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Common analysis

ON THE ORGANISATIONAL AND
IMPLEMENTATION NEEDS OF INVALIS
TERRITORIAL AUTHORITIES

JUNTA DE EXTREMADURA

Consejería de Medio Ambiente y Rural,
Políticas Agrarias y Territorio

Prepared by: Regional Ministry for Environment and
Rural, Agricultural Policies and Territory – Regional
Government of Extremadura

Table of contents

ABSTRACT	3
1 INVALID ACTIVITY 1.3	4
2 ORGANISATIONAL CAPACITY NEEDS	5
2.1 ORGANISATIONAL CAPACITY	5
2.2 ASSESSMENT AREAS.....	6
2.3 ORGANISATIONAL CHALLENGES.....	8
2.4 IAS FUTURE DEVELOPMENTS	10
3 SURVEY	14
3.1 PURPOSE.....	14
3.2 DATA COLLECTION APPROACH.....	14
3.3 PARTICIPANTS	14
3.4 KPIS REACHED.....	15
4 SURVEY RESULTS & ANALYSIS.....	16
4.1 RESPONDENT’S PROFILE	16
4.2 PARTICIPATING ORGANISATIONS	16
4.3 MANAGEMENT CAPACITY	19
4.4 EVALUATION CAPACITY	22
4.5 HUMAN RESOURCES	27
4.6 COMMUNICATIONS CAPACITY	28
4.7 ABILITY TO ATTRACT FUNDING	31
5 NEEDS IDENTIFIED – KEY FINDINGS.....	34
6 REFERENCES.....	35
ANNEX A: INPUT FORM (QUESTIONNAIRE).....	37

ABSTRACT

This report is the final deliverable of INVALIDIS activity 1.3. It provides an analysis of 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) Presents the findings of the survey conducted in the framework of the activity.

This analysis 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. This analysis leads to the identification of the organisational and implementation needs of INVALIDIS territorial authorities to design and implement IAS measures more effectively.

This report constitutes the final deliverable of INVALIDIS activity 1.3, thus it provides an analysis of the organisational capacity needs of the territory's public authorities involved in the policy-making and intervention in regards to the Invasive Alien Species (IAS). To achieve that, the report will first describe the concept of organisational capacity, its sub-categories as well as the challenges that IAS public authorities usually encounter. Following, it will present the findings of the survey conducted as part of the activity, focusing on the identification of the organisational and implementation needs of INVALIDIS territorial authorities.

1 INVALIDIS ACTIVITY 1.3

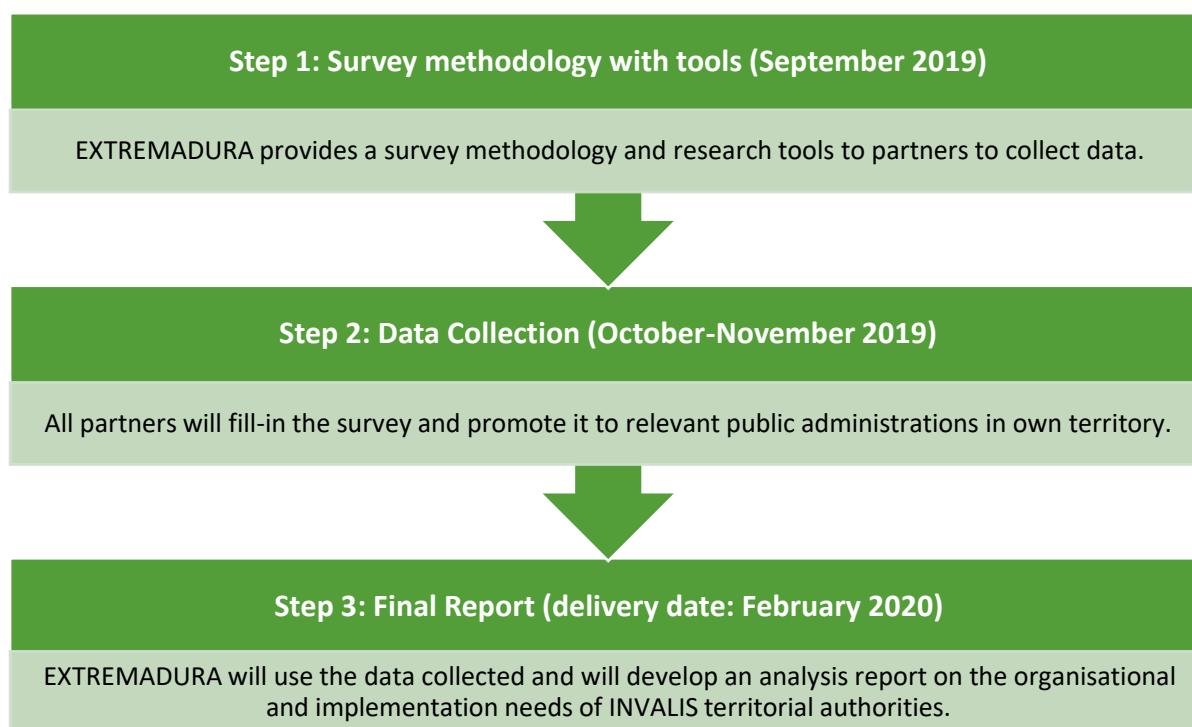
The INVALIDIS project (<https://www.interregeurope.eu/invalidis/>) aims to improve EU territorial policies on biodiversity and environmental protection by promoting and supporting measures on the prevention, early detection, control and eradication of invasive alien species (IAS) in natural ecosystems.

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 analyses partners' input. In essence, the partners' role is to collect data of their territories and provide feedback to the earlier versions of the final deliverable.

The timeline and the necessary steps for the successful completion of the activity are presented in the following Figure (Figure 1)

Figure 1: Timeline of the activity



2 ORGANISATIONAL CAPACITY NEEDS

2.1 ORGANISATIONAL CAPACITY

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 action¹. Thus, assessing organisational capacity helps to identify the stage of development of an organisation in relation to the desired societal sustainability goal.

For the purposes of INVALIDIS activity 1.3, organisational capacity will be defined according to three dimensions (compliance, measurement, adaptation) that were identified earlier as part of the literature review that was conducted for the present methodology². According to these dimensions organisational capacity can be defined as 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 to fulfil its mandate and be able to work within a framework of previously 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/survive/flourish/persevere over time.

The **second dimension** of organisational capacity corresponds to the need of an organisation to take into account performance measurement and incorporate it to improve its' 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 explore the ability of an organisation to adapt, remain innovative, and use digital approaches to management. In short, these three aspects signal the necessary organisation's capacities to operate successfully.

However the aforementioned dimensions are not completely independent as they operate within the constraints of the institutional framework, according to the objectives they aim to achieve, and in relation to the profile of stakeholders they engage with. Therefore, to assess organisational capacity, it is important to understand the context in which an organisation operates, to examine

¹ Honadle (1981); Bos & Brown (2013).

² Cox et al. (2018).

its mission and objectives, its embeddedness in the wider public administration, and its engagement with stakeholders. To address these aspects, the survey of INVALIDIS activity 1.3 has been designed 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:³

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.

³ Based on Brown School Evaluation Center (2017).

- Identify internal and external indicators to measure the impact of the organisation's work.

3) Human Resources

Human resources includes the management of staff, volunteers, and interns within an organisation. 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 organisations 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.

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.⁴ 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.

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

⁴ Epanchin-Niell (2017).

- 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-term⁵.

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, 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.

⁵ Based on Caffrey et al. (2014).

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 substances⁶ 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 shows⁷ 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.

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

⁷ Mormul et al. (2012).

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.

3 SURVEY

3.1 PURPOSE

The survey was designed to collect information regarding the current organisational capacity and future needs of INVALIDIS territorial authorities to effectively design and implement IAS policies and measures. To do so, it aims to address the following research 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 need of effective design and implementation of IAS measures?

3.2 DATA COLLECTION APPROACH

To collect the necessary data, EXTREMADURA deployed a survey study consisting of a questionnaire (ANNEX A). The questionnaire translated the criteria defined for each assessment area, per section 2.2, into statements. To assess the responses of the participants the questionnaire used a scale ranging from 1 (strongly disagree) to 7 (strongly agree).

3.3 PARTICIPANTS

The questionnaire was addressed to two different types of organisational groups:

- 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.

INVALIDIS project partners were responsible for the dissemination of the questionnaire to the organisations of Group 2.

The participants that filled-in the questionnaire were 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 were high ranking staff, including employees from different departments and units within the organisation.

3.4 KPIs REACHED

To ensure the plausibility of the activity's results, the following KPIs were set:

- 1) Group 1: at least 4 employees of each INVALIDIS 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.

