

SCHOOL IN A BOX Guide Series

MANUAL 2

HOW TO EVALUATE YOUR ORGANIZATION



TEACH
A MAN TO FISH
Education that pays for itself

ABOUT THIS SERIES

The SCHOOL IN A BOX Guide Series is designed as a 'one-stop shop' for anyone interested in establishing their own financially self-sufficient school.

The series is made up of nine individual manuals which between them cover all of the key areas which will need to be considered in detail in the creation of any Self-Sufficient School.

Each manual offers a step-by-step guide to building your understanding of key concepts and mastering a range of planning and management tools, as well as providing a wealth of case studies and real-life examples to illustrate both best practice and easily avoided pitfalls.

The full listing of manuals in the series is as follows:

1. Getting Started: An Introduction to Financially Self-Sufficient Schools, 2. How To Evaluate Your Organization, 3. How To Organize Your School, 4. How To Generate School Income, 5. How To Run A Self-Sufficient School, 6. How to Educate Successful Rural Entrepreneurs, 7. How to Organize Student Life, 8. How to Write A Business Plan for a Self-Sufficient School, 9. How to Finance Your Plan

CREDITS

The SCHOOL IN A BOX Guide Series represents the knowledge, experience and hard work of a dedicated team of authors and editors at Teach A Man To Fish and the Fundacion Paraguaya.



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Visit www.teachamantofish.org.uk and www.fundacionparaguaya.org.py for more information

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1. INTRODUCTION

As we have seen in Manual 1, establishing a financially self-sufficient school has many rewards, but it is also a challenge.

This challenge can be taken up either by an organization working in partnership with a school or by a school working independently. For this reason, although in Manual 2 we will normally refer only to 'organizations', this should also be understood to mean 'schools'.

So how can an organization or school ensure that it is up to the task of becoming financially self-sufficient?

To answer this question the organization should conduct an internal self-evaluation.

A self-evaluation is the process of internal review and analysis which allows an organization to understand its strengths and weaknesses, and the opportunities and threats present in each area of the institution.

Conducting a self-evaluation helps the organization understand where it presently stands in terms of its institutional development and the directions in which it should try to develop in the future.

Finally, the self-evaluation process enables the organization to map out a self-improvement plan that will allow it to develop in the direction it desires and thereby its chances of achieving its goals.

In short, the organization that can evaluate itself and accept constructive self-criticism from within will be able to...

- Recognize its strengths and weaknesses
- Identify the opportunities and threats it faces
- Improve its efficiency
- Review the effectiveness its strategic plan
- Present a professional image to donors and other supporters
- Identify potential strategic alliances
- Promote a proactive attitude among its members

- Establish a roadmap for self-improvement that will strengthen the organization and help ensure that the organization achieves its goals

The purpose of this manual is to provide your organization with the tools and necessary understanding to undertake a self-evaluation.

The manual outlines certain standards of excellence or “best practices” in seven key areas. These have to do with an organization’s:

1. Commitment
2. Institutional Governance
3. Educational Environment & Methodology
4. Organizational Structure and Management
5. Administration and Finances
6. Human resources
7. Impact

You will be asked several leading questions to help you assess where your organization stands in relation to these standards of excellence.

The discrepancies you find between these standards and the reality in your organization will point to areas for future improvement.

After you have identified these areas, the manual will then guide you in developing a “road map” for your organization’s future development.

Sounds straight-forward? It is!

But before you get started, please take note of the following:

First, don’t be discouraged if you find that your organization still has some ways to go in each area!

These standards are not pre-requisites for establishing a Self-Sufficient School. Rather, they should be viewed as goals to be achieved over time, or as a set of guidelines for the pursuit of excellence.

Second, keep in mind that not all of the changes you identify as being necessary or desirable will need to be made all at once!

The roadmap which this manual will help you design is not intended as a list of commandments, but rather a sensible guidebook for a journey of self-improvement.

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Once you have this roadmap, your organization will probably be able to make some immediate course corrections. Other changes can wait until the necessary human and financial resources become available. The time it takes to reach the final destination will be different for every organization.

So, are you ready? Let's get started...

2. COMMITMENT

The objective of this chapter is to assess the current level of commitment your organisation has towards the principles of self-sufficiency and to begin thinking about how this commitment can be strengthened.

When you finish reading this chapter you will be able to:

- 1. Assess your organisation's current levels commitment to sufficiency*
- 2. Start thinking about how to strengthen this commitment*

The first issue to consider in this self-evaluation is the extent to which your organization is truly committed to achieving financial self-sufficiency. What does this mean in practice?

To begin with, **a school that aspires to financial self-sufficiency needs to be prepared to develop programs and activities that allow it to generate income.**

In addition, since the school's goal is to become less and less dependent on private funding, it must seek to generate more and more of its own funds over time.

Thus, the school must be continually searching for new business opportunities which it can turn into income-generating activities.

In addition to developing new products and services, the school needs to find ways to add more value to the products it is already producing. For example, by processing milk into cheese, or turning the meat and vegetables produced at the school into prepared food for sale at a restaurant.

For most organizations, embarking on the establishment of a financially self-sufficient school requires a change in outlook and practices at all levels of the institution. Teachers, students and administrators have to become attuned to what the market demands, to what the competition is doing, to the possibilities for innovation. This, in turn, requires a readiness to experiment, take calculated risks, seek out new information, think creatively, and continue learning.

In order to make this shift, to achieve this cultural change, the institution as a whole has to be truly committed to the goal of financial sustainability.

With this in mind, consider the following questions in regard to your school:

Guiding Questions:

- Does the school depend on donations or does it generate its own income?
- Does the school have diversified sources of income?
- What level of financial self-sufficiency has the school reached already?
- Are the school's income-generating activities part of a long-term plan that is reviewed and updated annually?
- Does the budget include all of the activities carried out at the school?
- Does the school wish to generate sufficient income to cover its operating costs?
- Are all members of the staff committed to achieving the school's goals?

Now you can compare the situation at your school against the standards outlined below.

ANALYSIS OF THE SITUATION: COMMITMENT

Please mark the response that best describes your organization.

Response 1:

The school is generating income from a diversified set of productive activities. The school is constantly searching for new business opportunities, which not only offer the chance to generate additional income, but also enrich the learning experience of its students. Students understand and take an active part in existing production activities at the school. The school and its activities are oriented toward achieving financial self-sufficiency.

Response 2:

The school has diversified sources of income, but still depends mainly on donations, government subsidies or fees. It is in the process of identifying additional income-generating activities. The school hopes to become self-sufficient, and it is in the process of developing an internal consensus and commitment among school employees on this goal.

Response 3:

The school depends on subsidies and donations. The school either has no production activities, or uses these purely for an educational role i.e. demonstration purposes. Financial self-sufficiency is not considered one of the school's needs.

Note: Keep track of the 'Analysis of the Situation' responses that you select at the end of each section. In Chapter 9 of this manual you will need to use these responses to complete your self-evaluation.

3. INSTITUTIONAL GOVERNANCE

The objective of this chapter is to assess the current state of governance in your institution and to look at how your institutional governance can be strengthened.

When you finish reading this chapter you will be able to:

1. *Draft or redraft your organization's mission statement and improve its integration into the organization*
2. *Analyze the current role your board of directors plays and effectively integrate them into the self-sufficiency process.*
3. *Recognise the benefits of transparency in accounting and governance and improve the level of transparency in your organisation.*

In order for a non-profit organization or school to be effective, it needs to have a clearly defined purpose, or 'Mission', to guide it as it carries out its activities over the short- and medium-term. It also needs a clear sense of what it hopes to achieve over the longer term, or 'Vision' for the future. ***Without a clear Mission and Vision, an organization risks drifting away from its original purpose and failing to achieve its goals.***

Likewise, a non-profit organization must be governed and managed in the interests of its beneficiaries – which in the case of a school will be its students -and not for the benefit of outside groups or interests. To ensure that this is the case, and to give confidence to all who put their trust in the organization, the organization must be transparent. **Its accounts must be clear, appropriately supported by external audits, and available to all who are interested.**

To achieve these high standards, the organization needs a Board of Directors. This Board will oversee management and ensure that the organization's policies and programs are being carried out as they were intended to be. The Board should be comprised of capable individuals who are willing and able to invest the necessary time to ensure that the organization is transparent, responsibly managed and seeking to fulfill its Mission and Vision.

