

PD-ACA-249



INSTITUTE *for* SUSTAINABLE COMMUNITIES



**Partnership
Grants Activity
in Poland &
Hungary**

2001-2004

**Final Report to the U.S. Agency for
International Development**

**Cooperative Agreement No.
EEE-G-00-01-00017-00**



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June 2004

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I. Executive Summary

PGA laid the groundwork for vibrant and active NGOs that are stimulating citizen participation, supporting local environmental and community initiatives, and serving community interests. Building on successful efforts, ISC's partners in turn bolstered the capacity of their own NGOs, government representatives, and local citizen networks.

The Institute for Sustainable Communities (ISC) managed the USAID-funded Partnership Grants Activity (PGA) from September 2001 to March 2004. Building on a decade of experience with nongovernmental organizations (NGOs) in Hungary and Poland, the program brought together the strength and experience of three partners: ISC, the Plock Regional Center for Environmental Education (RCEE) in Poland, and the Körlánc Association in Hungary. Over the course of the program, PGA support further developed Körlánc and significantly expanded the viability of RCEE and its partners in Poland, and increased the impact of their assistance to promote sustainable development at the community level. Total project costs were \$259,873 and total cost share provided was \$134,495 or 51 per cent.

PGA was designed to increase the sustainability and influence of ISC's partners within Hungary and Poland by improving their ability to contribute to "better informed participation in political and economic decision making" (USAID SO 2.1). In addition, PGA stressed the ability to

increase “environmental management capacity to support sustainable economic growth” through NGO provision of necessary community services to communities and constituencies and strengthened civic involvement in environmental policy and action programs (USAID SO 1.6). To reach these goals, ISC focused on developing sustainable NGOs and improving their internal capabilities and external partnerships, services, and programs.

PGA laid the groundwork for vibrant and active NGOs that are stimulating citizen participation, supporting local environmental and community initiatives, and serving community interests. Building on successful efforts, ISC’s partners in turn bolstered the capacity of their own NGOs, government representatives, and local citizen networks.

Their programs and initiatives resulted in:

- Increased citizen and youth participation;
- Coalition building around environmental actions and sustainability policy;
- Participatory community initiatives;
- The formation of a rural tourism association;
- Improved information sharing and networking;
- Joint activities with regional NGOs, governments, and the private sector; and
- An organizational-strengthening approach that other NGOs can replicate.

Organizational development occurred according to the individual needs of the organization, their capacity to utilize information and training, and their organizational creativity and receptivity. The partners exhibited different capacities to absorb the offered assistance. Hungarian partners made modest gains, while Polish partners exceeded expectations by expanding work to include three other Polish environmental organizations.

The four Polish organizations are better positioned to play a role in their communities and region, and attained higher levels of professionalism and long-term sustainability. These organizations have demonstrated increased strength and effective capacity as organizations and improved their abilities to serve communities and constituencies, mobilize resources, and expand their original program activities. In addition, the program also disseminated an organizational development framework throughout Poland via the SPLOT NGO support network that will benefit NGOs nationwide and well beyond the PGA program.

This report and its attachments articulate the importance and relevance of PGA’s impact by describing the process, results, successes, and lessons learned. It further identifies the methodological approach and strategies that were responsible for the project’s outcomes.

II. Program Context

ISC, RCEE, and Körlánc recognized the Partnership Grants Activity as a strategic opportunity to strengthen their organizations, expand their expertise beyond environmental education, and improve the communities in which they live and work.

For more than 10 years, ISC has worked closely with the Plock Regional Center for Environmental Education (RCEE) and Körlánc Association (Körlánc) to implement environmental education programming and community initiatives in Poland and Hungary.

Beginning in 1992, ISC assisted the Hungarian Ministry of Environment and Regional Policy to promote environmental education, community-based curricula, and interactive teaching methods in schools. The project resulted in the formation of Körlánc Association, a network of more than 300 environmental educators, two teachers colleges, and 30 schools.

In Poland, from 1994-1997, ISC conducted a pilot project to demonstrate community-based curriculum development and interactive teaching methods. Four communities worked together to develop, test, and publish an environmental curriculum that was distributed to 500 educators nationwide. The project was adopted as a national curriculum and led to publication of the *Guide to Community-Based Environmental Education*.

In 1997, ISC began a three-year Education for Sustainability (EFS) Initiative with its Polish and Hungarian partners to deepen the impact of their previous work. The project evaluated ISC's environmental education programs in six countries, collected and disseminated lessons learned, and supported regional education for

sustainability pilot projects. In May 2000, it culminated in an EFS conference in Plock, Poland, where participants explored new education models and generated ideas for ongoing regional collaboration.

Körlánc and RCEE are leaders in promoting community-based approaches to civic and environmental education, environmental protection, and sustainable development in their respective countries. Like many organizations, however, they focused primarily on developing programmatic expertise with less attention given to organizational development. Both rapidly developed into national organizations, but lacked the capacity to sustain expanding operations. They possessed a range of institutional needs, including financial and technical diversification, organizational management and planning, staff development, and greater networking and collaboration.

ISC, RCEE, and Körlánc recognized the Partnership Grants Activity (PGA) as a strategic opportunity to strengthen their organizations, expand their expertise beyond environmental education, and improve the communities in which they live and work.

The years 2001 to 2004 were a period of transition in Poland and Hungary. Despite economic progress and market development, significant challenges remain

in how local economies can support civil society. Membership bases remain small and corporate and public philanthropy weak. Moreover, as U.S. funding declined in Central and Eastern Europe, new funding from the European Union had yet to flow in.

Dr. Pawel Jordan, president of the Support Office for the Movement of Social Initiatives (BORIS), a Warsaw-based NGO support center, noted that NGOs in this period focused more on survival than sustainability. For RCEE and Körlánc, less national and international funding for environmental education initiatives led to organizational instability and the need to explore new directions and initiatives. The introduction of organizational self assessment tools during this period helped organizations better assess the impact of their changing funding environment and become more resilient.

III. Program Design & Goals

PGA's design increased the sustainability and influence of ISC's partners within Hungary and Poland by improving their ability to contribute to "better informed participation in political and economic decision making" (USAID SO 2.1). It focused on developing sustainable NGOs and improving their capabilities in internal governance, management, fundraising, and policy advocacy. In addition, PGA stressed the ability to increase "environmental management capacity to support sustainable economic growth."

RCEE and Körlánc provided necessary services to communities and constituencies and strengthened NGO and civic involvement in environmental policy and action programs (USAID SO 1.6).

By the end of the project, PGA partners were expected to accomplish the following (listed under these general categories):

ORGANIZATIONAL STRENGTHENING

- Significantly improve organizational capability with realistic plans for long-term sustainability;
- Identify more diverse and engaged constituencies;
- Acquire greater public policy skills;
- Increase fundraising skills and diversified sources of funds for greater financial security;
- Provide successful examples of corporate philanthropy and business involvement in community activities;

NETWORKING AND COLLABORATION

- Develop stronger regional links between NGOs working on sustainable development, environmental protection, civic participation, and community-based education;
- Collaborate with strategic partners that improve the scope and efficiency of their mission-based work;
- Obtain the expertise and contacts to develop and manage projects in partnership with NGOs in other Central and Eastern countries;

IMPROVED SERVICES AND INITIATIVES

- Achieve technical expertise and organizational effectiveness to be leaders in the field of education for sustainability and citizen participation;
- Elaborate models of organizational development that can be used to support the development of other NGOs; and
- Share a collection of lessons learned with other NGOs.

IV. Program Approach

ISC's strengthening process was divided into three stages:

- *organizational assessment,*
- *targeted institutional strengthening, and*
- *evaluation and dissemination of results.*

STAGE ONE: ORGANIZATIONAL ASSESSMENT

PGA's first phase involved a thorough self assessment of each organization to identify needed improvements. Each partner identified an effective framework relevant to its organization and context. Partners designed a sustainability plan to outline a vision for how they would evolve as organizations and identify institutional improvements utilizing ISC, internal, and external resources. Based on mutually agreed-upon target areas, individualized agreements were prepared and signed, laying out an institutional strengthening strategy.

Common challenges identified in the self-assessments included:

- Inadequate professional skills and competence to manage multiple or complex programs;
- Lack of experience in constituency development,
- Need for broader partnership, and networking;
- A competitive funding environment that hindered cooperation; and
- Reliance on a narrow funding base and underdeveloped philanthropic culture.

STAGE TWO: TARGETED INSTITUTIONAL STRENGTHENING

Based on their assessments and plans, ISC worked with RCEE and Körlánc to tailor group training, technical assistance, and mentoring to the needs of each organization and implement development strategies. One-on-one assistance reinforced group trainings and was tailored to each organization's individual needs. Based on previous experience working with PGA's partners, ISC also emphasized efforts in the following priority areas:

- Diversifying funding, including corporate support;
- Strategic planning;
- Broadening constituencies;
- Developing strategic partnerships;
- Public outreach; and
- Improving regional links.

ISC targeted activities to strengthen local capacity for its partners, local government, consultants, and community beneficiaries. In addition, ISC deepened the program impacts through networking and partnerships with other NGOs and local governments, resource mobilization, and democratic citizen participation in pilot initiatives. As a result, partners became more capable of attracting and using resources to provide services and support for others and effectively addressing issues of local concern.

To the greatest extent possible, assistance was carried out by Polish and Hungarian consultants and NGO support organizations, thereby expanding local capacity to provide support for organizational development, deepening inter-organizational links, and lowering costs.

STAGE THREE: EVALUATION & DISSEMINATION OF RESULTS

Based on expected results, ISC and its Polish partners conducted a participatory evaluation of each project component and made adjustments to improve project results. A no-cost extension in July 2003 enabled Polish partners to conduct a second, shorter round of targeted strengthening. In addition, they produced a guide to organizational assessment and strengthening, provided universal access via two websites, and facilitated a dissemination conference and training of trainers, encouraging and enabling other NGOs and NGO support centers to use the institutional development framework with their own organizations and clients.

