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**BİRLİKTE**  
STGM Kurumsal Hibe Fonu  
"birlikte deęistelim"

# A Collective Learning Experience towards Organisational Sustainability

BİRLİKTE Institutional Support Programme  
Civil Society Development Center (STGM)

Tuęçe Bahadır Cankara  
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- to support the organisations to become **stronger, sustainable and effective** agents of civil society
- Provides:
  - core grant,
  - mentorship programme for organisational capacity strengthening,
  - a collective learning hub
- Focus is in the “**organisation**” itself, rather than the activities they deliver



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# BİRLİKTE

## Organisational Capacity Development Model

- a wholistic & systems perspective
- established criteria and standards in key organisational management areas based on 5 foundational principles of good governance
- **Self-assessment tool as the key**
- **The entire process facilitated by mentors-supported for 2 years**





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## Self-assessment Tool

- 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 organisational management capacity

Planning and Implementation	S: (S)trengths I: What to (I)mprove	Score
<b>4. Cooperation, Partnerships and Networks</b>		
4.1. Do you analyse organizations and networks for possible partnerships and cooperation at international, national, regional and local levels?	S: I:	2
4.2. Do you analyse capabilities of partners/cooperations and the impact of networks in the direction of your strategies?	S: I:	2
4.3. Do you define appropriate policies and methods to work effectively and harmoniously with your partners and cooperating institutions?	S: I:	3
4.4. Do you monitor and analyse the influence of networks and the mutual performance of the work, done with your partners and other cooperating institutions?	S: I:	2
<b>Unit Score</b>		<b>2,25</b>



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What did the GBs say  
about their experience?

- ***“We strengthened the participation mechanisms within our organisation.”***
- ***“We developed our skills for self-reflecting on our organisational needs and formulating solutions. We will continue our self-assessment practice even after Birlikte.”***
- ***“Self-assessment showed us the possibility for formulating collective solutions to existing problems with a more structured and objective approach.”***
- ***“We established a wholistic / systems perspective in our management mechanism and strengthened the organisational structure.”***



