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# Methodology

TO EXCHANGE EXPERIENCES ON THE  
ADMINISTRATIVE CAPACITY & NEEDS OF  
INVALIS REGIONAL AUTHORITIES

**JUNTA DE EXTREMADURA**

Consejería de Medio Ambiente y Rural,  
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## **ABSTRACT**

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This methodology is the first deliverable of INVALIDIS activity 1.3. It aims to assist project partners to exchange experiences on the organisational capacity needs of their territory's public authorities that are involved in Invasive Alien Species (IAS) policy-making and interventions. To this end, it:

- 1) Explains the concept of 'organisational capacity' and its sub-categories;
- 2) Describes the organisational challenges that IAS public authorities usually encounter;
- 3) Includes guidelines on how to collect data on the issue and a data collection tool (a survey that project partners and relevant public authorities will fill out);

The analysis of the data collected will enable INVALIDIS partners to understand the challenges and organisational limitations associated with the implementation of policy measures for the prevention, early detection, and management/control of invasive alien species. Survey results analysis, which will be the final deliverable of INVALIDIS activity 1.3, will lead to the identification of the organisational and implementation needs of INVALIDIS territorial authorities to design and implement IAS measures more effectively.

# 1 INVALIDIS ACTIVITY 1.3

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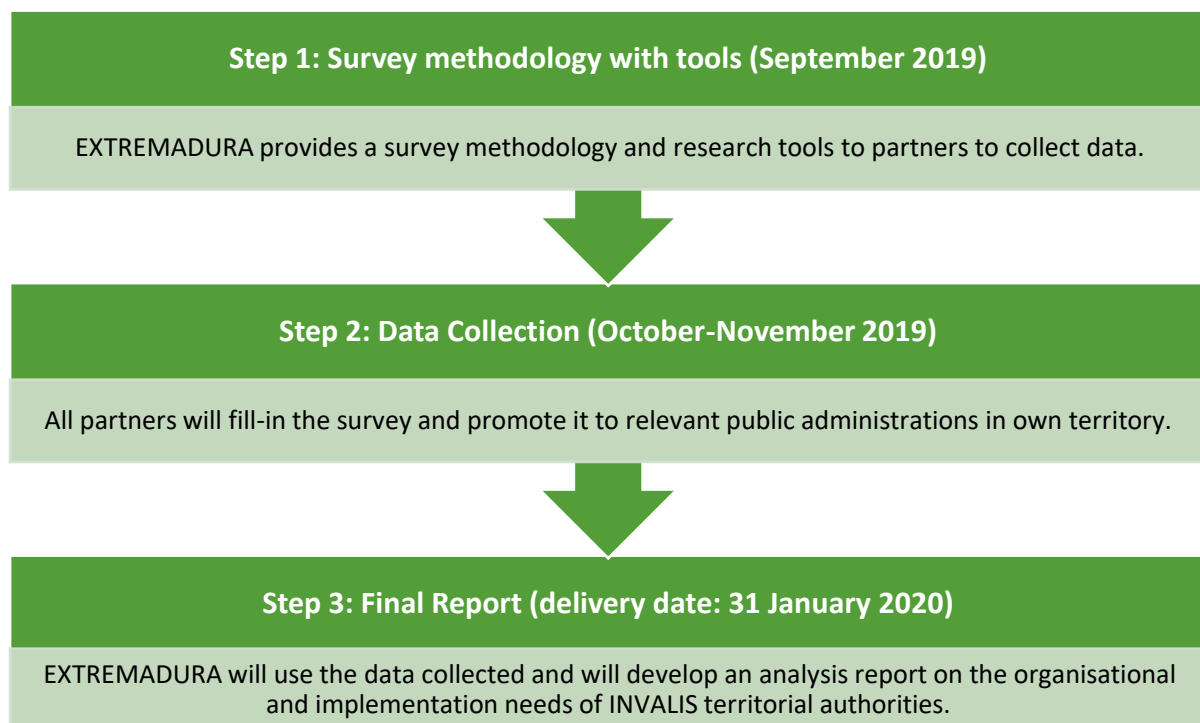
The INVALIDIS project (<https://www.interregeurope.eu/invalidis/>) aims to improve EU territorial policies on biodiversity and environmental protection by promoting and supporting measures on the prevention, early detection, control and eradication of invasive alien species (IAS) in natural ecosystems.

