

NGO Capacity Profile

Dear NGO representatives,

This useful organizational development tool is designated to assist NGOs in assessing their capacity and formulating strategies for strengthening their organizations.

The *NGO Capacity Profile* reflects the commitment to using asset and capacity building approaches in your development efforts. It provides a guide for development workers and NGO stakeholders in strengthening the organization.

Use the *NGO Capacity Profile* participatively and appreciatively to identify the NGO's strengths/weaknesses and help establish a vision of what an NGO can be. The profile provides you a visual picture of where the organization is and can help those working with the NGO (board members, staff, clients, and development workers) decide which functional areas need to be strengthened and how to go about to strengthen them.

The *NGO Capacity Profile* can:

- Assist your NGO staff in determining the types of tasks they might and should perform at an NGO.
- Help your NGO staff identify areas where their skills can be used to build the NGO's capacity.
- Be used as a training outline for those who are working with other NGOs in their primary or community outreach projects.
- Provide a picture of how a well-run NGO operates by looking at the “Indicators of an NGO with a High Level of Capacity.”
- Suggest the NGO staff items that should be included in the organization's operating and/or strategic plan(s).
- Provide a mechanism to determine baseline data and indicators for monitoring and evaluation.
- Demonstrate to donors and potential donors the capabilities of your NGO.

QUESTIONS TO ASK ABOUT SERVICE DELIVERY	Indicators of an NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with a High Level of Capacity
<p>Programs</p> <p>To what extent do the NGO's programs reflect the real needs of the community or constituency it serves?</p> <p>Who is involved in designing, implementing, and monitoring program activities?</p> <p>How do NGO programs advocate for constituents as well as provide program services to them?</p> <p>Is there a demand for expansion of the NGO's programs?</p>	<ul style="list-style-type: none"> • Program development is largely donor driven. • The Founder(s) design, implement, and monitor program activities. • Constituents are viewed by the NGO as worthy but passive, beneficiaries of the services, not as potential partners. • The demand for the NGO's programs has not been determined. 	<ul style="list-style-type: none"> • Programs are developed within an overall strategic plan. • Constituents' role is usually as recipient. Certain influential members of the constituency may be consulted and/or invited to participate in some programming discussions. • Demand for the NGO's programs is increasing. • There is some awareness of the need for legislative and/or institutional changes and support for constituents. 	<ul style="list-style-type: none"> • Constituents are recognized as partners and regularly involved in comprehensive program design, implementation, and evaluation. • Lessons learned are information applied to future programming activities. • Full-scale advocacy and lobbying functions are in place. • NGO strives for continuous quality improvement of programs. • NGO's services are often requested by constituents.
<p>Technical Sector Experience</p> <p>What are the technical strengths of the NGO's programs?</p> <p>Does the NGO have access to technical sector experience when required?</p> <p>How well is the NGO performing technically in comparison with similar NGOs?</p>	<ul style="list-style-type: none"> • NGO has a limited track record in the sector and area of service delivery but has some good ideas for meeting the needs of target constituencies. 	<ul style="list-style-type: none"> • NGO is recognized as having significant experience in sector and contributing to sector growth. • Improved targeting of clients and redefined service/technical package. • NGO has ability to access additional sector expertise when required. 	<ul style="list-style-type: none"> • NGO is able to adapt programs to changing needs of constituency and to extend service delivery to additional constituencies. • NGO is recognized for sector expertise and asked to consult on similar projects.