The following table shows the KPIs reached in each INVALIDIS territory:

Table 1: KPIs for both Group 1 & 2

Groups 1 & 2	
Partner	Responses collected
NCESD	2
FLA	4
EXTREMADURA	8
OEC	8
ADR-BI	2
ICETA	13
ZPR	12
TOTAL	49

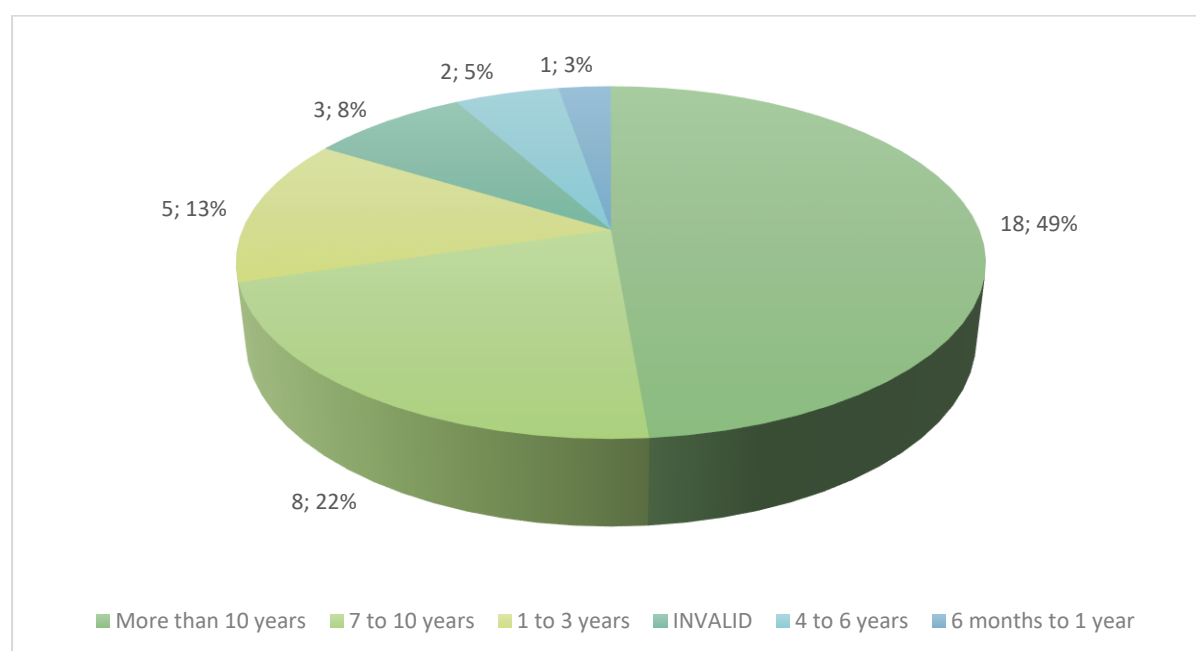
4 SURVEY RESULTS & ANALYSIS

4.1 RESPONDENT'S PROFILE

To provide contextual information regarding the sample of the survey, descriptive statistics were applied to ensure that the participants involved have adequate experience, to safeguard the validity of the results.

Regarding their level of experience in the IAS field, the majority of respondents reported that they had extensive experience working in their own organisation. More specifically, almost half of the sample of participants have worked for more than 10 years in their organisation and the field of IAS management. These results already indicate that the respondents hold sufficient knowledge to provide with insights on the sector (Figure 2).

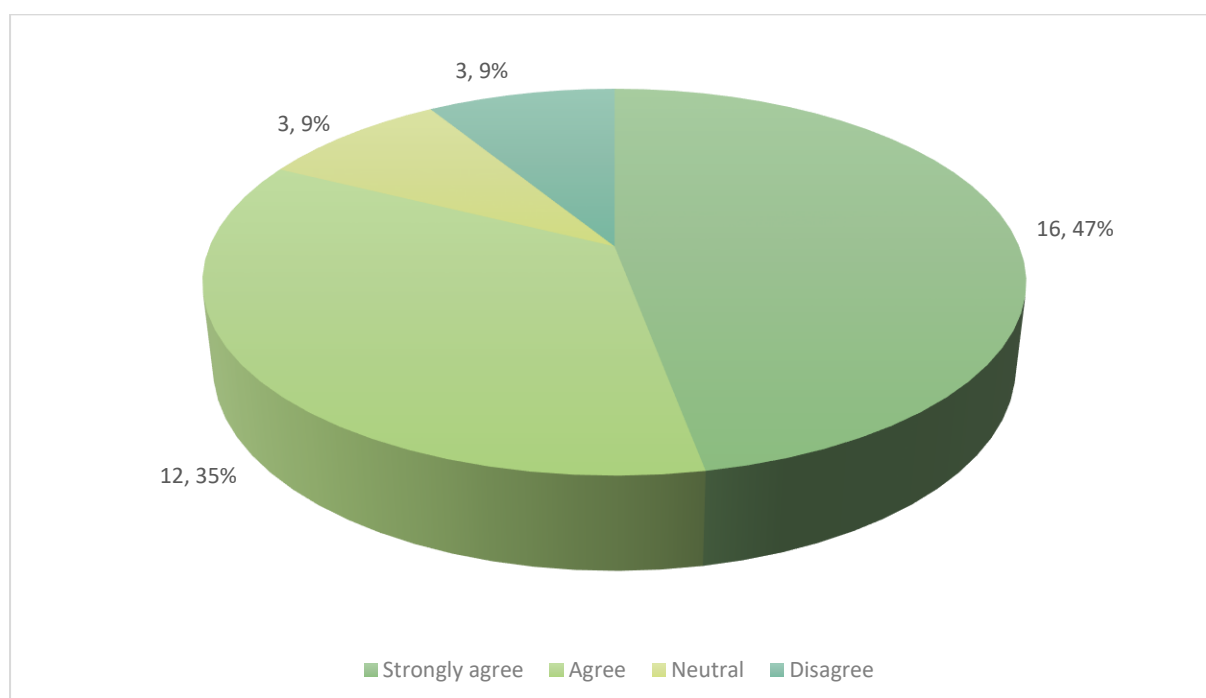
Figure 2: Time period active in the organisation



4.2 PARTICIPATING ORGANISATIONS

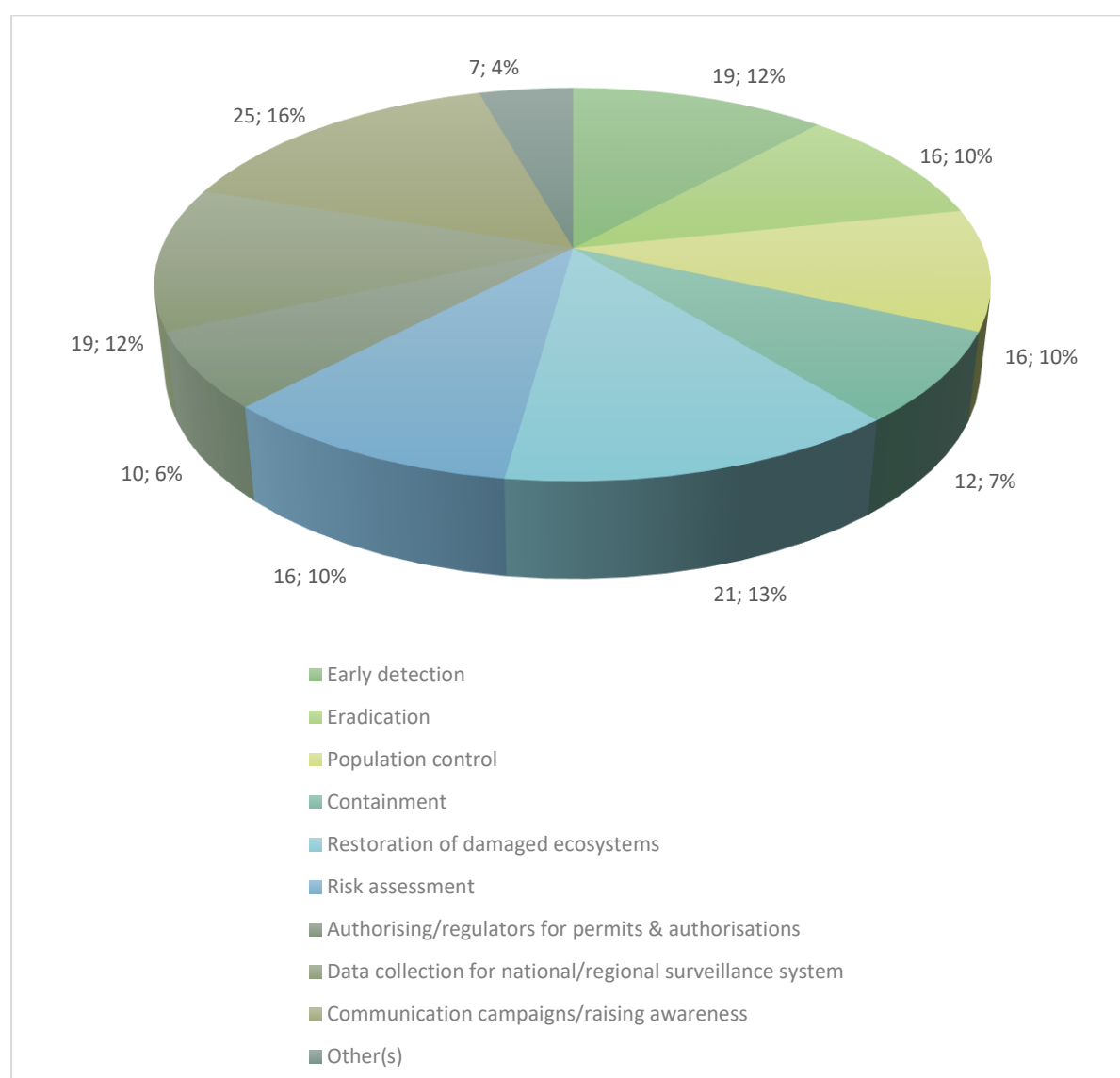
The results also indicate that design and implementation of IAS-related measures is a high priority for the majority of organisations involved in the survey, with only three of the organisations that participated in the survey are inactive in the field of IAS management. This is particularly promising as it highlights that the design and implementation of IAS-related measures constitutes a strategic priority of the organisations involved in the survey (Figure 3).