In this chapter, you will analyze whether your organization has a clear sense of its Mission and a clear Vision of what it would like to achieve in the coming years. You will also examine whether its activities are consistent with its Mission and Vision and the effectiveness of its Board of Directors. Finally, we will consider the issue of transparency and whether your organization has appropriate mechanisms in place to ensure that its resources are being managed responsibly.

A. PURPOSE OF THE ORGANIZATION

In a good organization, the purpose and goals of the organization can be understood from its Mission and Vision statements. These statements are clear, oriented towards the public

good, widely disseminated and well known by all of the organization's employees and associates.

HOW TO DRAFT A MISSION STATEMENT

The Mission statement defines the purpose which drives the organization. It includes:

- The reason the organization exists. What do we do?
- Its scope or beneficiaries. Who are we trying to help?
- Its objective. Why are we doing this?

Example:

"Guided by the principles established by its creator, the Favaloro Foundation is supported by the work of a group of highly-qualified professionals whose main objectives are teaching, research and patient care aimed towards excellence in the provision of health care based on advanced technology at the service of medical humanism. "

Fundacion Favaloro: http://www.fundacionfavaloro.org/welcome/welcome_mission.htm

Having not just a strong Mission Statement but also a clear shared Vision of the future is important in terms of guiding an organization's direction. Both must be disseminated to all of the staff and internalized within the organization. The Mission and Vision need to be clearly displayed in public places, such as in the organization's offices and on its website (where one exists!), as well as in important public documents such as its Annual Report & Accounts.

It is important that they have the widest distribution possible, so that everyone knows, understands and works toward fulfilling organization's Mission and Vision.

HOW TO DRAFT A VISION STATEMENT

The Vision is the future outlook of an organization seen from its current situation. How do we want people to see us after a determined period of time?

Example:

"The Favaloro Foundation will continue to be a leader in highly complex health care based on advanced technology serving medical humanism. To this end, it will reorganize itself into functional units, forming strategic alliances and placing special emphasis on prevention and continuing education, and developing and incorporating state-of-the-art equipment."

FundaciónFavaloro: http://www.fundacionfavaloro.org/welcome/welcome_mission.htm

Guiding Questions:

- Do the organization's Vision and Mission statements identify the target population its actions are intended to serve?
- Do they clearly present the organization's purpose?
- Do they show the organization's focus on the common good?
- Do staff at all levels of the organization know and understand its Mission and Vision?

Now you can compare the actual situation in your organization with the previous statements.

ANALYSIS OF THE SITUATION: VISION AND MISSION

Choose the response that best describes the situation in your organization:

Mission:

- Response 1: There is a clear Mission statement, which identifies whom the actions of the organization are intended to serve. All employees know what this Mission is and the Mission is posted in visible locations throughout the organization.
- Response 2: There is a clear Mission, which identifies whom the organization aims to serve. However, not all employees know what the mission is, and it is not posted in visible locations throughout the organization.
- Response 3: The Mission does not identify the target population which the actions of the organization are intended to serve, and not all employees are familiar with the Mission

Vision:

- Response 1: The Vision clearly states how the organization hopes to be seen in a determined amount of time. Its programs are aimed at fulfilling this Vision.
- Response 2: The Vision clearly states how the organization hopes to be seen in a determined amount of time, but not all of its programs are aimed at fulfilling this Vision.
- Response 3: The Vision does not state clearly how the organization hopes to be seen in a determined amount of time.

SOCIAL FOCUS

A good socially-focused organization, such as a non-profit or school, should be oriented toward the common good. It should be clear that it that it is not motivated by private

interest and that it is not seeking to channel resources intended for development towards private gain or to avoid paying taxes.

Guiding Questions:

- Are the organization's programs designed to promote the common good?
- For at least the next three years, are the organization's programs focused on serving its target population?
- Are the results of its work publicly available?
- Are its activities part of a long-term plan?
- Does the organization disseminate information about its programs and their results?

B. BOARD OF DIRECTORS

In this section we will analyze the governance of the organization, the mandate of its Board of Directors and its legal standing, the degree of control that the Board exercises over the organization and the reports made to other key stakeholders, such as at an Annual General Meeting or Members' Assembly.

In this manual the term "Board of Directors" will be used to refer to the highest level of authority within the organization. For a school run independently of a non-profit organization this will normally be the Board of Governors. To analyze this aspect of the organization, we will use the following standard:

In a good organization, **the Board of Directors is responsible for setting the policy direction and supervising the organization's operations.** The Board of Directors must review, understand and approve the organization's Mission, Vision, Values and Strategic Objectives. It must also exercise strict oversight of the organization's programs and projects to ensure that they are consistent with these documents. It must also ensure that the management is pursuing the Mission and Vision of the organization and acts in accordance with the organization's values and interests.

Guiding Questions:

- Was the Board of Directors elected in accordance with the statutes currently in effect?
- Does it have a current mandate?
- Is there any question about the legality of its mandate?
- Does the Board of Directors really oversee the organization?
- Do Board members understand that they are responsible for ensuring that programs are being carried out as planned and are consistent with the objectives, principles and values of the organization?
- Does the Board of Directors act in accordance with the Statutes and ensure that the rest of the organization does as well?

In a good organization **the Board of Directors must review, understand and approve systems for measuring results**, including the organization's social impact and the way that the organization's financial accounts are presented. It must also review, understand, and approve long-term strategic plans, annual operational plans and yearly budgets, and check the implementation of all of these plans.

Guiding Questions:

- Have Board members reviewed the Vision, Values and Strategic Objectives of the organization?
- Has the Board approved Strategic Plan to reach long-term operational and financial sustainability?
- Does the Board of Directors approve the annual budget and Operational Plan?

In a good organization, **the Board of Directors should review, understand and approve the most important financial transactions** and other institutional actions of major importance.

Guiding Questions:

- Does the Board of Directors approve the annual report, balance sheet and income statement?
- Does the Board of Directors receive and analyze regular reports on the implementation of the organization's programs, including both financial and operational results?
- Do they approve financial operations that imply obligations for the organization?
- Do they approve actions that affect the overall net worth of the organization?

In a good organization, the Board of Directors can create additional senior management positions within the organization, define the responsibilities associated with them, hire qualified people to fill them and decide to whom these new senior managers will report.

The Board must also review, understand and approve financial reports and financial statements, supervise the establishment and maintenance of procedures and controls to ensure the precision, integrity and clarity of financial reports and other published documents.

Guiding Questions:

- Does the Board of Directors perform a formal evaluation of the CEO, Managing Director, or General Manager's performance at least once a year?
- Does it submit an annual report at the AGM or Members' Assembly on the organization's financial condition?
- Does it convene the AGM or Assembly, if required, according to established procedures?
- Do all members of the Board understand their roles and responsibilities?
- Do the members of the Board of Directors set aside enough time to fulfill their responsibilities to the organization?

Now you can compare the situation in your organization with standards presented here.

ANALYSIS OF THE SITUATION: BOARD OF DIRECTORS

Choose the response which best reflects your analysis:

- Response 1: The Board of Directors understands its roles and responsibilities. Every three years it analyzes whether organization's Mission and Vision are up-to-date. It

formally convenes an AGM or Members' Assembly, where required, according to established procedures once a year. It helps develop the organization's strategic plan. It approves the Annual Report, balance sheet, and budget execution annually. The Board meets on a regular basis, dedicates sufficient time to the organization, and represents the organization where appropriate on public occasions. It approves operations that affect the organization's net worth, as well as operations that create material obligations to third parties. The Board demonstrates a commitment to the organization.

- Response 2: The Board of Directors understands its roles and responsibilities, but only partially. It ensures compliance with the organization's Mission and Vision. It formally convenes an AGM or Members' Assembly, where required, once a year according to established procedures. It leaves strategic planning largely in the hands of senior management. It approves the Annual Report, the balance sheet and the execution of the budget. The time that the Board dedicates to the organization is taken up with questions that Management directs to it. It reacts to the sporadic reports that senior management provides to it.
- Response 3: The Board of Directors does not understand its roles and responsibilities. It meets annually to approve the balance sheet and table of financial results prepared by senior management. It does not participate in strategic planning, nor does it approve the annual budget. It does not meet at a specific time, but rather, responds when management calls. The purpose of the Board is simply to meet formal requirements.

C. TRANSPARENCY IN ADMINISTRATION AND ACCOUNTING

As explained above, a good organization is transparent. The standard presented below will allow you to determine the degree of transparency in the areas of administration and accounting.