<p>Program Evaluation/Assessment</p> <p>What changes in people's lives occurred as a result of the NGO's programs?</p> <p>How is the NGO's impact and performance measured?</p> <p>What information has been gathered to verify that the NGO's programs are meeting the community's/client's needs?</p> <p>How is the NGO performing in comparison with other NGOs?</p> <p>How cost effective are the benefits of the NGO's programs?</p>	<ul style="list-style-type: none"> Occasional program evaluations are conducted, usually at request of donors. The NGO has not determined impact indicators or established baseline measurements. Members of the NGO can recount stories of how individuals have been helped by the NGO's programs. 	<ul style="list-style-type: none"> The NGO is aware of the value of evaluating its programs and is exploring how to measure impact. Program objectives may or may not be measurable; they may be tangible or intangible. The NGO can determine cost per client served. 	<ul style="list-style-type: none"> Measurable indicators of success and impact have been determined for each program goal. Studies are done that provide baseline measures and this data is regularly confirmed and used. Monitoring and evaluation system are in place; conducted by staff on continuous basis. Cost-benefit data is maintained. Trends are analyzed and used in decision making. NGO shares lessons learned and promising programming evaluation practices with other NGOs.
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QUESTIONS TO ASK ABOUT GOVERNANCE	Indicators of an NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with a high Level of Capacity
<p>Board of Directors</p> <p>How does the board provide overall policy direction for the NGO?</p> <p>How does the board provide oversight of the NGO's management?</p> <p>How does the board provide</p>	<ul style="list-style-type: none"> Board members are identified. Board does not yet differentiate between oversight and management roles. Board is not active in: 	<ul style="list-style-type: none"> Board membership is stable or improving. Board differentiates between board's role and that of NGO's management. Board is aware of 	<ul style="list-style-type: none"> Board composition includes leaders in the field of the organization's mission as well as those capable of providing policy direction, fund-raising, public relations, and lobbying. Board has mechanisms in place for obtaining appropriate input from constituency, for monitoring

<p>fundraising leadership?</p> <p>How does the board assist with public relations activities?</p> <p>How often does the board meet?</p> <p>What is the expertise and experience of board members?</p> <p>How are board members selected?</p>	<p>Influencing public opinion,</p> <p>Influencing legislators, or raising funds for the NGO.</p> <ul style="list-style-type: none"> • Board meetings are infrequent or irregular. • The NGO's constituency is not represented on board. • Board members are founders or selected by founders. 	<p>responsibilities to provide oversight.</p> <ul style="list-style-type: none"> • Board is beginning to influence public opinion and/or legislators, fund-raise, and perform public relations activities. • Board membership represents some community diversity. 	<p>organizational planning and functioning in relation to mission.</p> <ul style="list-style-type: none"> • Board terms are defined. Procedures are in place for selecting and orienting new board members.
<p>Vision/Mission</p> <p>Does the NGO Mission Statement accurately reflect its vision/mission?</p> <p>Was the vision/mission determined through a participatory process?</p> <p>Is it possible for the NGO to realize its mission?</p> <p>How do the NGO's programs help achieve the stated mission?</p>	<ul style="list-style-type: none"> • The vision/mission is generally understood by the NGO's founder(s). • Staff may perform functions that support the mission but there is no systematic design of job functions based on the mission. • There may be activities conducted by the members of the NGO that seem unrelated to the mission. 	<ul style="list-style-type: none"> • The mission is clear to board and staff; strategies, goals, and objectives are based on the mission. • Operational planning is conducted by management and linked to vision/mission but without staff or constituents' input. • Projects that do not relate to NGO's mission are sometimes undertaken to secure funding. 	<ul style="list-style-type: none"> • The mission is clear to board, staff, constituents, and interested parties outside the NGO. • Operation plans grow out of the mission and translate into a set of clear program objectives supported by a realistic budget.
<p>Leadership</p> <p>Who takes leadership responsibility in the NGO?</p>	<ul style="list-style-type: none"> • Within the NGO there are one or a few dynamic individual(s) controlling most functions. 	<ul style="list-style-type: none"> • Most decisions made by the board and management with some input from select staff. 	<ul style="list-style-type: none"> • Board and management have clear understanding of their leadership roles and actively encourage new members to take on leadership roles.

			<ul style="list-style-type: none"> • Staff is routinely involved in direction and policy development and not just consulted on occasion. • Constituents are encouraged to become involved in leadership roles.
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QUESTIONS TO ASK ABOUT MANAGEMENT	Indicators of an NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with a High Level of Capacity
<p>Information Management</p> <p>How does the NGO gather, disseminate, save, and retrieve client, program, and financial information?</p> <p>How is collected information used for planning and decision-making?</p>	<ul style="list-style-type: none"> • No organized system(s) exist(s) for the collection, analysis, or dissemination of data in the NGO. • Information is usually collected randomly and manually 	<ul style="list-style-type: none"> • A rudimentary electronic database system to manage information (MIS) is in place. • MIS is used primarily for word-processing and bookkeeping; some staff understand database capability. • There is no mechanism for integrating MIS-generated information into the NGO's planning process. 	<ul style="list-style-type: none"> • MIS operational and data integrated into operational planning and decision-making. • There is improved project planning based on analysis of information provided through the system. • MIS information is readily available to staff management and board. • The NGO learns from MIS information and shares these learnings with stakeholders and other NGOs.
<p>Planning</p> <p>Does the NGO have a long-term strategic plan?</p> <p>Does the NGO do short-term</p>	<ul style="list-style-type: none"> • Planning is ad hoc with limited participation from staff and constituents. • Decisions and plans are made without reference to the mission or 	<ul style="list-style-type: none"> • There may be some input from staff and constituents but they are not involved in decision-making. • Annual operating plans are developed and reviewed 	<ul style="list-style-type: none"> • NGO's leadership conducts short-term strategic planning. • The board decides on program priorities and the use of available

