good management
 - **self-assessment** of organisational capacities,
 - **Prioritisation** of needs, formulation of annual **improvement plans**,
 - fulfilment of targets,
 - **reassessment** at the end of planning phase, planning again.



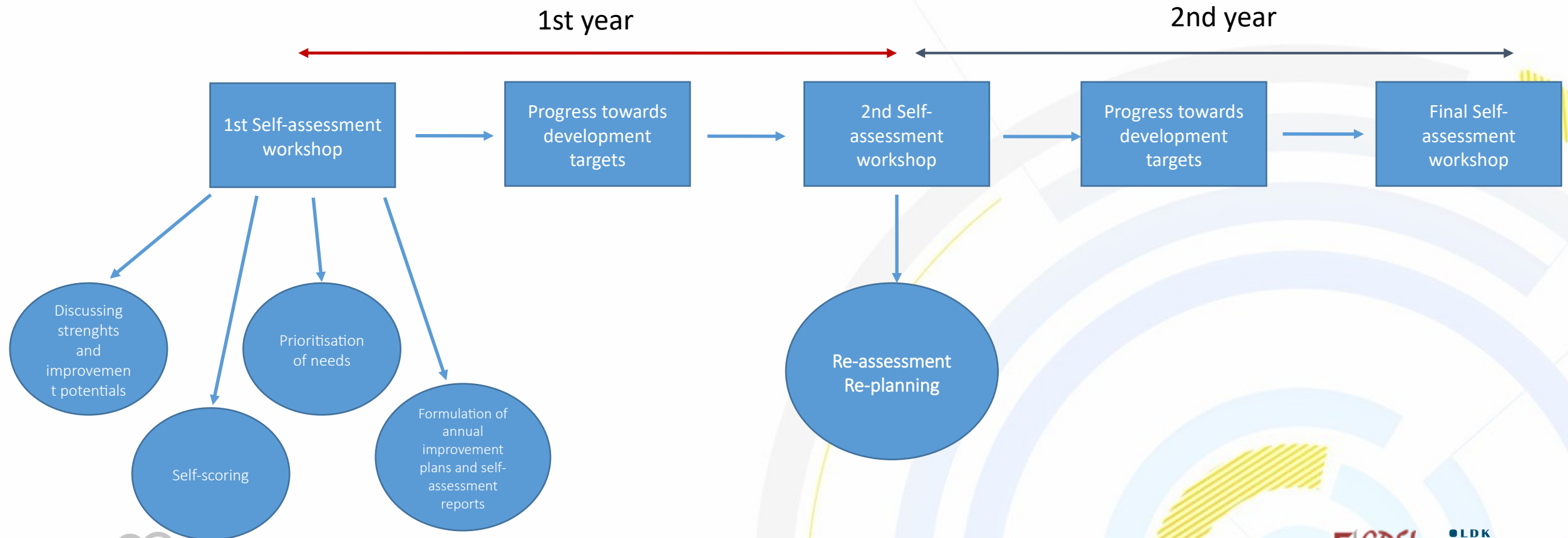
Milestones and main activities - FSTP

- **Preparation phase:** Let's Change Together BİRLİKTE Değiştirelim + FSTP Package
- **CfP launch & application phase:** Publication of CfP published on 8 November 2017, closed on 8 January 2018
- **Evaluation phase:** The evaluation process started with the opening session on 15 January 2018, and ended with the submission of final decision to the applicants on 17 July 2018.
- **Program implementation period:** 16 August 2018 – 30 October 2020

Milestones and main activities - Mentorship program

- **Periodic Self-assessment of organizational capacities** - facilitation of mentors, 3 times
- **Formulation and implementation of yearly improvement plans** – quarterly site visits by mentors + online meetings + phone conversions
- **Capacity development workshops for GBs:** 6 training events (Grant Implementation Training, CSO Management I & II, Communications & Social Media, Fundraising, PCM)
- **Peer to Peer events:** for facilitating experience sharing, 3 events + 2 online
- **Internal mentor trainings** for continuous staff development
- **Information materials** guidelines, infonotes, factsheets
- **Continuous technical support** for sub-grant management via MIS, phone & emails
- **Continuous technical and financial reporting** of GBs via MIS,
- **Periodic monitoring, evaluation of the yearly results**