A good organization, where justified by its size, should have an Internal Auditing area. This area is responsible for verifying the way that the organization is being managed and administered, identifying weaknesses in administrative and accounting procedures and recommending ways to strengthen them. To ensure its independence, the Internal Auditor, or Controller, should report to the highest authority in the organization.

Guiding Questions:

- Does the organization have a mechanism for conducting Internal Audits?
- Does it report to the highest level of the organization?
- Does it require formal internal reports?
- Does the organization respond to these reports with real internal change?

A good organization should also work with an External Auditor. The External Auditor should be an independent firm which follows best-practice National Accounting Standards, Generally Accepted Accounting Principles, or International Financial Reporting Standards. Its role is to analyze the financial data generated by the organization and verify that this information accurately represents the organization's financial position. It also verifies that the organization's accounting procedures are adequate. The reports of the External Auditor are known as "opinions," which should be "unqualified," meaning that the organization's financial statements are free of significant errors and a trustworthy basis on which to make decisions.

Guiding Questions:

- Does the organization have an External Auditor?
- Are the opinions issued by the External Auditor favorable?
- Has the organization received qualified opinions?

For Membership Based Organizations, particularly those where members are also beneficiaries, a good organization should also have a Members' Representative – although in many countries no equiva. The Members' Representative is chosen by the AGM or Assembly and is in charge of supervising the activities of the organization and reporting to the Assembly. The Members' Representative is responsible for analyzing how the budget is being implemented and for requesting the information he or she needs to exercise this oversight over the organization's activities.

Guiding Questions:

- Does the organization have a Members' Representative?
- Was the Members' Representative selected in accordance with the statutes of the organization?
- Does the Members' Representative review the organization's financial statements periodically?
- Does the Members' Representative receive the information he or she requests from the organization?

Now you can compare the situation in your organization with standard presented above.

ANALYSIS OF THE TRANSPARENCY OF ACCOUNTING AND ADMINISTRATION:

Choose the response that best corresponds to your analysis:

- Response 1: The organization has an Internal Auditor, Internal Auditing department or area which is responsible for verifying the way the organization is being managed. Each year an accredited External Auditor analyzes the financial statements of the

organization, as well as its accounting procedures. The organization receives favorable opinions on all of the points analyzed. Where applicable, there is also a Members' Representative, with an up-to-date mandate, who makes an annual report to the AGM or Assembly based on the analyses he or she makes throughout the year. The Members' Representative's report attests to the fact that the actions carried out by the organization are consistent with the mandates from Board of Directors and the relevant legislation in effect.

- Response 2: The organization does not have an Internal Auditing function. Each year an accredited External Auditor analyzes the financial statements of the organization, as well as its accounting procedures. The organization receives favorable opinions on all of the points analyzed. Where applicable, there is also a Members' Representative, with an up-to-date mandate, who makes an annual report to the AGM or Assembly, based on the analyses he or she makes throughout the year. The Members' Representative's report attests to the fact that the actions carried out by the organization are consistent with the mandates from Board of Directors and relevant legislation.
- Response 3: The organization does not have Internal Auditing function or an External Auditor. The Members' Representative, where one is required, is named in accordance with established practices, however he/she does not receive reports, and his/her job does not allow him or her to follow up on the activities which the organization carries out.

D. INSTITUTIONAL TRANSPARENCY

The next point to analyze is the institution's transparency vis-à-vis the public. You will need to consider whether the public has access to information on the organization's activities and results and whether this information is disseminated in a systematic way. You should also think about whether your organization receives sufficient public recognition and maintains good relations with the press, as well as other public and private organizations. In addition, you should consider whether your organization is open and transparent with regard to its operational management and financial condition and whether it is it guided by clearly identified principles, a code of ethics and a policy on conflicts of interest.

A good organization should take a pro-active role in its area of activity and be recognized for its actions. Relations with the press and other media play an important role in publicizing what the organization is doing, developing public support for the organization's activities and determining its public image. For all of these reasons, a good organization will have in place a communications and media strategy which ensures that information is provide to the media, interpreted correctly, and contributes to a public image you want your organization to have.

Guiding Questions:

- Is your organization known within its sector?
- Do other public or private entities working in this sector know your organization?
- Does your organization have any agreements, contracts, resolutions or other formal mechanisms which establish relationships between it and other organizations working in the same field?
- Does the organization have a plan for communicating with the press?
- Is it achieving the desired results?
- Does the organization have a person in charge of communicating with the press?
- Does it have a formally defined institutional brand (e.g. a logo, letterhead and institutional colors used on its stationery and publications)?

A good organization should have relations with other organizations and work in networks through which experiences can be shared. This will also help your organization gain access to new methodologies and broaden the coverage of its programs.

Guiding Questions:

- Are you linked with other organizations?
- Are you developing joint projects or programs with them?
- Are you developing relationships with the government?
- Does the organization depend, financially or otherwise, upon the government?

A good organization should keep the public informed of what it is doing and the results it has achieved. Two ways of doing that are to publish its annual report and to set up a web page.

Guiding Questions:

- Does the organization publish an annual report?
- Does it publish its financial statements?
- Does it have a web page?
- How does the organization publicize its activities?

A good organization should have a Conflict of Interest policy that allows it to avoid the conflicts that may arise as it carries out its activities, or at least to resolve those that do arise in a harmonious way. It should also have a Code of Ethics and a Declaration of Principles and Values. These are the pre-established guidelines that contribute to the organization's internal harmony and its relationship with associates and third parties. In order for these policies to be effective, they must be widely circulated within the institution.

Guiding Questions:

- Does the organization have a Conflict of Interests Policy for its members?
- Are all members familiar with this policy?
- Does the organization have a Conflict of Interests Policy for its Board of Directors and employees?
- Are all directors and employees familiar with this policy?
- Does it have a Code of Ethics?
- Did employees participate in developing the Code of Ethics?
- Are all officials familiar with the contents of the Code of Ethics?
- Does the organization have a declaration of principles?
- Are staff members familiar with it? Is it visibly displayed in common areas?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: INSTITUTIONAL TRANSPARENCY

Please mark the response that best describes the situation in which your organization:

- Response 1: The organization has a pro-active role in its field and is recognized in its area of activity. It has a communication plan which has allowed it to develop good relations with the press and other media, as well as an appropriate institutional image which is reflected in the organization's publications. The organization works in networks with other institutions that share its principles and values, and this allows it to broaden its outreach and become aware of new methodologies. The organization publishes its results in annual reports, which are available on its website. It has a Conflicts of Interest Policy, a Code of Ethics, and a Declaration of Principles and Values, all of which are widely distributed internally and have been internalized by all of its staff.
- Response 2: The organization is known in its field of action; however, it needs to work on developing its institutional image. Its relationship with the press and media is good, but needs strengthening. It is part of a network of organizations with similar principles and values, which helps it broadens its outreach and find out about new methodologies. It publishes its results in annual reports, which are available on its

webpage. It has a Conflicts of Interest Policy, a code of Ethics, and a Declaration of Principles and values, but they need to be communicated better to the staff.

- Response 3: The organization is not yet known in its field. Its work is not published and the annual report is only prepared in order to comply with its statutes. It would like to have a Conflicts of Interest Policy, a Code of Ethics, and a Declaration of Principles and Values, but at the moment these are hopes for the future, since the organization does not have the time or resources to develop them.

4. EDUCATIONAL ENVIRONMENT & METHODOLOGY

The objective of this chapter is to re-evaluate what constitutes a good school and look at how the learning by doing methodology can contribute to educational quality

When you finish reading this chapter you will be able to:

1. *Critically evaluate the current status of your school/partner school and identify where it can be improved..*
2. *Assess where the 'Learning by Doing' educational methodology can fit into your teaching programme.*

A. EDUCATIONAL ENVIRONMENT

Before considering which educational methodology to adopt, we should start by considering what makes a good school.

A GOOD SCHOOL HAS THE FOLLOWING ATTRIBUTES¹:

1. The school has its own culture which is reflected in all its activities; it has its own unique strength - e.g. it is good at teaching, at research or in another specific area.
2. The members of the school community identify with the school, its values, and its vision, and behave accordingly.
3. It is a goal-oriented school, which is reflected in:
 - a. How it selects students
 - b. Its view that high achievement is the measurement of student success
 - c. Its view that the quality of the teachers is directly related to student achievement
 - d. Its commitment to innovation and continuous improvement

¹ Taken from *Institutional Evaluation: A tool for evaluating the quality of Education*; a lecture given as part of the 2007 CIEA seminar by Professor Rolf Dubs, PhD, International Advisor, Catholic University of St. Gallen, Switzerland.