To accomplish this goal, INVALIDIS organisations are expected to have adequate organisational capacities. To assist them in understanding their organisational advantages, lacks, and needs when implementing IAS-related measures, INVALIDIS activity 1.3 aims to survey and analyse the organisational capacity of INVALIDIS territories' public authorities. Therefore, the policy purpose of the activity is to enable public authorities to comprehend the challenges and organisational limitations associated with the implementation of policy measures on the prevention, early detection, and management/control of invasive alien species.

EXTREMADURA oversees the successful implementation of the activity and it drafts (apart from this methodology) the final deliverable, which will analyse partners' input; partners' role is to collect data in their territories and provide feedback to the draft version of the final deliverable.

The timeline with the steps necessary to complete the activity are presented in the following figure:

*Figure 1: Timeline of the activity*



## 2 ORGANISATIONAL CAPACITY NEEDS

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### 2.1 ORGANISATIONAL CAPACITY

The concept of organisational capacity has been defined as an organisation's ability to anticipate and influence change, make informed and intelligent policy decisions, attract, absorb, and manage resources, and evaluate current activities to guide future action<sup>1</sup>. Assessing organisational capacity helps to identify the stage of development of an organisation in relationship to pursuing a societal sustainability goal.

For the purposes of INVALIDIS activity 1.3, organisational capacity will be defined according to three dimensions highlighted in the literature review conducted for this methodology<sup>2</sup>. Organisational capacity is the ability of an organisation to:

- 1) Comply with its own norms, processes and objectives.
- 2) Measure its outputs and outcomes.
- 3) Adapt to the internal and external environment in which it operates.

The **first dimension** corresponds to the need of an organisation needs to fulfil its mandate and be able to work along established processes. This is an institutional perspective which postulates that if an organisation can comply with its own processes, it is by definition more stable and more likely to persist over time.

The **second dimension** of high organisational capacity corresponds to the need of an organisation to take into account performance measurement and how this feeds back to improve organisational processes and activities. If an organisation knows what it does and does not achieve, it can make an assessment of whether it is operating in an efficient and effective manner.

**Thirdly**, organisations need to adjust to the ever-changing environment, anticipate the future where possible and, crucially, respond to the needs of individuals using their services. This dimension aims to understand the organisational capacity need of an organisation to adapt and innovate, and to use digital approaches to management. These three aspects capture an organisation's capacities that are necessary to operate successfully.

However, organisational capacity is connected to the constraints of the institutional framework in which they operate, the objectives that they aim to achieve, and the stakeholders with whom they engage. To assess organisational capacity, it is therefore important to understand the context in which an organisation operates and to examine its mission and objectives, its embeddedness in the wider public administration, and its engagement with stakeholders. The survey of INVALIDIS

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<sup>1</sup> Honadle (1981); Bos & Brown (2013).

<sup>2</sup> Cox et al. (2018).

activity 1.3 has been designed with the aim to take into account the contextual framework of the organisations that will be surveyed as much as possible.

## **2.2 ASSESSMENT AREAS**

Six assessment areas can be singled out, according the definition of organisational capacity provided above:<sup>3</sup>

### **1) Management**

Management refers to the ability of an organisation's leadership to define strategic goals and directions, and use efficiently and effectively its resources. INVALIDIS territorial authorities responsible for designing and implementing IAS measures should be able to have sufficient management capacity to carry out their mission; to this end, an organisation should have the abilities to:

- Set clear goals and priorities.
- Develop a strategic plan.
- Develop a sustainability plan for IAS activities.
- Translate strategic and operational objectives into tangible targets.
- Match appropriately persons, departments to their role according to expertise.
- Create an inclusive environment conducive to effective internal communication.

### **2) Evaluation**

Evaluation, which includes data collection capacities, is the systematic collection of information about the activities, characteristics, and results of programs to make judgments about the program, improve or further develop program effectiveness, inform decisions about future programming, and/or increase understanding. INVALIDIS territorial authorities responsible for designing and implementing IAS measures should be able to have sufficient evaluation capacity to carry out their mission; to have adequate evaluation capacity, an organisation should have the abilities to:

- Actively support and value the process of evaluation.
- Develop data collection tools and collect data.
- Analyse interpret evaluation findings.
- Back evaluation with research and evidence-based practices.
- Use an electronic database and management reporting systems.
- Collect information from clients, customers, volunteers, or stakeholders.
- Identify internal and external indicators to measure the impact of the organisation's work.

