



## **Effectiveness Tool**

**A guide for self-assessment on good practice in international development**

# **Self Assessment Worksheets**

**Organisation name:**

# principle 1

## we are accountable to the people we seek to support

initial self-assessment date:

After you have answered the self-assessment questions, you can mark yourself on each benchmark using the marking system and template provided below.

This self-assessment marking system is a rough estimate of your organisation's progress against each benchmark. Depending on how you answer the self-assessment questions, you can tick whether your organisation has fully met the specific benchmark (4 - green), is progressing well to meeting the benchmark (3 - amber), achieving some elements of the benchmark (2 red-amber), or not meeting significant elements of this benchmark (1 - red)

Where self-assessment shows that your organisation needs to make some organisational improvements, you will need to develop an action plan. We have included a column below to help organisations to devise an action plan.

For further resources to help you formulate and carry out your action plan for this principle see: <http://tinyurl.com/3716aqt>

Principle 1: Benchmark One - We involve the people we seek to support, or their representatives, and establish with them what long-term impact we are trying to achieve.					
Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
Self-Assessment Questions	1 2 3 4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
1.1.1 How do we ensure that the group of people we seek to support is clearly defined and that we ensure inclusion and prevent unfair discrimination when selecting them? Your sources of evidence:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
1.1.2 How do we work with the people we seek to support to identify their needs and priorities? Your sources of evidence:					
1.1.3 How do we use information collected from records, files and feedback, from the people we seek to support, in establishing what long-term impact we want to achieve? Your sources of evidence:					
1.1.4 How are these ideas and opinions of the people we seek to support included in our planning? Your sources of evidence:					

**Principle 1: Benchmark Two** - We ensure that the informed opinions of marginalised people are taken into account and that our activities and services are accessible to them.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>1.2.1 How do we seek out, collect and document the needs and priorities of marginalised people? Your sources of evidence:</p> <p>1.2.2 How do we ensure that these needs and priorities of marginalised people are taken into account in the planning of our programmes? Your sources of evidence:</p> <p>1.2.3 How do we ensure our services and activities are accessible to marginalised people, including making our opening hours, facilities and information accessible to all the people we seek to support? Your sources of evidence:</p> <p>1.2.4 How do we monitor our programmes to ensure that they are accessible to marginalised people, how often do we do this and how do we act on the feedback? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 1: Benchmark Three** - During delivery of our work we ensure that what we do makes a positive difference to the lives of the people we support, in line with their priorities and within our organisation's competences..

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>1.3.1 How do we measure the difference our work has made in the lives of the people we support and how often do we do this? Your sources of evidence:</p> <p>1.3.2 How do we monitor improvements in relation to the quality and accessibility of our programmes? Your sources of evidence:</p> <p>1.3.3 How do we monitor the changing needs of the people we support to ensure our work stays relevant to their needs? Your sources of evidence:</p> <p>1.3.4 How is our programme fulfilling the identified needs and priorities of the people we support, given our available resources? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

<b>Principle 1: Benchmark Four</b> - We capture and evaluate feedback and take appropriate action where areas of weakness are identified by the people we support.					
Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action	By when?	By whom?	Action done date
<p>Self-Assessment Questions</p> <p>1.4.1 What methods do we use to gather regular feedback from the people we support and what records do we keep of feedback and complaints? Your sources of evidence:</p> <p>1.4.2 How do we ensure that complaints and feedback procedures are publicised and easy to use by all the people we support, including marginalised people? Your sources of evidence:</p> <p>1.4.3 How do we respond to feedback and complaints and improve on areas of weakness identified by the people we support? Your sources of evidence:</p> <p>1.4.4 How do we ensure that action is taken to prevent repeat complaints? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the specific change, improvement or new development that you are going to make in your organisation?</p>	<p>When will each of the stages of the action happen?</p>	<p>Who will take the action and what will they do?</p>	