<p>operational planning?</p> <p>How are staff and constituents involved in the planning process?</p> <p>Are all plans directed toward achievement of the NGO's mission?</p>	<p>the agreed-upon strategies to achieve the mission.</p> <ul style="list-style-type: none"> • Staff is responsible for plan implementation and clients are not involved in planning. • No assessment of needed resources is included in planning. 	<p>throughout the year primarily by management but without connection to review of previous year or analysis of resource availability.</p>	<p>resources.</p> <ul style="list-style-type: none"> • Each NGO program has an annual operating plan that reflects the mission and is developed with staff and constituent input. • There is a regular review of long-term plans based on previous achievements.
<p>Communication</p> <p>How often does the staff meet?</p> <p>Do staff meetings have an agenda?</p> <p>Are minutes taken at staff meetings and available for future reference?</p>	<ul style="list-style-type: none"> • Meetings are irregular, dominated by interests of a few. • There is no predetermined agenda, and meetings often do not reach concrete conclusions. • Staff provides technical input only and is not involved in or informed of decisions. • No systematic procedure for recording or storage of minutes of staff meetings. 	<ul style="list-style-type: none"> • Staff knows how to participate in meetings and is aware of how decisions are made. • Mechanisms exist for vertical and horizontal communication. • A meeting agenda and minute record keeping are standard operating procedures. 	<ul style="list-style-type: none"> • Staff is increasingly able to shape the way they participate in decision making. • Communications are open and transparent. • Client and other stakeholder input is included at staff meetings when appropriate.
<p>QUESTIONS TO ASK ABOUT MANAGEMENT</p>	<p>Indicators of an NGO with Limited Capacity</p>	<p>Indicators of an NGO with Growing Capacity</p>	<p>Indicators of an NGO with a High Level of Capacity</p>
<p>Personnel Management</p> <p>Does the organizational chart show the most significant units or</p>	<ul style="list-style-type: none"> • Supervisors organize work. There is little understanding of the necessity to organize work beyond issuing directives. 	<ul style="list-style-type: none"> • Organizational chart exists to explain relationships of work units. • There is recognition of the need to foster a collaborative work 	<ul style="list-style-type: none"> • There is a formal mechanism in place for inter-team linkages and intra-team planning, coordination, and work review. • Teams are self-directed in that they

<p>functions of the NGO?</p> <p>Is work organized individually or teams?</p> <p>Are job tasks and job descriptions consistent with the mission of the NGO?</p> <p>Is there a written employee manual?</p> <p>Is hiring a systematic, open process?</p> <p>Are salaries based on performance and market value of the jobs?</p>	<ul style="list-style-type: none"> • Focus is on individual achievement; there is little understanding of need (or what it means) to work as a team. • Hiring is based more on personal connections than applicant's job skills. • Some essential tasks are not carried out, because they are not assigned or because the tasks are beyond the expertise of the staff. • Salaries are not determined on the basis of the market value of the work done or performance of individuals. 	<p>environment.</p> <ul style="list-style-type: none"> • Work plans are developed but not coordinated across positions, functions, or expertise. • Staff is recognized as being able to make useful suggestions about how their own work should be organized. • Basic personnel administration systems exist but informal employment practices persist. • Salary and benefit reward system rewards staff according to job title, not work performed. • Salaries are not necessarily competitive with those in market. 	<p>organize their own work around clear understanding of the organization's mission and the team's role in achieving the mission.</p> <ul style="list-style-type: none"> • Volunteers and constituents are included as active participants in the NGO's work plan. • All personnel systems are formalized and understood by staff, and staffs' opinions are part of policies and procedures. • Written employment practices are used and reviewed so they support the NGO's mission, strategies, and policies. • Hiring procedures are transparent.
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QUESTIONS TO ASK ABOUT HUMAN RESOURCES	Indicators of NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with a High Level of Capacity
<p>Staff</p> <p>Are staff motivated and committed to the mission of the NGO?</p> <p>Do staff have the skills and competencies required to support the</p>	<ul style="list-style-type: none"> • Staff consists of founders and/or unpaid volunteers. • Staff is motivated and committed, but may lack knowledge and skills to implement appropriate programs 	<ul style="list-style-type: none"> • Some gaps exist between job skills required and those of existing staff. • Staff moral is sometimes affected by lack of clarity of their jobs or too much work for 	<ul style="list-style-type: none"> • Skill areas are competently covered and the capacity exists to contract out for other skills as needed. • Inter-personal skills and group training are provided as needed.

