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A staff member leaves the organisation and sends a complaint letter saying to the board that the organisation is a mess, no one knows how decisions are made or who is taking what responsibilities.

The director and staff are asked to draw an organisational chart, marking reporting and decision-making mechanisms to ensure effective and transparent operation of the organisation.

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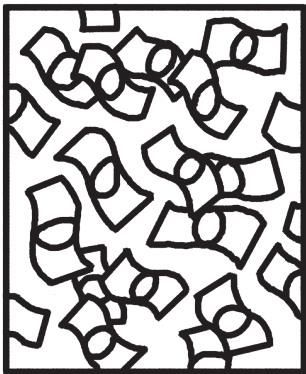
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New regulations came into force: publishing professional and financial reports online is now compulsory. The organisation's website has so far not provided any reports.

Draft the structure of an easy-to-understand report and suggest at least three different methods with which you could make the reports visible and accessible.

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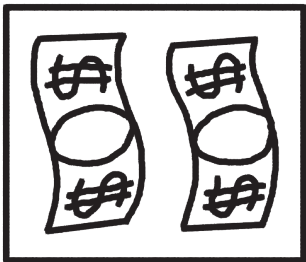
A well-known company dealing with online adult entertainment has transferred a big donation to your account.

Debate and come up with pros and cons whether you should accept the donation.

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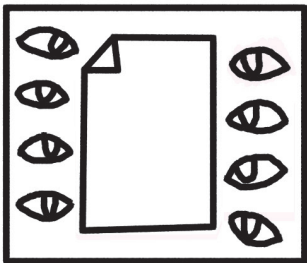
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There is a suspicion of double funding for a financial account of your organisation. A donor thinks that an invoice has been accounted for several donors.

Now you have to convince the donor that nothing like this happened. How can you convince them? What safeguards and internal rules can you invent to avoid such situations?

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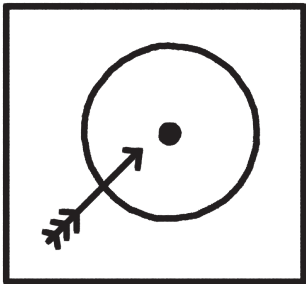
A new regulation has come into force: NGOs must prepare a communications plan for their work.

Let's assume you have a mission statement. Draft a communications plan and include the mission statement in it. Make sure you target all stakeholders and different ages and use different media outlets.

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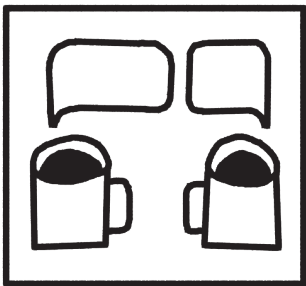
Several donor companies complain that they cannot see whether their donations have reached the target group. It also turned out that the programme manager decided alone on the distribution of grants.

Put together three possible mechanisms to guarantee that donations are distributed in a transparent way.

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A submitted project report revealed that the company of the organisation's leader has billed for organising a study tour. These news are gossiped by staff members in the coffee break.

Think about possible conflicts of interest and create five basic rules to avoid conflict of interest.

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People criticise the professional work of the organisation. On social media there are statements about your staff making mistakes which might seem as conscious wrong- doings for some.

Now the organisation has to respond to the accusations and resolve the situation. Do we admit and how do we admit that we messed things up? Come up with paragraphs together and write a statement!

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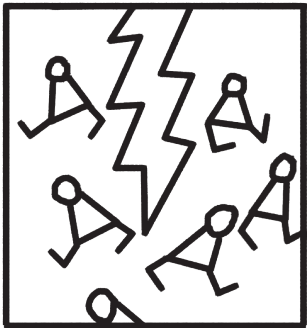
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Your own 'target group' is questioning the things you do, saying that this is not what you claim you do.

How do we make sure our activities fulfill our mission and are properly communicated? Develop a communication strategy.

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A fellow organisation is falling apart because of a corruption case. Your organisation now realises that it is high time to deal with this issue.

Put together an anti-corruption statement in 200 words and detail a communication plan.

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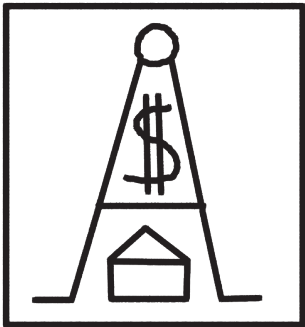
At a conference you heard a story of how conflict of interest issues ruined the credibility of an organisation.