**Principle 1: Benchmark Five** - We take note of the strategic objectives of the host government's national and/or local plans and of the activities of other local civil society actors and we collaborate where appropriate to delivering on the identified priorities of the people we support.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>1.5.1 How does our work contribute to the achievement of the Millennium Development Goals? Your sources of evidence:</p> <p>1.5.2 How do we keep up-to-date about the national and local objectives of the host government? Your sources of evidence:</p> <p>1.5.3 How do we ensure that our work fits in with the plans and priorities of other national and local organisations and how regularly do we meet with them? Your sources of evidence:</p> <p>1.5.4 How do we keep the government and local civil society up to date with new findings in our programmes that may influence their policies? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 1: Benchmark Six** - We make sure that the scope of evaluations includes the area of accountability to the people we support.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>1.6.1 How do we involve the people we support in reviewing and evaluating the progress and impact of our work in relation to their needs and priorities, including in any external evaluations? Your sources of evidence:</p> <p>1.6.2 How is accountability measured and reviewed in evaluations? Your sources of evidence:</p> <p>1.6.3 How are evaluation findings made available in an accessible language and format to the people we support? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

# principle 2

## we are committed to working for sustainable development

initial self-assessment date:


After you have answered the self-assessment questions, you can mark yourself on each benchmark using the marking system and template provided below.

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Where self-assessment shows that your organisation needs to make some organisational improvements, you will need to develop an action plan. We have included a column below to help organisations to devise an action plan.

For further resources to help you formulate and carry out your action plan for this principle see: <http://tinyurl.com/2ffltso>

**Principle 2: Benchmark One** - We recognise the social, environmental, economic and political skills, assets and knowledge within communities; we learn from them and our support strengthens resilience while challenging discrimination.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
Self-Assessment Questions	1 2 3 4 				
2.1.1 How do we identify and record social, environmental, economic and political skills, assets and knowledge within the communities we support? Your sources of evidence:					
2.1.2 How do we ensure our work builds on and supports this existing knowledge and skills within the community in line with the priorities and needs of people we support? Your sources of evidence:					
2.1.3 How does our work challenge discrimination or infringement of rights in the traditions and structures in the communities where we work? Your sources of evidence:					
2.1.4 How do we build the capacity of the people we support and their community to hold their local and/or national government to account? Your sources of evidence:					



**Principle 2: Benchmark Two** - Our programmes are designed to reduce the dependence of the people we support on external funding. Where funding is used, we advocate for meaningful community involvement in the allocation and management of these funds.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>2.2.1 How do we keep track of the sources of external funding that the people we support rely on? Your sources of evidence:</p> <p>2.2.2 In what ways does our work support the community to improve their own lives and generate or access local resources? Your sources of evidence:</p> <p>2.2.3 How do we advocate for the involvement of the community in allocating funds towards projects? Your sources of evidence:</p> <p>2.2.4 What strategy do we have for reducing the dependence of the people we support on external funding and how do we build this into the design of our programmes and set realistic timelines for this? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 2: Benchmark Three** - We commit ourselves to realistic timetables for achieving sustained impact.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>2.3.1 How do we plan for a defined exit point with a strategy and timetable to handover the management of our work to local communities and organisations? Your sources of evidence:</p> <p>2.3.2 How do we crosscheck timetables with staff, partners and the people we support? Your sources of evidence:</p> <p>2.3.3 How do we monitor our progress against the agreed timetable and how is this adjusted to account for unexpected changes in the schedule? Your sources of evidence:</p> <p>2.3.4 How do we work to make our work more sustainable and affordable in the long-term? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 2: Benchmark Four** - We work with the people we support to enable them to become more resilient to climate change.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>2.4.1 How do we measure the impact of climate change on the people and communities we support? Your sources of evidence:</p> <p>2.4.2 How do we help local governments assess the communities' vulnerability and risk to climate change? Your sources of evidence:</p> <p>2.4.3 How do we support the community to prepare for the impacts and costs associated with climate change? Your sources of evidence:</p> <p>2.4.4 How do we support the community to plan for long-term changes in their livelihoods because of climate change? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 2: Benchmark Five** - We consider social, economic, political and environmental factors when designing our programmes to improve our contribution to sustainable development.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>2.5.1 How do we develop knowledge of the social, economic, political and environmental factors in the communities where we work? Your sources of evidence:</p> <p>2.5.2 How do we include a PEST (political, economic, social and technological) analysis in our strategic planning and in developing programmes? Your sources of evidence:</p> <p>2.5.3 How does our work impact wider social, economic and environmental factors? Your sources of evidence:</p> <p>2.5.4 How do we ensure our programmes are compatible with the social, economic and political needs of the community? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