V. Project Activities

Due to RCEE and Körlánc's particular needs, ISC developed separate activity plans with each PGA partner. In both cases, ISC emphasized partner capacity through careful assessment, tailored organizational strengthening, and monitoring. Undertaking a participatory organizational self assessment gave each partner control and power over its process and outcomes. Being challenged to address internal issues also meant sometimes taking time away from program implementation with already limited human resources. Readiness to engage and participate in organizational development and monitoring varied, but organizations that fully tapped PGA's resources achieved their goals.

Throughout the process, ISC aided partners by assessing needs, participating in planning, providing training and consultation, reviewing program objectives and monitoring progress, and guiding the organizational development process. The following outlines the activities undertaken by each organization.

In Poland

ISC and RCEE selected an organizational development framework designed by Mark Renzi of Management Systems International to guide its organizational strengthening efforts. The framework had previously been utilized by ISC's USAID-funded Democracy Network Program in Bulgaria. To ensure its relevance, RCEE trained with Democracy Network staff members in Bulgaria and cooperated with BORIS to adapt the organizational development framework for use in Poland. BORIS consultants then worked as assessment and strengthening facilitators throughout the program.

To maximize PGA's impact, RCEE invited three other environmental education organizations from Poland's Mazowia and Kujawy regions to benefit from the strengthening process:

- The Mazowian Regional Center for Environmental Education in Warsaw
- The Wloclawek Center for Environmental Education, and
- The Ecological and Cultural Association "Ziamo" in Grzybow.

Through a facilitated process that engaged each organization's major internal stakeholders, an initial self assessment evaluated organizational capacity and vulnerability and established a baseline for monitoring across five dimensions: oversight and vision; management resources; human resources; financial resources; and external resources.

Each organization's assessment provided a basis for training and technical assistance and resulted in an organizational sustainability plan for each partner. ISC and its Polish partners then identified primary areas of collaboration: greater advocacy for environmental policies, diversification of funding, increased partnership, expanded constituencies, and enhanced technical skills for community-based programming. Based on need, ISC and RCEE provided grants, training, and consultation to implement each partner's development plan.

After one year, each organization evaluated the organizational objectives it had set, completed a new organizational profile, and compared the results to the previous year's profile. PGA partners then gathered to share their assessment and strengthening experience with one another. Partners made necessary adjustments to improve the approach's impact, identified additional needs and interests, and set new priorities. Following a no-cost program extension in July

2003, ISC and Polish partners implemented these priorities, including monitoring and evaluation, rural tourism, community initiatives, small grants management, and preparation and dissemination of a Polish guide to organizational strengthening, during a shorter round of strengthening program from October 2003 through March 2004.

Throughout the program, four Polish organizations strengthened and supported their organizational capacity and sustainability, enhanced networks and collaboration, and improved their services and initiatives in the following ways.

“Conducting a self assessment for the first time gives staff members the possibility to look at their organization from a different perspective. They see where they are at a particular moment, see where they want to be in the future, and work together on developing a strategic plan to accomplish that vision. Better informed people understand how their activities contribute to the whole, communicate well, and work more effectively.” Asia Imiela, Program Coordinator, RCEE, January 2004

PLOCK REGIONAL CENTER FOR ENVIRONMENTAL EDUCATION (RCEE)

RCEE's mission is to help people become aware of environmental issues and problems, and gain the knowledge, skills, motivation, and willingness necessary to take action on sustainable development issues. It emphasizes community-based education and has become well known as a result of its leadership role in the Krag environmental education program. RCEE's activities include environmental and active education, environmental training for local government and the private sector, community initiatives, and ecological events and competitions.

When PGA began, RCEE had four staff members, one countrywide program, one local school project, and an emphasis on environmental education. Most of its funding originated from the national environmental fund. Each staff member worked on a different project and spent little time concerned with organizational structures, systems, or management. Using the organizational assessment tool, RCEE analyzed its activities and structure, and identified strategic planning, internal and external identity, and financial resources as key priorities to further develop.

"A lot has changed since the project started two years ago. Today we have more staff, more money, more partners, improved connections, better sponsors, and three national programs. While everything is not perfect, we have come a long way. But more importantly, we have a deeper awareness beyond these surface effects. Every decision we make is passed through an analysis of RCEE's larger mission and goals. As we plan our activities, we don't only think about our specific projects but also how they create the greater whole of RCEE." Asia Imiela,

Program Coordinator, RCEE, March 2004

ORGANIZATIONAL STRENGTHENING

RCEE initially conducted a thorough analysis of its organization and programs. Based on the results, it defined clear staff member roles and responsibilities and revised its organizational structure and management approach.

Establishing program-related teams ensured that more than one person was familiar with a program and able to provide support when a particular project is especially active.

After creating an office director position, RCEE's program staff could focus on developing and implementing programs and seeking collaborative opportunities.

"I was able to see what I hadn't realized before. [RCEE] is a like an environmental octopus. We've become a strong organization based on experience and good contacts with a range of implementing institutions.

There is promise to continue to grow and develop." Ludwik Ryncarz, President, RCEE,

March 2004

A new graduate internship program provided additional program support. In addition, revised office hours, a calendar of events, and improved communication flow improved internal information sharing and better met constituent needs. RCEE further improved its fundraising, financial management, and monitoring and evaluation skills in consultation with consultants and participated in a workshop series to become experts on European Union integration, standards, and funding opportunities.

RCEE's evaluation in September 2003 showed gains in funding diversity, financial management, media outreach, mentoring, and mobilization of local resources. In the future, it has identified board development, increased philanthropy, internal staff development, and a sustainability strategy as ongoing priorities.

PROGRAM DIVERSIFICATION

RCEE also invested in developing new partners and improving skills and expertise. Expanding from its environmental education base, RCEE has incorporated public awareness, environmental management, policy development, community action, and youth engagement into its programming. In the course of the PGA program, RCEE initiated new national and regional projects and added three new donors with support from the UNDP Small Grants Project, the Academy for the Development of Philanthropy, the Polish

Children and Youth Foundation, national and regional environmental funds, and the Plock city government.

RCEE developed a community partnership initiative around green schools and bicycle paths with the *gmina* (village) of Lack and a community-school environmental partnership program, in which every Plock school is participating.

During a national training workshop, RCEE and its partners expanded the Krag environmental education program to include two new regions and a focus on sustainability issues. Jerzy Nowakowski, head of the Plock City Administration's Department of Environmental Protection, and Janina Kawalczevska, director of the Plock Regional Department of Environmental Protection, attributed increased recycling, protection of native bird species, and improved local sustainability and environmental policies to RCEE's awareness, coalition building, and management efforts.

RCEE further initiated a youth-engagement and small grants program in partnership with Ziarno, a private firm, two community centers, and two NGOs. Finally, RCEE is partnering with the Union of Plock Communities, an association of 14 *gmina* to address education, waste management, and rural tourism issues.

ECOLOGICAL AND CULTURAL ASSOCIATION "ZIARNO"

Ziarno began in 1995 and was developed from an earlier agricultural education circle started in 1987. Located on an organic farm in rural Poland, its mission includes exploring sustainability through youth programs and environmental experiences for young people, promoting environmental and organic agriculture, and developing programming for women. In addition to its director and an education center manager, it relies on three staff members and 15 volunteers. Activities include environmental and farm education workshops, adult rural education, classes for rural women, summer camps and exchanges, a local newsletter, community waste recycling, and cultural celebrations.

While Ziarno was a successful and growing organization, its staff members identified poor communication, unclear management structure, and undeveloped connections among staff members and their programs. It identified the variability of office resources, accounting and financial management, and improved organizational management as priorities.

ORGANIZATIONAL DEVELOPMENT

Through the strengthening process, Ziarno's team has discussed problems together and improved communication and information sharing. Staff members are more able to raise issues through a new structure and organization meetings, while clearly laid-out roles and responsibilities and an improved management structure have led to shared decisionmaking. In addition to resolving structural challenges, Ziarno incorporated leadership, accounting, and financial management training for its staff members to improve transparency and accountability. Financial policies were updated and recorded, cash and accounting reports were instituted, project budgets were developed, and a management board was created to actively oversee the organization's financial status. In the future, Ziarno will emphasize improved human resources, closer cooperation with community needs, and ongoing financial stability.

"With the experience we gained from PGA's financial management and fundraising training, we were able to analyze our problems, get good advice, identify solutions, and better manage our situation. Ewa Smuk-Stratenwerth.

Director, Ziarno, September 2003

PROGRAM DIVERSIFICATION

Through strategic planning Ziarno refocused its mission in three thematic areas: gender, youth, and organic farming, and proceeded to initiate a series of new projects. As a result of structural improvements, its programs are more interconnected. Its staff noted that “the ghosts of constant external threats are gone.” In addition to six businesses supporting the Youth Together coalition, Ziarno received new funding from the European Union, the Plock regional government, and the Mazowia regional government to support adult education in rural environments, youth engagement, and farm-based environmental education. Ziarno now also collaborates with the Center of Local Activities and the BORIS coordinated Celodin program.

“Step by step, like a chain, one program is linked to others as we grow. We now base our projects on past experience and work and think how that will help our community, its needs, and the local environment.” Leslaw

Urbankiewicz, Program Coordinator,
WCEE, September 2003

WLOCLAWEK CENTER FOR ENVIRONMENTAL EDUCATION (WCEE)

Established in 1997, WCEE began as an association of five organizations whose goals were to coordinate regional environmental education activities and popularize environment knowledge and protection among youth and adults in the Kujawy and Dobrzynski regions. WCEE conducts educational awareness and classes, produces ecological publications, and facilitates environmental community initiatives, including bike paths, outdoor education, policy development, and local exhibitions and festivals.

As WCEE developed, staff members reflected that management and activities were primarily based on donors and local government interests. Its wide variety of small projects led to little sense of mission or community involvement and few volunteers. WCEE's five employees were constantly in danger of losing funding if the local government priorities changed. A small membership fee only provided minimal additional financial assistance. WCEE identified financial and strategic planning and identity development as strengthening priorities.