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<sup>3</sup> Based on Brown School Evaluation Center (2017).

### **3) Human Resources**

Human resources includes the management of staff, volunteers, and interns within an organization. INVALIDIS territorial authorities responsible for designing and implementing IAS measures should be able to have sufficient human resource capacity to carry out their mission; to have adequate human resource capacity, an organisation should have the abilities to:

- Acquire adequate personnel to carry out its designated mission.
- Regularly analyse HR skill needs to support the implementation of IAS measures.
- Organise IAS-targeted training seminars.
- Arrange policy learning to take place through exchange of best practices applied at the EU level.

### **4) Communications**

Communications refers to the marketing efforts with stakeholders and the public about the programs and services regarding the design and implementation of IAS measures. INVALIDIS territorial authorities responsible for designing and implementing IAS measures should be able to have sufficient communications capacity to carry out their mission; to have adequate communications capacity, an organisation should have the abilities to:

- Define the overall communication strategy through a communication plan.
- Implement awareness-raising campaigns on IAS-related issues.
- Have systems to manage and disseminate information for those who need it.
- Communicate to potential funders.
- Tell the story of its impact.
- Use diverse communications channels.

### **5) Funding**

Grant writing is the practice of preparing proposals and completing application processes for funding. Though most organizations apply regularly for foundation grants, participants identified lower capacity for access to external expertise and regular application for government grants. INVALIDIS territorial authorities responsible for designing and implementing IAS measures should be able to have sufficient grant writing capacity to carry out their mission; for this reason, an organisation should have the abilities to:

- Apply for governmental, non-governmental, corporate-giving, and EU grants.
- Possess grant-writing skills (relevant staff).
- Access external grant-writing expertise.

### **6) Community engagement**

Community engagement refers to the ability of an organisation to map out its community and stakeholder engagement strategies. Most organizations aim to have a positive and respected reputation in the community where they serve. INVALIDIS territorial authorities responsible for designing and implementing IAS measures should be able to have sufficient grant writing capacity to carry out their mission; for this reason, an organisation should have the abilities to:

- Build key relationships with relevant parties (for-profit, non-profits, NGOs, community agencies).
- Involve stakeholders in the planning process.
- Actively engage with communities.
- Have a positive and respected reputation in the communities where it works.
- Be responsive to the needs of the communities.

## **2.3 ORGANISATIONAL CHALLENGES**

Public authorities involved with IAS policy-making may be involved in various IAS-related fields of action, such as:

- Management of invasive species (early detection, eradication, population control, containment measures).
- Restoration of damaged ecosystems.
- Risk assessment of IAS.
- Authorising third parties and being regulators for permits and relevant authorisations.
- Collect data collection for a national / regional surveillance system.
- Implement communication campaigns for raising awareness.

To successfully design and implement measures in the fields of action mentioned above, an organisation must have adequate organisational capacity in the six areas defined in the previous section (management, evaluation, human resources, communications, funding, and community engagement). From identifying a problem to solving it, organisational capacity is what determines how successful the design and implementation of appropriate measures will be.

For example, localised coordination of invasion control through a cooperative management district is seen as effective to reducing landscape-level invasion impacts.<sup>4</sup> Since such an invasion control measure requires coordinated efforts among various authorities, adequate scientific expertise, effective community engagement and communication, an organisation needs to have adequate organisational capabilities to carry out such actions.

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<sup>4</sup> Epanchin-Niell (2017).



However, to design and implement such measures may hold challenges, with certain difficulties arising for an organisation.