# principle 3

## we learn from our experience to improve our performance

initial self-assessment date:

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For further resources to help you formulate and carry out your action plan for this principle see: <http://tinyurl.com/25dazf7>

### Principle 3: Benchmark One - We work with the people we support to develop robust systems to monitor and evaluate our activities in order to improve the impact of our work.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
Self-Assessment Questions	1 2 3 4				
3.1.1 What ongoing systems do we have to monitor and evaluate our work, including systems for measuring the outcomes and impact of our work, and not just our activities? Your sources of evidence:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
3.1.2 How do we collect and review data to measure and assess our impact and how often do we do this? Your sources of evidence:					
3.1.3 How do we include the people we support in determining what data is to be collected, collecting it, analysing it and feeding it back into our work? Your sources of evidence:					
3.1.4 How do we apply learning from evaluations to improve the impact of our future work? Your sources of evidence:					

**Principle 3: Benchmark Two** - We maintain a culture of learning in our organisation, by investing in the development of individual staff, volunteers and board members in our organisation and our partners.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>3.2.1 How do we assess training and information needs in our organisation, and then access this support for specific areas of our work? Your sources of evidence:</p> <p>3.2.2 How do we ensure that our personnel and those of our partners have accessible information about, and fair access to, training and other learning events that are relevant to their work? Your sources of evidence:</p> <p>3.2.3 How do we record our attendance at learning events and how do we evaluate their usefulness and application in our work? Your sources of evidence:</p> <p>3.2.4 How often do our staff, volunteers, Board and our partners carry out quality self-assessments and develop action plans for learning based on the results? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 3: Benchmark Three** - We collaborate with networks, peers and those we support, to share learning and good practice.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>3.3.1 How do we keep up to date with emerging ideas and best practice information relevant to our work, including opportunities for learning and training? Your sources of evidence:</p> <p>3.3.2 What networks, umbrella bodies and e-networks are we involved with for sharing learning and good practice? Your sources of evidence:</p> <p>3.3.3 What records do we keep of learning we get from meetings, forums, and conferences attended by our staff, volunteers or board members? Your sources of evidence:</p> <p>3.3.4 How do we ensure that we record and learn from the feedback provided by the people we support and use it to improve the impact of our programmes? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 3: Benchmark Four** - Key learning is effectively communicated between staff, volunteers, board members, partners and the people we support.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>3.4.1 How do we share the results of learning and good practice with our partners and the people we support and make sure this is done in a timely way? Your sources of evidence:</p> <p>3.4.2 How is key learning discussed with staff, volunteers, partners and the people we support in an open and timely way? Your sources of evidence:</p> <p>3.4.3 How do we encourage our partners, volunteers and staff to engage with and adopt key learning on a regular basis? Your sources of evidence:</p> <p>3.4.4 How do we ensure that key findings from evaluations and learning initiatives are made public and accessible? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				



**Principle 3: Benchmark Five** - Appropriate action is taken where areas of weakness are identified in our working practices and service delivery.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>3.5.1 How do staff, volunteers, board members, partners and the people we support identify and communicate weaknesses in our work? Your sources of evidence:</p> <p>3.5.2 How do we encourage the participation of staff, volunteers, board members, partners and the people we support in evaluating the strengths and weaknesses of our practices? Your sources of evidence:</p> <p>3.5.3 How do we ensure that appropriate action is taken and in a timely way, when areas of weakness have been identified? Your sources of evidence:</p> <p>3.5.4 How do we ensure that action taken in addressing weaknesses is done in a constructive and open manner? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

