

NGO BENCHMARKING

OUTLINE OF THE CRITERIA ADDRESSED IN THE NGO BENCHMARKING STANDARD V2

The complete standard is provided to the client upon contract signature

DIMENSION I: GOVERNING BODY (14 CRITERIA)

The Governing Body [in some cases referred as "Board", "Board of Directors", "Board of Trustees," etc.], is the highest policy-making body of a non-profit organization. It exercises a leadership role and provides the strategic direction of the organization. This body ensures that the long term vision-mission, goals, and objectives of the organization are carried out by the management and staff.

Key Criteria:

- Governing Body: Independence and Voluntarism.
- Governing Body: Fixed length of Terms of Office.
- Formal Commitment from the Board Members to avoid Conflict of Interests
- Rotation of Board Members.
- Attendance to the Board Meeting
- Selection of Board Members.
- Conformity to the Organization's Election Procedure.
- Board Effectiveness.
- Effective implementation of the General Assembly's assigned functions.

DIMENSION II: STRATEGIC FRAMEWORK (9 CRITERIA)

This dimension deals with the organization's reason for being: its vision-mission statement, its existence, its consistency throughout the organization's operations, structure and processes, and how it projects itself to its beneficiaries and the public. It investigates and assesses the extent to which these governing principles are documented, adopted, embedded, and made consistent with the organization's governing documents, structure, and processes, and how clearly these are communicated to its stakeholders and publics.

Key Criteria:

- Vision/Mission.
- Strategic Review.
- Planning: Coherence between Vision/Mission and specific objectives and targets
- Implementation: Coherence between Vision/Mission and specific objectives and targets
- Phasing out (sustainability) Policy
- Risk Management : Identification and Evaluation of Management Risks

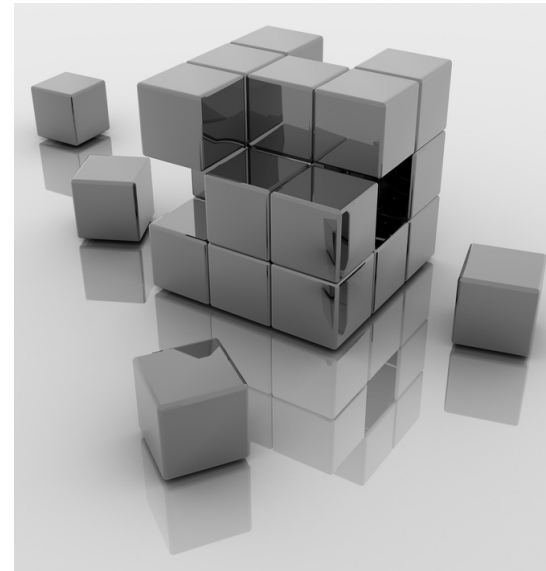
DIMENSION III: INTEGRITY MANAGEMENT (10 CRITERIA)

This dimension addresses the organization's ethical standards and practices, checks and balances, behavioral policies, and non-conformance processes and systems.

Organizational policies, systems and procedures shall be pre-defined and documented so that staff from the top management down to the rank and file will be guided not only in the performance of their respective duties and responsibilities but more importantly in their conduct and behavior.

Key Criteria:

- Declared adherence to Ethical Principles
- Training of Staff and Volunteers on the Code of Conduct/Ethical principles
- Handling and Communication of Internal Ethical Issues
- Handling and Communication of Project Related Ethical Issues
- Code of Conduct/Ethical Principles: Major non-conformity reported to the Governing Body
- Potential Conflicts of Interest and formal commitment of Key Management Staff
- Evaluation of Partners involved in Fundraising



DIMENSION IV: COMMUNICATION, ADVOCACY AND PUBLIC IMAGE (6 CRITERIA)

This dimension revolves around the communication policy of the organization to its various stakeholders, its donors or contributors, its publics, and within the organization, particularly in relation to its operational undertakings, finances, stewardship, and the overall image it wishes to build and project. The overall purpose is here to assess the policy of transparency and how the organization keeps the public and its stakeholders apprised of its operations.

Key Criteria:

- Annual Reports
- Promotional Material(s)
- Scope of information available to Stakeholders
- External Communication on Key Meetings
- Traceability of information flows

DIMENSION V: HUMAN RESOURCES (9 CRITERIA)

The dimension deals with how the organization handles human resources related matters such as recruitment, hiring, training, performance management, compensation and benefits, security, and employee relations. No matter how well-crafted the organization's policies, procedures, and programs may be these cannot be implemented without the right people.

Key Criteria:

- Recruitment and Hiring Process
- Job Description for paid staff and volunteers
- Induction Programs
- Evaluation of Staff and Management
- Monitoring of Competencies and Skills versus Project Requirements
- Consistency Check between HR Policy and Operational Realities

DIMENSION VI: FUNDRAISING, RESOURCES ALLOCATION AND FINANCIAL CONTROLS (21 CRITERIA)

This dimension focuses on financial policies, resource generation and allocation, and financial controls. The objective is to determine the organization's levels of financial accountability and transparency.

Key Criteria:

- Resource Generation Policy
- Resource Generation Planning
- External Financial Audit
- Allocation of Administrative Expenses
- Monitoring of Expenses as Inputs for Budget Adjustment
- Prevention of Financial Misuse
- Yearly Budget approved by the Board
- Fundraising Efficiency

DIMENSION VII: OPERATIONS (18 CRITERIA)

This dimension deals with the organization's operations: from planning its major thrusts and objectives to detailing its mode of operations in the program, project, and field levels. Organizations need to operate on certain planning, implementation, monitoring, evaluation and feedback adjustment systems. Each of these

systems is essential in carrying out the organization's objectives and key performance indicators from the planning stage (at the "drawing table") to the program/project or field level activities.

Key Criteria:

- Planning of Projects' Outputs, Outcomes and possibly Impacts
- Impact Assessment Prior to Project's Implementation
- Project's Phasing Out
- Identification of Project Stakeholders
- Stakeholders' Involvement
- On-going communication of Field Activities to the targeted communities
- Issuance of Regular Reports from Project Units
- Definition of Procurement Procedures

DIMENSION VIII: OUTCOMES (7 CRITERIA)

This dimension investigates how programs' / projects' outcomes are measured, evaluated and communicated across the concerned parties. These outcomes need to be assessed after each planning and implementation cycle. This enables the organization to measure its performance.

For assessing these outcomes, the organization needs to get feedback from its stakeholders, measure their satisfaction, ascertain and verify unintended impacts, then distil and analyze the information for determining overall performance. The results are then communicated back to the entire organization as well as its clientele and other stakeholders.

Key Criteria:

- Unintended Project Consequences identified and included in the Project Reporting System
- Monitoring System to ensure Timely and Appropriate Response to the Field
- Assessment of Beneficiaries' Response

- Feedbacks from Stakeholders included in the Periodic Reviews

DIMENSION IX: CONTINUOUS IMPROVEMENT (7 CRITERIA)

This dimension concentrates on the organization's continuous and sustained improvement. An organization needs to undergo an audit of its management system, making its findings known to all concerned parties, implement corrective or preventive actions and ultimately take stock of the lessons learned, towards the organization's continuous improvement.

Key Criteria:

- Internal Management Audit
- Consolidation of monitoring and auditing results into a Continuous Improvement Process
- Discrepancies between Skills and Project Requirements are adjusted in the next Planning Cycle
- Handling of Corrective /Preventive Actions
- Safeguarding the Memory and Experience