### **1) Management**

- Strategic planning
- Goal setting
- Leadership development
- Board development
- Increasing diversity and cultural inclusion

### **2) Evaluation**

- Electronic database and data management
- Evaluation data analysis and statistics
- Evaluation planning
- Data collection
- Reporting and disseminating evaluation results
- Evaluation findings to inform future decision making and action plan
- Measurement tool development
- Advanced evaluation training
- Developing evidence-based programs
- Up-to-date technology in evaluation
- Defining performance indicators

### **3) Human Resources**

- Dedicated staff for specific activities (e.g. grant-writing, evaluation activities)
- Staff funding & development
- Diversity and cultural competency
- Volunteer management
- Staff recruitment and retention
- Internship and practicum
- Improving human resource database

### **4) Communications**

- Marketing strategy development
- Developing effective social media strategy
- Developing a communications plan
- Improving communication channels
- Branding and messaging

- Communication with donors and funders
- Dedicated staff for marketing/communications
- Improving internal communications

## **5) Funding**

- Grant-seeking and identifying potential funders
- Grant writing training
- External assistance with grant proposal
- Conducting prospect research
- Collaborative grant writing
- Fundraising

## **6) Community engagement**

- Community partnership development
- Community relations

## **2.4 IAS FUTURE DEVELOPMENTS**

Risks of invasion are shifting rapidly on a global scale owing to expanding transportation networks, technological advancements, landscape transformation, climate change, and geopolitical events. For example, enhanced shipping promoted by the expansions of the Suez Canal could escalate marine invasions at regional and continental scales. In addition, the rise of internet-based commerce in living organisms (e.g. pet trade) is creating unique invasion pathways that are difficult to regulate. Early warning of the risks surrounding such events is essential for preventing, controlling, and mitigating invasion threats and could reduce environmental and economic damage, just as disaster preparedness does for natural hazards.

The following are some significant future challenges that organisation will face when designing and implementing IAS measures. Listing them here will assist INVALIS territorial authorities to better identify their future training, technical, and resource needs in the long-term<sup>5</sup>.

### **1) Biosecurity awareness through multi-level engagement**

Biosecurity covers all activities aimed at managing or preventing the introduction of new species to a particular region and mitigating their impacts. Routine application of biosecurity at appropriate levels would minimise new introductions, spread and impacts. Therefore, lack of prevention will facilitate ready introduction of IAS. It is important that efforts to raise awareness that contribute to biosecurity can and must be made at all levels,

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<sup>5</sup> Based on Caffrey et al. (2014).

from governments to actions by individuals. Awareness raising must be a fundamental action between government departments, and within government agencies, trade groups and the public. Attention to biosecurity awareness is urgent as costs increase disproportionately after invasions and secondary spread.

For effective measures, a broad range of stakeholder input should be sought, not only with regard to policy changes but also in terms of reviewing the effectiveness of interventions and legislation. Practitioners may be able to suggest simple, efficient and cost-effective solutions that may not emerge from elsewhere. To be fully effective, as wide as possible an audience must be facilitated to understand the issue, buy in to the proposed solutions and encouraged to implement appropriate measures in their own business or lifestyle. Punitive sanctions will be required in some instances and reinforcing required behaviours must be incorporated into strategies.

## **2) Dedicated and appropriate resources for IAS**

Resources to appropriately tackle IAS include suitably experienced staff and finances for equipment, specialist contracted staff, educational materials and research. The need for dedicated resources extends not only to tackling long established threats but also to ensure that EU countries are equipped to respond to and prevent newly detected invasions. Whilst the public profile of IAS throughout Europe has risen substantially in recent years, this has not been met with any significant increase in dedicated resources. In some cases, legislation relating to IAS provides a framework to regulate for their introduction and intentional further spread but does not place a legislative requirement to allow for powers of access to Government officials, or agents working on their behalf, to undertake control. Nor does it always provide the legislative powers to enforce a landowner to undertake control of IAS on their land.

## **3) New technologies for early detection**

When prevention efforts do not work and IAS may be introduced, available evidence, mainly from terrestrial situations, indicates that success of intervention efforts are inversely related to the size of the population acted upon. Therefore, detecting IAS incursions at the earliest possible time, when populations are small, provides the best opportunities for rapid response. However, the ability to detect IAS is not always very developed and usually managers learn of new invasions at late stages, prohibiting the use of rapid response.

New technologies are available, however, and may assist with early detection. Molecular methods based on detecting DNA in water (environmental DNA or eDNA) or using DNA in

organisms may greatly enhance surveillance programs (a recent example includes detection of American bullfrogs *Lithobates catesbeianus* Shaw in France). A second approach (next-generation sequencing; 454 pyrosequencing) does not survey for specific species but instead uses a traditional sample (e.g. plankton). This is processed to obtain DNA from all of the species present. The DNA sample is amplified, sequenced, and cross-referenced against online data bases (e.g. BOLD, Genbank). Optical methods may also present opportunities for early detection of IAS, whereby a library of images of key IAS is built using imaging from every possible orientation. Samples with possible IAS are then screened through a system that uses laser images to detect species in a processed stream (e.g. plankton sample).

