

SVA Fundamentals for Impact: are you doing good?

Appendix 2

Results of Liket and Maas (2015) research into determinants of effectiveness¹

Transparency	Organisation	Program
Reporting: <ul style="list-style-type: none"> • Availability of a strategic plan • Availability of an annual report • Content of annual report: results in relations to goals, financial report, next year's budget 	Focus: <ul style="list-style-type: none"> • Detailed mission statement: primary target group of beneficiaries; envisioned social change, main activities • Linkage / logic between mission statement and (main) activities • Long term strategic plan (min. 3 years) • SMART goals in strategic plan 	Design: <ul style="list-style-type: none"> • Evidence-based (research / previous experience / evaluations) design of activities • Participative design of activities (design)
Accessibility: <ul style="list-style-type: none"> • Accessible via various channels: postal mail, phone, email • Systemic procedures for dealing with questions, feedback, and critiques • Website includes contact information and reporting 	Strategy: <ul style="list-style-type: none"> • Research / strategic consideration of context-analysis of other organisations with similar mission statement • Research / strategic consideration of alternative activities to advance mission • Cooperation with other organisations • Research / strategic consideration of (results from) risk analysis • Participative formulation of organisational strategy 	Ownership: <ul style="list-style-type: none"> • Participative design of activities (ownership) • Participative monitoring of activities
Online publication: <ul style="list-style-type: none"> • Online publication of strategic plan • Online publication of annual report • Online publication of board members' identities 	Board: <ul style="list-style-type: none"> • Clear separation between board and executives • Independence of board 	Evaluation: <ul style="list-style-type: none"> • Participative evaluation of activities • Evaluation including negative and positive (un)intended effects on other people and the environment

¹ Liket, K.C, & Maas, K. (2015). Nonprofit Organizational Effectiveness: Analysis of Best Practices. Nonprofit and Voluntary Sector Quarterly 44(2) 268–296