4. A good school is highly disciplined:
 - a. It has valid rules
 - b. It believes work should be carried out in an orderly way
 - c. It emphasizes punctuality
5. A good school is based on good communication and cooperation:
 - a. It encourages cooperative work in teams comprised of teachers, students and administrators.
 - b. There is an emphasis on teamwork, with each member contributing according to his abilities and style, so that the final result is greater than the sum of the parts.
6. A good school is able to evaluate itself and seeks continual improvements in the school.
7. A good school has good leaders who inspire others in the school community to do their best.

From the seven points mentioned above, it is clear that two of the most important factors in the quality of a school are: i) the attitude of school management and ii) the attitude of the members of the school community.

It is important to note that neither of these factors depend directly on the level of the school's income or on its available resources.

Analysis of the situation: Educational environment

Please mark the response that best describes the situation at your school:

- Response 1: The school has its own culture, a culture that every one puts into practice on a daily basis. It is a place where the teaching is good, teachers stand out, and the results obtained in the specific area of the school's specialization are excellent. School members identify with and are committed to the school, its values, and its vision. The school is goal-oriented, which can be seen in its system for selecting students, improvements in student performance from year to year, the success of school graduates, permanent teacher training, and how it incorporates new educational technologies. The school has rules for campus living which allow students to acquire good habits and strengthen values. The school has good channels of communication and cooperation between administrators, teachers and students and with parents, the community and society at large. The school is guided by leaders and creates new leaders for the community.
- Response 2: The school has its own culture; however it isn't understood by the entire school community. Nonetheless, the teaching is good, teachers stand out, and the results obtained in the school's specific area of specialization are good. The Mission and Vision of the school are known but not internalized by all members of the school community. The school is goal-oriented, which can be seen in its system for selecting students, improvements in student performance from year to year, the success of school graduates, permanent teacher training, and how it incorporates new

educational technologies. The school has rules for campus living that allow students to acquire good habits and strengthen values. The school has channels of communication and cooperation, but they are not frequently used or used at all levels.

- Response 3: The school doesn't hasn't actively developed its own culture. Members of the school community do not identify with the school. The school has a system for selecting students, but doesn't maintain statistics of student performance or track graduates. The school has rules for campus living, but they focus on disciplining and punishing students. The school has a vertical, 'top-down' system for its internal communication.

B. LEARNING BY DOING METHODOLOGY

Turning now to the question of which methodology the school should adopt, we would begin with a concept from John Dewey – a distinguished American educational reformer - who emphasized that no instruction will achieve success if it separates “knowing” from “doing”.

This brings us the subject of the ‘Learning by Doing’ methodology, which is an integral part of establishing a financially self-sufficient school.

The Learning by Doing methodology is based on the interests and needs of students, with a view to helping them develop their full potential and making them responsible members of society. It is based on the following principles:

- a) Experience: The school should be an environment for living, working and gaining experience. Students learn best through experience, not by passively receiving information.
- b) Interest: Awakening a students' interest will prompt them to take action, develop skills and competencies and take a responsible attitude toward society and their own projects.
- c) Activity: Activity helps youth overcome behavioral problems when the activity is based on real needs and helps young people to develop their own plans for the future.
- d) Research: Young people develop their capacity for investigation and research directly. Teachers are facilitators of the learning process.
- e) Work/Study: Combining work and study help youth develop self-esteem and helps youth become not only competent professionals, but professionals with concrete plans for the future.
- f) Progressive attitude: Students need to learn teamwork; they need to be prepared for change and open to new ideas; they also need to learn to respect others.
- g) Student-centered learning: The student should be the focal point of the learning process, not the teacher. This means paying attention to the student's personality and learning style and their on-going development.
- h) Creativity: The school should foster creativity and promote the view that change is constant and constructive.
- i) Learning: Learning means experiencing, discovering, reconstructing, and researching.

- j) Teacher and students create the environment and work together to develop their potential and acquire competencies.

It is very important to differentiate the methodology of Learning by Doing from child labor.

Through the Learning by Doing methodology, students acquire competencies for life and work and developing attitudes that will enable them to become successful entrepreneurs.

Child labor consists of using the young person simply for manual labor, without any regard for what he or she is, or is not, learning in the process.

Guiding Questions:

- Has the school identified the methodology it will use?
- Do the administrators, teachers, parents and students understand the Learning by Doing methodology?
- Do you have the conditions you need to develop the Learning by Doing methodology?
- Do you know what competencies you want students to develop?
- Are teachers evaluating the competencies that the school wants students to acquire?

Now you can compare the situation in your organization with the standard described above.

ANALYSIS OF THE SITUATION: EDUCATIONAL METHODOLOGY

Please mark the response that best describes the situation at your school:

- Response 1: The school is implementing the Learning by Doing methodology. Teachers, students and administrators understand this methodology and are committed to it. The school has what it needs to give students sufficient opportunities to put what they are learning into practice. *The school has identified the competencies it wants students to acquire and teachers evaluate students in terms of these competencies.*
- Response 2: The School has formally decided to adopt the Learning by Doing methodology, but this methodology is not yet fully integrated into the teaching program. *The school is still defining which competencies students should acquire and how to provide sufficient opportunities to acquire these competencies.*
- Response 3: The students have some “learning by doing” opportunities, but these are viewed as a supplement the regular curriculum. Most of the school community is unfamiliar with the “Learn by Doing” methodology. *Students are not evaluated on the basis of competencies and there is no list of specific competencies which students should acquire in order to graduate.*

5. ORGANIZATIONAL STRUCTURE AND MANAGEMENT

The objective of this chapter is to assess the current organizational and management structure of your organisation.

When you finish reading this chapter you will be able to:

1. *Make a general evaluation of your current organizational structure*
2. *Determine if your organization is managed by up-to-date and well-trained managers*
3. *Determine if management is leading the organization toward the achievement of its objectives*
4. *Evaluate management's external relations*

A. ORGANIZATIONAL STRUCTURE

As you will see in this standard, the structure of your organization should facilitate its achieving its Mission and Vision:

A good organization has a structure based on different levels of authority and responsibility. The lines of authority within the organization are well-defined and fully understood within the organization. To this end, the organization has an organizational chart displayed in a visible location. The functions associated with each post are clear.

Guiding Questions:

- Does the organization have an organizational chart? Is it modern? Is it up-to-date?
- Are there job descriptions for each position? Are levels of authority clearly established?
- Is it clear who reports to whom and who is responsible for what?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: ORGANIZATIONAL STRUCTURE

Please mark the response that best describes the situation in your organization:

- Response 1: The organization has a structure, with different levels of authority and responsibility. Its organizational chart has been formally approved, is displayed in a visible location, and is known and understood by all. In addition, there are job descriptions for every position which outline the functions of each position.
- Response 2: The organization has a structure based on levels of authority and responsibility. The organization has an organizational chart, but it has not been formally approved, nor is it displayed in a visible location. All the managers are familiar with the organizational chart. In it one can clearly see the different levels of authority. There are job descriptions and descriptions of the functions to be fulfilled by each staff member.
- Response 3: The organization has no defined organizational chart. The recognized authority is the CEO / Managing Director / General Manager - or for a school, the Principal.

B. SENIOR MANAGEMENT

This standard will help you determine whether the management team has the right profile and skills, whether it is up-to-date and adequately trained, and whether it is effective in communicating with and motivating others:

A good organization has a professional management team that exercises leadership and demonstrates good communication skills. The CEO / Managing Director / General Manager, or in the case of a school, the Principal, is committed, motivated, efficient and promotes teamwork. He/she knows the field in which the organization works and seeks out alternative ways for the organization to achieve its Mission and Vision. He/she is familiar with available technology and introduces it to improve the efficiency of the organization.