ORGANIZATIONAL ASSESSMENT & STRATEGIC PLANNING

During PGA, WCEE developed a strategic plan to expand its services through 2006 and has received national and regional support for new environmental programming. Through collaboration with regional governments and landscape parks, it has received support from four new sources. Projects include participation in a city development plan with local government and businesses, green school initiatives, waste collection and education,

bike paths emphasizing healthier transport and environmental friendliness, and a "tree for a bottle" program in which a small tree is provided for every waste plastic bottle brought in. Moreover, WCEE is part of a regional planning coalition for local business, the city authorities, and landscape parks, and is seeking international cooperation and eco-tourism opportunities. To support these initiatives and the community, WCEE has added two new staff members, identified local volunteers, and created an internship program for local university students.

MAZOWIAN CENTER FOR ENVIRONMENTAL EDUCATION (MCOEE)

Building on 11 years of experience and achievement as the Eko-Oko Center, MCOEE has been operating educational programming for three years. It creates and supports environmental, cultural, and pro-community activities throughout the Mazowia region and promotes sustainable development and healthy lifestyles. MCOEE works to raise the environmental awareness of children, young people, and adults and develop their skills and actions for the natural and social environment. Its programming emphasizes teacher training, sustainable community development, youth leadership, civic education, Earth Day celebrations, and environmental education initiatives.

For a long time, MCOEE had two major spheres of work housed in different offices. Communication between projects was limited and decisionmaking was concentrated with the president. While it had been successful in getting financing and had good programs due to individual

effort and existing connections, MCOEE lacked structure, procedures, and long-term plans, and little time to improve management or services. It identified financial control and resource mobilization as important priorities.

ORGANIZATIONAL DEVELOPMENT

For MCOEE, strengthening was first and foremost a revolution in financing. It attained improved accounting and transparency through financial and fundraising training, an organizational audit, new computer software, better budgeting, regular reports, and more frequent financial management meetings. An audit in June 2003 verified accounting consistency, provided measures to correct minor errors, revised bookkeeping techniques, and improved documentation and reporting.

Restructuring brought the organization's two spheres together, flattened the hierarchy, widened staff engagement and decisionmaking, and clarified roles and responsibilities. In working together, team spirit and membership increased. In addition, MCOEE began to increase its visibility in the Warsaw community and has held open house days for local residents to come to its center, learn about its activities, become engaged in its mission, and volunteer resources or time.

In the future, as new projects become a reality, MCOEE will further develop its strategy for financial security and identify ways to deal with its aging assets: Its buildings and offices are currently in a poor state, and upkeep and taxes are expensive.

“Before [PGA] began, our director and I made most of the decisions and took responsibility for everything. Now, a range of coordinators and staff members participate in discussion, provide insights, and make decisions. The key is knowing your organization well on different levels. Then it is more able to move forward strategically and really make changes.” Grazyna Hodun, Deputy Director, MCOEE, September 2003

DISSEMINATION OF RESULTS

As a result of adapting the organizational development framework, BORIS, RCEE, and ISC published a guide and CD-ROM, which enable Polish NGOs to simply and effectively assess and develop their organizations. They provided an organization assessment framework, clear instructions, an analysis of independent and facilitated approaches, and tools for tracking and comparing progress from year to year. Guides were disseminated to resource and NGO support centers and NGOs throughout Poland and posted on the Internet (www.boris.org.pl or www.ewaluacja.org.pl). In addition to its work with the Polish partners, BORIS adapted the tool to evaluate NGO networks and assessed the NGO support network “SPLOT,” of which it is part. Finally, in March 2004 PGA partners hosted a dissemination conference and training-of-trainers to share their experience. Representatives of the SPLOT network and national NGOs explored how best to conduct assessment and strengthening activities within their organizations and for their clients.

In Hungary

Körlánc Association is a countrywide network established in 1992 that has seven regional working groups and provides teacher training and development, including daycare centers, schools, teacher-training institutions, parks, and museums. Focused on raising environmental awareness and promoting civic education through community-based curriculum development, Körlánc is linked to communities, schools, and teacher-training institutions throughout Hungary, and receives support primarily from national ministries.

In conjunction with ISC, Körlánc completed a quality management review during stage one that focused on:

- Organizational and personnel management;
- Policy and strategy;
- Resource mobilization;
- Employee and partner satisfaction;
- Organizational systems; and
- Impact and outcomes.

Similar to the framework utilized in Poland, it evaluated formal and informal assessment data, including a broad-based member survey. In addition, Kőrlánc's annual conference in September 2002 provided a unique opportunity to gather insight from its membership and local and regional administrators.

During the assessment, Kőrlánc noted strengths related to technical expertise, values, and innovative methodological and communication techniques. It further highlighted several areas needing improvement, including program development and evaluation, funding, membership, lack of partnership opportunities, and over-commitment of its members. Based on these results, Kőrlánc launched an improvement plan that emphasized stronger internal communication and conceptualized a model of sustainable organizational development using community roundtable discussions to support the association's alliance.

During stage two, Kőrlánc's strengthening activities included leadership workshops for the association's management, workshops for local groups, an organizational newsletters, and initiation of NGO-business roundtables. Through leadership workshops, Kőrlánc's president, two vice presidents, and seven local group leaders planned on sustainability initiatives, improved partnership and inter-group sharing, and defined national communication protocol with local groups and donors. Based on its association of local working groups, Kőrlánc also facilitated local workshops in three of its seven regions to strengthen cohesion and develop community partnerships. Workshops introduced the national assessment, performed analyses of local actions, and planned new local initiatives.

In an effort to share information and influence policymakers, Kőrlánc produced and disseminated its newsletter to university, NGO, ministry, and technical professionals throughout Hungary. Kőrlánc was unsuccessful, however, in convening NGO-business partnership roundtables designed to identify common interests, involve business and government in cooperation addressing community issues, and establish partnerships.

As a result of PGA, Kőrlánc noted improved communication among working groups, local authorities, and the association's national leadership; made progress in monitoring and evaluation; and increased awareness of its mission and interests. Despite these initial improvements, however, Kőrlánc proved unable to surmount the organizational and financial challenges it faced. In June 2003, with USAID concurrence, Kőrlánc and ISC mutually terminated their agreement. Following consultation with USAID, Kőrlánc's remaining funds were redirected to support activities in Poland.

VI. Organizational Outcomes

Better positioned to play a role in their communities and region, the PGA partners attained higher levels of professionalism and long-term sustainability. This section summarizes organizational strengthening, networking and service delivery outcomes.

ORGANIZATIONAL STRENGTHENING

This component increased the ability of partners to manage finances, provide programs, make grants, and effectively help NGOs and communities reflect these changes. Without such development, each partner's networking and service improvements would not have been possible.

ORGANIZATIONAL GOVERNANCE

The organizational assessment tool raised awareness of organizational governance issues and partners initiated changes in financial management, human resources, and participation and decisionmaking.

- RCEE worked with BORIS's Pawel Jordan in December 2003 to conduct an analysis, revise its mission and strategic plan, and evaluate local, regional, and national needs. In February 2003, RCEE evaluated and restructured its work efficiency and organizational management. Similarly, Ziarno worked with BORIS consultant Joanna Krasnodebska to analyze its office

and financial systems in November 2002. Well-trained staff, improved organizational structures, and better management have enabled RCEE and Ziarno to better meet community needs.

- WCEE evaluated its mission, goals, and vision with BORIS consultant Katarzyna Sekutowicz in January 2003, and performed a SWOT analysis in March 2003. It specifically looked at information flow, organizational structure and systems, financial control, and decisionmaking. WCEE's efforts resulted in a redefined mission and related goals, annual work plans, monitoring and evaluation strategies, and improved organizational management.
- For MCOEE, strengthening led to coordinator and staff participation in decisionmaking, deeper understanding of the organization's needs, and the ability to strategically move forward and make significant changes. Conscious action and strategic planning created a confident and more relaxed organization, while better informed team members understood how their individual activities, communication, and planning contribute to the organization's success.

- In addition to partner efforts, BORIS tested the model with its own staff and later used an adapted framework to evaluate the SPLOT NGO support center network.
- Körlánc facilitated workshops for local working groups to evaluate local activities, improve communication with national leaders, and strengthen community partnerships.

FINANCIAL SYSTEMS

Partners collaborated with Polish consultants to review financial procedures, put improved management systems in place, and use software to make systems more efficient and responsive.

- Fundraising and financial management training in May 2003 provided partner participants with skills in effective financial management, fundraising, long-term planning, budget development, and accounting.
- RCEE corrected financial and accounting weaknesses to prepare themselves for EU grant competitions and meet EU standards.
- Ziarno organized additional financial management and accounting training with BORIS consultants in January 2003. Moreover, it reassessed its payment plans for school workshops and recalculated their fees for services to better cover costs.
- MCOEE conducted a full financial audit by independent experts to identify accounting and policy issues, correct errors, and ensure that its financial systems functioned well.

FUNDRAISING AND RESOURCE MOBILIZATION

Developing capacity to mobilize local financial and human resources can develop a broader base of funding and in-kind support through volunteers and services. Since common constraints included lack of skills, underdeveloped philanthropy, and lack of results documentation, PGA strove to improve partners' ability to identify potential donors and supporters, communicate their missions and activities, prepare proposals, and manage community and donor relations.

- PGA's fundraising and financial management training in May 2003 strengthened partner capacity to identify local bases of support through fundraising, volunteers, and information sharing.
- Partners also explored opportunities to engage private sector donors and encouraged grantees to explore local resources by requiring cost sharing in all programs. Through community and youth grant initiatives, RCEE and Ziarno's grantees raised \$15,764 in in-kind community contributions for 16 community grants totaling \$9,263, and youth grants totaling \$2,000.