The process of organizational capacity development



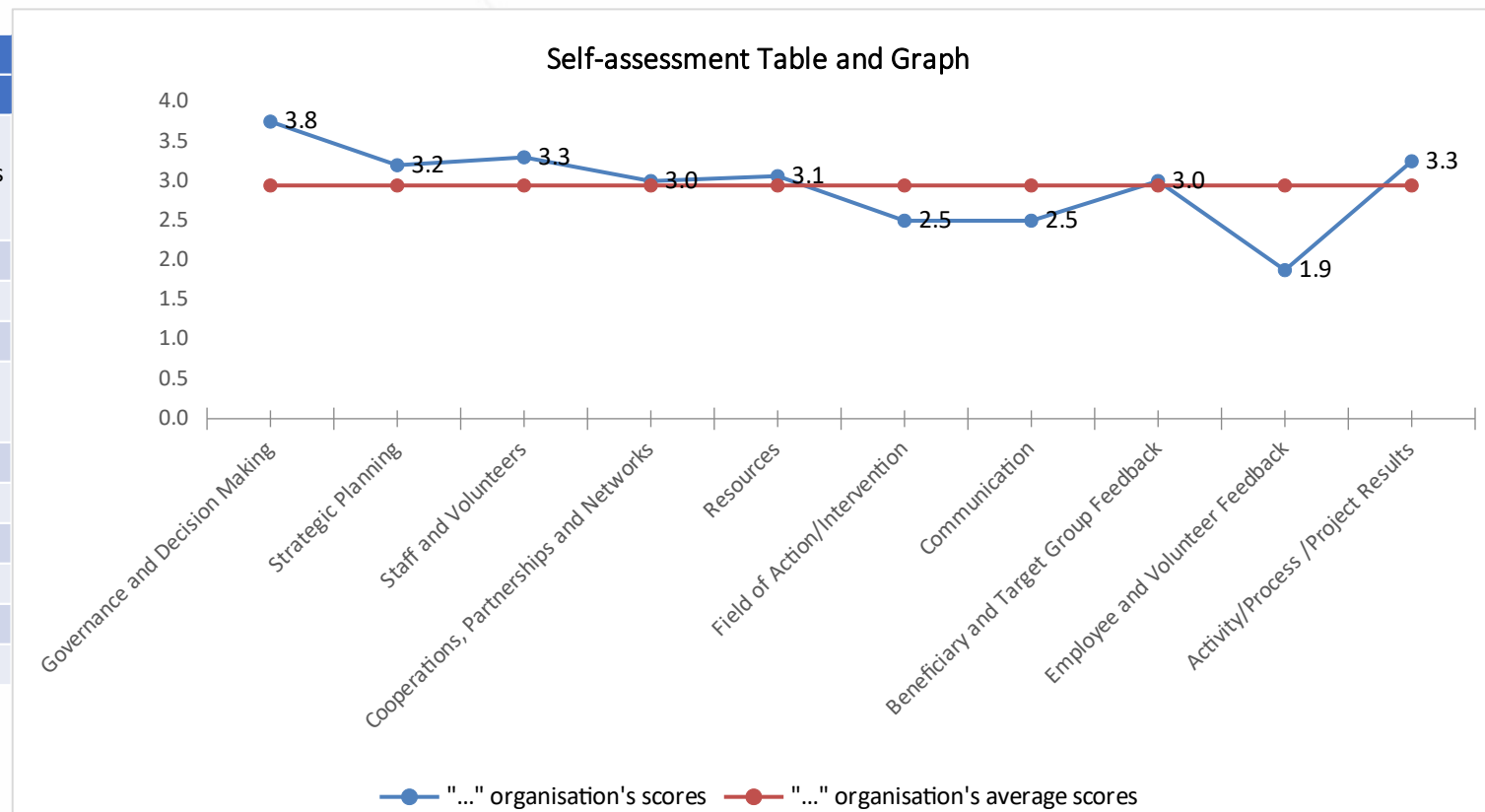


Self-Assessment Tool Components

- Evaluation questionnaire (subset of questions for each management area, 47 questions)
 - Score table and graphs
 - Prioritisation matrix
 - Improvement plan
- Each grade in the rating scale between 1 to 5 refers to a certain level of organisation management capacity
 - 1: No implementation
 - 2: Ad hoc implementation
 - 3: System defined
 - 4: System widely established and implemented
 - 5: System is being reviewed and improved

Scoring

Organization Name:			
Intermediate Self-Assessment Table and Graph			
No	Area	Scores	Organization's overall average: 2,9
1	Governance and Decision Making	3,8	2,9
2	Strategic Planning	3,2	2,9
3	Staff and Volunteers	3,3	2,9
4	Cooperations, Partnerships and Networks	3,0	2,9
5	Resources	3,1	2,9
6	Field of Action/Intervention	2,5	2,9
7	Communication	2,5	2,9
8	Beneficiary and Target Group Feedback	3,0	2,9
9	Employee and Volunteer Feedback	1,9	2,9
10	Activity/Process /Project Results	3,3	2,9