Key impediments are reluctance to readily accept new technologies and their associated costs, but the latter are declining (e.g. eDNA costs have declined ten-fold in recent years). Early adoption of such new technologies will become elemental in the future. The benefits associated with the new technologies should be widely disseminated, with assistance provided for those who might adopt them in the future and, if possible, reduce costs by sharing of equipment or personnel. Because some of the equipment is beyond the domain of regional governments, national or EU centres could be established that provide equipment and skilled personnel. Existing centres for food pathogen detection and identification might provide an appropriate model. In the short-term, samples can be sent to universities or corporate labs for processing. However, skilled bioinformatics expertise is still required to process the resultant data. Advanced early detection capabilities provide better opportunities to answer questions regarding whether rapid response should be undertaken, and how to do it.

#### **4) Climate change impact**

As climate and global environmental conditions continue to change in response to anthropogenic disturbances, many non-native species (especially aquatic) are expected to flourish, since many non-native species are tolerant to a wide range of environmental conditions. In contrast, many native species seem less likely to adapt to their changing environment, thus native species may be buffeted by both changing environmental conditions and rapidly expanding invasive species.

Changes in weather patterns may also modify species interactions in favour of the non-native species. A different potential consequence of climate change is the increase in

humic substances<sup>6</sup> in aquatic ecosystems in response to rainfall, and consequent reduction in light transmission through the stained water column (“brownification”). Such circumstances favour species that thrive in low light environments. Research shows<sup>7</sup> that increases in humic substances in freshwater north-temperate ecosystems allows the invasive species to out-compete native ones, facilitating their spread and potential impacts in European freshwater ecosystems. This example highlights that an indirect outcome from global warming (in this case, brownification) may be more important than temperature itself to magnify impacts caused by invasive species.

An indirect but nonetheless important consequence of climate change could be human activities that attempt to counteract drying conditions accompanying climate change. As humans experience increasingly dry conditions, more water reservoirs will be built. In addition to the reservoirs, ditches, aqueducts, and canals will likely be constructed to transport water to areas where it is needed. These new water bodies have the potential to facilitate the spread of IAS, as well as provide them permanent habitat.

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<sup>6</sup> Organic compounds that are important components of major of soil, peat, upland streams, lakes, and ocean water.

<sup>7</sup> Mormul et al. (2012).

## **3 SURVEY**

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### **3.1 PURPOSE**

The survey aims to collect information regarding the current organisational capacity and future needs of INVALIDIS territorial authorities to effectively design and implement IAS policies and measures. It addresses the following question, critical for the INVALIDIS project:

- What is the current organisational capacity of INVALIDIS territorial authorities in designing and implementing IAS measures in light of their needs to effectively design and implement IAS measures?

### **3.2 DATA COLLECTION APPROACH**

To collect data, the methodology employs a questionnaire. The questionnaire will translate the criteria defined for each assessment area, per section 2.2, into statements. The questionnaire has seven available answers to each statement:

- 1) Strongly disagree
- 2) Disagree
- 3) Neutral
- 4) Agree
- 5) Strongly agree
- 6) Not sure
- 7) Not applicable

The first five answers are assigned a score from 1 to 5 (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree). The next two (not sure, not applicable) exclude the statement from counting in the overall score of the questionnaire; they were added to gain information about the understanding public authorities have of specific organisation capacity criteria (not sure) and to judge whether the criteria are appropriate (not applicable). The score obtained for each statement will be aggregated to generate an overall assessment score for assessment area.

### **3.3 PARTICIPANTS**

The questionnaire is addressed to two distinct types of organisations:

- 1) Group 1: INVALIDIS project partners.
- 2) Group 2: Actors external to project partners (NGOs, public authorities, governmental agencies) from the INVALIDIS territories that design and/or implement IAS measures.

INVALIS project partners are responsible for disseminating the questionnaire to the organisations of Group 2.