<p>achievement of the NGO's mission?</p> <p>What are the training opportunities for staff to develop job related skills?</p> <p>Is staff assigned and promoted according to performance?</p>	<p>to achieve the NGO's mission.</p> <ul style="list-style-type: none"> • Staff development opportunities are not yet available. • No system in place for performance evaluation. 	<p>available staff.</p> <ul style="list-style-type: none"> • Performance evaluations are ad hoc, mostly when problems surface. 	<ul style="list-style-type: none"> • Staff have opportunities to contribute to the organization to the fullest extent of their abilities. • Staff performance is done on a regular basis; evaluation criteria are understood by the staff. • Staff moral is high..
<p>Constituency/Clients</p> <p>Are constituents seen as part of the human resources of the NGO?</p> <p>Does the composition of the board and staff represent constituency?</p> <p>Are constituents treated equally and fairly?</p> <p>Is the NGO's constituency growing?</p>	<ul style="list-style-type: none"> • Links with constituency are weak. • Staff and board are not representative of constituents on either the basis of ethnicity, gender, income, religious, or stakeholder interest. 	<ul style="list-style-type: none"> • Well-defined community base and constituency. • There is understanding and interest among some board members, management, and staff as to the value and need for representation of constituents, but no policy in place. • NGO serves existing constituents but does not actively seek new constituents. 	<ul style="list-style-type: none"> • Composition of board and staff represents gender, ethnic, and religious diversity of constituents. • Regular surveys of constituency needs with results integrated into planning process. • NGO welcomes and seeks out new constituents.
<p>Volunteers</p> <p>How do volunteers assist the NGO?</p> <p>Do volunteers have structured tasks?</p> <p>How are volunteers mobilized and trained?</p> <p>Is volunteer help regular and consistent?</p>	<ul style="list-style-type: none"> • No volunteers or small numbers of volunteer are randomly providing services. • NGO staff are unpaid volunteers due to insufficient planning and fund-raising. 	<ul style="list-style-type: none"> • Volunteers are mobilized under specific programs/projects. • Management identifies the difference between staff and volunteer duties and activities. • The number of volunteers involved with the NGO is increasing. 	<ul style="list-style-type: none"> • High integration of volunteers with paid staff. • Volunteers are integrated into the planning and evaluation process of the organization. • Training programs are in place for volunteers. • Recognize and thank volunteers for

How are volunteers thanked for their service?			individual and collective achievements.
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QUESTIONS TO ASK ABOUT FINANCIAL RESOURCES	Indicators of an NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with High Capacity
<p>Accounting</p> <p>Is the accounting system automated?</p> <p>Do accounting records meet donor's and government financial reporting requirements?</p> <p>Are there procedures for reporting and recording in-kind contributions?</p> <p>Has NGO ever had an audit?</p> <p>Does NGO do a cash reconciliation on a regular basis?</p> <p>How often are financial statements furnished to the NGO's board of directors?</p>	<ul style="list-style-type: none"> Accounting tracks only increases and decreases in cash. Financial procedures and reports are incomplete and difficult to understand. Internal reconciliation of bank accounts with cash are done only when there appears to be a problem. The NGO has not yet undergone an external accounting review or audit. 	<ul style="list-style-type: none"> A system of accounts including assets, liabilities, fund balance, revenues and expenses is developed and operational. Financial reports are usually timely but still incomplete & with errors & tend to present an optimistic vs. realistic picture. Internal reconciliation of cash is done more often. Independent audits / external financial reviews are rarely conducted, usually to meet donor's requirements, but the NGO recognizes as desirable. 	<ul style="list-style-type: none"> Financial systems and reports provide reliable current information. Reports are always timely and trusted, and feed back into financial planning process. Internal monthly or quarterly reconciliation of bank statements and accounting records are done. Independent audits or external financial reviews are performed with regular and appropriate frequency. The board of directors receives summary financial reports at every regular board meeting.
<p>Budgeting</p> <p>Does the NGO have a regular budget planning process?</p> <p>Do financial controls to prevent</p>	<ul style="list-style-type: none"> Budgets are inadequate or if they do exist, are produced because they are required by donors. Using budgets as a management tool is not 	<ul style="list-style-type: none"> Budgets are developed for project activities, but are often under- or overspent by > 20%. The executive director and/or accountant are the only staff who know and understand budget 	<ul style="list-style-type: none"> Budgets are integral part of project management and are adjusted to reflect project implementation results. Budgeting is integrated with annual operational planning process.