Figure 3: Responses on design and implementation of IAS- related measures



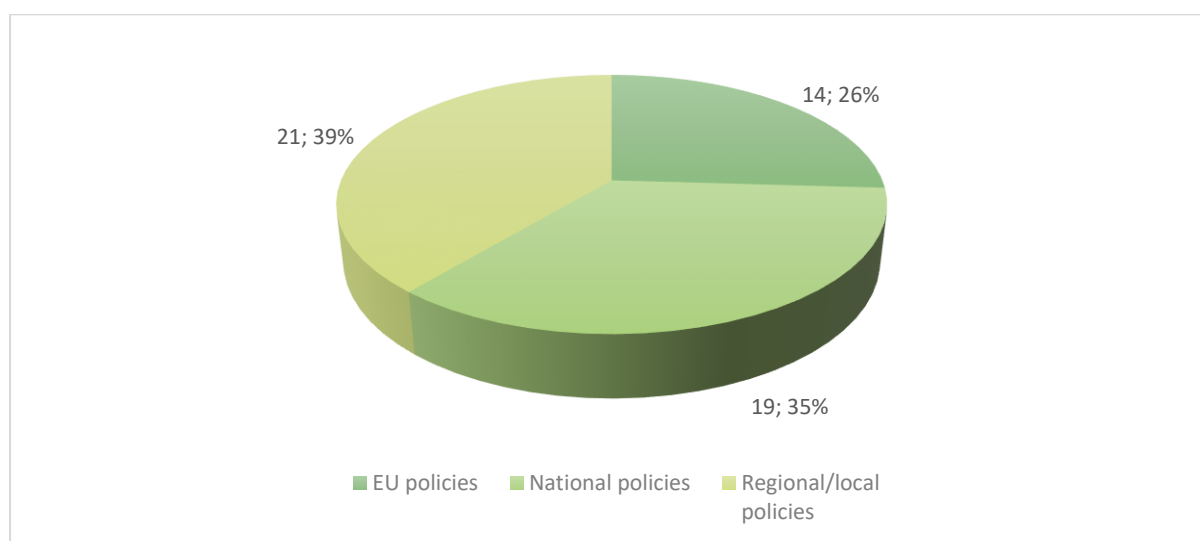
With regards to the specific IAS related activities the surveyed organisations undertake, data show that most organisations are active in a variety of IAS management fields. Such fields include: communication campaigns/raising awareness (25), restoration of damaged ecosystems (21), early detection (19), data collection for national/regional surveillance system (19), risk assessment (16), population control (16), eradication (16), containment (12), and authorising/regulators for permits and authorisations (10). Again, such results highlight that surveyed organisations have implemented a thorough and diversified IAS management plan with multiple aspects and stages covered (Figure 4).

Figure 4: Responses on active areas of IAS management



In addition, the level of implementation and involvement with IAS related measures surpasses the regional organisational level and also seeks to shape the European level of policy making. This was also supported by the results shown below, as the majority of organisations reported that they are active in influencing the policy-making of IAS management in local, regional, national or European level (Figure 5).

Figure 5: Responses on influence in policy making level

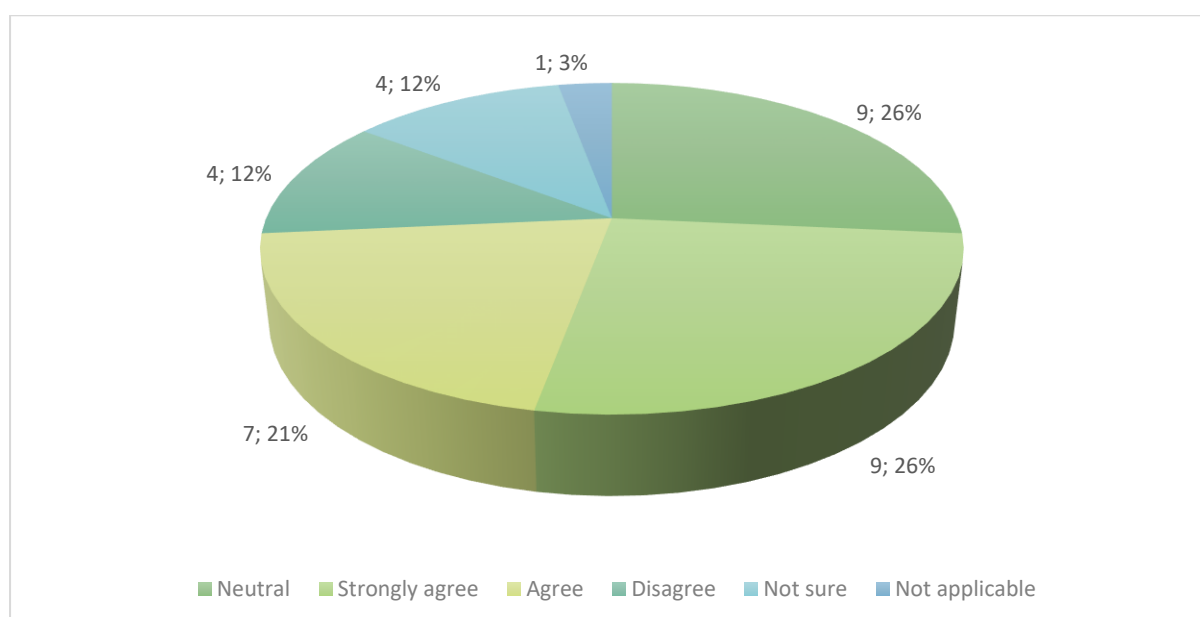


4.3 MANAGEMENT CAPACITY

Management refers to the ability of an organisation's leadership to define strategic goals and directions, and use efficiently and effectively its resources.

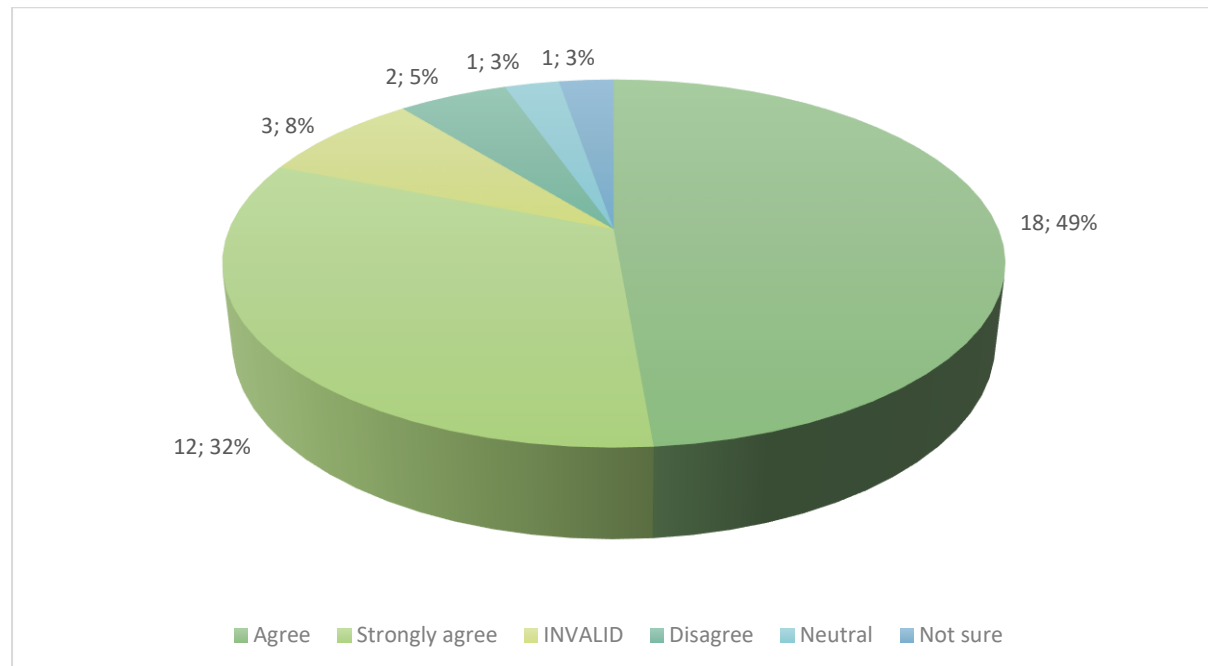
Here, the majority of respondents reported that their organisation demonstrates qualities of strong leadership that provides clear goals and priorities to the staff regarding IAS management. More specifically, 47% (strongly) agreed with the statement, shown in Figure 6 below. This is interesting as it demonstrates a high level of trust of the employees to their leaders to set the goal and priorities in relation to IAS-management.

Figure 6: Responses on leadership goals and priorities



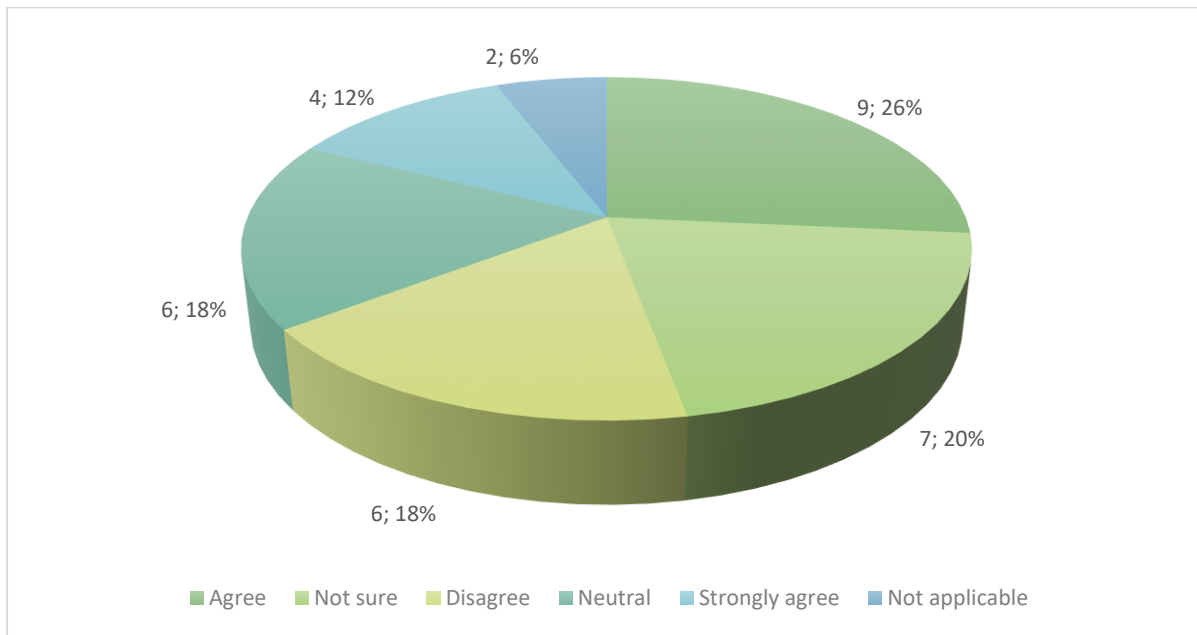
Similarly, the majority of organisations reported that they have the ability to develop and refine a strategic plan, with more than 80% strongly agreeing or simply agreeing with the statement. This is to be expected as the level of trust to leaders was especially high. However, the results are again particularly informative, as they highlight that organisations have a strong commitment to develop a strategic plan and communicate it adequately through their leaders (Figure 7).