The participants that will fill-in the questionnaire, irrespectively of the Group they belong to, should be selected on the basis of their knowledge and experience in IAS issues, their involvement in the design and implementation of relevant policies, and the level of interaction and communication with key stakeholders from the IAS sector. For this reason, the questionnaire respondents should be high ranking staff, including employees from different departments and units within the organisation.

### 3.4 KPIs

To ensure the plausibility of the activity's results, the following KPIs have been set (see also Tables 2 & 3):

- 1) Group 1: at least 4 employees of each INVALIS project partner organisation should fill-in the questionnaire.
- 2) Group 2: at least 2 individual respondents should fill-in the questionnaire, from at least 2 other organisations.

*Table 1: KPIs for Group 1*

Group 1			
Partner	INVALIS project partner	Responses (minimum)	Recommended
NCESD	✓	4	8
FLA	✓		
EXTREMADURA	✓		
OEC	✓		
ADR-BI	✓		
ICETA	✓		
ZPR	✓		
<b>TOTAL</b>	<b>7</b>		

*Table 2: KPIs for Group 2*

<b>Group 2</b>			
<b>Partner</b>	<b>Other organisations from INVALIDIS territories</b>	<b>Responses (minimum)</b>	<b>Recommended</b>
NCESD	2 (from each partner's territory)	2 (from each organisation)	4 (from each organisation)
FLA			
EXTREMADURA			
OEC			
ADR-BI			
ICETA			
ZPR			
<b>TOTAL</b>	<b>14</b>	<b>28</b>	<b>56</b>



## 4 INPUT FORM (QUESTIONNAIRE)

*Thank you for taking part in this survey. INVALIDIS activity 1.3 aims to implement a capacity needs assessment for the INVALIDIS public authorities. The purpose of this survey is to understand the organizational capacity and needs of INVALIDIS project partners and relevant external actors. The results of this survey will be utilised to inform the development of effectively designing and implementing Invasive Alien Species measures.*

*Please answer the following questions based on your organization's overall situation, from your perspective, to the best of your knowledge. All responses will remain anonymous.*

### 1. General information

1.1. Who is filling-in this survey?

Choose an item.

If other, please specify here:

1.2. How long have you worked for your organisation?

Choose an item.

### 2. Organisational information

2.1. The design and implementation of IAS-related measures is, strategically, a high priority for your organisation

Choose an item.

2.2. In what areas of IAS is your organisation active in?

Early detection

Eradication

Population control

Containment

Restoration of damaged ecosystems

Risk assessment

	<input type="checkbox"/> Authorising / regulators for permits / authorisations	<input type="checkbox"/> Data collection for a national / regional surveillance system
	<input type="checkbox"/> Communication campaigns / raising awareness	<input type="checkbox"/> Other (please specify):
2.3. Please explain between 5-10 lines what is the role of your organisation in the field of IAS management (i.e. expand on your choice(s) from the previous question).	<a href="#">Click here to enter text.</a>	
2.4. Your organisation is contributing in drafting IAS-relevant:	EU policies	Choose an item.
	National policies	Choose an item.
	Regional / local policies	Choose an item.
<h3>3. Management</h3> <p><i>This section aims to evaluate the ability of your organization's management team to define strategic goals and directions. For each item below, select the answer that best represents your response.</i></p>		
When designing and implementing IAS-related policies, your organisation:		
3.1. Has strong leadership that provides clear goals and priorities to the staff.	Choose an item.	
3.2. Has the ability to develop and refine a strategic plan.	Choose an item.	
3.3. Has a sustainability plan for IAS programmes/projects.	Choose an item.	
3.4. Has the ability to translate strategic and operational objectives into tangible targets	Choose an item.	

3.5. Has the ability to assign specific roles to different persons and departments, according to their educational background and field of expertise.

Choose an item.

3.6. Please identify the top three training / technical assistance / resource needs relating to management within your organization.