# principle 4

## we use our resources efficiently and are open about how we use our resources

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For further resources to help you formulate and carry out your action plan for this principle see: <http://tinyurl.com/22mtx5a>

### Principle 4: Benchmark One - We and our partners have active and skilled Boards that meet their legal and strategic responsibilities.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
Self-Assessment Questions	1 2 3 4				
4.1.1 How do we ensure that we have a diverse, effective Board with the required skills, experience and abilities to run the organisation, and that the voice of the people we seek to support is represented? Your sources of evidence:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
4.1.2 How often does the Board (and any sub-committees set up) meet and do they keep accurate minutes that record decisions and action points? Your sources of evidence:					
4.1.3 How do we ensure that Board members understand their individual and collective roles, legal responsibilities and powers (including those in our organisation's own legal documents) and are committed to our organisation's mission, values and aims? Your sources of evidence:					
4.1.4 How are responsibilities, authority and working relationships between the Board and staff clearly defined?					

<p>Your sources of evidence:</p> <p>4.1.5 How are any conflicts of interest within the Board declared and managed? Your sources of evidence:</p>					
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**Principle 4: Benchmark Two** - We manage our assets and finances in an efficient way and regularly review these to secure value for money.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>4.2.1 How do we ensure we have sufficient funds and assets to achieve our goals and planned activities? Your sources of evidence:</p> <p>4.2.2 How do we develop a sufficiently diverse funding base and a reserve to increase our financial security? Your sources of evidence:</p> <p>4.2.3 How do we ensure a regular review of 'value for money' in our work and organisation, evaluating whether we use our finances in the most efficient way to achieve greatest impact? Your sources of evidence:</p> <p>4.2.4 How do we demonstrate value for money to our partners, the people we support and donors/funders? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 4: Benchmark Three** - We and our partners have clear and robust systems for managing money in an ethical and accountable way, to ensure funds are used for the purposes for which they were given.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>4.3.1 How do we make sure that we secure our income and account for money in a legally compliant way and according to accepted good practice? Your sources of evidence:</p> <p>4.3.2 How do we ensure that the Board agrees a realistic annual budget and that the organisation spends within its means? Your sources of evidence:</p> <p>4.3.3 How do we ensure transparent, accountable and accurate systems for managing funds efficiently and for the purposes for which they were given? Your sources of evidence:</p> <p>4.3.4 How does our organisation ensure we have staff, volunteers and board members with the required financial skills and experience? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 4: Benchmark Four** - We and our partners have clear, positive and legally compliant systems for the recruitment, management, support and development of staff, volunteers and consultants.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>4.4.1 How do we ensure our organisation meets all legal requirements for employing, managing and paying staff, consultants and volunteers, including being legally compliant in all the relevant countries where we work? Your sources of evidence:</p> <p>4.4.2 How do we ensure our organisation employs or works with a diversity of staff, consultants and volunteers with the right skills and experience for the work? Your sources of evidence:</p> <p>4.4.3 How do we ensure that each volunteer or member of staff is clear about their role and works effectively as part of a team? Your sources of evidence:</p> <p>4.4.4 What support and motivation mechanisms exist for staff and volunteers in our organisation and how do we actively develop their skills, confidence, abilities and team working? Your sources of evidence:</p> <p>4.4.5 How do we invest in and support the development of leadership in our organisation? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 4: Benchmark Five - We and our partners communicate openly and report publicly on our activities, impact and beliefs in an appropriately accessible format.**

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>4.5.1 How do we effectively and accessibly communicate our aims and beliefs to the people we support and other stakeholders? Your sources of evidence:</p> <p>4.5.2 How do we ensure our promotional materials and methods give clear and essential information about our activities and services in an accessible way to all the people we seek to support? Your sources of evidence:</p> <p>4.5.3 How do we advocate for the needs of the people we support with relevant agencies and individuals? Your sources of evidence:</p> <p>4.5.4 How do we ensure that all our communications are legally compliant and we include our contact information and our legal status on all publicity and stationery? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