Create a clear definition of what constitutes a conflict of interest and guidance for the staff.

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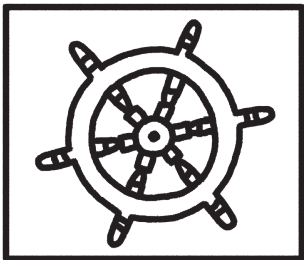
A rich man has approached your organisation; he promised support if you help a certain political party's electorate campaign.

Discuss whether entering such an affair jeopardizes the independence of your organisation. Take a decision!

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In a grant application it is required to explain how good governance is practiced within the applicant organisation.

Put together 500 words about how good governance is practiced within your organisation. Define topics together and elaborate on topics individually, then put the points together.

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You celebrate your 20th anniversary and there is a debate whether you only invite your friends or also your professional opponents.

Come up with pros and cons for inviting opponents, too.

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Some staff members are too shy to approach the director, while others even spend free time going out with her/him. Those who are left out are frustrated and the team seems to be divided. Those who spend free time with the director have a greater say in decision-making. If the boss is a man, women can be easily embarrassed when he asks them to go out.

Make recommendations for a system that offers equal chances for consulting with the boss, while also taking care of the gender aspect.

16



A new staff member, who was supposed to oversee a project budget, is not recording spendings in a timely manner. The project had to be halted for weeks and an extension project will be needed.

Create a cash-flow system through which project managers can get up-to-date information about the spendings of each project. What are the basics of such table?

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A fired ex-staff member won a lawsuit against the organisation. The court ruled the organisation to pay 50,000 EUR to the ex-staff member. It says that the contract was a mixture of work and entrepreneurial contract in which the entrepreneurial nature was stronger, thus it should not have been terminated because of loss of trust.

Now the organisation has to revise its practice. List the main features of an employment and an entrepreneurial contract.



The employment authority reviews your documents, but more than one employee's contract could not be found or is no longer valid. Besides this, according to the employment contract of two employees, their workplace was the office, but they were not present and not on holiday. The authority imposed a punishment and ordered the organisation to abolish irregularities.

Suggest at least three methods with which contracts can be monitored and updated on a regular basis.



Because of an unfortunate newspaper story, people criticise the professional work of the organisation on social media. There are accusations that you are unable to account for the grants received.

Write a statement in which you not only deny the allegation, but also detail the safeguards that are in place in relation to how grants are handled and accounted for.

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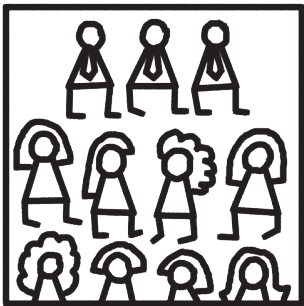


There is a debate on responsibilities in relation to a project: staff members accuse each other, as they all interpret earlier agreements of a working meeting differently.

What would be an ideal format and product of such a working/team meeting? Define the a protocol of a team/working meeting.

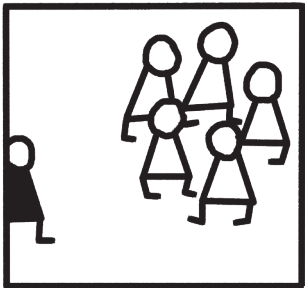
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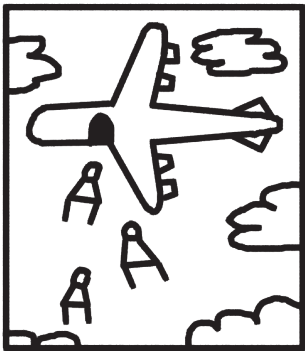
Though most staff members and activists of your organisation are women, they are underrepresented in the governing body.

Debate and create at least three possible mechanisms to ensure equal opportunities of men and women within the organisation.



A working meeting reveals that many staff members are in a bad mood, unmotivated and do not feel ownership over the organisation. They do not feel that their word matters; they are left out from most of the decisions.

Elaborate a system with which motivation can be enhanced.