Figure 7: Organisation's ability to develop and refine a strategic plan



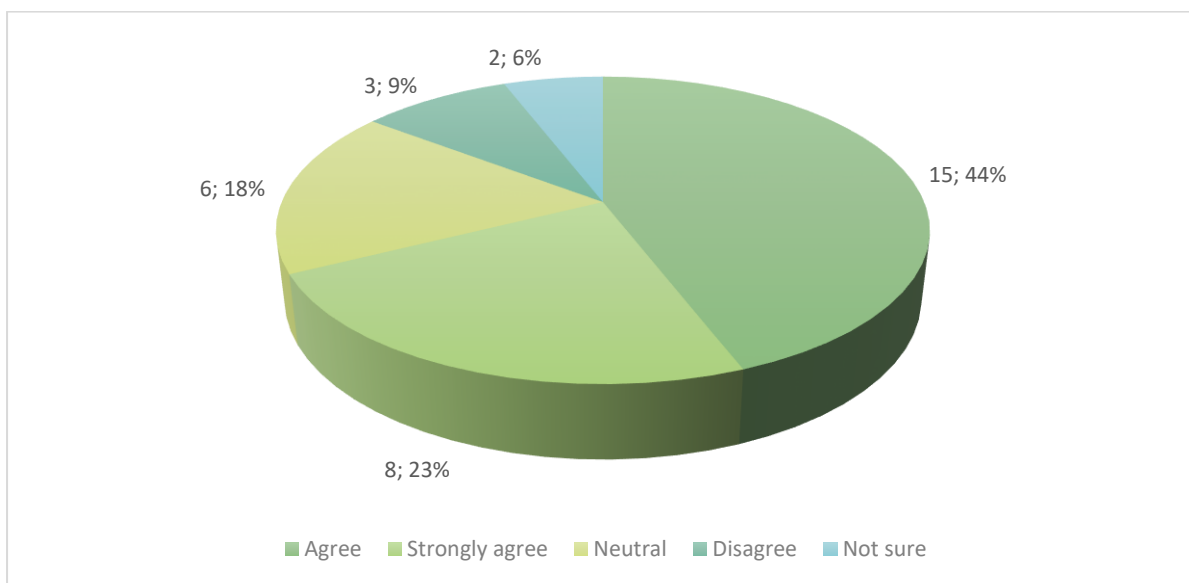
In terms of the sustainability aspect of IAS programmes and projects that organisations implement, the results indicate a mixed response with answers being of similar percentage (18% disagree, 26% agree, 30% not sure). This can be explained as lack of adequate knowledge on the topic of sustainability as the employees may not have been aware of the existence of sustainability plans in their organisation (Figure 8).

Figure 8: Organisation's sustainability plans



However, this is not the case for the organisations' ability to translate strategic and operational objectives into tangible targets, where the majority of respondents (67%) agreed with the statement. That is particularly interesting as it reveals that respondents may not be aware of the existence of plans yet the trust in their organisation's ability to translate strategic and operational objectives into tangible targets ensures that any plans implemented will be easily endorsed by the employees (Figure 9).

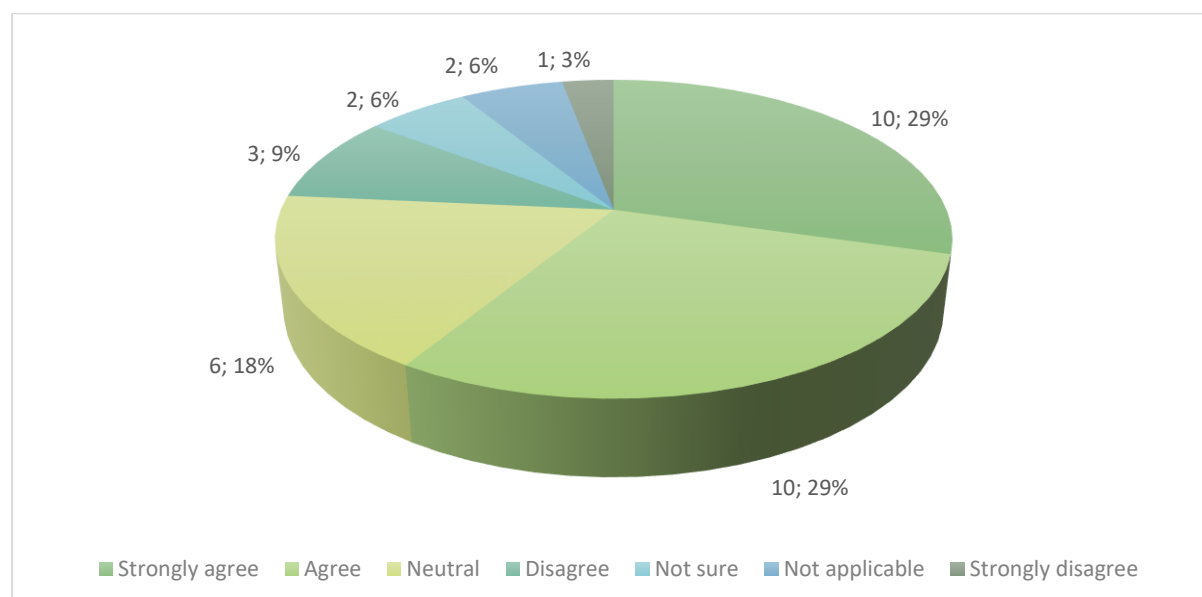
Figure 9. Ability to translate strategic and operational objectives into tangible targets



The same attitude was expressed regarding the ability to assign specific roles to different persons and departments, according to their educational background and field of expertise, as shown in

the following Figure (Figure 10). Again that reveals that the organisations that participated in the survey enjoy a high level of trust from their employees.

Figure 10: Assignment of specific roles according to educational background

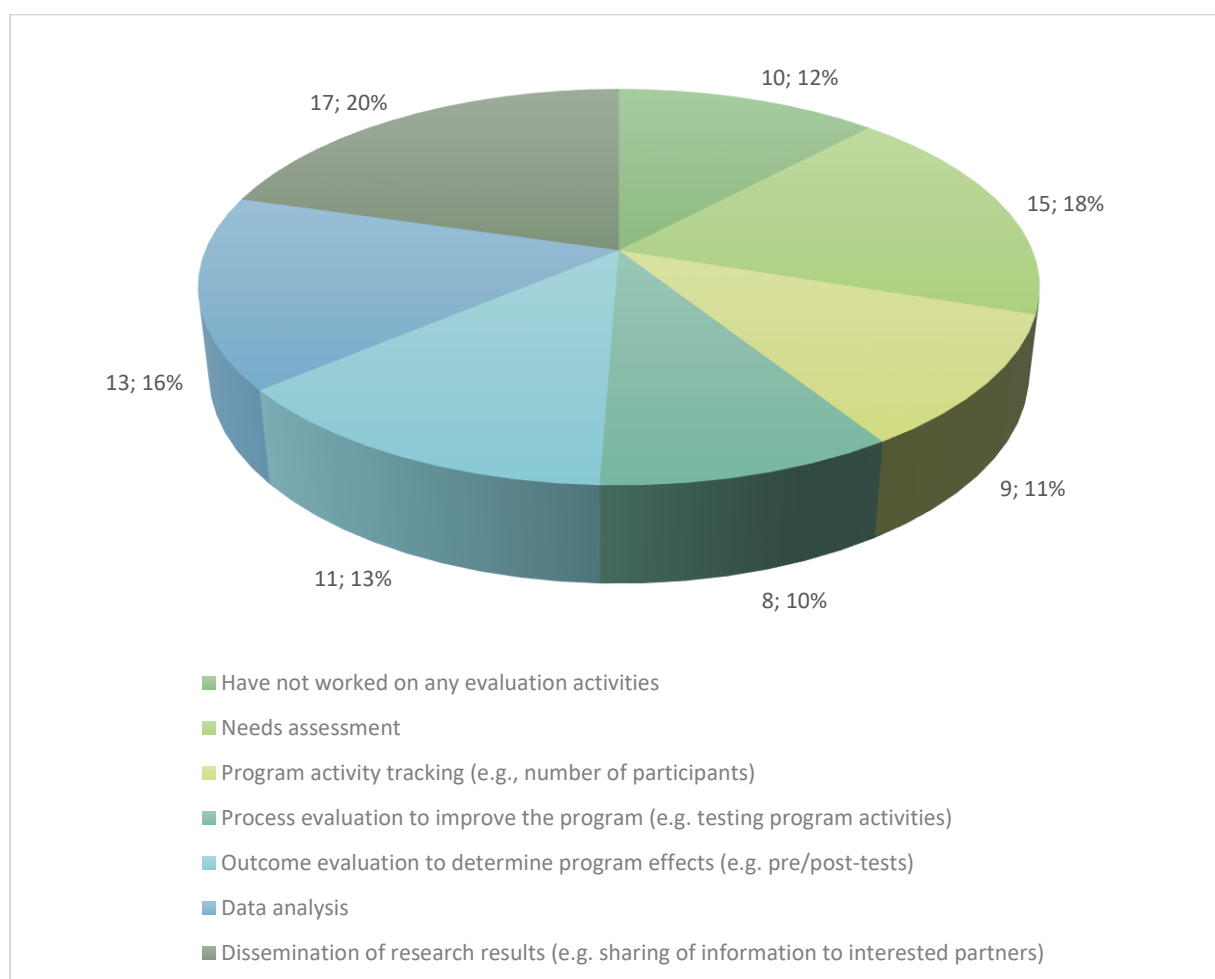


4.4 EVALUATION CAPACITY

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.