- 1)
- 2)
- 3)

#### 4. Evaluation

*This section aims to measure the systematic collection of information about the activities, characteristics, and results of programs and information about the evaluation process that the organisation implements to improve or further develop program effectiveness and inform decisions about future programming. For each item below, select the answer that best represents your response.*

4.1. What types of evaluation activities have your organization conducted in the past, if any?

Have not worked on any evaluation activities

Needs assessment

Program activity tracking (e.g., number of participants)

Process evaluation to improve the program (e.g. testing program activities)

Outcome evaluation to determine program effects (e.g. pre/post-tests)

Data analysis

Result dissemination (e.g. sharing of information to interested partners)

Other (please specify):

4.2. How has the evaluation data been used?

To improve current program activities

To highlight successful practices

To fulfil current funding requirements

To obtain new grants or contracts

To inform decision makers outside of the organisation

To advocate for policy change

To monitor program progress

Have not used the data yet

Other (please specify):

When designing and implementing IAS-related policies, your organisation:

4.3 Supports and values evaluation

Choose an item.

4.4 Employs staff who know how to develop data collection tools and collect data

Choose an item.

4.5 Employs staff who know how to analyse interpret evaluation findings

Choose an item.

4.6 Backs evaluation with research and evidence-based practices

Choose an item.

4.7 Has an electronic database and management reporting systems (e.g. for staff, volunteers, program outcomes, and financial information)

Choose an item.

4.8. Has identified internal and external indicators to measure the impact of the organization's work

Choose an item.

4.9. Please identify the top three training, technical assistance, and resource needs relating to evaluation and data collection within your organization.

1)

2)

3)

## 5. Human resources

*This section aims to evaluate the effectiveness of managing staff, volunteers, and internships within your organization. For each item below, select the answer that best represents your response.*

When designing and implementing IAS-related policies, your organisation:

5.1. Has adequate personnel to carry out its designated mission. Choose an item.

5.2. Regularly analyses HR skill needs to support the implementation of IAS measures. Choose an item.

5.3. Organises IAS-targeted training seminars. Choose an item.

5.4. Arranges policy learning to take place through exchange of best practices applied at the EU level. Choose an item.

5.5. Please identify the top three training, technical assistance, and resource needs relating to human resources within your organization. 1)  
2)  
3)

## 6. Communication strategy

*This section aims to evaluate the communications and marketing efforts with stakeholders and the public about the programs and services regarding the design and implementation of IAS measures. For each item below, select the answer that best represents your response.*

When designing and implementing IAS-related policies, your organisation:

6.1. Has a communication plan / guidelines in place, to define the overall communication strategy. Choose an item.

6.2. Implements awareness-raising campaigns on IAS-related issues. Choose an item.

6.3. Has systems to manage and disseminate information for those who need it. Choose an item.

6.4. Effectively communicates with potential funders Choose an item.

6.5. Effectively tells the story of its impact. Choose an item.

6.6. Uses diverse communications channels, such as social media (e.g. Facebook, Twitter) emails, newsletters, website, print marketing, paid advertising, podcasting, local/in-person events.

Choose an item.

6.7. Please identify the top three training, technical assistance, and resource needs relating to communication strategy within your organization.

- 1)
- 2)
- 3)

## 7. Funding

*This section aims to evaluate the practice of preparing proposals and completing application processes for funding. For each item below, select the answer that best represents your response.*

When designing and implementing IAS-related policies, your organisation:

7.1. Regularly applies for governmental grants.

Choose an item.

7.2. Regularly applies for private / non-governmental grants.

Choose an item.

7.3. Regularly applies for EU grants.

Choose an item.

7.4. Employs staff who have grant-writing skills.

Choose an item.

7.5. Has the access to external grant-writing expertise.

Choose an item.

7.6. Please identify the top three training, technical assistance, and resource needs relating to funding / grant writing within your organization.

- 1)
- 2)
- 3)

## 8. Community engagement

*This section aims to evaluate the ability of your organization to map out the community and stakeholder engagement strategies. For each item below, select the answer that best represents your response.*

When designing and implementing IAS-related policies, your organisation:

8.1. Has effectively built key relationships with relevant parties (for-profit, non-profits, NGOs, community agencies). Choose an item.

8.2. Involves IAS stakeholders in the planning and implementation process. Choose an item.

8.3. Has actively engaged with communities (e.g. through discussion platforms). Choose an item.

8.4. Has a positive and respected reputation in the communities where it works. Choose an item.

8.5. Is responsive to the needs of the communities. Choose an item.

8.6. Please identify the top three training, technical assistance, and resource needs relating to stakeholder engagement within your organization.

1)  
2)  
3)





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