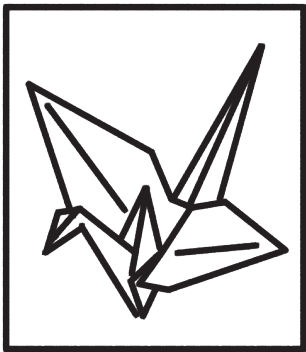
An auditor questions some travel reimbursements. It became evident that there are not many regulations in place concerning travel costs.

Set up a clear travel reimbursement guideline.

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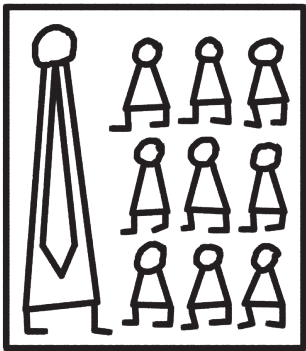
The board criticises the format of the annual report. They think that effectiveness cannot be assessed from it.

How can you better demonstrate the quantity, quality, impact and spending effectiveness of your operations?

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You are an association and your membership is around 120 people.
Now you have to select new representatives.

Talk about and decide on the best method to select new representatives.

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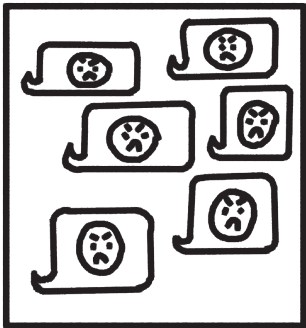


A client of yours complains that their data was given to a third party.

Create a data protection policy that guarantees fair and lawful data retention.

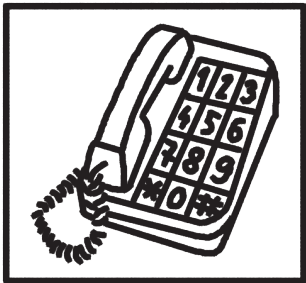
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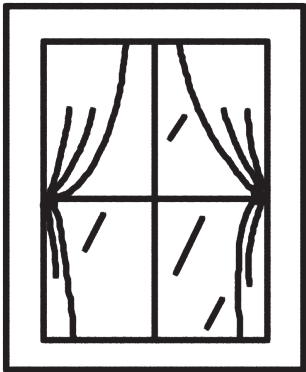
You receive more and more complaints from partners and clients.

Set up a complaint management system with a clear scope, procedures, internal and external complain channels and time frame and an appeal process.



You are to run an NGO development programme in which you will help newly set up organisations with their communications.

Draft an information disclosure policy to help these new NGOs regarding the minimum and maximum one should tell about their organisation and its activity.



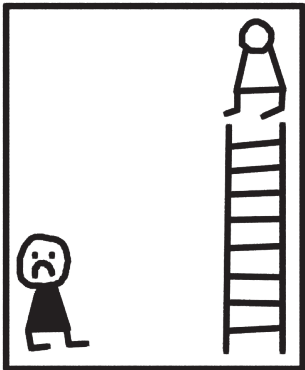
In your country there is no procurement law for NGOs but you want to be more transparent anyway.

Set minimum standards of procurement to mitigate corruption risks.

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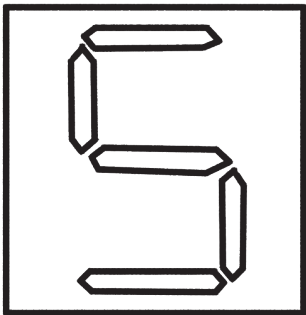
Staff members complain that their performance is not judged fairly and equally.

Set up the basics of a transparent staff performance appraisal system.

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The new chair of the board has been approved and she asks for the minutes of board meetings from the past five years, which you cannot provide.

Prepare a template for minutes of board meetings. Outline the necessary points and structure of such minutes.

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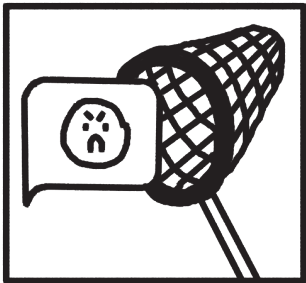
ADDRESS:

ZIP CODE:

PHONE:

Your organisation keeps confidential matters of clients, partners and donors, such as their addresses and phone numbers.

Collect issues and draft a data protection policy to be submitted for adoption to the board.