Prioritisation matrix

Management area	What to Improve	Solution Alternatives	Impact on CSO's strategy and targets 1) Not effective 2) Partially effective 3) Effective 4) Very effective	Time needed for improvement 1) Long (9 months) 2) Moderate (6 months) 3) Short 4) Less than 1 month	Prioritized Improvement (ImpactxResource) The highest score is 16, themes with the highest score have the highest priority.
4. Cooperation-partnerships-networks					
4.1. Do you analyse organizations and networks for possible partnerships and cooperation at international, national, regional and local levels?	The organisation lacks a detailed and documented analysis for possible partners and cooperations in civil society...	A thorough stakeholder analysis	4	4	16,0
			1	2	2,0
			3	3	9,0
			2	2	4,0



Change in capacity scores in each management area vis a vis average baseline scores.

	% of change in two years	Average Baseline scores
8. Beneficiary and Target Group Satisfaction*	67,97%	1,77
10. Activity / Process / Project Results*	61,48%	2,10
9. Employee and Volunteer Satisfaction*	59,15%	1,40
2. Strategic Planning	55,63%	2,09
1. Governance and Decision Making	40,09%	2,70
5. Resource Management	36,30%	2,71
4. Collaborations, Partnerships and Networks	32,05%	2,60
7. Communication	31,04%	2,55
3. Employees and Volunteers	28,76%	2,74
6. Field of Action/Intervention	27,21%	2,97

Relevant Evaluation Findings: to what extent the capacities of GBs changed

2. Strategic Planning	# of GBs	% of GBs
2.1. Conducted partner & stakeholder analyses	31	73,81%
2.2. Conducted internal/external (SWOT, PEST, field) analyses	28	66,67%
2.3. Formulated/updated organization's strategic plan	25	59,52%
2.4. Reviewed annual activity/operational plan to align with organizational mission and priorities	26	61,90%
2.5. Formulated/prepared annual budget for organizational activity/operational plan	20	47,62%

better understanding of stakeholders
 improved context and power analysis
 improved strategy & actions



What did the GBs say about their experience on self-assessment?

- Self-assessment exercise **strengthened the participation mechanisms** within our organisation.
- Self-assessment **developed our skills for self-reflecting** on our organisational needs: *“You made us aware of our own potential, enriched our perspective.”*
- Self-assessment showed us the **possibility for formulating collective solutions** to existing problems with a more structured and objective approach.
- Self-assessment **helped us establish a wholistic / systems perspective** in our management approach.
- It has contributed to our **strategic planning process, formulation of organisational targets & annual activities.**



What we have learned from providing one on one mentorship?

Advantages

- long-term one on one mentorship proved to be very **effective** compared to other types of technical support
- **facilitated overall communication** with GBs
- allows practicing the values;
 - an overall governance approach that fully respects the GBs autonomy, non-hierarchic communication increased motivation & mutual trust
 - mutual organisational learning