Guiding Questions:

- Does the CEO / Managing Director / General Manager / Principal, have the appropriate experience and training for the job?
- Is there a job description for this position which outlines his or her responsibilities and functions?
- Does the person in this role have an open and participatory leadership style?
- Does he/she delegate authority and responsibility?
- Does he/she dedicate sufficient time to the organization, considering the type and amount of activities it has?
- Is the CEO / Managing Director / General Manager / Principal results-oriented?
- Does he/she incorporate appropriate technology into the organization's work?
- Does he/she motivate the organization's employees?
- Does the person in this position propose and make necessary changes at the appropriate time?
- Does he/she create formal and informal internal channels of communication?
- Does the person manage external relations appropriately?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: SENIOR MANAGEMENT:

Please mark the response that best describes the situation in your organization:

- Response 1: The organization's management is professional, exercises leadership, demonstrates good communication skills and encourages teamwork. The Manager is committed, motivated, and efficient. He or she is knowledgeable about the field in which the organization works and seeks out alternative ways of achieving the organization's Mission and Vision. The Manager is familiar with and incorporates available technology to improve the organization's efficiency. He or she proposes and makes necessary changes within the organization at the appropriate time and keeps staff motivated.
- Response 2: The organization's management is professional, exercises leadership and demonstrates good communication skills. The Manager is results-oriented. He/she is knowledgeable about the field in which the organization works. He/she proposes and makes necessary changes within the organization at the appropriate time and keeps staff motivated.

- Response 3: The organization lacks professional management. The Manager derives his/her authority from the position. He/she has some experience in the field in which the organization works.

C. MID-LEVEL MANAGEMENT

A good organization has professional managers at all levels. They have a participatory leadership style and know how to transmit the organization's values to all staff members. They are committed to the organization and keep staff members motivated. They focus their actions on achieving results, supervising operations, and improving performance through better use of available resources.

Guiding Questions:

- Do mid-level managers have appropriate training and experience for their positions?
- Do all management positions have job descriptions which state the functions and responsibilities of these positions?
- Do mid-level managers have an open and participatory leadership style?
- Do they delegate authority and responsibility?
- Are they able to keep their staff motivated?
- Do they propose and carry out necessary changes at the appropriate time?
- Do they create formal and informal channels of internal communication?

Now you can compare the situation in your organization with the standard described above.

ANALYSIS OF THE SITUATION: MID-LEVEL MANAGEMENT

Please mark the response that most describes the state in which your analysis found your organization.

- Response 1: Mid-level managers have the appropriate training and experience to carry out their responsibilities. They are committed, motivated, and efficient. They have an open and participatory management style and delegate responsibility. Mid-level managers bring important issues to the attention of senior management in a timely way and make necessary changes in their areas of responsibility at the appropriate time. They also create formal and informal channels of communication and keep their staff motivated.

SCHOOL IN A BOX

- Response 2: Most mid-level managers have the appropriate training and experience to carry out their responsibilities. They are generally committed, motivated, and efficient. Most mid-level managers have an open and participatory management style and delegate responsibility. Mid-level managers generally bring important issues to the attention of senior management in a timely way, although necessary changes in their areas of responsibility are sometimes delayed. They also create formal and informal channels of communication and generally keep their staff motivated.
- Response 3: The organization lacks professional mid-level management. Mid-level managers exercise authority based on their positions. They have experience in the field in which the organization works, but this is not translated into efficient management. Their staff are not very motivated.

6. ADMINISTRATION AND FINANCE

The objective of this chapter is to determine whether your organization has the financial planning processes it needs to translate its mission into action, whether the organization it is well-organized internally, and if it uses sufficiently robust and up-to-date techniques to manage its financial resources.

When you finish reading this chapter you will be able to:

1. *Realise the benefits of accounting records and how a chart of accounts can help your organization.*
2. *Use financial information more effectively in decision-making and legal compliance*
3. *Analyze the current status of your organisation regarding:*
 - a) *Strategic and operational planning*
 - b) *Financial planning*
 - c) *Budgeting*
 - d) *Cash flow*
 - e) *Accounting*
 - f) *Legal compliance*

A. STRATEGIC AND OPERATIONAL PLANNING

In order to translate its Mission and Vision into action, an organization must be able to plan ahead at the operational level, establishing operational goals for the medium term and assigning the key tasks involved in meeting these goals to specific staff members.

The standard below will help you analyze the degree to which your organization has this capability.

A good organization has a Strategic Plan which covers the next five years and helps the organization envision the individual action plans that will subsequently need to be carried out in order for it to achieve its Mission and Vision. The Strategic Plan should specify the objectives to be achieved and include an analysis of the organization's strengths, weaknesses, opportunities and threats (a SWOT analysis). It should also state the expected results and the stages at which these results should be achieved. In addition, it should identify the resources that the organization expects to have available in order to carry out the Plan. Finally, the strategic plan should be approved by the Board of Directors and senior management.

Guiding Questions:

- Does the organization have a Strategic Plan which is consistent with its Mission and Vision, agreed upon by the organization's members, and approved by the Board of Directors?
- Is the Strategic Plan being carried out and are there periodic reports on the progress being achieved by the various areas of the organization?
- Is it a long-term plan? (3 years or more)
- Does the Strategic Plan incorporate the following key elements: SWOT analysis, reasonable assumptions, and Strategic Objectives?
- Does the Strategic Plan aim for financial self-sufficiency and the organization's long-term survival?
- Is the plan updated when needed and is it used in the decision-making process?
- Is the Strategic Plan distributed to and understood by all members of the organization?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: STRATEGIC PLANNING

Please mark the response that most describes your organization:

- Response 1: The organization has a Strategic Plan approved by the Board of Directors, which enables the organization to envision the actions needed to achieve its Mission and Vision during the next five years. The Strategic Plan includes the strategic objectives and a SWOT analysis. It also identifies the resources that will potentially be available to carry out the plan and results to be achieved at various stages of the Plan's implementation.
- Response 2: The organization has a strategic plan approved by the Board of Directors that enables it to envision the actions needed to achieve its Mission and Vision. The plan is not kept in mind when developing operational plans; it is only used to guide activities and keep them aligned with the organization's Vision and Mission.
- Response 3: The organization has no Strategic Plan.

A good organization also engages in a yearly operational planning exercise. The operational plan is aligned with the strategic objectives outlined in the strategic plan. The annual operational plan allows the organization to allocate available resources and determine which activities to develop, who is responsible for carrying them out, and the expected results. It has a timeline and a budget for carrying it out the plan. The operational

plan should have milestones or stages so that it can be evaluated periodically and corrections can be made.

In short, your organization's Operational Plan should answer the following questions:

- What are you going to do?
- Who is going to do it?
- What resources do you have?
- Over what period of time will you do it?
- What results do you hope to achieve?

Guiding Questions:

- Is the Strategic Plan translated into an annual operational plan that is consistent with available human and financial resources?
- Is the organization in the habit of evaluating the development and implementation of the annual operational plan and making necessary adjustments?
- Is it clear which staff members are responsible for carrying out the plan at the operational level? Do they have clear goals in writing?
- Do those responsible for carrying out the plan know what results are expected of them and have they accepted the challenge of achieving them?
- Has the organization reached the goals in its operational plans during the last two years?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: ANNUAL OPERATIVE PLAN

Please mark the response that best describes the situation in your organization:

- Response 1: The organization has an annual operational plan approved by the Board of Directors. The operational plan is aligned with the strategic objectives set forth in the strategic plan. It determines how the organization's resources will be allocated, what activities will be developed, who is responsible for them, and what results the organization expects to achieve during the year. It has a time-line and budget which have been approved by the Board of Directors. The operational plan has milestones or evaluation points that allow for periodic review and the incorporation of corrective actions.
- Response 2: The organization has an annual operational plan but the plan has not been formally approved by the Board of Directors. The operational plan is aligned with the strategic objectives declared in the strategic plan. It has a time line and budget for

carrying it out. The operational plan has milestones or evaluation stages that allow for periodic review and the incorporation of corrective actions.

- Response 3: The organization has no operational plan.

B. FINANCIAL PLANNING

A good organization has financing plans that allow it to determine what its medium-term financial needs are and what level of financial self-sufficiency it is targeting, so that it knows what additional sources of income or financing will be required. To meet its financial needs the organization will have developed a variety of sources of income. The organization's strategic and operational plans are linked to its financial plan. The financial plan takes all of the available financial information into account.

Guiding Questions:

- Does the organization have a plan for financing itself over the next 3 years?
- Is the organization seeking financial self-sufficiency?
- Has the organization steadily increased its level of self-sufficiency over the past 3 years?
- Does the organization have diversified sources of funding?
- If not, does it have formal plans for diversifying them?
- Is it implementing a plan to diversity its sources of income and financing?
- Does the organization depend exclusively on donations or financial support from external sources to finance its operational plans?
- Does its unrestricted income go into cash reserves or capital reserves?

Now you can compare the reality of your organization with the one we have just described.