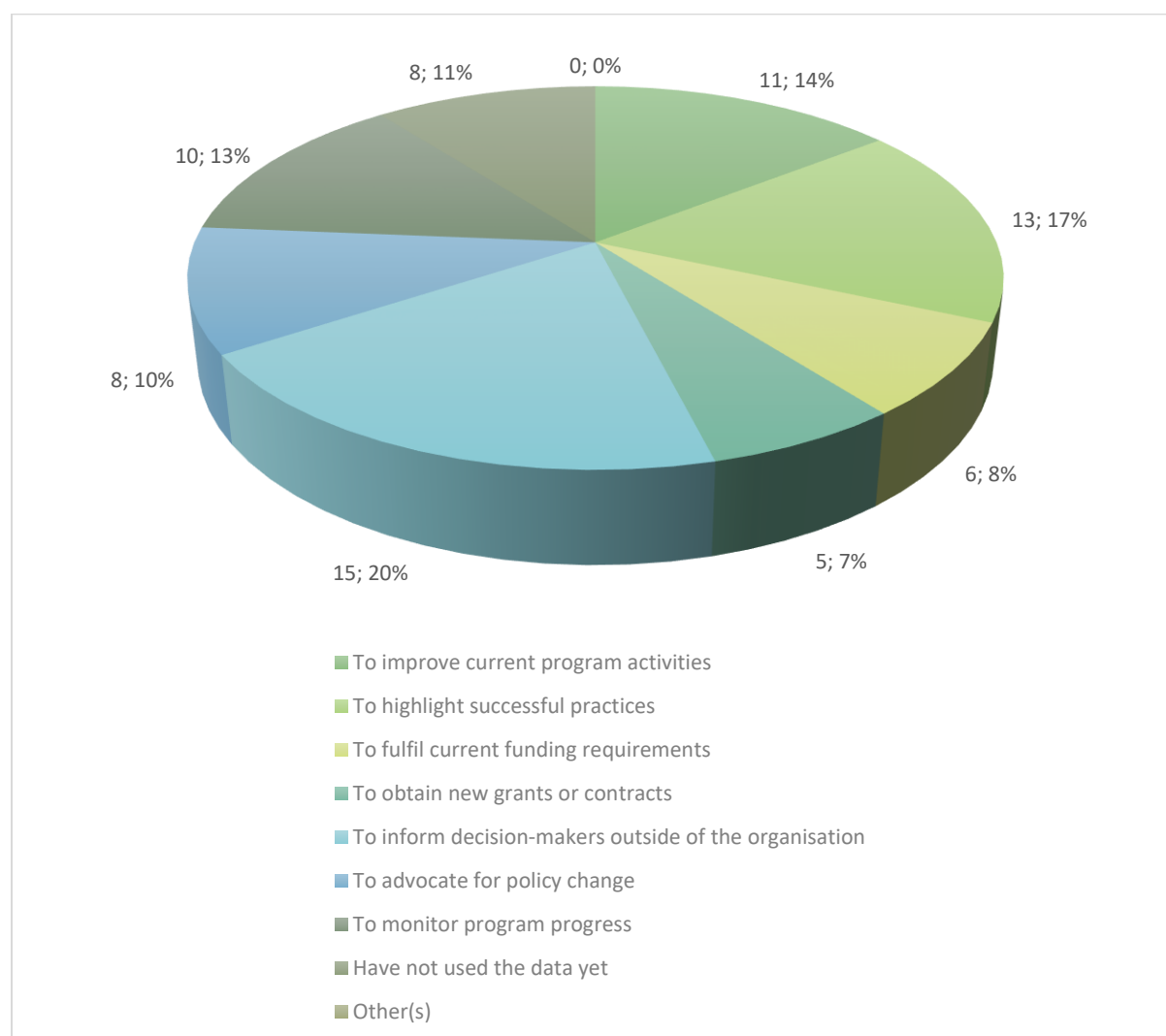
According to the results, the majority of organisations are quite involved, with most conducting evaluation activities in the fields of dissemination of research results (17), needs assessment (15), data analysis (13), outcome evaluation to determine program effects (11), program activity tracking (9), and process evaluation to improve the program (8); 10 organisation out of 34 have not worked on any evaluation activities.

Figure 11: Types of evaluation activities conducted by the organisation



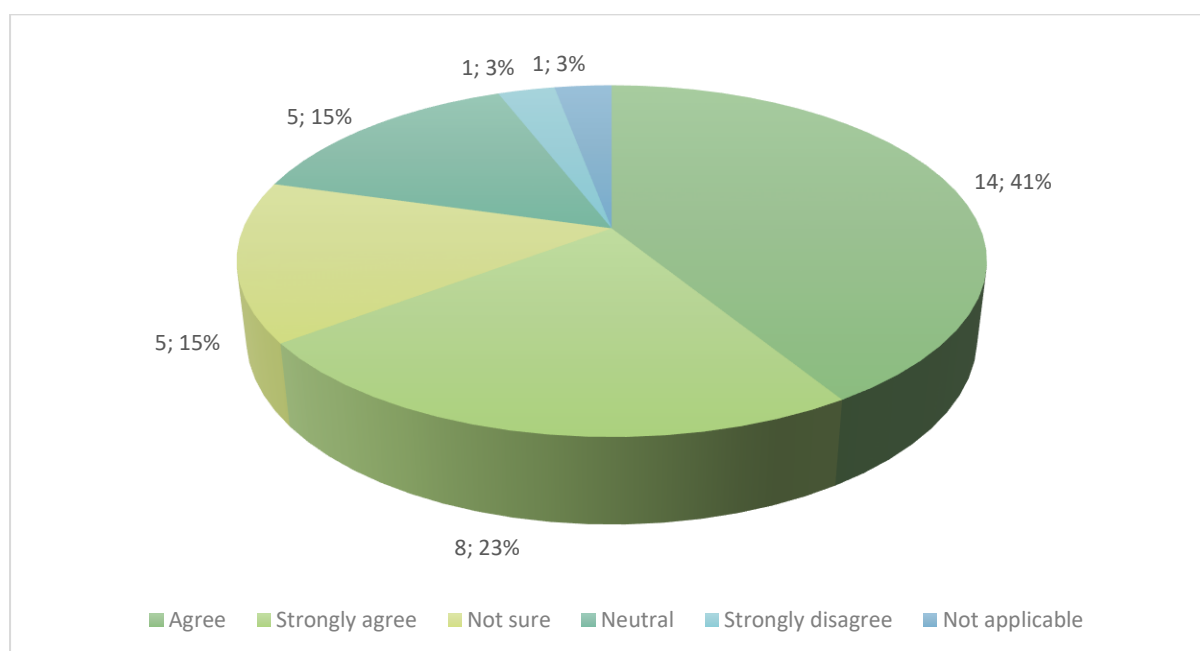
From the organisations that have conducted evaluation activities, evaluation data have been used for a variety of ends. For example, to inform decision-makers outside of the organisation (15), to improve current program activities (11), to highlight successful practices (13), to monitor program progress (10), to advocate for policy change (8), to fulfil current funding requirements (6), and to obtain new grants or contracts (5). 8 organisations have conducted evaluation activities but have not managed yet to use the data. Overall, these results illustrate that there is a strong tendency for organisations to engage in such evaluation activities.

Figure 12: Types of uses of the evaluation data



Regarding the attitude of the organisations towards evaluation activities, the majority of respondents reported that their organisations deployed evaluation techniques with 64% either strongly agreeing or agreeing with the statement. This reveals that employees are quite open to provide insights on how to further develop and possibly improve their techniques and strategies.

Figure 13: Total of support towards evaluation techniques



In terms of the expertise of the organisations' employees, the majority employ staff who know how to develop data collection tools and data collection techniques, as well as staff who know how to analyse interpret evaluation findings, as shown in the Figures below. This reveals that the employment criteria for such organisations are quite tailored to the needs of this specific organisation, as they actively seek employees that already have a specific set of skills and abilities.

