

Appendix II - Review Matrix

1.0 FINANCIAL SYSTEMS¹

Are financial systems in place to sustain and account for organizational and programming activities?

MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
1.1 Does the ENGO demonstrate a sound financial position?	ENGO is financially viable per CIDA's Financial Risk Assessment Unit standards	audited financial reports from 1993 to 1995	review of audited financial statements from 1993 to 1995 (See CIDA's Financial Risk Assessment Unit Methodology)	Good - ENGO scores 0-150 in stage 1 of financial risk assessment Fair - ENGO scores 150-200 in stage 1 of financial risk assessment Poor - ENGO scores greater than 200 in stage 1 of financial risk assessment
1.2 To what extent does the ENGO maintain effective budgeting, accounting and financial procedures and controls?	ENGO has systems in place that effectively support its budgeting, accounting and financial procedures and controls	board members and Chief Financial Officer	interviews	(to be developed in consultation with CIDA's Financial Risk Assessment Unit)
1.3 To what extent has the ENGO established systems to obtain financial information from its overseas partners?	ENGO receives completed financial reports from its overseas partner on a timely basis	Chief Financial Officer	interview	Good - ENGO receives financial reports from its partner on time, complete and according to CIDA's standard format Fair - ENGO does not always receive financial reports from its partner on time or using CIDA format but always complete Poor - ENGO rarely receives completed financial reports

¹ This part of the Review will be done by the FRAU consultant.

2.0 GOVERNANCE

Are governance systems in place to ensure adequate accountability to the ENGO's membership and its overseas partner for its program performance?

MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
2.1 To what extent is the ENGO's board representative, knowledgeable, and accountable to effectively direct and control the affairs of the ENGO?	ENGO board represents a range of environmental, management and international experience	biographies of Board members	document review	Good - all three areas of expertise (ie. management, environment and international experience) are represented on the board Fair - two out of three areas of experience are represented on the board Poor - only one area of experience is represented on the board
	Board members are knowledgeable about its overseas partners (CIDA or non-CIDA supported partners)	Board members project files	questionnaire file review	Good - over 80% board members interviewed are knowledgeable about the ENGO's overseas partners Fair - 60 - 80 % of the board members interviewed are knowledgeable about the ENGO's overseas partners Poor - less than 60 % of the board members interviewed are knowledgeable about the ENGO's overseas partners
	Board members are knowledgeable about ESDP funded project activities	Board members project files	questionnaire file review	Good - over 80 % board members interviewed are knowledgeable about ESDP funded project Fair - 60 - 80 % of the board members interviewed are knowledgeable about ESDP funded project Poor - less than 60 % of the board members interviewed are knowledgeable about ESDP funded project
	Board members are accountable for financial affairs of the ENGO	to be determined	to be determined	to be developed based on stage 2 of CIDA's Financial Risk Assessment

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Mar. 10. 1:27PM

FROM: UNIVERSALIA

FAX NO.: 514 485 3218

05-04-98 10:55

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MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
2.2 To what extent is the ENGO's board accountable to its membership?	ENGO has a system in place to communicate with its membership and involve them in its programming activities (either in Canada or overseas)	Chair of Board	telephone interview	Good - a system exists and is used regularly to inform and involve the membership in the ENGO's international programming activities Fair - a system exists and is sometimes used to inform and involve the membership in the ENGO's international programming activities Poor - ENGO does not have a system to inform and involve the membership in its international programming activities
2.3 To what extent is the ENGO's board accountable for the effectiveness of its international programming?	ENGO board reviews, approves and provides feedback on international project proposals	Chair of Board	telephone interview board minutes	Good - ENGO's board systematically reviews, provides feedback and approves international project proposals Fair - ENGO's board reviews, provides feedback and approves international project proposals on an adhoc basis Poor - ENGO's board does not review or approve international project proposals
	ENGO board reviews progress of international project activities and provides feedback as required	Chair of Board	telephone interview board minutes	Good - ENGO's board systematically reviews progress of international projects and provides feedback Fair - ENGO's board reviews progress of international projects and provides feedback on an adhoc basis Poor - ENGO's board does not review progress of international projects

3.0 INTERNAL MANAGEMENT SYSTEMS

Are internal management systems are in place to ensure the efficient management of the ENGO?

MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
3.1 To what extent does the ENGO utilize a well-developed strategic plan?	An adequate strategic plan ² exists and is used to manage ENGO's activities	ENGO's strategic plan	file review	Good - ENGO has adequate strategic plan, program goals and activities related to the external and internal analyses and ENGO's activities are driven by ongoing analysis directly related to strategic plan Fair - ENGO has adequate strategic plan, program goals and activities relate to external and internal analysis and it is sometimes used to drive ENGO's activities Poor - ENGO does not have an adequate strategic plan
	Board, staff, and overseas partner are involved in strategic planning process	Chair of the Board staff overseas partners	telephone interview interview overseas mission	Good - Board, staff and overseas partners are formally involved in the strategic planning process. Input provided influences the plan. Fair - Board, staff and overseas partners are informally involved in the strategic planning process. Input provided influences the plan. Poor - ENGO does not involve board, staff and/or overseas partners in the preparation or use of the strategic plan.

² Adequate strategic plan has the following components: analysis of threats and opportunities related to external environment; analysis of internal strengths and weaknesses; identification of gaps between desired and existing performance levels; identification of short-term and long-term strategies to bridge gaps; a plan of action for implementing the strategy including timing, approach and resources required; and a review system to ensure that the plan is updated.

MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
3.2 To what extent does the ENGO manage human resources effectively?	ENGO has staff and volunteers with appropriate skills and knowledge to implement international program activities	Executive Director, staff, biographies of staff and volunteers	interviews document review	Good - Staff and volunteer skills and knowledge relate to program objectives and there are sufficient human resources for program implementation Fair - Staff and volunteer skills and knowledge relate to program objectives but additional human resources are required for program implementation Poor - Staff and volunteer skills and knowledge do not relate to program objectives
	ENGO provides relevant training and development opportunities to support its international program activities	Executive Director staff project staff	group and individual interviews	Good - Both management and staff believe that training and development opportunities are sufficient Fair - Training and development opportunities are available but, according to staff, are inappropriate or insufficient Poor - ENGO does not provide training or development opportunities for staff
	Incentive system exists for ENGO staff	Executive Director staff project staff	group and individual interviews	Good - ENGO staff are satisfied with incentive system Fair - ENGO are somewhat satisfied with incentive system Poor - ENGO does not have an incentive system
3.3 To what extent does the ENGO assess the internal efficiency of its international programs?	ENGO has data on the cost and benefits of its international programs	project reports	file review	Good - ENGO can provide cost and benefit information Fair - ENGO can only provide cost information Poor - ENGO pays no attention to cost or benefits

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MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
3.4 To what extent does the ENGO coordinate and collaborate with other organizations in the same area or sector?	ENGO works with other organizations (either directly or indirectly) to support its Canadian and international activities	Executive Director	questionnaire	Good - ENGO belongs to and participates in established networks and umbrella associations related to its Canadian and international activities Fair - ENGO has informal linkages with other organizations related to its Canadian or international activities Poor - ENGO does not belong to or participate in established networks or umbrella associations related to its Canadian or international activities

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FROM: UNIVERSALIA

FRX NO.: 514 485 3210

05-04-98 10:56

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4.0 PROGRAM MANAGEMENT AND RELEVANCE**Is the ENGO's program management appropriate?**

MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
4.1 To what extent are international projects strategically focused to use available resources?	International project activities are aligned with ENGO's mission and goals	project files strategic plan	file review	Good - at least 80 % of ENGO's projects are congruent with ENGO's stated priorities Fair - 50 to 80 % of the ENGO's projects are congruent with ENGO's stated priorities Poor - less than 50 % of the ENGO's projects are congruent with ENGO's stated priorities
4.2 To what extent are systems in place to plan, manage, monitor and evaluate international projects in collaboration with overseas partners?	Results-based systems are in place to plan, manage, implement, monitor and evaluate development projects in collaboration with overseas partners	project staff overseas staff	interview overseas mission	Good - Program management systems are results based and overseas partner is systematically involved in all stages of project cycle Fair - Program management systems are results based and overseas partner is involved in project cycle on an ad hoc basis Poor - ENGO manages project cycle in an ad hoc fashion including the involvement of its overseas partner
4.3 To what extent has the ENGO selected a partner that can be accountable for its project activities?	Overseas partner has adequate financial and governance systems in place	overseas staff	overseas mission	Good - Overseas partner has adequate financial and governance systems in place Fair - Overseas partner has financial and governance systems but are not adequate to support EDSP funded project Poor - Overseas partner does not have financial or governance systems in place

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MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
4.4 To what extent does the ENGO contribute to the strengthening of its overseas partner's capacity to undertake development projects?	ENGO works with overseas partner to improve its performance (beyond the provision of funding)	project staff overseas staff	interviews overseas mission	Good - ENGO provides both organizational development and institutional strengthening support relevant to its needs Fair - ENGO provides organizational development support relevant to its needs Poor - ENGO provides only funding to its overseas partner

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FAX NO.: 514 485 3210

05-04-98 10:57

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Are the ENGO's international program activities relevant to CIDA priorities?

MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
4.5 To what extent is the ENGO's relationship with its overseas partner characterized by principles of partnership?	Partnership agreement clearly defines the roles and responsibilities and mutual benefits of partnership	project staff overseas staff	interview overseas mission	Good - ENGO and overseas partner have clear understanding of respective roles and responsibilities and mutual benefits of partnership Fair - ENGO and overseas partner have a general understanding of respective roles and responsibilities and mutual benefits of partnership Poor - ENGO and overseas partner do not have a clear understanding of the respective roles and responsibilities or the mutual benefits of the partnership
	Evidence of frequent, detailed and frank dialogue between ENGO and its overseas partner to ensure mutual understanding and knowledge of important details	project staff overseas staff	interview overseas mission	Good - At least one visit per year occurs between the ENGO and its overseas partner and ongoing and relevant communications on a variety of issues occur Fair - No visits occur and ENGO and partner maintain ongoing and relevant communications related to international project only Poor - No visits occur and communications between ENGO and its overseas partner are poor
	Overseas partner's views are taken into account and influence the analysis, policy and programming of the ENGO.			See Internal Management Systems (4.1)

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MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
4.6 To what extent does the ENGO contribute to poverty reduction in a sustainable manner?	ENGO's project activities link poverty and environment	Overseas staff	Overseas mission	Good - ENGO needs assessment and monitoring activities link poverty and environment Fair - ENGO needs assessment and monitoring activities does not always link poverty and the environment Poor - ENGO does not link poverty and the environment
4.7 To what extent does the ENGO integrate women into its international activities?	ENGO actively and meaningfully involve women in organizational decision making processes	profile of board and management	file review	Good - at least 50 % of Board and management are women Fair - 30 to 50 % of Board and management Poor - less 30 % of Board and management are women
	ENGO has developed strategies regarding the integration of women into international project activities	project files overseas staff	file review overseas mission	Good - ENGO has gender and development policy in place and there is evidence that it is used to guide organization and project decisions Fair - ENGO does not have gender and development policy in place but there is evidence that gender considerations are taken into account to guide organization and project decisions Poor - policy is not in place and there is no evidence that gender considerations are taken into account
4.8 To what extent does the ENGO's international activities have a positive impact on the environmental?	ESDP project has a positive and sound impact on the environment problems in the targeted community	overseas staff	overseas mission	Good - ESDP funded project demonstrates positive impact on the environment Fair - ESDP funded project appears to have positive impact on the environment Poor - There is no evidence that ESDP funded project is having a positive impact on the environment

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MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
5.3 To what extent are lessons from its international activities collected and disseminated in Canada?	ENGO collects and disseminates lessons learned to other organizations in Canada	project reports	file review	Good - ENGO collects and disseminates lessons learned related to its international activities on a regular basis Fair - ENGO sometimes collects and disseminates lessons learned related to its international activities Poor - ENGO does not collect or disseminate lessons learned

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March 1998

Workplan for Environmental NGO Review 2

Appendix III - Overseas Mission Guide

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5.0 LEARNING SYSTEMS

Does the organizational learning that occurs provide sufficient evidence that the ENGO will perform better in the future?

MAJOR QUESTIONS	STANDARD	SOURCES OF DATA	METHOD OF DATA COLLECTION	RATING
5.1 To what extent does the ENGO provide a critical assessment of its programs?	ENGO monitors its international performance with clearly defined quantitative and qualitative indicators	project progress reports	file review	Good - ENGO monitors its international performance with clearly defined qualitative and quantitative indicators Fair - ENGO monitors its international performance with only one type of indicator (i.e. quantitative or qualitative) Poor - ENGO does not monitor its performance
	ENGO has differentiated expected short and long-term results in its project plans	project proposal and progress reports	file review	Good - ENGO differentiates between short and long-term results Fair - ENGO identifies results but does not differentiate between short-term and long-term results Poor - ENGO does not identify results
	ENGO periodically challenges basic assumptions of the international activities	project staff	interview	Good - ENGO reviews and reports on assumptions of project activities Fair - ENGO sometimes reviews and reports on assumptions of project activities Poor - ENGO does not review or report on assumptions of project activities
5.2 To what extent has the ENGO's evaluation findings led to improvements in the organization and its international programs?	Follow-up procedures to evaluations exist and are performed	project staff	interview	Good - Follow-up procedures exist and are performed consistently Fair - Follow-up procedures exist but are not always performed Poor - No follow-up procedures exist

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Mar. 10. 1:27PM