ANALYSIS OF THE SITUATION: FINANCIAL PLANNING

Please mark the response that best describes the situation in your organization:

- Response 1: The organization has a financial plan that enables it to evaluate its current level of financial self-sufficiency and with clear targets for how this will evolve in the future. The organization has diverse sources of income and funding.
- Response 2: The organization has a financial plan that enables it to plan out future levels of financial self-sufficiency. It does not have diverse sources of income or funding.
- Response 3: The organization has no financial plan.

A good organization bases its decisions upon available financial information. The use of financial ratios provides the organization management a valuable tool to help it arrive at correct decisions. Financial reports are received and analyzed without delay. As a result, the institution's operational plan can be modified in timely manner if the need arises.

Guiding Questions:

- Does senior management use financial information to make decisions?
- What kind of financial information does senior management receive and with what regularity?

C. CASH FLOW

A good organization tracks its cash flow so that it understands how it is spending its money and where the money is coming from. This is called the use and application of funds. This analysis allows the organization to identify the amount of money it needs to borrow or obtain from other sources. Cash flow projections should extend at least 6 months into the future so that the organization can plan out how it will manage its financial resources.

Guiding Questions:

- Does the organization project its cash flow for the next 6 months?
- Has the organization needed to use Cash Flow projections in the past 6 months?
- Is the current cash flow projection positive?
- If it isn't, is there a contingency plan for obtaining additional funds?

Now you can compare the reality of your organization with the one we have just described.

ANALYSIS OF THE SITUATION: CASH FLOW:

Please mark the response that best describes the situation in your organization.

- Response 1: The organization generates financial information and uses financial ratios to assist in decision-making. It has projected its Cash Flow for the next 6 months and uses this projection to predict its financial needs. It has a plan for obtaining the financial resources it requires to implement its work as planned.
- Response 2: The organization has financial reports which help it understand the availability of its resources. It doesn't use financial ratios to help make decisions. It makes an annual Cash Flow projection, but does not update projections throughout the year.

- Response 3: The organization uses neither financial information nor financial ratios. It has no projected Cash Flow.

A good organization accurately analyzes the costs it incurs in producing the goods and services it provides, and it distributes these costs equitably across the organization using quantifiable units. For example, it knows approximately how much time the Finance Manager devotes to each program and distributes the corresponding percentage of his/her salary to each of these programs.

The purpose of this cost analysis is to determine the real cost of each program, service or product so that one doesn't seem better than another simply because shared costs have not been divided equitably.

Guiding Questions:

- Has the organization determined the costs of its products and services?
- Has the organization determined the structure of its costs?
- Does it always distribute costs fairly and consistently across the organization?

Now you can compare the reality of your organization with the one we have just described.

ANALYSIS OF THE SITUATION: COST ANALYSIS

Please mark the response that best describes the situation in your organization:

- Response 1: The organization conducts an accurate analysis of its costs, for which it has software that enables it to keep up-to-date information organized by area and to issue daily reports to management.
- Response 2: The organization monitors the costs of its products and issues monthly reports that enable it to see its costs by area.
- Response 3: The organization does not monitor costs area by area, but is aware of its overall costs.

D. ACCOUNTING

In a good organization, accounting records are accurate and up-to-date and contribute to the transparency of the organization's operations. Accounting in real time provides timely information and allows the organization to identify any deviations from the budget that may occur as its programs are being implemented. A good organization has a series of accounts that reflects the different areas and operations the organization is engaged in. The organization uses specialized software or sophisticated paper-based book-keeping

techniques which enable it to create accurate and up-to-date reports and accounting statements.

The organization's balance sheet and income statement are audited by external auditors and their "opinions" do not cite any "qualifications", i.e. there were observations regarding shortcomings found during the audit.

Guiding Questions:

- Do you have either a computerized Accounting and Treasury system or similarly sophisticated paper-based book-keeping system?
- Is financial information available on a monthly basis? Can accounting information be generated for shorter time periods?
- Does your accounting information reflect your institution's business activities?
- Do your financial accounts help you see the diversity of operations run by the organization?
- Do they allow your organization to issue reports which analyze deviations from the budget?
- Does your organization undergo external audits?
- Are the reports of the external auditors favorable? Does the institution have annual balance sheets and income statements?
- Does it issue a balance sheet and income statement more than once a year?
- Does the organization prepare other accounting and financial reports?
- Does it have a chart of accounts that has been formally approved?
- Do these accounts correspond to what is in the budget?
- Are the accounts computerized?
- Do you have at least 3 years of reports from an external auditor?

Now you can compare the situation in your organization with the one just described.

ANALYSIS OF THE SITUATION: ACCOUNTING

Please mark the response that best describes the situation in your organization.

- Response 1: The organization has an integrated accounting system to record all of its operations. It has a system that allows it to update its records daily and issue reports for any time period requested. Accounts are available on an individual and consolidated basis. It periodically conducts an analysis of the extent to which

operational results have deviated from the approved budget. Its accounting statements have been reviewed by external auditors, who have issued favorable opinions.

- Response 2: The organization has an accounting system for recording all of its operations. Its accounts are available on an individual and consolidated basis. It analyzes budgetary deviations periodically.
- Response 3: The organization has an accountant who keeps track of operations for tax purposes and issues financial statements as needed to satisfy the legal requirements.

E. LEGAL COMPLIANCE

A good organization is legally recognized and is therefore able to contract legal obligations and exercise its legal rights. The organization respects all the applicable labor laws and provides its workers with their legally mandated rights and benefits. Likewise, it complies with all of the applicable tax and legislation and other legal requirements, such as the payment of municipal fees, etc.

A good organization also complies with all of the other laws and regulations that apply to it due to the kind of activities it is engaged in. For example, if the organization is involved in educational activities, it complies with the rules and regulations established by the Department of Education.

Guiding Questions:

- Is the organization legally recognized by national authorities?
- If not, is it in the process of obtaining legal recognition?
- Do the salaries paid by the organization meet, as a minimum, the legally established level?
- Does the organization provide vacation time and other benefits required by law?
- Do its employees have contracts?
- Do the employees have social security?
- Does the organization maintain all legally required records?
- Does the organization pay all taxes to which it is subject?
- Does the organization comply with all of the laws and regulations that apply to it?

Now you can compare the situation in your organization to the standards just described.

ANALYSIS OF THE SITUATION: LEGAL COMPLIANCE

Please mark the response which best describes the situation in your organization:

- Response 1: The organization is legally recognized. It complies with all labor and legislation, as well as with all the other legal requirements which apply to it.
- Response 2: The organization has legal recognition and complies with the applicable labor laws.
- Response 3: The organization is not legally recognized.

7.HUMAN RESOURCES

The objective of this chapter is to examine how well developed the human resource system is in your organization.

When you finish reading this chapter you will be able to:

1. *Create job descriptions for staff*
2. *Form a strategy for your organization's human resource planning*
3. *Improve the induction process for new employees*
4. *Perform staff performance evaluations*
5. *Improve employee development at your organization*
6. *Improve personnel organisation*
7. *Create policies on conflicts of interest, safety and hygiene*
8. *Improve your organisation's volunteer programme.*

A. MANUAL OF JOB DESCRIPTIONS

A good organization has a staff manual which describes the responsibilities and functions associated with each position in the organization. This manual allows everyone to understand who is in charge of which tasks and which positions report to which authorities. This manual also makes it clear to whom certain tasks should be assigned and provides a control mechanism to help managers ensure that tasks are being assigned appropriately.

Guiding Questions:

- Does the organization have a manual of responsibilities and functions?
- Do new employees receive a copy of his/her job responsibilities?
- Does the information employees receive represent the actual work they will be doing?

Now you can compare the situation in your organization to the one we have just described.

Analysis of the situation: Description of responsibilities and functions

Please mark the response which best describes your organization:

- Response 1: The organization has a staff manual which describes the positions in the organization and the duties and responsibilities associated with each. From this manual, it is clear which qualifications and other attributes a person should have in order to be qualified to fill each of the positions in the organization. The manual also explains the hierarchy within the organization, which staff members report to which authorities, and the inter-relationships between the various positions. This information is helpful in assigning tasks as well as in managing employees.
- Response 2: The organization has a manual that describes the positions in the organization and responsibilities and functions associated with each, but the manual does not reflect the current situation in the organization.
- Response 3: The organization does not have a manual that describes jobs and their functions.

B. STRATEGIC PLANNING IN THE HUMAN RESOURCE AREA AND THE HIRING PROCESS.

A good organization has a Strategic Plan for Human Resources. This Plan describes the organization's future growth and how the organization plans to staff each position when it becomes vacant. This allows the organization to develop career development plans for its current employees and to identify future hiring needs in a timely way, so as to have sufficient time and resources to recruit new employees, as needed.