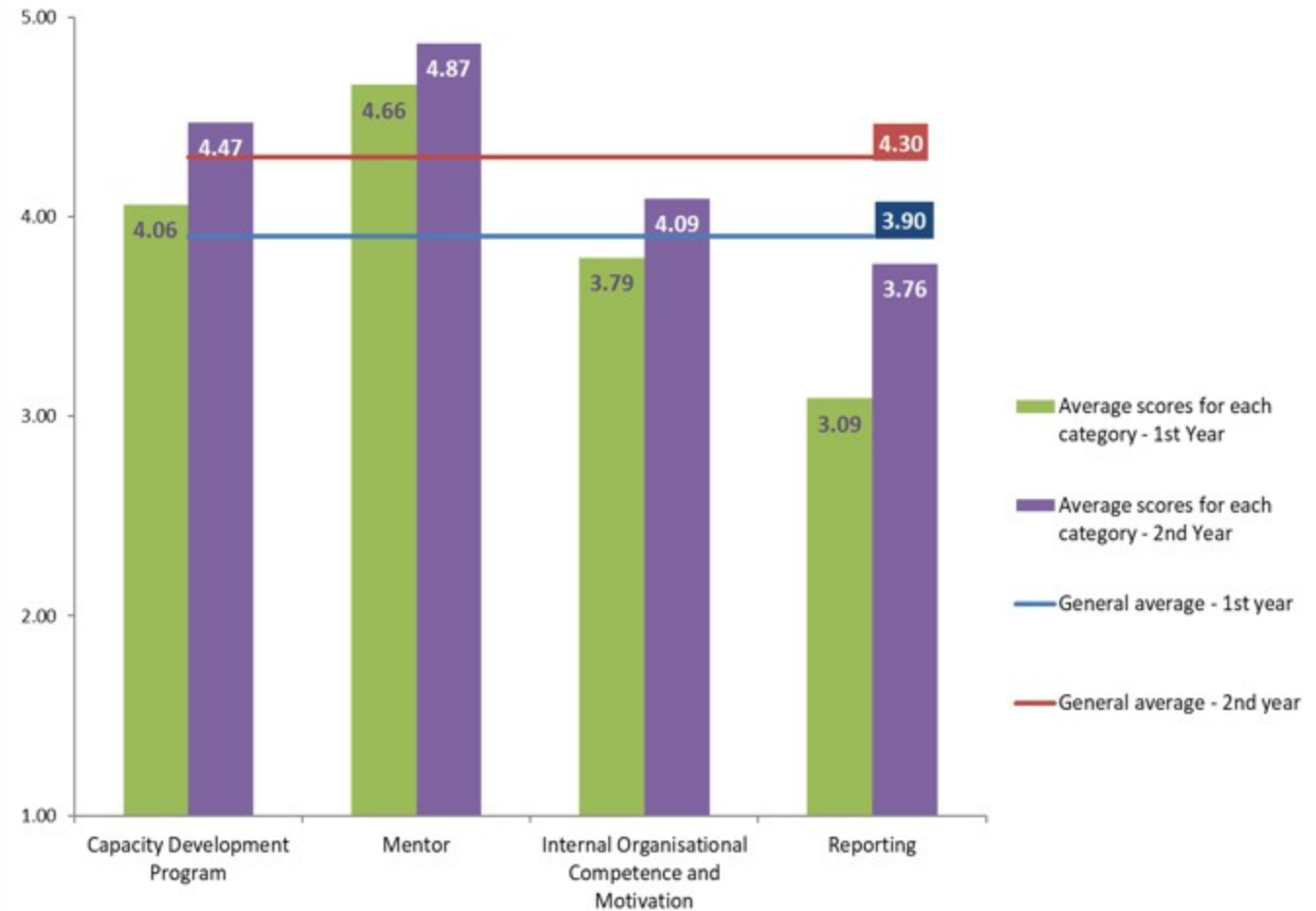
Challenges

- labour-intensive process; # of organisations per mentor should not exceed 5 organisations
- a balanced approach is essential in terms of relations with GBs – respective and effective working relations focusing on integrity & non-hierarchic approach
- Separation of roles: ideally, the mentor support and sub-grant management should be separated, there should be a grants & contracts staff providing support to the finance coordinator; mitigated by cross-assignments



What did the GBs say about mentorship support?

General average score and average score for each category: 1st and 2nd Years





What did the GBs say about mentorship support?

** “The program showed us that a local civil society organization can re-create itself when a small core financial support is crowned with a qualified mentor.”*



Efficiency: better use of funds

	Total Funds Allocated (€)	Total Realised budget (€)	Realisation Ratio	Total ineligible cost (€)	% of ineligible cost
Lot 1	1.050.000	974.567,50	(93 %)	1.963,71	0,20
Lot 2	219.000	212.324,69	(97 %)	1.066,57	0,50