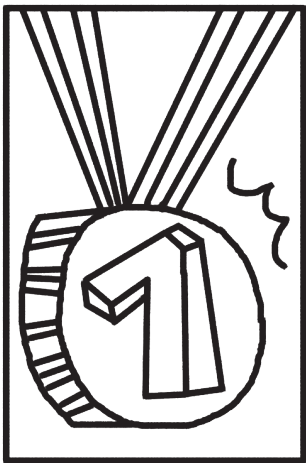
Last year your organisation received complaints from beneficiaries and partners on a number of cases. So far there is no approved method of complaint handling.

Discuss possibilities and draft two ways of handling complaints, including written protocol, documentation and feedback.

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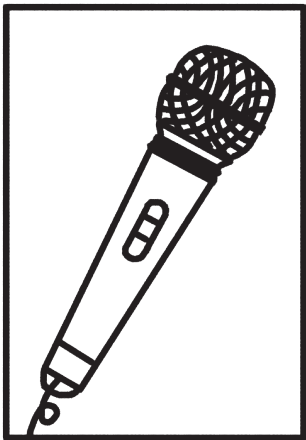
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You have won a big
international project
grant!

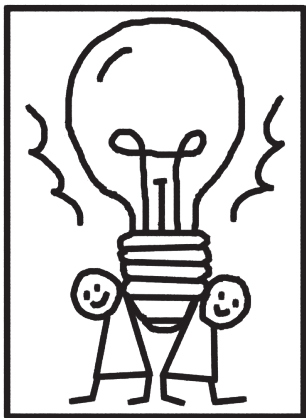
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The parliament is holding a session on Roma inclusion. You have been invited to delegate a keynote speaker.



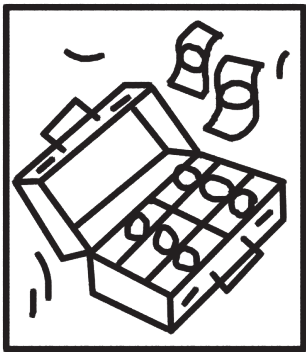
A report of a five-year programme
was approved, you can close the files.



According to an online poll one of your projects was selected as the most innovative in the field of capacity building of Roma NGOs.

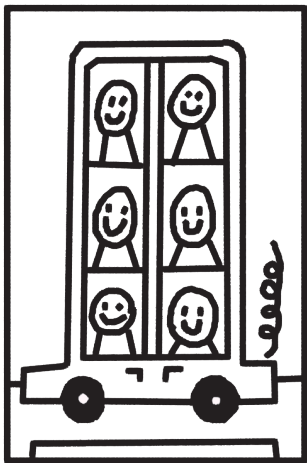


The New York Times writes a nice article about your efforts and results.

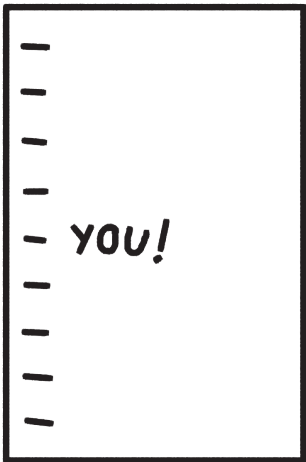


One of the biggest investment companies has shortlisted your organisation as their would-be beneficiary for the coming five years. Before making a final decision they have to check your standards such as transparency and accountability.

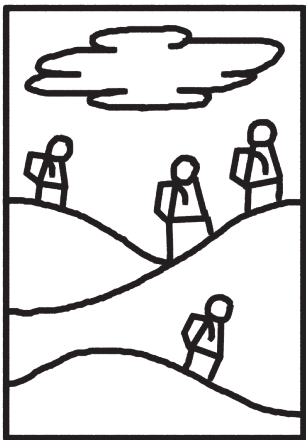
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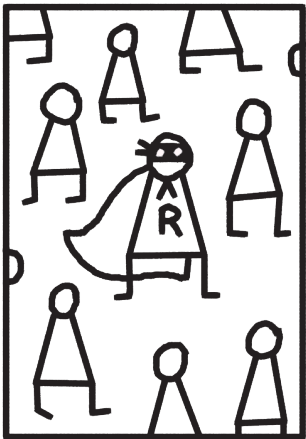
A big company donated a car
to your organisation.