Guiding Questions:

- Does the organization have a human resources development plan that is both documented and widely distributed?
- Does the organization have sufficient resources to carry out this plan?
- Does the head of Human Resources report directly to the General Manager or its equivalent?
- Does the organization have a formal process for recruiting, selecting and hiring new employees?
- Is this process appropriate and complete?
- Does the organization hire staff on a competitive basis?

Now you can compare the situation in your organization with the standard described above.

Analysis of the situation: Strategic Planning of Human Resources

Please mark the response which best describes your organization:

- Response 1: The organization has a Strategic Plan for Human Resources. This Plan describes the organization's future growth and how the organization plans to staff each position when it becomes vacant. Thus, the organization is able to develop career development plans for its current employees, identify future hiring needs, and recruit new employees in a timely way.
- Response 2: The organization does not have a strategic plan for human resources, but there are internal policies on filling vacant positions. New employees are recruited at the request of the area that needs additional manpower.
- Response 3: The organization has not done any planning in the area of Human Resources.

C. INDUCTION OF NEW EMPLOYEES

A good organization has an established system for bringing new employees into the organization. This system allows new employees to identify with the organization's Mission and Vision and integrate into the organization more easily, thereby shortening the time it takes for them to become effective members of the team.

Guiding Questions:

- Is there a defined process for inducting new employees into the organization?
- Is the process documented?
- Does the information provided during the induction process complement the description of responsibilities and functions he/she receives?

Now you can compare the situation in your organization with the one we have just described.

Analysis of the situation: Induction of new employees

Please mark the response that best describes the situation in your organization:

- Response 1: The organization has a documented process by which it inducts new employees into the organization. This process helps new employees identify with the Mission and Vision of the organization and integrate themselves into the organization more rapidly, thereby shortening the time it takes for them to become effective members of the team.
- Response 2: The organization does not have a formal induction plan. The induction of new employees is left up to the area where the new employee will work.
- Response 3: The organization does have any process for inducting new employees.

D. PERFORMANCE EVALUATIONS

A good organization conducts performance evaluations for all of its employees. These evaluations occur not only vertically (managers evaluating their staff and staff evaluating their managers) but also horizontally (evaluations by colleagues at the same level in the organization). The goal of these evaluations is to help the organization improve continuously, as well as to identify the employees who are ready to move up in the hierarchy and those who need more training.

Guiding Questions:

- Does the organization have a system for evaluating staff performance?
- Is this system consistently applied?
- Are its results used in promoting staff and determining their salaries?
- Does the organization develop improvement plans for staff whose performance has been less than optimal?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: PERFORMANCE EVALUATIONS

Please mark the response that best describes the situation in your organization.

- Response 1: The organization completes performance evaluations for all of its employees. These evaluations are conducted vertically (managers evaluating staff and staff evaluating managers) as well as horizontally (evaluations by colleagues at the same level within the organization.) These evaluations are used to help the organization improve, as well as to identify the employees who are ready to move up in the hierarchy and as the basis for developing improvement plans for those who need to improve their performance.
- Response 2: The organization conducts performance evaluations annually. The evaluations are carried out by the managers in each area, and what they decide to do with the results is their responsibility.
- Response 3: The organization does not conduct performance evaluations.

E. EMPLOYEE DEVELOPMENT AND INTERNAL PROMOTIONS

A good organization develops career development plans for its employees, so that its staff can grow within the organization. These plans include staff training so that employees have

the skills they need to be promoted within the organization when vacancies arise. The organization tries to ensure that its employee benefits are better than the average employee benefits offered in its sector, so that the organization can retain the employees it has already trained.

Guiding Questions:

- Is there a career development plan for employees?
- Is it applied?
- Does the organization have fair and competitive benefits?
- Does the organization provide all the benefits to its staff that are required by law?
- Are the benefits competitive compared to the rest the market?
- Is there a pay scale?
- Is it uniformly applied?
- What is the average annual turnover of permanent staff?
- Does the organization have a staff training and development plan?
- Are there sufficient funds in the budget to carry out this plan?

Now you can compare the situation in your organization with the standard described above.

ANALYSIS OF THE SITUATION: EMPLOYEE DEVELOPMENT AND INTERNAL PROMOTIONS

Please mark the response that best describes the situation in your organization.

- Response 1: The organization develops career plans for its employees which allow them to grow within the organization. These career plans include staff training designed to give employees the skills they will need to be promoted when vacancies occur in the organization. Employee benefits are sufficiently attractive so that there is a low rate of staff turnover.
- Response 2: The organization tries to promote from within but does not have a staff training plan.
- Response 3: The organization uses an outside consulting firm to hire new staff and does not give priority to current employees.

F. ADMINISTRATION OF PERSONNEL

In a good organization, the human resource area maintains records on all staff members, ideally in a computerized database – although it is perfectly possible to keep good records manually. The human resource area also keeps records of individuals who have applied to work at the organization.

The human resource area is attentive to the benefits that employees receive and looks for ways to enhance them when possible, keeping in mind that not all staff benefits have to be in the form of monetary compensation. A good organization also provides its employees with non-monetary benefits, such as recognition for their personal achievements and congratulations on their birthdays, the birth of their children, etc.

Guiding Questions:

- Does the organization have personnel files?
- Where the organization has such equipment, are they computerized?
- Do these files include information about all the employees of the organization?
- Are salaries paid in accordance with legal requirements (e.g. date of payment, receipts, etc.)?
- Is there a plan for staff training?
- Does the organization make a conscious effort to celebrate the achievements of its employees?
- Is the rate of staff turnover low?

Now you can compare the situation in your organization with the standard described above.

ANALYSIS OF THE SITUATION: ADMINISTRATION OF PERSONNEL

Please mark the response that most describes the situation in your organization.

- Response 1: The Human Resource area maintains records on all staff members – where equipment allows in a computerized database. It also keeps detailed records on individuals who have applied to work at the organization. The Human Resource function is attentive to the benefits that employees receive and looks for ways to expand employee benefits, when possible. Employees receive recognition for their personal achievements and congratulations on other personal events.
- Response 2: The organization has a Human Resource area where all the information about the employees is kept. The area is only responsible for administrative tasks, not for employee benefits.
- Response 3: The organization does have an area that deals with Human Resources.

G. POLICIES ON CONFLICTS OF INTEREST, SAFETY AND HYGIENE

A good organization has a policy on Conflicts of Interest which allows it to avoid situations in which internal conflicts might arise. For example, the policy discourages hiring two members of the same family. If two members of the same family are employed by the organization, the policy does not allow one to report to one another.

In a good organization, there are policies on safety and hygiene, which are intended to protect all employees. Thus, the policies should be posted in visible locations, and violations of these policies should lead to pre-established sanctions.

Guiding Questions:

- Does the organization have a procedure for resolving internal conflicts of interest?
- Is it appropriate?
- Are all the employees familiar with it?
- Does the organization have policies on safety and hygiene?
- Are all employees familiar with these policies?
- Are they posted in visible places?
- Is there a box for collecting comments, suggestions and complaints?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: CONFLICTS OF INTEREST, SECURITY AND HYGIENE

Please mark the response that best describes the situation in your organization.

- Response 1: The organization has a policy on conflicts of interest which allows it to avoid most internal conflicts. The organization also has policies on safety and hygiene which are posted in visible locations and are designed to protect all employees. There are pre-established sanctions for violating these policies. There is also a mechanism for collecting employee comments, suggestions and complaints.
- Response 2: The organization has policies on conflicts of interest, safety and hygiene. Staff are familiar with these policies, but there are no sanctions for violating them.
- Response 3: The organization does not have policies regarding conflicts of interest, safety or hygiene.

F. VOLUNTEERS

A good socially-oriented organization will normally have a well-established volunteer program. Volunteers help to carry out activities planned by the organization, but they are

not on the payroll. Volunteers are willing to collaborate with the organization in order to gain experience in that particular field. For the organization, the use of volunteers allows it to accomplish tasks which need to be done, but which are not included in the budget. In addition, volunteers bring in new ideas and points of view to the organization, help broaden the outlook of current employees, and often are a good source of future employees.

In order to use volunteers effectively and allow volunteers to get as much out of the experience as possible, a good organization will have a plan which identifies where volunteers are needed and what they will do. The plan allows the volunteers to understand exactly the work they are going to be doing and helps ensure that the organization only takes on volunteers who will be properly supervised.