<b>Principle 4: Benchmark Six - We regularly review and improve our aims, governance, strategy and management practices.</b>					
<b>Sources of evidence to show you meet the benchmark</b>	<b>Mark for this benchmark</b>	<b>Action</b> What is the specific change, improvement or new development that you are going to make in your organisation?	<b>By when?</b> When will each of the stages of the action happen?	<b>By whom?</b> Who will take the action and what will they do?	<b>Action done date</b>
<p>Self-Assessment Questions</p> <p>4.6.1 How does the Board review the organisation's aims, mission and strategy and how often does the Board do this? Your sources of evidence:</p> <p>4.6.2 How are governance documents and governance systems reviewed, how are improvements implemented and how often is this done? Your sources of evidence:</p> <p>4.6.3 How are management practices reviewed for effectiveness, fairness and good practice, how are improvements implemented and how often is this done? Your sources of evidence:</p> <p>4.6.4 What mechanisms are in place to ensure our organisation's governance and strategy remain fair and transparent? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				



**Principle 4: Benchmark Seven - We regularly assess and review risks to our organisation and to others in order to minimise harm and increase effectiveness.**

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>4.7.1 How do we assess potential risks to our organisation and personnel and how often do we do so? Your sources of evidence:</p> <p>4.7.2 How do we plan for and implement changes to minimise the impact of any significant risks identified and ensure the health and safety of personnel? Your sources of evidence:</p> <p>4.7.3 How do we assess risks for the communities where we work and design our projects to minimise the impact of identified risks? Your sources of evidence:</p> <p>4.7.4 How do we report on vulnerabilities and threats to our organisation and to others? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

# principle 5

## we are committed to partnerships that promote social justice

initial self-assessment date:

After you have answered the self-assessment questions, you can mark yourself on each benchmark using the marking system and template provided below.

This self-assessment marking system is a rough estimate of your organisation's progress against each benchmark. Depending on how you answer the self-assessment questions, you can tick whether your organisation has fully met the specific benchmark (4 - green), is progressing well to meeting the benchmark (3 - amber), achieving some elements of the benchmark (2 red-amber), or not meeting significant elements of this benchmark (1 - red)

Where self-assessment shows that your organisation needs to make some organisational improvements, you will need to develop an action plan. We have included a column below to help organisations to devise an action plan.

For further resources to help you formulate and carry out your action plan for this principle see: <http://tinyurl.com/2dlkhaj>

**Principle 5: Benchmark One** - We invest time to establish, clarify and review our mutual aims and ways of working in our partnership(s), aiming to share power and responsibilities with our partner(s).

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
Self-Assessment Questions	1 2 3 4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
5.1.1 How do we develop, agree and record mutual goals, outcomes and decision making approaches between ourselves and our partner(s)? Your sources of evidence:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
5.1.2 How do we ensure that we have clear agreed and documented systems for how we will work together to deliver programmes and projects? Your sources of evidence:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
5.1.3 How do we actively work to ensure power and responsibilities are shared between us and our partner(s)? Your sources of evidence:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
5.1.4 How do we review our partnership working and evaluate our partnership, and how often do we do this? Your sources of evidence:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				