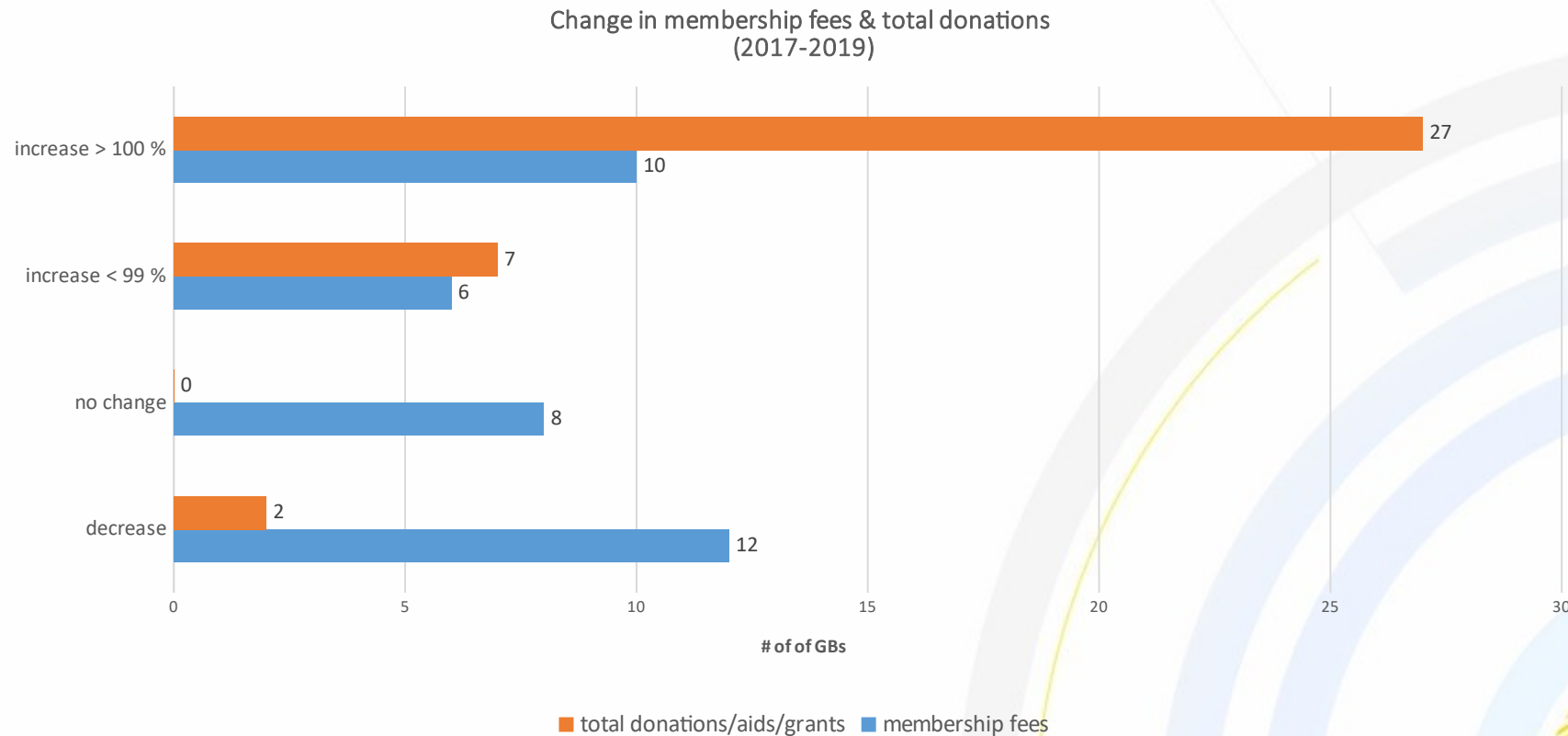
Financial Sustainability : Achievement: 133 new successful cases for 42 GBs

- **Birlikte support mostly contributed to;**
- Increased visibility and credibility as Birlikte GB at donor-level
- Direct program support for project proposal formulation
- Member/staff empowerment through trainings
- Discussion/guidance on alternative FR models through Birlikte trainings and mentorship program
- Increased transparency & accountability through formulation of organisational policies
- Increased FR through increased organisational capacity for administrative and financial management and through a better division of labor or reformulation of organizational structure

Mostly recorded donors and grant schemes;

- 16 GBs received funding from *Sivil Düşün*
- 10 GBs received direct/in-kind funding from municipalities & other public institutions
- 9 GBs received funding from *Support to Rights* sub-granting scheme
- 8 GBs received funding from Support Foundation for Civil Society
- 7 GBs received funding from *Etkiniz*
- 6 GBs received funding from foreign embassies/consulates (American, Norwegian, Swedish, Irish)
- 6 GBs generated funds via collection of aid campaigns
- 5 GBs received funding from Protect Defenders
- Others including UNDP GEF SGP, EED, Heinrich Böll, Sabancı Foundation, CSD V Grant Scheme, Hrank Dink Foundation sub-granting scheme, Micro-fund sub-granting scheme, Ilga Europe, Dalyan Foundation

Change in membership fees and total donations/aids/grants between 2017 - 2019



Increased engagement

Change in membership/volunteers base

Achievements:

- At the end of the support program, **20,97 %** increase in membership and volunteers
- increase in W members: 34,04 %
- increase in M members: 8,68 %
- increase in W volunteers: 104,33 %
- increase in M volunteers: 112,73 %

Lessons learned – TO FIND RIGHT BALANCE BW

- the flexibility in formulation of FSTP at DoA and the risks emerged from the large margins for discretion
- needs and realities of target groups vs. program restrictions & obligations
- Simplified procedures and qualified evaluation to reach the right target group
- Coaching support for quality applications and equal treatment of them
- Application from (papers) and Organization (people) in evaluation
- Co-financing requirement and creating donor dependency
- Principle of impartiality and identifying genuine CSOs
- Financial support and technical support
- Role as the FSTP implementer and role of companionship

www.stgm.org.tr
Youtube.com/stgmdernege