<p>expenditures in excess of budget?</p> <p>Are budgets constructed to facilitate cost/benefit analysis?</p> <p>Do budgets show actual costs when known?</p>	<p>understood, and the reliability of the projections is questionable.</p>	<p>information and do not delegate responsibility.</p> <ul style="list-style-type: none"> • Donors do not get notice of budget adjustments. 	<ul style="list-style-type: none"> • Project staff are responsible for preparation, justification, & management of project budgets. • Donors are notified when budget adjustments are needed.
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QUESTIONS TO ASK ABOUT FINANCIAL RESOURCES	Indicators of an NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with High Capacity
<p>Financial Management</p> <p>Are reliable cash flow projections in place to facilitate financial planning?</p> <p>Are payroll, petty cash, and basic supplies costs paid on time?</p> <p>Are restricted donor's funds placed in separate bank accounts?</p> <p>What internal controls are in place to prevent theft or misappropriation of cash and other assets?</p> <p>Are funds not needed currently invested to earn a return on the money?</p>	<ul style="list-style-type: none"> • NGO meets its expenses but not in a timely manner. • Designated project funds and operating funds are not separated in the accounting system or in bank accounts. • Cash flow projections if done tend to be inaccurate. 	<ul style="list-style-type: none"> • NGO meets its expenses in a timely manner. • Accurate cash flow projections assist management in making cash management decisions. • Account categories exist and project funds are separated, but some temporary project cross-financing may occur. • Funds are regularly deposited in a bank account for safekeeping. 	<ul style="list-style-type: none"> • NGO is expanding its programs and projects, & pays the increased costs in a timely manner. • Adequate control exist to avoid cross-project financing. • The NGO uses an impressed petty cash fund to track small expenditures, requires two authorized signatures on checks, & a voucher system is in place to record inflows & outflows of cash. • The value of insurance to protect assets is recognized & purchased when available and cost effective. • Cash not currently needed is prudently invested to earn interest.

<p>Funding Base</p> <p>What are the existing sources of the NGO's funding?</p> <p>What is the long-term plan for developing financial resources?</p> <p>What alternative sources of funding might be available for the NGO?</p> <p>What percent of costs are covered by constituents?</p> <p>Does any one source provide more than 40% of the NGO's funding?</p>	<ul style="list-style-type: none"> • Funds are solicited for one short-term project and only from one source. • Local fund-raising for any income is untried and/or unsuccessful. • Project funding is insufficient to meet plans or provide projected services. • Constituents are not seen as an income source. 	<ul style="list-style-type: none"> • NGO's funding is from two or more sources with no one exceeding 60%. • There is a developing awareness of local resource possibilities but few resources are actually mobilized. • Funding is available for short-term projects, and medium-term funding strategies exist within a funding plan. • NGO is beginning to develop constituent support. Fee-for-service and other cost recovery programs built into service delivery process. 	<ul style="list-style-type: none"> • NGO has funding from three or more sources with no source exceeding 40%. • A long-term funding plan exists that results in the NGO's self-sufficiency. • All projects have funding plans and current funds meet project needs. • Basic program delivery can continue even if there is a funding shortfall. • Constituent support is evident from their willingness to pay for some services as well as their utilization of the NGO's services.
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QUESTIONS TO ASK ABOUT EXTERNAL RELATIONS	Indicators of an NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with a High Level of Capacity
<p>Public Relations</p> <p>To what extent is the NGO known to the public?</p> <p>What materials does the NGO have that describe its mission, programs, and achievements?</p>	<ul style="list-style-type: none"> • NGO is little known outside of its direct collaborators. • There is no clear image of the NGO articulated and presented to the public. • There are no documents or prepared statements available 	<ul style="list-style-type: none"> • NGO is known in its own community, but does little to promote its activities with the general public and government. • There is understanding that public relations is a function of NGOs but little understanding of 	<ul style="list-style-type: none"> • NGO has a clear image and message of mission, programs, accomplishments. These are documented. • NGO's work is well known to public and policy makers and it uses this to attract support when necessary. • A public relations plan is being