- In October 2002, RCEE and Ziarno attended a training on developing fundraising plans and creating grant procedures in October 2002. In June 2003, their staff members participated in a Factory of Initiatives program workshop on youth fundraising and developing local philanthropy that summarized public relations and promotion, developing media materials, and donor relations. RCEE explored special fundraising approaches, such as charity balls, auctions, and product sales at an Academy for the Development of Philanthropy workshop.
- Körlánc organized a networking meeting to share effective communication and fundraising strategies among the association's leaders. It also identified 30 sources of small donations for its national conference in September 2002. Finally, Körlánc initiated an effort to explore business-NGO partnerships through roundtables that did not develop further after its exit from the PGA program.
- In November 2003, partners organized a monitoring and evaluation training for 18 participants. Participants realized that they had had misconceptions of what evaluation was and how it was conducted. As a result of training, they learned methods to gather and analyze data and each partner examined how to better track both specific projects and larger organization goals.
- MCOEE focused on setting smaller objectives that led to larger goals and deeply analyzing how it could change, improve, and better track project activities.
- RCEE and Ziarno revised their educational programs to meet their organizational mission and donor requirements and developed monitoring and evaluation plans to integrate into future project proposals.

MONITORING & EVALUATION

Performance monitoring ensure that partners met their objectives. Following the initial round of strengthening and evaluation, all four Polish partners identified monitoring and evaluation as a priority.

“We realized that we depended only on two sources of money. When we started thinking about the risks, we understood that we needed to seek new opportunities and directions. RCEE and its partners broadened our budgeting, financial, and fundraising skills through workshops and specific actions with BORIS, and now we are exploring new local and regional sources and also seeking EU funds in the future.” Asia Imiela,

Program Coordinator, RCEE, March 2004

ENHANCED REGIONAL NETWORKS & COLLABORATION

ISC worked with its PGA partners to transform a climate of mistrust and negative competition among NGOs by identifying issues of common interest, sharing lessons learned, and building personal relationships.

The next section summarizes outcomes related to network and information sharing, and strategic partnerships. Partners learned that strategic partnerships are effective for meeting technical programming needs, enhancing organizational capabilities, engaging citizens, and advocating for improved policy on sustainable development issues.

“Workshops bring partners together to share their experience, establish strong cooperation, and make plans for future actions. A series of trainings brings practice as well as information. When we have work to do between trainings, we learn as we go and are motivated. Then, as we present the results at the next training, it reinforces what we’ve learned and we benefit from the insights of others. Finally, when we return to daily tasks after training, while we initially focus on urgent things, we slowly begin to use the skills we gained.” Asia Imiela, Program Coordinator, RCEE, January 2004

PGA provided opportunities for collaboration as well as the necessary tools and skills to form effective networks and partnerships. Partners regularly convened events and meetings to review the project, provide training, develop trust, share information, and increase collaboration. Combining each partner’s strengths maximized efforts, extended impact, and contributed to areas in which each organization could excel.

NETWORKS AND INFORMATION SHARING

Networking produced a number of positive outcomes, including joint fundraising, training, coordinated grantmaking, outreach, and regional policy development. By PGA’s conclusion, partners had improved their regional networks and expanded information sharing to distributing printed materials, improving capacity to use media, raising awareness, and informing local residents.

- Through meetings and trainings, each partner discovered new possibilities and resources. By jointly examining community needs, they discovered new areas in which to collaborate. Thus, RCEE and Ziarno developed their Youth Together coalition to build solidarity and engage young people in their communities.

- Working in coalition with three organizations and exchanging results during the assessment process, each organization found that more frequent information sharing led to increased cooperation, improved project results, and valuable feedback.
- In December 2003, representatives from Ziarno and RCEE participated in an international Sustainable Community-School Partnerships working session in Kyiv, Ukraine and shared Polish experiences around environmental education, youth programming, and community initiatives.
- ISC, RCEE and BORIS prepared and distributed an organizational assessment and strengthening guide and materials for Polish organizations and hosted a national organizational strengthening workshop for NGOs, NGO support organizations interested in learning more about the institutional development framework, successful results from and lessons learned by PGA partners, and replicating the model within their own organizations and networks.
- RCEE and BORIS shared lessons learned and experiences through newsletters, annual meetings and conferences within their partnership network in Poland the Central and Eastern Europe. RCEE and BORIS also provided access to the organizational strengthening guide via the Internet.

“The government may change in the future, but we have forged good connections with other groups and are regularly at the table with a range of different community groups. We focus on good programs and awareness, so people know and respect what we do in the community.”

Ludwik Ryncarz, President, RCEE, March 2004

STRATEGIC PARTNERSHIPS

As resources for environmental education organizations like RCEE and Körlánc diminish, it is important to consolidate efforts and leverage resources more effectively. RCEE's incorporation of its three partners in the organizational strengthening process, has led to better regional achievements, as partners learn from one another. Taking on greater roles in regional environmental protection and community planning has led to mutually beneficial relationships with local governments and institutions.

- Better relations with government institutions, services that meet the needs of the community, and a cooperative approach have led local authorities and citizens alike to trust RCEE's work and see it as an equal partner for activities. Its improved status led to decreased waste, more recycling, less pollution, and more gardens and public environmental activities in Plock.
- RCEE joined a group of local leaders from various sectors to promote, monitor, and update Plock's development strategy and undertake actions to implement it during spring 2003.

- Realizing that its former programmatic focus was too narrow and that its vision for the future more dynamic, RCEE expanded its scope to include local community development and youth engagement. Additionally, they decided to modify its role as sole implementer to one as an organizer of collaborating organizations with a regional hub.
- Körlánc has focused on maintaining its strong relation with the Hungarian ministries of education and environment. While dependency can be precarious, these partnerships have enabled it to be successful in education and environmental policy reform. Such institutional affiliation further supports Körlánc's regional and international activities. Meanwhile, good relations with local governments and citizens have led to stronger working groups.

BROADENING CONSTITUENCIES

An organization's link with its constituency provides legitimacy and financial support to its efforts. PGA partners expanded beyond established relationships with educators to draw business and NGO leaders and government representatives into their activities and networks.

- RCEE now has the skills and experience to be as successful in environmental management and protection as it has been with environmental education programs. RCEE now guides community initiatives and rural tourism. Its wider regional scope enables it to better address community needs and find co-financing and community support for their projects.

- One example of its success is the Mazowia Fund for Environmental Protection and Natural Resources' recent decision to allocate funds to protect an endangered species of duck threatened by a new bridge. Based on previous experience, the Fund identified RCEE to bring together a coalition of agencies and citizens and coordinate project activity.
- Similarly, Tadeusz Harabasz, the Mazowia region's department of agriculture and environmental protection in Plock saw Ziarno's expanding programming base and increased number of participants as a sign of quality and stronger links between local governments and citizens. Noting growing NGO and community awareness, municipal governments are increasingly considerate of citizen voices.
- PGA further helped partners to develop skills and support for translating their technical knowledge into effective influence over education, community and environmental action and policy. Ultimately, these efforts empower another generation of civic and environmental leaders, strengthen civil society, and improve community and citizen initiatives.
- RCEE representatives participated in a two year national program to prepare Polish experts on European Union integration. Topics included EU standards, structural funding, and presentation skills.
- Ziarno and ISC took part in Academy for the Development of Philanthropy workshops on developing local coalitions and youth mobilizations.

IMPROVED QUALITY, SCOPE AND AVAILABILITY OF SERVICES

ISC's partners are well respected, known in their fields, and interested in contributing further to their communities and the environment. Through PGA, project partners have prioritized opportunities for expanding beyond their existing and established programs with educators and NGOs to draw business leaders, local citizens, and local government representatives into their activities

- ISC, RCEE, and BORIS facilitated or coordinated training of trainers to aid project partners and local community members increase their expertise in new technical areas and improve the quality and scope of activities. Specific trainings included community action, youth engagement, small grants management, rural and eco-tourism, and advocacy.

"At the beginning we had only educational programs and now we have new initiatives. can improve social communities, and make changes. Now we have better skills and knowledge to help other organizations. This is the most significant change—now we are for others." Katarzyna Rogucka-Maciejowska, September 2003

VII. Community Outcomes

In assessing PGA's results, it is important to look not only at each partner's achievements but those of the NGOs and communities they assisted through training, programs, grants, information sharing and networking, and policy development as well. Stronger program partners substantially increased community and youth action at local and regional levels. This section summarizes the main areas of impact in educational programming, community and youth initiatives, policy development and community project support.

"I'd recommend RCEE to anyone. If they disappeared, I'd have to deal with the gap in environmental education and I'd have to figure out how to regulate and recycle and reach out to the community. With RCEE, the community is more aware of the environment. More kids in schools are learning about environmental issues, and this benefits not only youth, but the whole community." Jerzy Nowakowski, Director, City of Plock
Department of Communal Services and Environmental Protection, March 2004

EDUCATIONAL PROGRAMMING

- Building on previous educational project and ISC's Education for Sustainability initiative, RCEE developed a new program, "Schools as the Center of Learning and Action," which is linking schools to communities and engaging youth around environmental issues. As students learn about the environment, they are given specific technical knowledge and trained in project management before developing their own community and environmental initiatives with small grants for local activities.
- WCEE collaborated with the rural villages of Smolnik and Golan Duzy, to increase environmental education and link it more closely with community and cultural issues by forming green schools.
- In addition to its ongoing agricultural education programs, Ziarno has expanded its youth focus to provide educational opportunities for adults through international partnerships, community high schools, and support programs for rural women.
- RCEE's national environmental education program, Krag, expanded to focus on sustainability issues as part of its curriculum. Moreover, it now includes nine partner organizations and added two additional regions, Pomorskie and Warmisko-Mazurskie, in 2004.
- Expanding its school-based environmental education experience into new initiatives, WCEE developed and received support for its national Eco-Animator program that engages landscape parks and schools in outdoor education.

- In September 2003, Ewa Smuk-Stratenwerth of Ziarno facilitated trainings in Balaklava and Kosiv, Ukraine, for local educators on education for sustainability concepts, community-based education, and youth engagement.

COMMUNITY AND YOUTH INITIATIVES

- RCEE has trained a small group of facilitators to reach out to their communities, organize and facilitate local groups, identify and act on the needs of local citizens, and disseminate the results of their work.
- Through its work with the village of Lack, RCEE provided not only small grant funding and training but the consultation and networking necessary to be more effective. In shaping community initiatives, RCE facilitators guided village meetings and helped local residents identify local resources and materials and experts. In the past two years, the village constructed an extensive system of bicycle paths, opened a green school, and explored tourism opportunities.
- RCEE's successful waste recycling program is already demonstrating a shift in public consciousness. Since Polish law required municipalities to develop waste management a plan, RCEE has emerged as an important partner in bringing the city's recycling and waste reduction efforts to fruition. RCEE formulated a school recycling program and distribute containers to 25 schools in the city. After the first year of the program, the city recycled seven times more than previous years and expects further increases in the future.