Figure 14: Employment of staff that develop data collection tools and data collection techniques

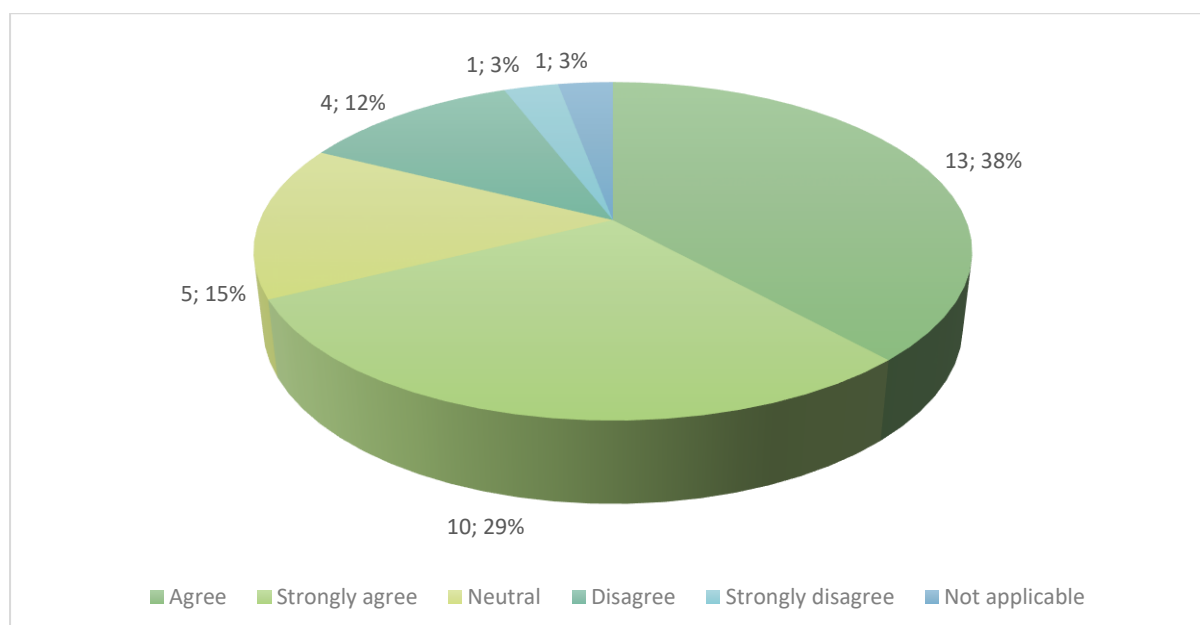
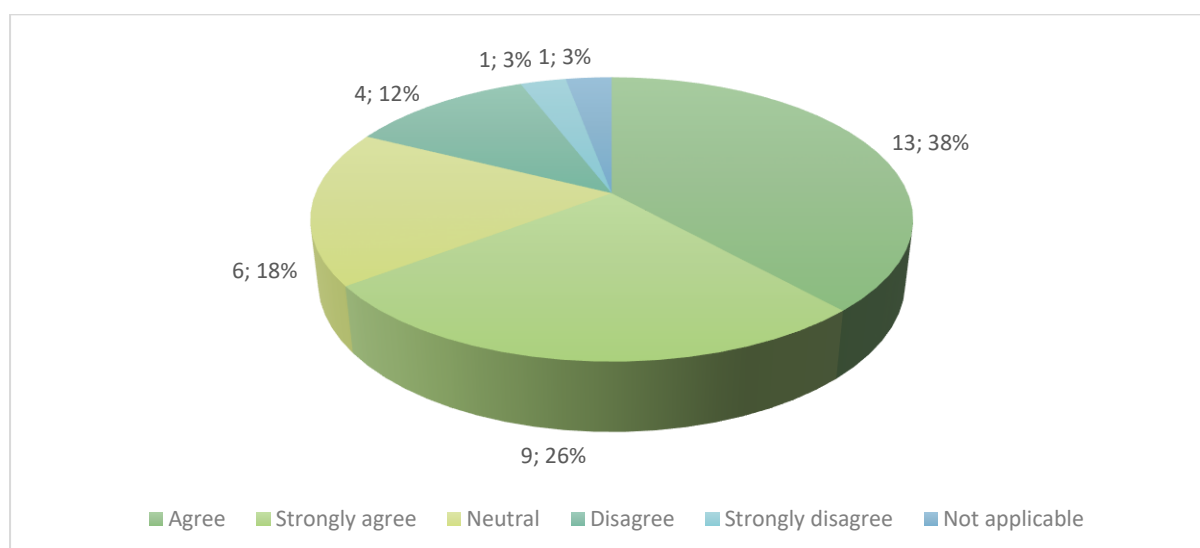
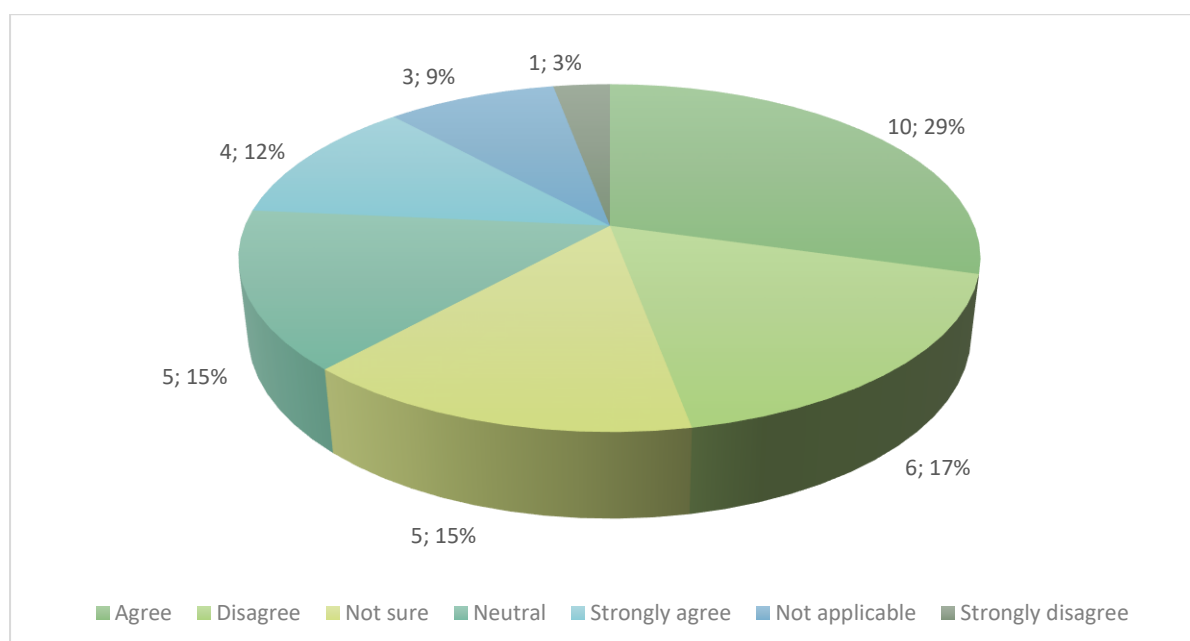


Figure 15: Employment of staff with knowledge on data analysis



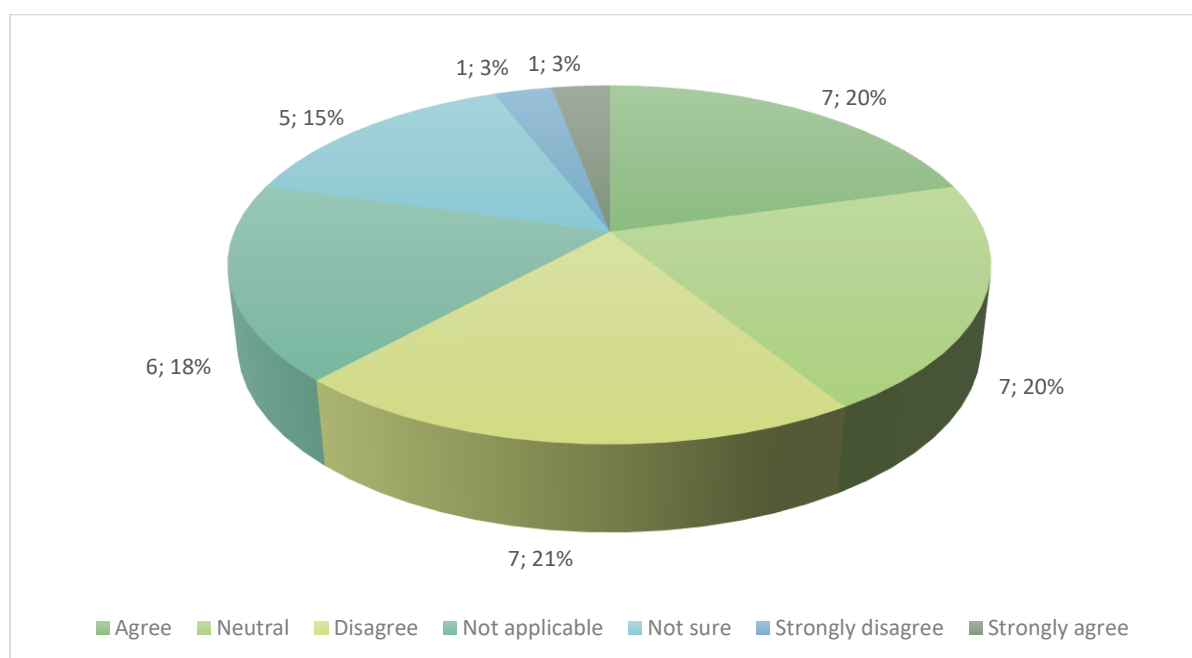
However, not all organisations have adequate electronic database and management reporting systems (i.e. for staff, volunteers, program outcomes, and financial information); 47% of respondents did not agree with the statement. That is also quite revealing as it suggests that there is a need not only in terms of employees but also in terms of infrastructure in these organisations to achieve adequate levels of reporting (Figure 16).

Figure 16: Organisational capacity of electronic database and management reporting systems



Moreover, as shown in the Figure below (Figure 17), most organisations have not identified internal and external indicators to measure the impact of the organisation's work. This is to be expected as it closely relates to the organisational and reporting capabilities of the organisation. Further, developments in these two key aspects of organisational capacity would potentially address this issue.