<p>What use does the NGO make of mass media to disseminate information about itself and its achievements?</p>	<p>that provide information about the NGO.</p>	<p>how to implement public relations.</p> <ul style="list-style-type: none"> • The NGO has an annual report. 	<p>implemented.</p>
<p>Local Collaboration/Support</p> <p>How effective is the NGO in accessing local financial, human, and other resources?</p> <p>How does the NGO make an effort to engage community citizens in the NGO as volunteers or through individual gifts?</p> <p>How active is the NGO in seeking support, monetary, gifts-in-kind and volunteers from local businesses?</p>	<ul style="list-style-type: none"> • NGO tends to view the private sector (businesses) as the “others,” sometimes even with suspicion and distrust. • It does not work in cooperation with the private sector to draw on human or other resources, technical expertise, or advocacy support. • The NGO’s programming has a limited relationship with local citizens. 	<ul style="list-style-type: none"> • Beginnings of support from community residents through volunteerism. • NGO seeks technical assistance from some local private sector and government resources. • NGO seeks support from service agencies in the private and public sectors. 	<ul style="list-style-type: none"> • NGO’s projects bring support from local agencies to assist project results and sustain those results. • Staff member serves as development officer and knows the local private and public sector donor opportunities. • Private sector/NGO cooperation is the norm and the NGO is a full community partner. • Private and public sector individuals recruited to serve on board.
<p>NGO Cooperation</p> <p>Does the NGO cooperate or partner with other local NGOs?</p> <p>Has the NGO established national linkages with other NGOs?</p> <p>Has the NGO established international linkages with other NGOs or development groups?</p>	<ul style="list-style-type: none"> • Organization does not have experience working with other NGOs, local, national, or international. • • NGO does not try to plan or deliver services in collaboration with other NGOs or see the value of partnering. 	<ul style="list-style-type: none"> • Organization is increasingly known and trusted by the NGO community but has little experience with collaboration. • NGO tries to plan services in collaboration with other NGOs, but mostly on an ad hoc basis. 	<ul style="list-style-type: none"> • NGO plays leadership role in promoting coalitions on projects and in the sponsorship and participation in a formal association of NGOs. • NGO is fully integrated into NGO community that includes developing and supporting formal group advocacy mechanisms.

QUESTIONS TO ASK ABOUT EXTERNAL RELATIONS	Indicators of an NGO with Limited Capacity	Indicators of an NGO with Growing Capacity	Indicators of an NGO with a High Level of Capacity
<p>Government Cooperation</p> <p>What is the relationship between the NGO and the local government?</p> <p>What is the state of the relationship between the NGO and the national government?</p>	<ul style="list-style-type: none"> • Relationship with government is based on a “we-they” perception. • NGO has little planning with government working in same programming sectors or geographic area. • NGO has little understanding of the advocacy or public policy role of the NGO. 	<ul style="list-style-type: none"> • Occasional cooperation established with different groups around specific areas of activity. • Some understanding that the NGO can influence public policy but efforts in advocacy are ad hoc, short-term, and not sustainable. 	<ul style="list-style-type: none"> • NGO performs specific project or sectorial collaboration or contacts for government. • NGO provides input into policy process on issues related to its program areas and sectorial expertise. • Through public contact, NGO is seen as an advocate in its area of expertise.

As tangible indicators for an organization’s effective functionality Five Silver Principles were also declared at the presentation. These principles are:

1. Openness and transparency of the CSO activities,
2. Description of the mission and standing order,
3. Collegial style of management,
4. Necessity for regular financial audits,
5. Publishing annual reports

Sources of reference:

USAID – NGO capacity Assessment Supporting Tool - 2000

USAID – Citizens Advocate Program 2002-2005

NGO sustainability index -2004- 2008

CIVICUS Civil Society Index February 2009

Peace Corps/Slovakia NGO Characteristics Assessment for Recommended Development (NGO CARD) 1996-1997