“RCEE facilitation and guidance, local communities like Lack are more aware of their citizen’s needs and able to address problems. Citizens are able to speak out, develop projects, and be engaged in environmental problem solving. They are the bridge between local governments and citizens.” Tadeusz Harabasz, Director, Department of Environmental Protection, Mazowia Regional Authority in Plock, March 2004

- Over the past year, RCEE and WCEE have been working with the Plock Union of Gminas and the Association of Rural Tourism, a coalition of twelve communities around the Gostynino-Wloclawski Landscape Park, identify regional needs, develop and market tourism products, attract funding, and prepare services to assist coalition members. Following a rural tourism assessment and workshop in January 2004, regional partners have built support among NGOs and local governments, pursued funding from the Marszalkowski Fund for local community initiatives, developed a proposal for the National Agency for Tourism Development, and explored potential EU funding.

POLICY DEVELOPMENT

ISC partners are well respected in their field and interested in contributing to policy in their countries. While local government officials have not typically welcomed NGO involvement in policy processes, citizens are wary of NGOs and question their intentions and ability to collaborate effectively. Through PGA partners gained skills for translating their technical expertise into effective influence over education and environmental policy, and thereby developing committed constituencies within local communities and government and mutual respect with both residents and government authorities.

Bringing Biodiversity Home

A year ago, the Plock zoo opened a new monkey pavilion with marmosets and tamarins. In conjunction with the small grant funding from RCEE, the zoo has developed a forest biodiversity project with local school children that is examining the rainforest in which the monkey’s live and exploring how they are being affected by human development and environmental change. The project then is making a

connection to Poland’s own forests and the changes and problems that they face—often similar to those of rainforests. Dorota Janiszewska, the zoo’s education director, noted that rainforests, like big animals, are exotic for people and a way to get people talking about issues such as logging, pollution, and habitat destruction. Using exotic global places get people to also think about their own place.

In the end, we ask, “what have we done?” Small grant funded school based programs for research and development, a city-wide forest trivia contest, three large displays to educate monkey house visitors, and a children’s poster contest in which 1000 school children participated.

- RCEE collaborated closely with the Plock city government as part of the Forum on Plock, a regional planning process with UNDP support in 2002. Its contributions stressed the need for community-based education, effective waste management, green spaces, and culture.
- WCEE has long worked closely with Wloclawek's city government and explored approaches to improve environmental protection, waste management, and education policies.
- Since 2002, RCEE has worked closely with the Plock regional department of environmental protection on a regional sustainable development planning program. They has identified and set priorities, developed partnerships with local governments, schools, and citizens, worked to educate and change mass media coverage of environmental issues.
- In conjunction with the same department, RCEE is currently founding village environmental education and cultural centers to encourage local participation in resolving environmental issues.
- Kőrlánc participated in the preparation of a new Hungarian strategy for environmental education.

COMMUNITY PROJECT SUPPORT

Since grantmaking frequently provides limited funding for special activities based on the priorities and management of outside organizations. Negative results then occur as similarly focused organizations struggle for a share of the funds. In contrast, RCEE and its partners emphasized coalition building, information sharing and networking by incorporating them as

criteria for small grant funding. Small grants demonstrated how local and regional organizations could cooperate in meeting community needs.

Building on previous efforts with the Youth Together grants program, partners coordinated a complete small grants process from program announcement and criteria selection to technical assistance and project monitoring. By PGA's conclusion, partners had funded 16 community initiatives and five youth projects. To help increase impact, partners designed a program that emphasized volunteers, matching fund requirements, community resource mobilization. RCEE estimates that 5000 local residents took part in small grant projects, while 600 school children participated in youth grant activities.

The small grants program has led to organizational strengthening on two levels. First, for grantees (community and school based partners), grants provided a basis for carrying out small projects and activities that in turn led to improvements benefiting schools, children, teachers, and their families. In the larger picture, participants developed project management experience, community leadership skills, and the ability to make their communities and schools stronger more sustainable places to live. Meanwhile, as RCEE's skill grew, it was able to provide a new service, share insights with partners in regional communities, and act as trainers and consultants for project design.

"Small grants give communities the ability to deal with local issues. With a small amount of money, you start a process of integration and cooperation that ultimately leads to wider community effects." Ludwik

Ryncarz, President, RCEE, March 2004

Youth Coalition

High school students in Zielno, Poland, organized and led opportunities for citizens to clean up their city. They had the chance to learn about environmental issues, and to work together through the experience. The students were inspired by the results, which were published in the city and regional press, leading to the nearby village. They developed a model of community interviews, local government responsiveness, and organized a community bicycle trip and other projects. Community values were reinforced and a number of other projects were initiated. Together, a coalition of local community organizations, including local government, the Regional Environmental Protection Office, and the Regional Association "Zielno" worked in the next months to bring Poland.

Youth Together is working to motivate youth to take a more active role in society. We are working a coalition of local groups that work with youth, providing opportunities for young leaders, integrating young people and community initiatives and promoting environmental development. During its first year Youth Together funded 19 community projects totaling 26,000 zlotys (approximately \$6,000) that were identified, developed, and managed by youth leaders. In its second year RCEE and Zielno used PGA funds to initiate and manage a regional small grants program; the resulting initiative strengthened local NGO-community partnerships, accessed local resources, and developed each partner's grants management capacity. Resulting projects included environmental education, mobility and access for the handicapped, motorcycle maintenance, professional photography, filmmaking, community youth issues, theatre, and music, leadership, recreation, European integration, and tolerance activities.

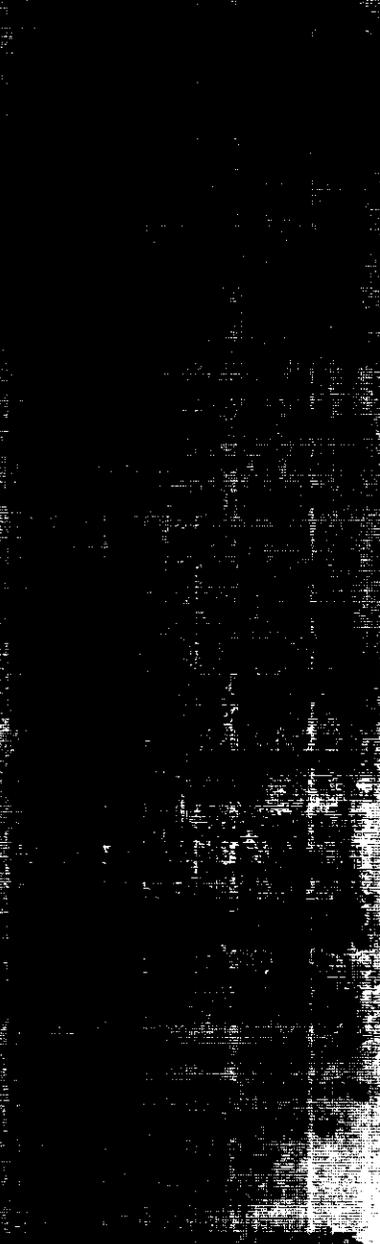
Ludwik Ryncarz, RCEE's president, cited the effects of the PGA project on RCEE's organizational capacity—professionalism, strategic planning, collaboration, and new regional partnerships, and community participation—as keys to the coalition's success. Moreover, Ryncarz noted that while making the coalition successful has entailed a lot of work and strained limited resources, it has also had significant effects, extending RCEE's services and capacity, increased its visibility and respect in the community, and improving relations among coalition members and local authorities.

Results

The results of the beautification project were significant. The amount of necessary work was completed, and the community spirit and pride were greatly enhanced. The project was a success in every way, and the results were far beyond expectations. The community was more united and the area was more beautiful than ever before.

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VIII. Lessons Learned

PGA responded to a dynamic environment and adapted to new opportunities generating the following lessons learned.

ORGANIZATIONAL DEVELOPMENT FRAMEWORKS ARE ADAPTABLE TO LOCAL CONTEXTS

The organizational development framework is highly flexible. Facilitators and trainers in different countries and context can adapt the tool to use it in different ways. Modifying the framework prior to use allow different organizations to fit the tool to their own needs and conditions. For example, the approach can be modified for small organizations to focus on a limited number of issues or the most applicable topics. In addition, it provides a simple format and approach that organizations can implement in a time efficient manner will still obtaining meaningful results.

ORGANIZATIONAL DEVELOPMENT IS MOST EFFECTIVE WHEN PARTICIPATORY AND PRACTICAL

Civil society thrives when people are empowered to make decisions and carry out their own projects. ISC's participatory approach strengthened partners and introduced new ways of resolving community issues and building local and regional partnerships. Self directed interventions allowed organizations greater control over assessments and outcomes and built ownership, understanding, and trust.

Assessment should be done with at least six to seven staff members for different levels and teams. All participants should be treated as equals. Safety and openness are key features —as trust developed, staff members became more receptive to organizational development and willing to accept development interventions.

“Everyone needs someone who can stand outside and help one look critically at oneself. A facilitator helps keep you focused and finds links between your concerns and worries and the effects that strengthening can have.” Grazyna Hodun, Deputy Director, MCOEE, September 2003

“We’ve really come to see changing our organization as a process; it’s not just a one time activity. We’ve gained a tool to use in developing our organization, identifying new partners, and building a better future. PGA has made us realize change, given us confidence in ourselves, and enabled us to recognize community needs and pursue new directions.” Ludwik Ryncarz, President, RCEE, March 2004

FACILITATED ORGANIZATIONAL DEVELOPMENT PROVIDES GUIDANCE, SUPPORT AND INSIGHT

Throughout PGA, partners increasingly recognized the value of the tool and consultants' ability to facilitate their assessments, provide critical insight, guide future strategic planning, and provide organizational training and mentoring. ISC, RCEE and BORIS concurred that an outside support organization or consultant should guide NGOs through the organizational assessment and strengthening process.

