

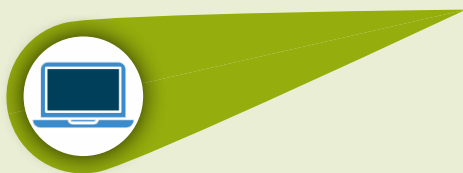
Organisational benchmarks

A HEALTHY ORGANISATION HAS:

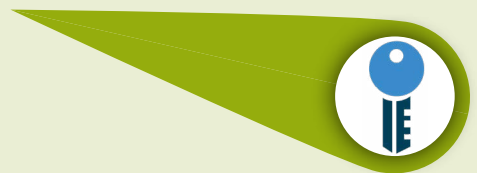
Agile, participative
and inclusive
governance

Vision and
strategy

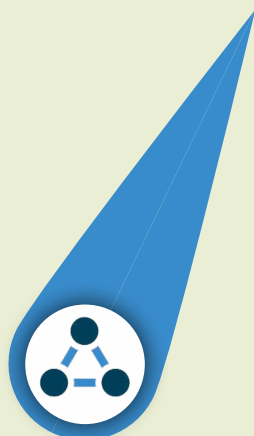
Shared
values



Diversified
resources



Inclusive and
empowering leadership
and organisational
culture



Committed,
supported and
recognised staff



Flexible and
supportive systems
and policies





Benchmark 1: Vision and Strategy

Its mission and directions are clearly defined and known by most of the actors involved in its activities. Its strategy aims to improve social and environmental justice.

- Actions are based on analysis of the context in which it operates and the issues likely to affect it.
- The organisation's programmes, projects and campaigns are based on evidence and analysis and fully aligned with its strategy.
- The changes it wishes to see in the world as a result of its actions are defined and communicated to all stakeholders and beneficiaries of its operations.
- It can spot and seize good opportunities and is always looking for ways to develop.
- It can adapt to technological and operational changes in its environment.
- The organisation has updated its context analysis with power and gender analysis (from an assets based perspective) to be able to address specific issues concerning vulnerable and marginalised groups.



Benchmark 2: Shared and solid values that are consistent with its mission

The values shared by the entire organisation are the values that guide our relations internally and with our stakeholders.

- The foundations and principles that guide its relations are defined and known by the parties concerned.
- Its people work and make decisions in ways that reflect the organisation's values.
- It has a clear commitment to the groups it represents and defends, and transparent mechanisms for consultation, engagement, and feedback with them
- The organisation's culture and programmes are based on gender-sensitive (and/or eco-feminist) values. The organisation has integrated these values voluntarily (as opposed to being forced to do so)



Benchmark 3: Flexible, participatory and inclusive governance

Its leaders and governing bodies use their power to serve the organisation and ensure it fulfils its mission and functions as well as possible. Its decision-making processes involve people who will be affected by those decisions.

- Team members have good relationships with each other based on trust, and everyone is willing to accept constructive criticism from colleagues.
- Roles and responsibilities are clearly defined and understood by everyone.
- The decision-making model is clearly defined and known and supported by staff.
- Governance of all actions is shared from design to implementation.
- The governing body advises and supports the executive team and ensures that it is legally accountable.
- The organisation enables women and other marginalised groups to be included in the decision-making bodies of the organisation based on a specific policy



Benchmark 4: Flexible systems (flexible structure, systems and policies)¹

The structure promotes collaboration between projects and enables each individual to take responsibility for and fulfil their role.

- The structure and systems facilitate implementation of the strategy and can be flexibly adapted where necessary.
- The processes and procedures needed to implement actions and monitor the organisation's performance and impact are identified, defined, and formalised to ensure that its practices are consistent. Everyone acting on behalf of the organisation is aware of and understands these processes.
- It creates and implements policies that are easily accessible to those concerned. If anyone involved in the organisation violates these policies, the matter is dealt with promptly and professionally.

¹ For an organisation to function, it needs a minimum of systems, structures and policies outside of the status and IR. What could be included:

- Structure (roles and responsibilities, hierarchy/organisation chart, AGM, Board of Directors, etc.)
- Systems and policies: procedure manuals, staff management and pay policies, safeguarding, staff recruitment and appraisal, information sharing/internal and external communication system, decision-making system, M&E, digitalisation, risk management, etc.).



Benchmark 5: Diversified and well-managed resources

The organisation has the capacity to diversify and mobilise resources (financial and non-financial). It has a strategy to maintain its capacity for action (and financial stability).

- Processes and procedures for mobilising and maintaining resources are identified, defined, formalised and taken into account in the distribution of roles and daily life of the organisation.
- Internal and/or external audits are conducted to ensure that the organisation is well-managed and continuously improves its management.
- Finance policies are to achieve effective financial management and value for money. They ensure that the organisation responsibly and transparently manages and accounts for the funds it receives and spends in pursuit of its mission and objectives.
- The organisation is transparent in the way it mobilises and uses its resources, and regularly publishes its accounts.



Benchmark 6: Committed and supported staff

The people involved are recognised as key partners who are central to the organisation's system. They are not regarded as resources. They have the space to take initiatives and are therefore strategically identified, engaged and supported.

- Roles and responsibilities are assigned according to individual (soft) skills² and ability to serve the organisation and its shared values.
- Recruitment mechanisms are defined and known to all concerned.
- The organisation has a skills development policy.
- Roles and responsibilities are assigned according to individual skills, attitudes and ability to serve the organisation.
- Conflict management mechanisms are defined and understood by all staff.
- Remuneration mechanisms define and known by all staff.
- The organisations competencies and expertise are defined and reviewed regularly to maintain its capacity.
- There is an induction process and individual guidance for newcomers to the organisation.
- Teams work together to achieve common goals

² Soft skills: Preferred competencies, attitudes, behaviour, collaboration, communication, sensitive to needs of others.



Benchmark 7: Strong learning culture

Learning is central to the organisation's development and operations.

- There are clear mechanisms for individual, organisational, and inter-organisational learning.
- The organisation has identified the networks needed to implement its mission and has a strategy for participating in these networks.
- The organisation develops its practices, policies, networks and actions by learning from its own experiences and those of its peers.
- It understands the risks to which it is exposed and takes the necessary measures to protect itself from them. When something happens, a healthy organisation learns from the event.



Benchmark 8: Inclusive and empowering leadership and organisational culture

An inclusive and empowering leadership style and organisational culture for the professional growth and contribution of all members of the organisation. Leadership addresses (patriarchal and capitalist) barriers to promote sustainable governance and environmental conservation.

- All members of the organisation promote an inclusive and empowering environment in both the organisation and its programmes.
- The gender policy integrates diversity, inclusion and empowerment. It is based on an in-depth analysis of the context in which the organisation operates and with a strong link between the oppression of women and other marginalised/oppressed groups through patriarchal and capitalist systems and the destruction of nature.
- This policy is translated into a gender, diversity and inclusion strategy and integrated into the implementation of all activities, projects and programmes.
- The preferred leadership style of the organisation is to promote an inclusive, diverse and empowering organisational culture.
- The organisation practices a leadership style based in (gender responsive, ecofeminist) organisational ethics.³

³ Ecofeminist organisational ethics : Promoting – • Horizontality - equality - circularity, • Diversity - Inclusion - Equity, • Humanity, well-being and pleasure at work, • Raising the profile of non-dominant (marginalised) groups / sharing power, • Transparency and accountability, • Humility and learning, • Reducing the ecological footprint. (Ecofeminist chart Well Grounded, 2023, [Action Aid principles of Feminist Leadership](#)).



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