**Principle 5: Benchmark Two** - We encourage our partners to develop accountable, accessible and participatory partnerships with the people we seek to support.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>5.2.1 How do we encourage our partners to involve the people we seek to support in decision-making regarding priorities and project design? Your sources of evidence:</p> <p>5.2.2 How do we encourage partner(s) to ensure the participation of the people we seek to support in implementing projects? Your sources of evidence:</p> <p>5.2.3 How do we encourage partner(s) to develop improved communication between them and the people we seek to support, including marginalised people? Your sources of evidence:</p> <p>5.2.4 How do we ensure our partners are accountable to the people we seek to support, including marginalised people? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 5: Benchmark Three** - We work to build the capacity of both ourselves and our partner(s) by identifying each other's strengths and weaknesses and identifying capacity building needs.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>5.3.1 How do we and our partner(s) review our respective strengths, weaknesses and capacity building needs and how often do we do this? Your sources of evidence:</p> <p>5.3.2 How do we plan for and participate in capacity building for ourselves, and support the capacity building of our partner(s)? Your sources of evidence:</p> <p>5.3.3 How do we offer the appropriate guidance and assistance to our partner(s) in identified areas of weakness? Your sources of evidence:</p> <p>5.3.4 How do we develop opportunities for mutual learning with our partner(s)? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 5: Benchmark Four** - We and our partner(s) communicate regularly, in a two-way accessible manner. We listen and provide information to each other to meet our common goals.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>5.4.1 How do we agree mutual communication approaches and systems that are appropriate and accessible? Your sources of evidence:</p> <p>5.4.2 How do we keep account of meetings or discussions with our partner(s), record decisions and action points, and ensure that these records are accessible to both? Your sources of evidence:</p> <p>5.4.3 How do we ensure that we listen to our partner's needs, and communicate in an accessible and respectful manner? Your sources of evidence:</p> <p>5.4.4 How do we ensure that we and our partner(s) provide information to each other in a timely fashion? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 5: Benchmark Five** - We acknowledge diversity, respect each other's skills and roles, and use open dialogue to overcome language and cultural barriers.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>5.5.1 How do we ensure that we and our partner(s) actively seek to be inclusive (for example by gender, age, disability and sexual orientation)? Your sources of evidence:</p> <p>5.5.2 How do we ensure our partnership(s) and programmes are implemented in a way that acknowledges and respects cultural differences while challenging discrimination? Your sources of evidence:</p> <p>5.5.3 How do we ensure that all material and documentation is available in a language and format that is accessible to both us and our partner(s)? Your sources of evidence:</p> <p>5.5.4 How do we ensure that both our organisation and our partner(s) maintain an environment that is open, respectful and accepting of cultural differences? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Principle 5: Benchmark Six** - Where there are differences in approach between us and our partner(s) we seek to resolve these differences openly, constructively and in a timely way.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>5.6.1 How are differences in approach between us and our partner(s) raised and discussed? Your sources of evidence:</p> <p>5.6.2 How do we ensure all views are considered before final decisions are made? Your sources of evidence:</p> <p>5.6.3 What mechanisms are established to deal with grievance, conflict resolution and redress and how often do we review these? Your sources of evidence:</p> <p>5.6.4 How do we ensure that we have private channels available to our staff and our partner(s) for feedback and complaints and that feedback and complaints are dealt with in a timely way? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

# cross-cutting themes

**We will ensure that cross-cutting issues relating to the following are included in all aspects of our organisation and work: Gender, Inclusion, Do no harm, Human rights, Climate Change**

**initial self-assessment date:**

**After you have answered the self-assessment questions, you can mark yourself on each benchmark using the marking system and template provided below.**

This self-assessment marking system is a rough estimate of your organisation's progress against each benchmark. Depending on how you answer the self-assessment questions, you can tick whether your organisation has fully met the specific benchmark (4 - green), is progressing well to meeting the benchmark (3 - amber), achieving some elements of the benchmark (2 red-amber), or not meeting significant elements of this benchmark (1 - red)

Where self-assessment shows that your organisation needs to make some organisational improvements, you will need to develop an action plan. We have included a column below to help organisations to devise an action plan.