Facilitators ensure the process is clear and understood, provide effective models and examples, free participants to think creatively, ask tough questions, and ensure an open atmosphere. One key feature of the consultant relationship, confidentiality between local consultants and partners, builds trust and understanding. Similarly, ISC determined that partners would be more comfortable without ISC looking over their shoulder.

ORGANIZATIONAL DEVELOPMENT BENEFITS FROM FOCUS ON ONE OR TWO SPECIFIC AREAS

ISC and BORIS recommended a year long process in which an organization completes an assessment, strengthening activities, and an evaluation on targeted areas. Rather than focusing on one or two priorities, well intentioned organizations frequently set out to resolve too many challenges at once and ultimately flounder. Based on results with PGA partners, restricting targeted areas for improvement to one or two priority objectives significantly improves the chance of success.

THE CAPACITY TO ABSORB ASSISTANCE VARIES

Once organizations were selected, they exhibited different capacities to absorb the assistance that was offered. ISC staff did a mid-point review of the project and evaluated the levels of performance of the different organizations, and found significant disparities. Learning occurred according to the individual needs of the organization and their capacity to absorb and use information, and their organizational creativity and receptivity.

ASSESSMENT IS AN INTERNAL EVALUATION TOOL

The organizational development framework was originally designed to compare organizations; however partners found it challenging to identify strengths and weaknesses when they perceived that they were being rated. BORIS consultants noted that the framework is not effective when try to cover up weaknesses. Organizations need to be truthful and self-critical to be effective. Therefore, ISC's organizational assessment and strengthening approach is viewed as an internal tool for an organization to look at its own situation and identify realistic opportunities for change. Once completed, PGA partners noted that sharing with other organizations the self-assessment results and strengthening activities led to solidarity, better networking, and cooperation.

PARTNERSHIPS & NETWORKING HELP CREATE LOCAL NGO COMMUNITIES

Partners engaged NGOs and citizens to solve local problems, leverage funds, and learn from one another. These partnerships led to increased collaboration among NGOs, better publicized and more successful programs, and greater community improvements. In addition, it stimulated citizen participation. Many people, including women and youth previously not active in communities, volunteered and began talking and collaborating on community initiatives, youth engagement, rural tourism, and other issues. Similarly, while not as active at the national level, PGA partners expanded their involvement and collaboration with local government leaders and thereby increased NGO voices in local planning, decision making, and problem solving. In so doing, they also found that it is important for each partner in a coalition partner to clearly understand its role, responsibilities, goals, and expected results.

PHILANTHROPIC INVESTMENT IS NOT PREDICTABLE

While the NGO sector has matured in Poland, the political, social and economic environment has not developed sufficiently for NGOs to rely on local resources as a major source of funding. Present structures do not support philanthropic activity at a mass level. Meanwhile, income generating activities are untested. While partners have better skills for outreach, promotion, and resource use, economic conditions are too weak to support them fully. Further, even when local resource mobilization is successful, it is not sufficient to maintain programs; most donors provide small sums of money for pet programs or physical resources such as food and materials. As the US transitioned out of Poland and the

European Union only just began to move in, a gap appeared with fewer donors, lower national support, and intense competition for funds. Lower funding levels led to challenges in balancing organizational development with realistic timeframes and programs. Pushing organizational development ahead at the expense of necessary programming, and participation might ultimately have a negative effect on the value of organizational development in the future.

COMPETITION EXISTS AMONG MANY POTENTIAL STRATEGIC PARTNERS

In Hungary in particular local NGOs proved very competitive. Since funding sources are limited, Kőrlánc found it difficult to encourage other NGOs to collaborate and commit to developing strategic alliances. Instead they chose to emphasize local efforts, in which local government and business representatives could participate and support small scale local initiatives. Once partnership solidified, Kőrlánc envisioned an expansion to regional and national levels. They learned that real partnership starts to work when NGOs are not only asking for money, but offering services, such as training, technical skills, materials, and policy advice.

SMALL GRANTS REQUIRE EXTENSIVE SUPPORT FROM GRANT MANAGERS

In coordinating their grantee's activities RCEE and Ziarno learned that grants management is a time and training intensive effort. Working with potential grantees to provide detailed guidance in proposal and implementation design is the first step. Providing grantees with training in monitoring and evaluation, program management, and mobilization of local resources leads to stronger organizations and greater community impact.

IX. Conclusion

By the conclusion of PGA, ISC increased the capability of partners in Poland to effectively respond to issues of public concern, influence public policy, mobilize resources, form networks, share information, and better monitor their work.

While capacity of NGOs to provide programming over the long term remains a challenge given the economic climate and philanthropic environment, improved financial practices are in place and organizations have better plans that outline their priorities and future directions.

Moreover, partner skills have improved with respect to grantmaking, media relations, training, program management, youth engagement, and community initiatives, and are therefore better equipped to face economic challenges and participate more fully in local, regional, and national decision making.

The approach's value has been underlined by its adoption by the Polish NGO network, SPLOT, ensuring that organizational development systems put in place by PGA are strengthened and expanded. ISC's partners are proof that organizational development and strong networks and partnerships with other NGOs, local and regional governments and local citizens can increase NGO capacity to engage citizens, manage themselves efficiently, and mobilize resources, thereby more effectively carrying out programs to improve their local communities.

X. Attachments

- A. Partner Contact Information
- B. Organizational Strengthening
- C. Activity Timeline: Poland
- D. Activity Timeline: Hungary
- E. Additional Impact Stories
- F. Adapted Organizational Assessment Framework for Poland
- G. Financial and Cost Share Reporting

Attachment A: Partner Contact Information

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[ziarno](http://fre.ngo.pl/ziarno)

Attachment B: Organizational Strengthening

Through a facilitated process that engaged major stakeholders within the organization, an initial self assessment is scored on criteria in four stages: start up, developing, expanding and consolidating, and sustaining. This process assesses organizational capacity and vulnerability, establishes a baseline for monitoring, and provides a basis for training and technical assistance. The end result is an organizational sustainability plan for each partner across five dimensions:

Oversight and vision focuses on the role of the board of directors, the relevance of the mission, and the autonomy of the organization vis-à-vis donors and funding sources.

Management resources include leadership and management style, decision making, strategic planning, and management systems such as personnel, information, service delivery, constituency preparation, and monitoring and evaluation.

Human resources focus on adequacy of staff skills, mentoring, and staff development.

Financial resources include financial management, financial vulnerability, and financial sustainability.

External resources are public relations, constituency orientation, ability to work with local and central government, ability to work with business and other NGOs.

In conjunction with BORIS and RCEE, ISC developed the following one year process.

Assess organizational commitment to the organizational strengthening process through individual meetings with NGO leaders, staff, and board members. Many NGOs lack the desire, honesty, and long term commitment to overcome leadership, finance, communication, and organizational challenges.

Conduct an organizational assessment and strengthening workshop for NGO leaders, board members and at least six or seven staff members to introduce the model, its use, and methods for adapting it to organizational needs.

Complete an organizational assessment and develop a sustainability plan over four to six weeks following the workshop. Ideally, this step would occur with an NGO support consultant experienced in guiding organizational assessment processes.

Implement the action plan, monitor progress toward goals, and work with a consultant to identify resources and coordinate training and workshops throughout the year.

Reconvene at the end of the year to assess the process, success, lessons learned, and next steps, recognizing that organizational strengthening is an ongoing activity.

Attachment C
Activity Timeline: Poland

Activities	Dates
Stage One: Organizational Assessment	
PGA planning and program preparation	October-November 2001
Identification of BORIS as a Polish NGO support consultant	February 2002
Organizational development training with the Democracy Network Program in Bulgaria	April 2002
Adaptation and testing of organizational assessment approach	May 2002
Three day introductory training on using and adapting the organizational development framework	June 2002
Four two-day participatory assessment meetings facilitated in each partner organization with BORIS support leading to development of organizational profiles	July-August 2002
Presentation of profiles, identification of common needs and interests, and preparation of sustainability plans and strengthening activities.	September 2002
Stage Two: Targeted Institutional Strengthening	
Individual and joint strengthening activities and consultations	Oct. 2002 – July 2003
Joint education for sustainability trainings, project development technical assistance, and environmental networking meetings	November 2002 - August 2003
Training on forming local coalitions for sustainable development with environmental leaders and educators	April 2003
Joint fundraising and financial management training	May 2003
Stage Three: Evaluation and Dissemination of Results	
Second assessment of each partner to evaluate progress	July - August 2003
Joint meeting of partners to present and evaluate strengthening activities and results, celebrate success, and identify and prioritize new goals and initiatives	September 2003
Group small grants management and community initiatives workshop	September 2003
Small community and youth engagement grants program supports sixteen collaborative community initiatives and five youth projects.	October 2003 - March 2004
Joint monitoring and evaluation workshop	November 2003
Joint rural integrated tourism assessment and training	January 2004
Monitoring through performance story interviews	January - March 2004
Completion and dissemination of organizational strengthening guidebook and CD throughout Poland and via website	February - March 2004
National dissemination conference and training of trainers	March 2004

Attachment D
Activity Timeline: Hungary

Activities	Dates
ISC and Körlánc PGA preparation of program content and financing	October-November 2001
Selection of assessment tool	February 2002
Initial planning and assessment interview conducted by quality management consultant with president and staff	April-May 2002
Organization assessed using SWOT analysis, surveys, and external interviews	June-August 2002
Development of an improvement plan	August-September 2002
Assessment results reviewed at Körlánc national conference	September 2002
Review of working group expectations and improvement priority setting	September-October 2002
Identification and consultations with NGO support experts	October - December 2002
Leadership and working group workshops	October - November 2002
Withdrawal of Körlánc from PGA project	April 2003

Attachment E: Additional Impact Stories

INTEGRATED RURAL TOURISM

Following a rural tourism assessment in January 2004 to evaluate existing tourism products and services, RCEE and its partners facilitated a regional workshop that introduced integrated rural tourism and thematic product development. Steps in the workshop included assessing readiness, mapping the tourism experience, developing a story, pricing, identifying customers and their needs, creating associations and partnerships, and conducting market research and developing a marketing plan.