Note: This section applies primarily to non-profit organizations - where there is normally a great scope for accepting volunteers - rather than to schools themselves. Nonetheless, with appropriate safeguards and vetting processes to ensure the safety of students, volunteers can also make a meaningful contribution to supporting education within schools.

Guiding Questions:

- Does the organization have a volunteer program?
- Is the program formalized? (Contracts with the volunteers, a weekly schedule, a list of duties etc.)
- Has the organization identified the areas and activities that need volunteers?
- Does the organization evaluate the work being done by the volunteers?
- Does the organization ask volunteers to complete an evaluation of their experiences as volunteers?

Now you can compare the situation in your organization with the one we have just described.

ANALYSIS OF THE SITUATION: VOLUNTEERS

Please mark the response that best describes the situation in your organization.

- Response 1: The organization has a formal volunteer program. The plan identifies the areas which need volunteers and what each volunteer will be doing in each area.
- Response 2: The organization has volunteers from time to time. When they arrive, the organization finds a job for them.
- Response 3: The organization does not accept volunteers.

8. IMPACT

The objective of this chapter is to learn how to measure the impact of your organisation's work and use lessons learnt to inform your future plans.

When you finish reading this chapter you will be able to:

1. *Improve the quality of impact assessment carried out by your organisation.*
2. *Think critically about your own organisation's performance regarding the following themes:*
 - a) *Program Coherence*
 - b) *Focus on target population*
 - c) *Program Coverage*
 - d) *Monitoring*

A. PROGRAM COHERENCE

A good organization ensures that the programs it carries out are in line with its overall goals, with the ultimate objective of achieving its Vision and Mission. This helps the organization stay focused rather than spread itself too thin.

Guiding Questions:

- Are all of the organization's programs directed toward fulfilling its Mission?
- Do the programs undertaken in recent years appear to have been consistent with the organization's Mission and Vision?

Now you can compare the situation in your organization with the standard established above.

ANALYSIS OF THE SITUATION: PROGRAM COHERENCE:

Please mark the response that best describes the situation in your organization.

- Response 1: The organization ensures that the programs it implements are in line with the overall goals of the organization.
- Response 2: The organization has a clear Vision and Mission, but its programs are not always in line with this Vision and Mission.
- Response 3: The organization begins new programs based on its access to new funding, not necessarily in order to fulfill its Mission and Vision.

B. FOCUS ON THE TARGET POPULATION

A good organization focuses its activities on its target population. To facilitate this, the organization has defined its target population clearly and has obtained detailed, quantitative information about it. This information allows the organization to determine the most effective ways to have a positive impact on the target population. To measure this impact, a good organization uses both quantitative and qualitative indicators.

Guiding Questions:

- Does the organization have a target population?
- Is it clearly defined and does the organization have quantitative information about it?
- Do the organization's programs focus on the target population?
- How does the target population participate in the design and implementation of these programs?

Now you can compare the situation in your organization with the standard just described.

ANALYSIS OF THE SITUATION: TARGET POPULATION

Please mark the response that best describes the situation in your organization

- Response 1: The organization focuses its actions on a target population. The target population is clearly defined and the organization has detailed, quantitative information about it. This allows it to develop effective mechanisms for serving the target population. The organization measures its impact using both qualitative and quantitative indicators.
- Response 2: The organization has a clear target population but does not keep its programs focused on this population.
- Response 3: The organization does not have a clearly defined target population.

C. PROGRAM COVERAGE

A good organization has established indicators that allow it to determine what portion of the target population its programs serve and the degree to which the organization is solving the problems it has set out to address.

Guiding Questions:

- What percentage of the target population is being served by the organization?
- What percentage of the problem is being solved?
- How have these results changed over time?

Now you can compare the situation in your organization with the standard described above.

ANALYSIS OF THE SITUATION: TARGET POPULATION

Please mark the response that best describes the situation in your organization.

- Response 1: The organization has indicators which determine what proportion of the target population its programs serve and the degree to which of the problem which has been reduced or solved by its programs.
- Response 2: The organization has established indicators to determine the coverage of its programs. It has base line data on the target population, but no current data to determine the coverage of its programs.
- Response 3: The organization does not have indicators to determine its coverage.

D. MONITORING

A good organization establishes both qualitative and quantitative indicators by which to monitor program advances, and it evaluate the extent to which program goals are being achieved at regular intervals. It also prepares periodic reports, which it distributes to interested parties.

Guiding Questions:

- Do the organization and its programs have qualitative and quantitative objectives?
- Are there indicators to measure the achievement of these objectives?
- Are the indicators effective?
- Does the organization prepare reports on the extent to which its programs are achieving their objectives?
- Are these reports objective? Do they include both positive and negative aspects of program implementation and results?
- Are these reports prepared at appropriate intervals?
- Are these reports available to all interested parties?

Now you can compare the situation in your organization with the standard described above.

ANALYSIS OF THE SITUATION: MONITORING

Please mark the response that best describes the situation in your organization.

- Response 1: The organization uses quantitative and qualitative indicators to measure the impact of its programs. It prepares reports at the various stages of the program and makes them available to all interested parties.
- Response 2: The organization has qualitative and quantitative objectives for its programs, but it does not analyze how its programs are progressing stage by stage.
- Response 3: The organization does not have qualitative or quantitative goals for its programs.

9. ROAD MAP

CONGRATULATIONS!

Now that you have completed the analysis suggested in the previous chapters, you undoubtedly have a much clearer picture of your organization's strengths and weaknesses. You have also gained a clearer understanding of the standards which your organization should aim to attain. Now it is time to put that information to good use!

The next step in this self-evaluation process is to design a 'Road Map' that will guide your organization in strengthening the areas in which it needs to improve.

It should be emphasized that this Road Map is not a set of obligations set in stone. Rather, it is a guide to improving your organization. It is up to each organization to determine the pace and timing of the changes it decides to adopt, based on the time and resources it can devote to this task.

In each of the preceding chapters, this manual identified three different situations which might describe a given organization.

Response 1 describes a highly developed organization which does not need to make immediate improvements.

Response 2 characterizes an organization with a number of shortcomings which it should analyze carefully before deciding what it can do to become more like the institution described in Response 1.

Finally, **Response 3** is typical of an organization that needs to make immediate changes if it is to transform itself into an effective organization.

The responses you selected while working through this manual provide an excellent starting point to begin planning a program of self-improvement for your organization.

Filling out the following table will help you get started. For each row in the table you need to fill in the box which corresponds to the response you selected earlier for that category. Write in it the actions you plan to take in order to strengthen your organization, and a completion date for each action. If you can successfully implement your Road Map your organization will be truly transformed. **Good luck!**

Manual 2: Self-Evaluation

| | Actions to Take | | |
|---|--|--|---|
| Indicator | Response 1 | Response 2 | Response 3 |
| | The organization is performing well. No action necessary. | Adjustments should be made. One should analyze the situation and establish a plan to reach the recommendations presented. | The discrepancies present show the need for immediate changes. |
| Commitment to Seeking Self-Sufficiency | | | |
| Mission and Vision of the Organization | | | |
| Board of Directors | | | |
| Transparency of Accounting and Administrative Systems | | | |

SCHOOL IN A BOX

| | | | |
|---|--|--|--|
| Management Transparency | | | |
| Educational Environment & Educational Methodology | | | |
| Organizational Structure | | | |
| Senior Management | | | |
| Mid-level Management | | | |

Manual 2: Self-Evaluation

| | | | |
|--------------------------------------|--|--|--|
| Strategic Planning | | | |
| Annual Operational Planning | | | |
| Financial Planning | | | |
| Utilization of Financial Information | | | |
| Cost analysis | | | |

SCHOOL IN A BOX

| | | | |
|---|--|--|--|
| Efficiency in Accounting and Administration | | | |
| Compliance with Laws and Regulations | | | |
| Human Resource Management | | | |
| Strategic Planning in Human Resource Area. | | | |
| Staff recruitment and hiring process | | | |

Manual 2: Self-Evaluation

| | | | |
|--|--|--|--|
| Induction of New Employees | | | |
| Staff Performance Evaluations | | | |
| Employee Development and Internal Promotion | | | |
| Administration of Human Resources | | | |
| Policies on Conflict of Interest, Safety and Hygiene | | | |

SCHOOL IN A BOX

| | | | |
|------------------------------|--|--|--|
| Volunteer Program | | | |
| Program Coherence | | | |
| Focus on Target Population | | | |
| Effective program monitoring | | | |

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