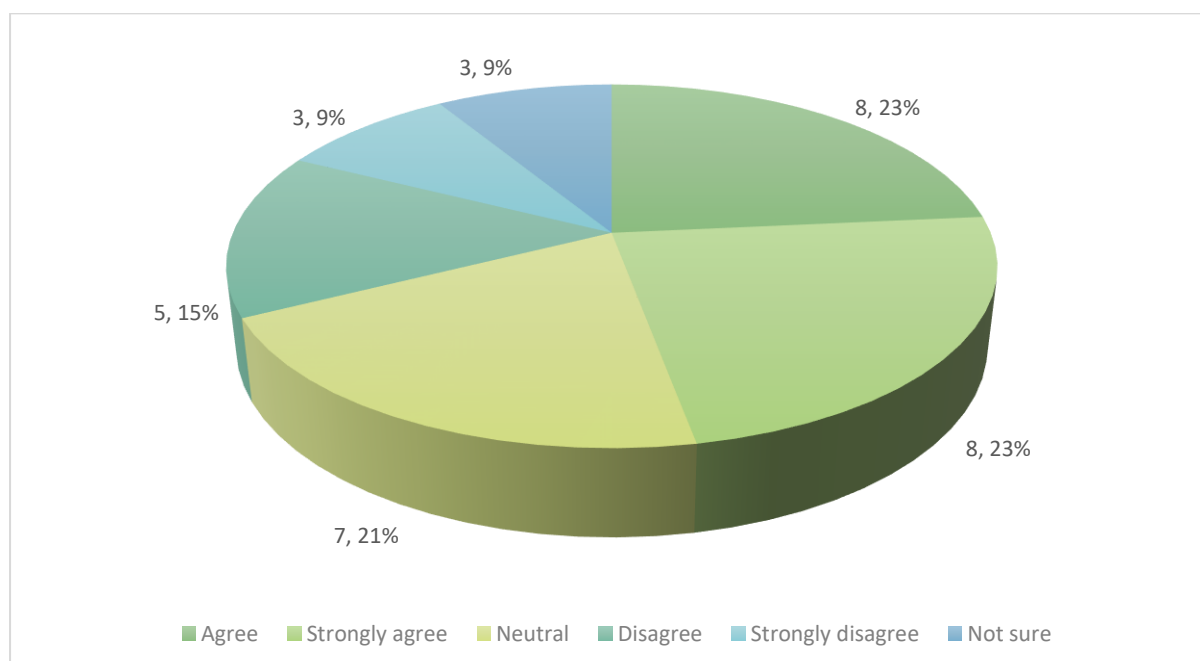
Figure 17: Internal and external indicators to measure the impact of the organisation's work



4.5 HUMAN RESOURCES

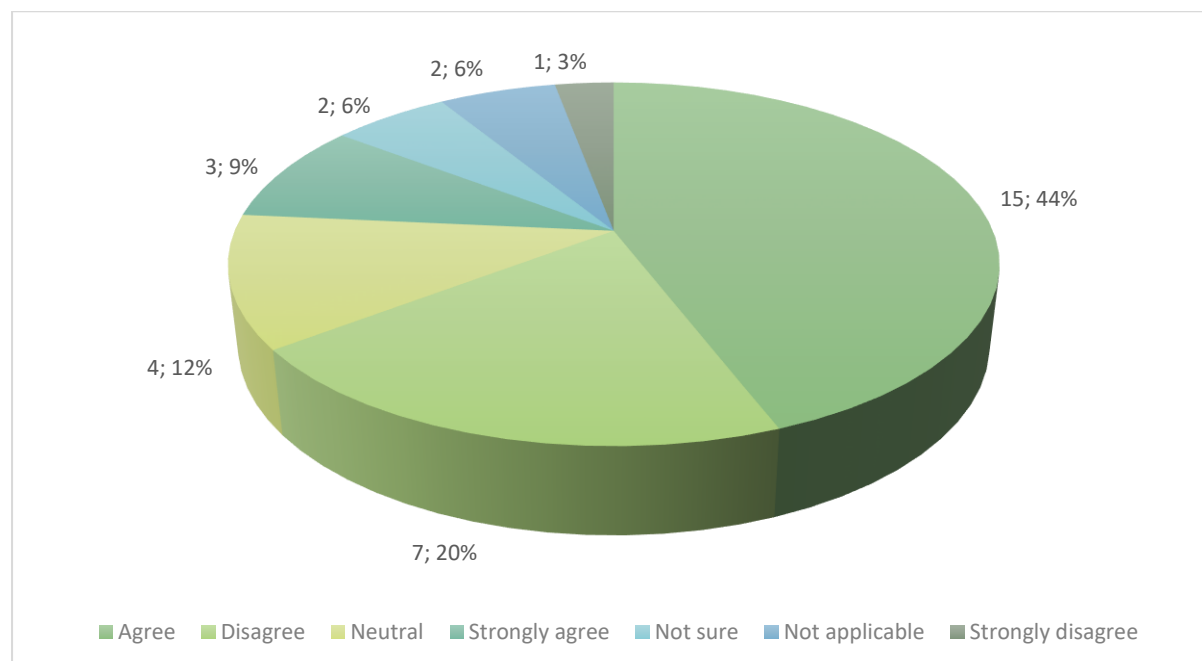
Human resources includes the management of staff, volunteers, and interns within an organisation. In this regard, half of survey respondents (46%) have either strongly agreed or agreed that their organisations have adequate personnel to carry out their designated missions as shown in Figure 18. This reveals that the organisations have already been prepared to assess if the personnel is adequate for the designated mission (Figure 18).

Figure 18:Assesment of adequate personnel can carry a designated mission



In a similar vein, organisations seem adequately equipped to conduct regular HR analyses of skill needs to support the implementation of IAS measures, as shown in the Figure below (Figure 19). This is to be expected as the necessary personnel has already been in place within the organisation as a preparatory step. Thus, the support for the implementation of IAS measures has already been cultivated within the context of the organisation.

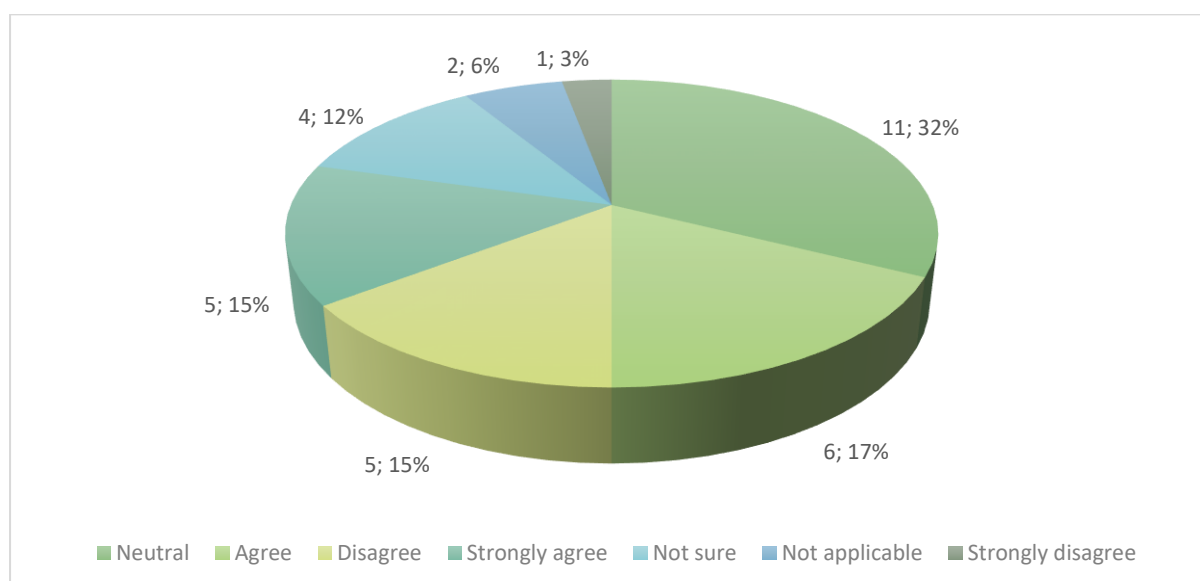
Figure 19: Organisational ability to conduct HR skill needs



4.6 COMMUNICATIONS CAPACITY

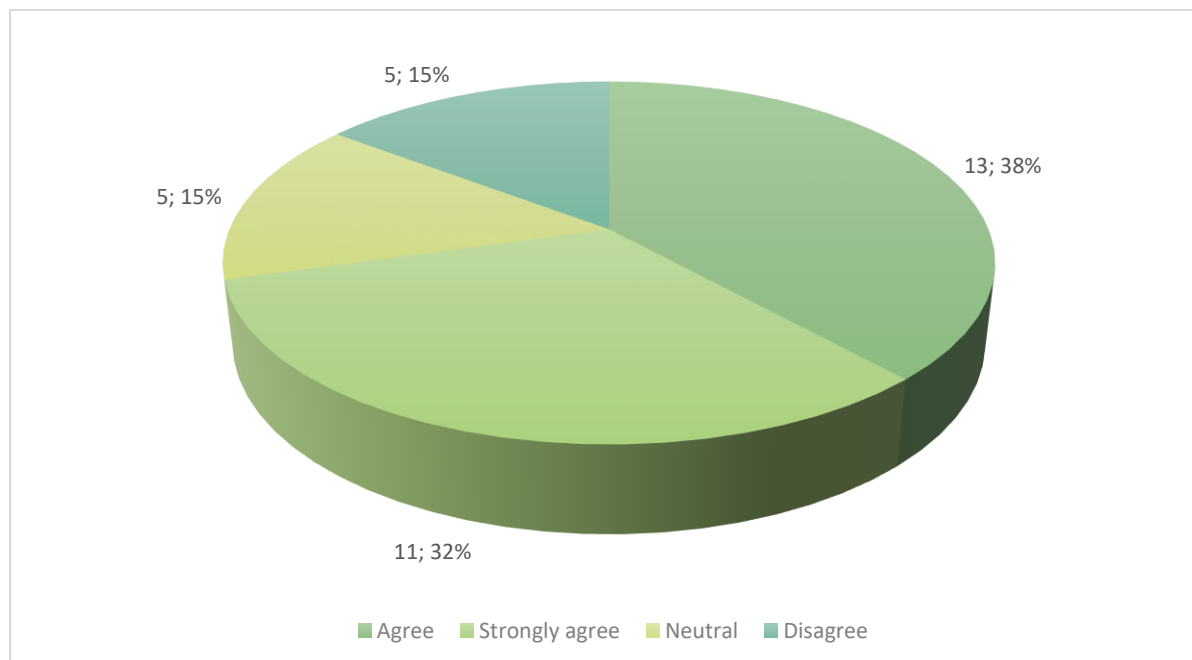
Communications refer to the marketing efforts with stakeholders and the public about the programs and services regarding the design and implementation of IAS measures. However, the results indicate that organisations surveyed have reported a lack of a strong communication plan and guidelines in place, or a clearly defined communication strategy. That reveals that there may be internal organisational plans and measures that are adequately addressed and communicated within the context of the organisation, yet the external, broader communication of these plans has not been adequately addressed in the present (Figure 20).