Two or three participants from at least ten different communities in the Plock region attended the workshop, shared their individual opportunities, mapped core attributes of their micro-regions and villages, created in-depth stories of the places on their maps, identified needs and requirements, and developed a rough plan for piloting a thematic integrated rural tourism experience in their communities.

After forming a coalition to promote tourism initiatives at the close of the workshop, RCEE is working closely with the Plock Union of Gminas and the Association of Tourism Communes to build support among NGOs and regional and local governments for tourism development. In addition, they are pursuing funding from the Marzalkowskie Fund for a series of public meetings to introduce rural tourism and defining work for the National Agency of Tourism Development (PART) to conduct work in the region's villages. Magdalena Kozłowska, office director of the Association of Rural Tourism, said "our association is working closely with RCEE, WCEE, and the Union of Gminas in Plock to attract support from business, local government, and NGOs around the landscape park. Through our efforts, we can balance competition and cooperation, advance our efforts, and provide guidance in developing our region. We need partnership and more members so that through collaboration we can seek financing and support as a group and improve our region."

LACK BICYCLE PATHS

RCEE initiated its community development efforts in close collaboration with the gmina of Lack on the development of regional bicycle paths. Lack is located next to the boundaries of the Gostyniński-Włocławski Landscape Park, an area rich with lakes and forest on the south bank of the Vistula River. Due to isolation and unemployment, the communities within the park are losing their youth and students. In an attempt to restore economic vitality, two local governments, Plock and Lack, have collaborated to build a bike path that will link small regional villages together and encourage eco-tourism. At the same time they are offering desperately need short term jobs to unemployed people who are no longer eligible for unemployment benefits, which are capped at six months. Over 20 kilometers of path have been completed and 14 more are being planned.

SENDEN GREEN SCHOOL

Building on its previous cooperation developing bicycle paths, RCEE worked with the village of Lack to develop a pilot eco-school in the village of Senden. The school is located within the boundaries of the Gostyniński-Włocławski Landscape Park. The school, which once housed 80 first through third grade students, closed its doors in 2003 and was in a considerable state of disrepair. RCEE and Lack have turned the school into a "green school", refurbished it as a visitor center/lodge for eco-tourists, and encouraged local residents to use it as a community center. Revenue generated will either be invested into the school or set aside as a local fund to refurbish other schools in the area. Key interventions include an energy efficient wood furnace using renewable resources and a natural sewage treatment facility employing hydroponics first observed at Shelburne Farms during a study exchange to Burlington, Vermont. When the green school opened its doors in February 2004 it was fully booked for the next six months.

Attachment F: Adapted Organizational Assessment Framework for Poland

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
OVERSIGHT/VISION																	
Board	Role of Board	Roles of Board Members and relationship of Board members with Executive Director are unclear.				Board Members understand their role and know how to relate to Executive Director.				Board Members support organization through contact with key people and important organizations.				Board Members provide guidance and show main program directions.			
	Functioning of Board	Board is formally constituted but is not yet an active partner.				Board is becoming an active partner. It contributes and seeks resources.				Particular Board Members are responsible for specific fields of organization's activities. Some Board Members participate in issue committees that exist in organization.				Board raises considerable resources and funding for organization. All Board Members actively support organization.			
	Mission	There is no Mission Statement. Group gathers around general objectives, such as environment, health etc.				Mission Statement exists but it is unclear. Board and team are not capable of articulating Mission Statement and people outside organization do not identify it with organization.				Mission Statement is clear and coherent with main activities however team is not able to fully articulate Mission.				Mission Statement is clear both for team and Board. Undertaken activities are coherent with Mission. People external to organization identify Mission with organization.			
Organizational independence /autonomy/		Organization relies on one interest group or one donor and is dependent on it.				Organization is able to cooperate with more than one donor or one interest group.				Organization is open for cooperation with different interest groups and receives funding to support its programs from various donors.				Organization is autonomous in financial and programmatic field. It is able to successfully advocate on behalf of different groups vis-a-vis public authorities, donors as well as private sector.			

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
OVERSIGHT/VISION , continued																	
General Assembly (GA)/ Council of Foundation (CF)		GA / CF holds meetings as stated in Statute e.g. once a year and makes general decisions based on Statute.				GA / CF holds meeting as stated in Statute analyses organization's plans and performance.				GA / CF sets directions of organizations activities in close cooperation with Board.				Members of GA / CF become involved in work of organization in between meetings.			
	additional 1																
	additional 2																
MANAGEMENT RESOURCES																	
Leadership Style	Board	Organization is lead by a core founder(s)/ president of organization.				Organization is lead by a core founder(s)/ president of organization and one or two Board Members.				Vision comes from majority of Board that is becoming increasingly involved in development of organization.				All Board Members contribute to leadership and development of organization.			
	Staff	Staff executes decisions. Decisions are taken by a core founder(s)/president.				One or two staff members, in addition to Executive Director, serve as 'engines' of organization.				Staff provides an increased 'vital drive' to organization (participates in organizational development process).				Organization would survive without current Executive Director or Chairperson of Board.			
	Mission/ Overview	Planning process is undertaken on ad hoc basis and is incidental.				Annual plans are developed but they are not integrated into longer-term strategic planning of organization.				Planning process is being expanded and oriented into future. Long- term/ strategic plans are developed according to mission.				Strategic development plan and annual plans are coherent with mission and are considered as operational instruments. Long-term plans are being reviewed on regular basis.			

RESOURCES

CRITERIA FOR EACH PROGRESSIVE STAGE

Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
MANAGEMENT RESOURCES, continued																	
Planning	Participation	Planning process is top-down. Decisions are taken by Executive Director and Board.				Some staff members participate in planning and decision-making process.				Staff members participate in planning process. Constituencies provide information for planning but beneficiaries are excluded from decision-making process.				Constituency and staff contribute to planning process and participate in decision-making process along with Executive Director and Board.			
	Work Plan as a Tool	Organization does not develop work plans.				Work plans are drafted but rarely used by management and staff members				Work plans are adopted by management and staff members but not considered to be dynamic instruments that are subject to modification				Work plans are considered by management and staff as useful tools and are modified as required.			
	Decision-making Process	Executive Director or President informs organization about decisions with no possibility for feedback from staff.				Executive Director and/ or Board take most of management decisions. Some decisions come from one or two staff members.				Decision-making process is increasingly delegated to program coordinators.				Decision-making process is transparent. Decisions are delegated to appropriate units in organization.			
	Understanding of decision-making process by staff	Executive Director or President informs organization about decisions (with no clear criteria concerning how they were taken) and with little or no possibility for feedback from staff				Only President and /or Board know criteria for decision-making, staff does not have this information.				Decisions begin to be taken on basis of clear criteria developed and understood by staff. Some staff members participate in decision-making process.				Decision-making process is clear and understandable. All staff members participate in this process.			
Participatory Management	Communication Flow	Communication among staff members is channeled through informal means.				There are formal channels of communication and decision-making process emerging e.g. staff meetings.				Communication among staff members is open. Formal and informal channels are established and utilized.				Organization periodically reviews communication flow to ensure free flow of information through both formal and informal channels.			

RESOURCES

CRITERIA FOR EACH PROGRESSIVE STAGE

Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
MANAGEMENT RESOURCES, continued																	
Management Systems	Human Resources	There is no formal management system of human resources (job descriptions, recruitment and contracting procedures, etc.).				Some human resources management systems established. Informal employment practices to exist.				All human resources management procedures are established. Occasionally informal mechanisms are used.				Formal human resources management procedures are utilized and understood by staff.			
	Archive Systems	There is no archive system.				Files are archived but are not comprehensive or systematic.				Files are systematic and accessible but contain significant gaps.				Files are comprehensive, systematic and accessible.			
	Administrative Procedures	There are few formalized administrative procedures. If they exist they are not understood.				Administrative procedures begin to be formalized and understood but they are not written down.				There is a description of administrative procedures but they are not updated. These are basis for resolving conflict situations.				Administrative procedures are updated, as needed. These are basis for resolving conflict situations.			
Monitoring and Evaluation (M&E)	Integration with Decision Making Process	There are no formal M&E mechanisms. Only verbal feedback is used.				M&E is undertaken occasionally, usually at request of donors. It is usually undertaken by external consultants.				M&E is initiated by staff that is increasingly involved in its implementation. Some management decisions are taken on basis of ME however it continued to be isolated from management.				M&E system is functioning and data analysis is integrated into decision-making process.			

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
MANAGEMENT RESOURCES, continued																	
Monitoring and Evaluation (M&E)	Constituency Feedback	There is no feedback from constituency(s).				Feedback from constituency(s) is received through informal channels.				There are formal mechanisms for receiving feedback from constituency(s) by means of qualitative indicators e.g. surveys. Not all groups connected with organization are involved in this process.				There are mechanisms established that enable receiving feedback and input from constituency(s) - all groups connected with this organization are involved in this process.			
Marketing of services		The type, quality and quantity of services for customers are completely determined by the organization providing the services. Services are not based on an analysis of customers' needs.				The type, quality and quantity of services for customers are developed at the organization's initiative but there is some effort to base them on an analysis of customers' needs and to monitor of their quality.				The organization makes a consistent effort to include the customers in determining the type, quality and quantity of services. They know the customers' opinions and feedback from customers is used to improve services.				The organization has developed a permanent method of improving the quality of its services. Services are adapted to customers' needs and service quality is systematically monitored through customer feedback. These data are used to improve services.			
Volunteers Participation		Organization does not cooperate with volunteers.				Organization cooperates with volunteers from time to time.				Organization is systematically cooperating with volunteers and there is a volunteer coordinator.				Volunteer program is an integral part of organization; there is a holistic system of volunteers' management.			
additional 1																	
additional 2																	