One of your applications for a multi-annual international projects got on the shortlist.

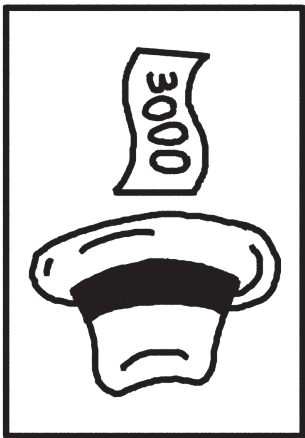


Embassies delegated to your country ask you to organise a study trip to your projects in the countryside.

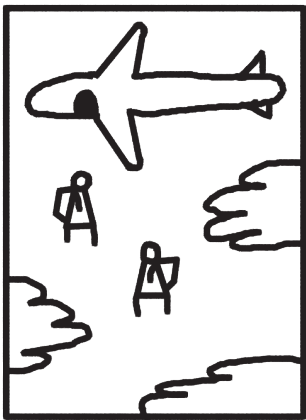


One of your Roma staff members receives an award as the hero of the Roma community.

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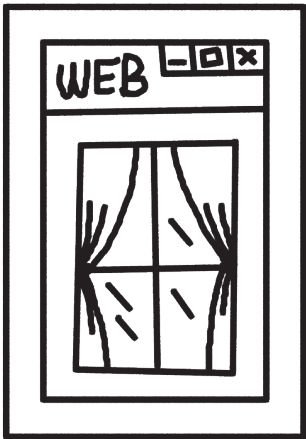


A group of activists organised a charity event in which 3,000 Euro have been collected for your projects.

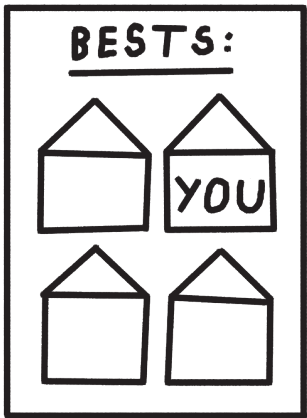


Two of your staff members have been invited to a study trip to visit successful Roma integration projects in Spain.

46



Your website is recognised as one of the best for improving transparency and citizen engagement.



The NGO Excellence Awards Foundation nominated your organisation as the best in the category of Roma integration.



Your director has been invited to hold a series of lectures at the University of Helsinki.

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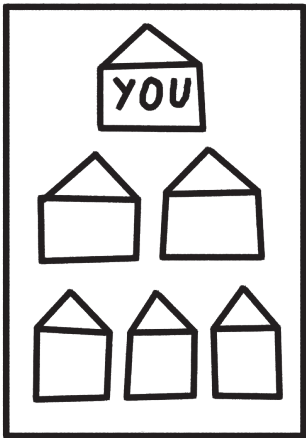
One of your method sis praised in
a UN document as a best practice.

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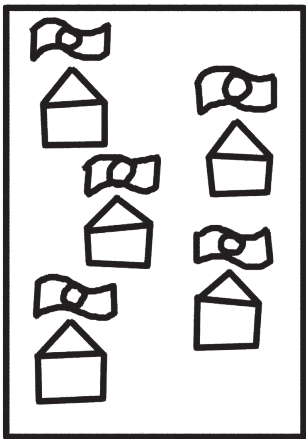


**Based on your
recommendations, the
government initiates a new
nation-wide programme.**

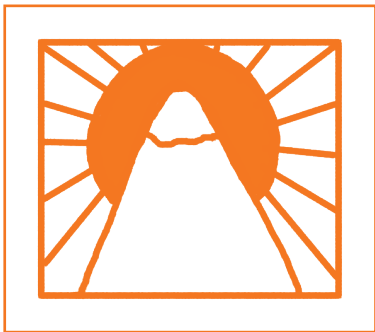
51



The members of the coalition of Roma NGOs elected your organisation as their leader and representative.



You received a big donation
from an anonymous donor to
open branch offices at five
locations.



BINGO, you have completed all task in relation to accountability and transparency! Now you are qualified for being the strategic partner of your relevant ministry. This means you will be involved in state programmes, your organisation will serve as an example for multiplication, your finances will be secured for at least 10 years.