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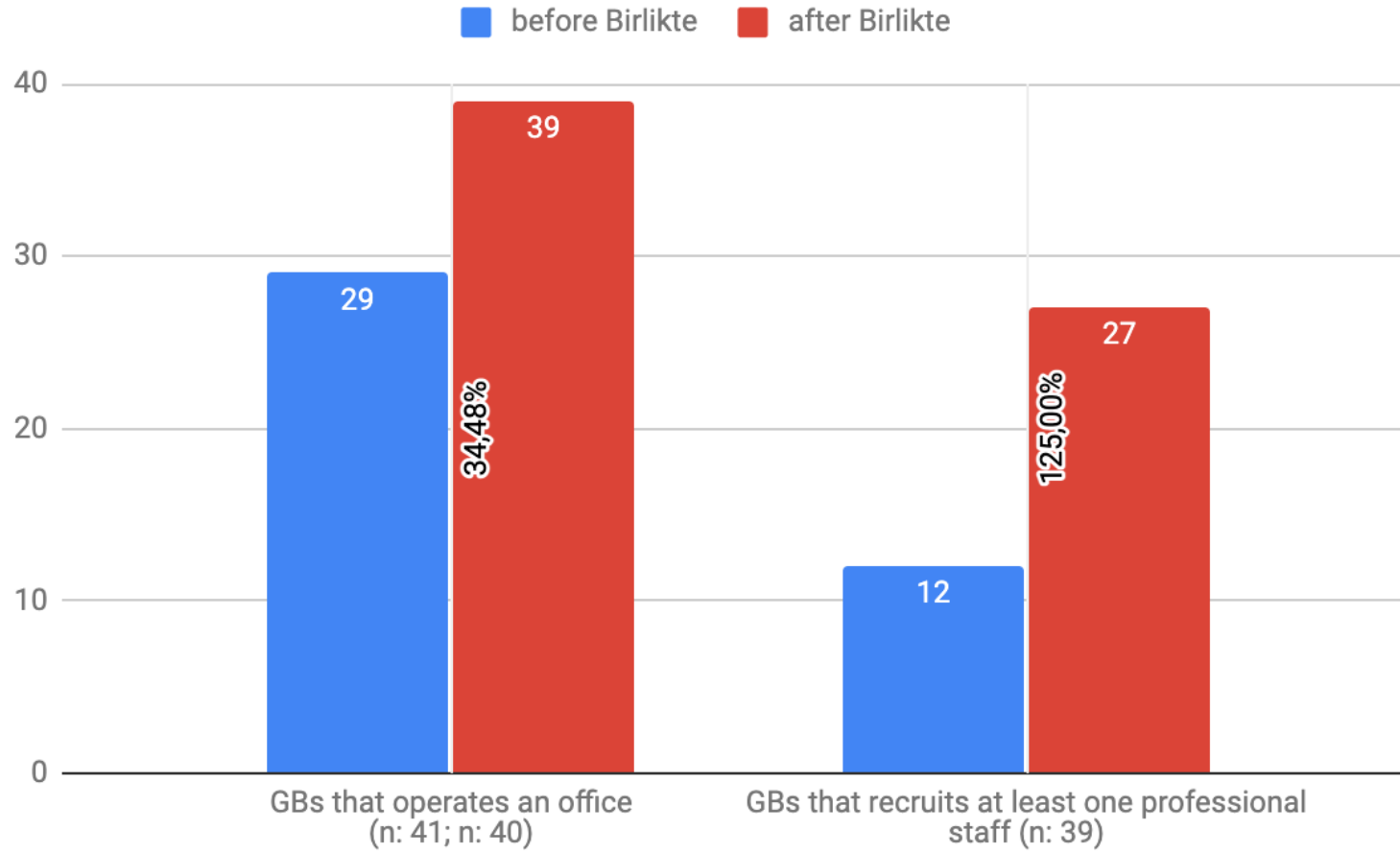
What have the organisations  
achieved?

How do they think, act and relate  
differently?

- Improved **transparency and accountability mechanisms**, increased their **visibility and credibility by the donors**, established new partnerships, **improved financial sustainability**.
- They improved their **administrative sustainability**; improved organisational mechanisms for membership management, accounting & bookkeeping, recruitment, data management, communications, etc.
- They improved **participation in their decision-making mechanisms**.
- They **improved their engagement and increased outreach to wider public**, widened their membership & volunteer base, increased followers on social media.



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## Financial Sustainability





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## 1,5 years after Birlikte?

- April 2022: Another survey to have an update from Birlikte organisations
- 31 organisations contributed
- 28 out of 31 continue implementing the improved policies, mechanisms and practices established in cooperation with Birlikte
- 3 out of 31 declared they could not continue benefiting from them due to the lack of human resources or pandemic conditions
- 11 out of 31 carried out another round of self-assessment workshop after Birlikte. Additional 2 did it as a requirement of another programme. Another additional 2 did MEL of organisational capacity without self-assessment (15 out of 31)



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1,5 years after Birlikte?

Why they did not do self-assessment?	
Explanation	Nr of CSOs
They could not gather due to Pandemic	8
Heavy work-load of other projects	4
Change of board	2
Lack of office space	1
Not priority any more	1
<b>Sum</b>	<b>16</b>



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## “What we have learned for STGM”

- a **collective learning opportunity**:  
**How did we change? How do we think, act and relate differently as STGM?**  
(self-reflection/self-assessment for STGM, self-capacity building, better mainstreaming of cross-cutting issues)
- BİRLİKTE - Not only an intervention but a **MEL mechanism in itself** - right questions rather than the right answers
- **Actor-centered** rather than action-centered interventions – more **sustainable results** – **relationship management as a challenge**



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## Final remarks / key questions

- How can we (as FSTP implementers) better contribute to this collective learning process at national and regional scale? Opportunities vs. Challenges?
- How can we better contribute to the programming of the EU?