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
HUMAN RESOURCES																	
Skills	Team development is accidental and based on emerging opportunities.	Few staff members have adequate competencies and skills necessary to perform requested tasks.				There are specialists employed/ contracted specialists in key areas e.g. accountancy, fundraising. Yet, there is a lack of people with adequate qualifications.				Staff and external experts who can demonstrate adequate expertise undertake activities in all key areas.				Organization has own experts in all areas. Experts (staff/external consultants) are recognized for their excellence and render services to other organization that provide consultancy services.			
		Team development is accidental and based on emerging opportunities.				General directions implemented as far as team development is concerned but it is short-term and project based.				Team development is implemented on basis of need assessment and an existing action plan. Plan is coherent with mission.				Professional development is considered to be part of overall development of an organization. It is supported by individual career development plans.			
Strategy	Team does not participate in training courses or take advantage of available opportunities to limited extent.	Team does not participate in training courses or take advantage of available opportunities to limited extent.				Training component is significant but is undertaken accidentally.				Training is generally consistent with development plan of organization but neither systematic nor sufficient.				Provide training meets or exceeds needs of an individual career development plan.			
Training	There is little or no coaching provided.	There is little or no coaching provided.				There is some coaching and counseling provided.				Staff receives adequate knowledge, coaching, and mentoring but mutual learning system of team is not integrated into organization.				Important element of each staff member responsibility is perfection of one's professional skills.			
Mentoring																	

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
HUMAN RESOURCES, continued																	
Motivation	Rewarding	There is little or no recognition of staff performance.				Achievements are noticed and recognized informally. There is no formal appraisal system.				Achievements are evaluated on basis of clear appraisal system.				Staff feels fully appreciated. Their performance and achievements are evaluated on basis of clear and approved appraisal system sensitive to individual needs of staff members.			
	Engagement	Staff is not motivated. There is a common feeling of not being useful for organization and being "burnt-out".				Staff members undertake tasks resulting from their job description.				Staff members undertake tasks that go beyond their job description.				Staff members are fully engaged in work of organization combining their individual goals with those of organization.			
Difficult Situations/Conflicts		Difficult situations and conflicts are not revealed.				Difficult situations and conflicts are revealed incidentally and discussed in corridors.				There are mechanisms of "opening" and addressing difficult situations and conflicts.				Conflicts are being addressed on on-going basis primarily between interested parties. Staff is not engaged in this process.			
additional 1																	
additional 2																	

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
FINANCIAL RESOURCES																	
Financial Management	Planning	Budgets are not realistic. Budgets are developed as needed and are project or donor driven.				There is an overall budget but is developed as a sum of particular project budgets. Budget is not used as an important tool for decision making.				Organization develops a multi-year budget but it is not used while making decision on current and long-term functioning of origination.				Financial planning is based on overall organizational budget that indicates financial trends in operational and long-term planning and management.			
	Control	Financial management is monitored mainly by donors. Internal control mechanisms are weak.				There are internal procedures for financial monitoring but it is not systematic.				Financial monitoring is systematic and supports management of organization. Monitoring is documented.				Internal monitoring is considered to be a permanent management function. All financial procedures are established in order to support operational management and long-term support. Organization does not perceive monitoring as something out of ordinary.			
	Reporting	Organization has limited experience in financial reporting to donors.				Organization presents timely financial reports on projects that meet requirements of donors.				Financial reports are clear and comprehensive also when portfolio of organization becomes more complex. They are regularly used in operational management.				Reports and database can quickly provide information on overall financial condition of organization. Reports are timely and transparent.			

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
FINANCIAL RESOURCES, continued																	
Financial Management	Audits	External audits are not performed.				External audits are rarely performed.				External audits are performed but are not systematic.				External audits are performed with adequate frequency.			
	Funding Diversity	There is only one source of funding.				70% of funding comes from one donor.				50% of funding comes from one donor.				No more that 30% of funding comes from one donor.			
Financial Vulnerability	Local Resource Mobilization	Organization does not take advantage of local resources for its operations e.g. funding, services, in-kind support.				Local resource mobilization is accidental.				There is a short-term local resource mobilization strategy.				There is a long-term local resource mobilization strategy. 20- 40% of annual expenditure is generated from local sources.			
Financial Viability		Organization does not have sufficient funding for supporting its projects.				Organization has sufficient funding to cover particular projects' expenditure.				Organization has sufficient funding to cover particular projects' expenditures. Medium-term funding strategies are developed.				Organization has sufficient funding to cover all projects' expenditure as well as administrative expenses. It has funding secured for future (one-two years).			
	additional 1																
	additional 2																

RESOURCES

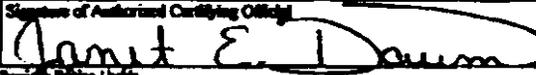
CRITERIA FOR EACH PROGRESSIVE STAGE

Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
EXTERNAL RESOURCES																	
Public relation	Public Recognition	Organization little known in its environment among donors and direct beneficiaries among others.				Organization is known in its own community, but does little to promote its activities on a broader scale.				Organization has contact with key decision-makers and has established communication channels with public.				Organization and its work are well known to public and decision-makers. It is in a position to involve decision-makers in a policy dialogue and make them supporting its activities.			
	Cooperation with Media	Organization cooperates with media to a small extent. There are no communication mechanisms, meetings with press are accidental.				Organization begins to seek for exposure in media. Contacts are usually based on specific events.				Organization is in a position to access media through formal and informal channels. Exposure in media is frequent, but not strategic.				Organization takes advantage of its contacts with media for benefit of effective communication with public. There is a developed media strategy. Organization attempts to make organization known and foster a broader public awareness about organization and its Mission.			
Constituency		Organization has little connection to its constituency. It operates in a centralized manner.				Organization serves constituency based on its perception/ assessment. There is no active involvement of constituency.				Organization seeks for input for key decisions. Constituency views its efforts as a service provided to it.				Constituency is fully involved in planning, decision-making process and implementing and evaluating its performance.			
	Ability to work with central government	Relation between government and organization are often tensed. There is a clear division between "we" and "they".				Relations are friendly. Collaboration occasionally occurs on specific tasks and projects.				Collaboration is frequent and usually based on informal contacts. Relations are friendly but two sides do not consider themselves as equal partners.				There are formal and informal collaboration mechanisms that are often used. Two sides consider themselves equal partners.			

RESOURCES		CRITERIA FOR EACH PROGRESSIVE STAGE															
Aspect	Component	Founding				Developing				Expanding/ Consolidating				Sustaining			
		0.25	0.5	0.75	1	1.25	1.5	1.75	2	2.25	2.5	2.75	3	3.25	3.5	3.75	4
EXTERNAL RESOURCES, continued																	
Ability to work with local government		Relation between local government and organization are often tensed. There is a clear division between "we" and "they".				Relations among two parties are friendly. Collaboration is occasional and relates to specific tasks and projects.				Collaboration is frequent and usually based on informal contacts. Relations are friendly but two sides do not consider themselves as equal partners.				There are formal and informal collaboration mechanisms that are often used. Two sides consider themselves equal partners.			
Ability to work with other NGOs		Organization does not have experience in working with other NGOs. It is not known or trusted by NGO community.				Organization is increasingly known and trusted by NGO community. Experience with collaboration is based exclusively on project implementation.				Organization collaborates with local and international NGOs. It participates in NGO networks and coalitions that are driven by needs of constituency.				Organization plays a leadership role in promoting NGO coalitions driven by constituencies' needs. It is in a position to assist at resolving conflicts between NGOs or NGOs and government.			
	additional 1																
	additional 2																

Financial and Cost Share Reporting

FINANCIAL STATUS REPORT
 (Long Form) INTERIM FINAL
 (Follow instructions on the back)

1. Federal Agency and Organizational Element to Which Report is Submitted US AID- Office of Financial Management		2. Federal Grant or Other Identifying Number Assigned by Federal Agency EEE-G-00-01-00017-00		OMB Approved No. 03-02-0039	Page 1 of 1 pages
3. Recipient Organization (Name and complete address, including ZIP code) Institute for Sustainable Communities 535 Stone Cutters Way Montpelier, VT 05602					
4. Employer Identification Number 22-3098727		5. Recipient Account Number or Identifying Number PGA		6. Interim Final Report <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
7. Basis <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Account					
8. Funding/Grant Period (See instructions) From: (Month, Day, Year) 6/01/01		To: (Month, Day, Year) 3/31/04		9. Period Covered by this Report From: (Month, Day, Year) 04/01/04	
				To: (Month, Day, Year) 06/30/04	
10. Transactions:					
		I Previously Reported		II This Period	
		III Cumulative			
a. Total outlays		393,817		551	
b. Refunds, rebates, etc.					
c. Program income used in accordance with the deduction alternative					
d. Net outlays (Line a, less the sum of lines b and c)					
Recipient's share of net outlays, consisting of:		134,495		134,495	
e. Third party (in-kind) contributions					
f. Other Federal awards authorized to be used to match this award					
g. Program income used in accordance with the matching or cost sharing alternative					
h. All other recipient outlays not shown on lines e, f or g					
i. Total recipient share of net outlays (Sum of lines e, f, g and h)		134,495		134,495	
j. Federal share of net outlays (line d less line i)		259,322		551	
k. Total unliquidated obligations					
l. Recipient's share of unliquidated obligations					
m. Federal share of unliquidated obligations					
n. Total Federal share (sum of lines j and m)				259,873	
o. Total Federal funds authorized for this funding period				270,972	
p. Unobligated balance of Federal funds (Line o minus line n)				11,099	
Program income, consisting of:					
q. Disbursed program income shown on lines c and/or g above					
r. Disbursed program income using the addition alternative					
s. Undisbursed program income					
t. Total program income realized (Sum of lines q, r and s)					
11. Indirect Expense		a. Type of Rate (Place "X" in appropriate box) <input checked="" type="checkbox"/> Provisional <input type="checkbox"/> Predetermined <input type="checkbox"/> Fixed <input type="checkbox"/> Fixed			
b. Rate 22.8%		c. Base		d. Total Amount 99	
				e. Federal Share 99	
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation: Interim Final Report					
13. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purpose set forth in the grant documents.					
Typed or Printed Name and Title Janet E. Dawn, Project Accountant				Telephone (Area code, number and extension) (802) 229-2900	
Signature of Authorized Certifying Official 				Date Report Submitted 06/30/04	