For further resources to help you formulate and carry out your action plan for the cross-cutting themes see: <http://tinyurl.com/27f386t>

**Crosscutting themes: Theme One - Our work will be carried out keeping in mind the needs of women and men.**

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
Self-Assessment Questions	1 2 3 4 				
CC1.1 How do we ensure that women and men are participating in our decision-making? Your sources of evidence:					
CC1.2 How do we ensure that women and men can safely access our services and resources? Your sources of evidence:					
CC1.3 How do we involve both men and women in bringing about sustained and positive change in the communities where we work? Your sources of evidence:					
CC1.4 How do we make sure women and men contribute to organisational learning? Your sources of evidence:					
CC1.5 What steps do we take to actively ensure that there is a fair representation of					



<p>suitable women and men on our Board and among our staff and volunteers? Your sources of evidence:</p> <p>CC1.6 How do we ensure that there is fair representation of suitable women and men in and across our partnership(s)? Your sources of evidence:</p>					
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**Crosscutting themes: Theme Two** - Our work will be carried out keeping in mind the needs of marginalised people, including disabled people.

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>CC2.1 How do we ensure that marginalised people, including disabled people, are participating in our decision-making? Your sources of evidence:</p> <p>CC2.2 How do we ensure that marginalised people, including disabled people, can safely access our services and resources? Your sources of evidence:</p> <p>CC2.3 How do we work with both marginalised people and their communities, in order to bring about sustained and positive change for marginalised people, including disabled people? Your sources of evidence:</p> <p>CC2.4 How do we make sure marginalised people, including disabled people, contribute to organisational learning? Your sources of evidence:</p> <p>CC2.5 What steps do we take to actively ensure that suitable people who are marginalised, such as disabled people, can be included on our Board and among our staff and volunteers? Your sources of evidence:</p> <p>CC2.6 How do we work with our partner(s) to encourage the involvement of suitable people who are marginalised, including disabled people? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Crosscutting themes: Theme Three - Our programmes and projects will be run ensuring that they do no harm.**

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>CC3.1 How do we review with the people we support that our work does no harm? Your sources of evidence:</p> <p>CC3.2 How do we monitor unintended outcomes of our activities and learn from these? Your sources of evidence:</p> <p>CC3.3 What steps are taken by our Board and staff to ensure that investments do no harm? Your sources of evidence:</p> <p>CC3.4 What steps are taken by our Board and staff to ensure that the activities of the organisation and our programmes do no harm? Your sources of evidence:</p> <p>CC3.5 How do we ensure that our partnership(s) and the way of working does not harm our partner(s)? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

**Crosscutting themes: Theme Four - Our work will be carried out in a way that upholds the rights of the people we support.**

Sources of evidence to show you meet the benchmark	Mark for this benchmark	Action What is the specific change, improvement or new development that you are going to make in your organisation?	By when? When will each of the stages of the action happen?	By whom? Who will take the action and what will they do?	Action done date
<p>Self-Assessment Questions</p> <p>CC4.1 How do we and our partner(s) ensure that the people we seek to support, including marginalised groups, know their rights? Your sources of evidence:</p> <p>CC4.2 How do we build the capacity of the people we support to secure their rights? Your sources of evidence:</p> <p>CC4.3 How do we ensure that our work does not infringe on people's rights? Your sources of evidence:</p> <p>CC4.4 How does our organisation focus on the rights of the people we seek to support and not just their immediate needs? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

<b>Crosscutting themes: Theme Five - Our work will be carried out in a way that reduces the impact of climate change.</b>					
<b>Sources of evidence to show you meet the benchmark</b>	<b>Mark for this benchmark</b>	<b>Action</b> What is the specific change, improvement or new development that you are going to make in your organisation?	<b>By when?</b> When will each of the stages of the action happen?	<b>By whom?</b> Who will take the action and what will they do?	<b>Action done date</b>
<p>Self-Assessment Questions</p> <p>CC5.1 How do we include impact on climate resilience as a factor in our reviews? Your sources of evidence:</p> <p>CC5.2 How do we measure the carbon emissions of our organisation and that of our programmes and how often do we do this? Your sources of evidence:</p> <p>CC5.3 How do we actively work to reduce our organisation's carbon emissions and our climate impact? Your sources of evidence:</p> <p>CC5.4 How do we build ours and our partner(s)' capacity on climate change issues as we work together? Your sources of evidence:</p>	<p>1 2 3 4</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>				

Access the tool online at: <http://tinyurl.com/34arszc>

For more information contact:  
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