Figure 20: Capability to plan, define and implement a communication strategy.



The lack of a clearly defined plan of communication may be absent yet organisations seem to take steps towards that direction. More specifically, organisations implement awareness-raising campaigns on IAS-related issues, with 70% of respondents agreeing (strongly) with the statement as we can observe from Figure 21.

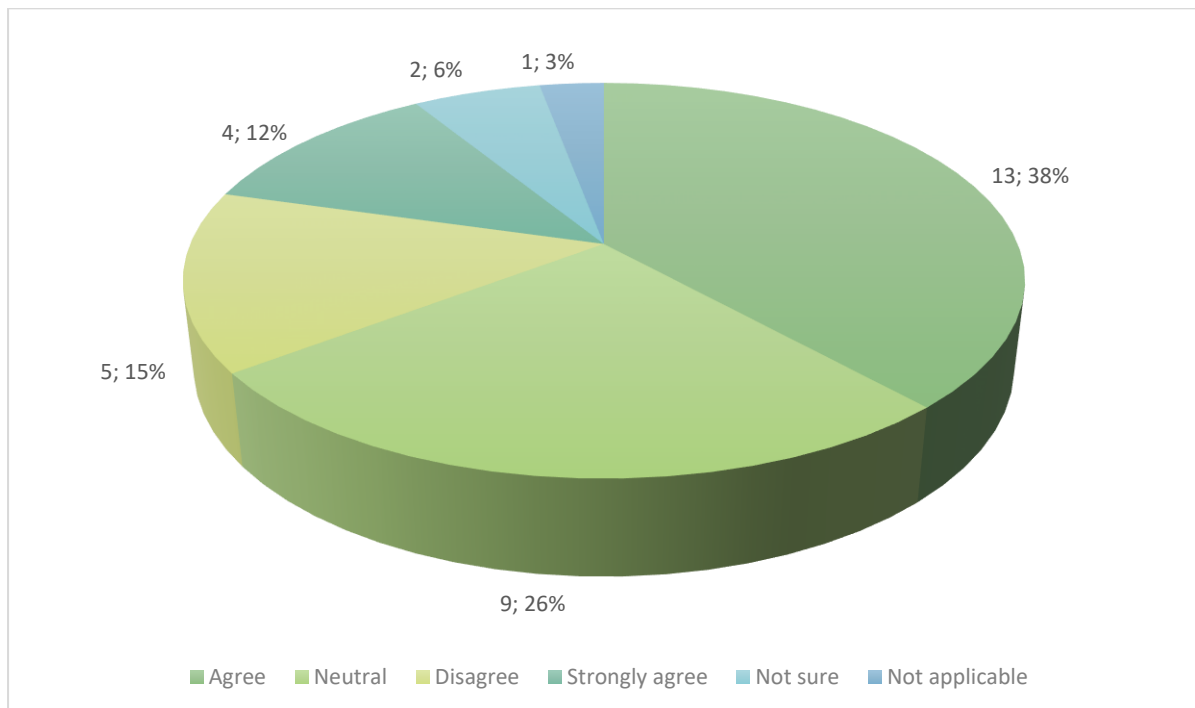
Figure 21: Implementation of awareness-raising campaigns on IAS related issues



In terms of the effective communication with potential funders is considered as a crucial part of communication and engagement strategy. In this respect, survey respondents indicated that most of IAS management organisations effectively undertake this task, as shown in the Figure below (Figure 22). Again, these results illustrate that there may be a lack on the overall communication

strategy for IAS measures yet there is adequate communication in some crucial areas such as funding.

Figure 22: Effective communication with potential funders



Along the same lines, more than half of the surveyed organisations indicated that they are able to effectively tell the story of the organisation's impact by using diverse communications channels, including digital and print media as we can observe in the following Figures (Figure 23, Figure 24). Again, independent of an overall communication plan, the results illustrate that organisations are still able to effectively communicate their impact with a range of communication techniques and channels.

Figure 23: Organisational ability to effectively communicate its impact

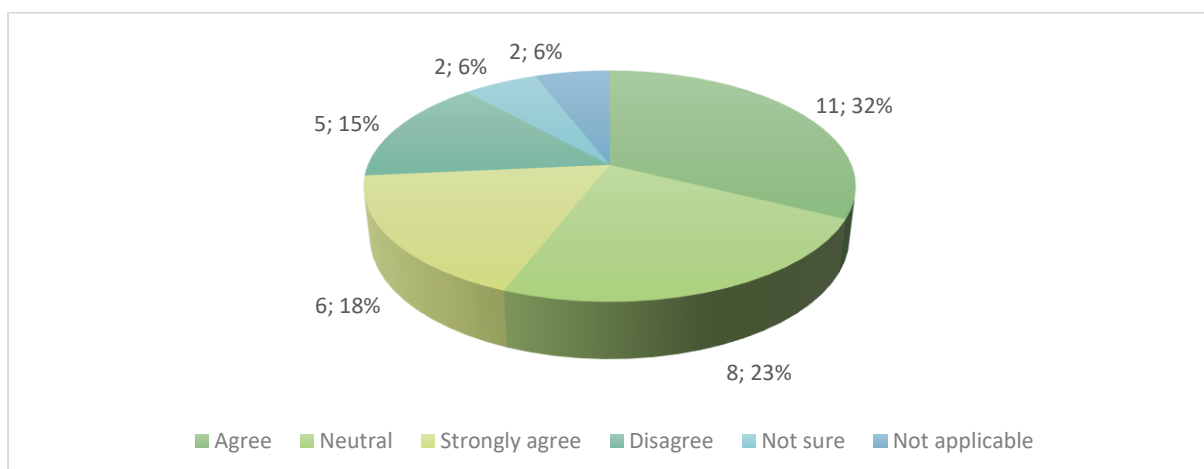
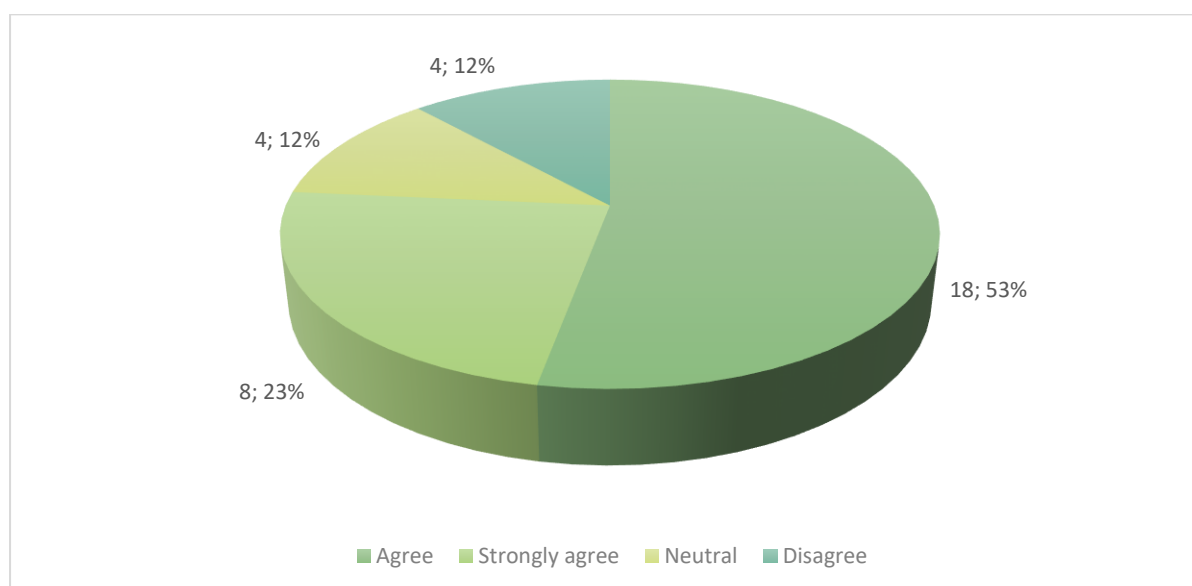


Figure 24: Use of communication channel such as digital and print media



4.7 ABILITY TO ATTRACT FUNDING

Grant writing is the practice of preparing proposals and completing application processes for funding. In these regards, survey respondents, as shown in the two Figures below (Figure 25, Figure 26) report that most organisations apply regularly for governmental and EU grants. This reveals that there is a strong focus of the organisations to attract funding from national governments or the European Union, possibly as a result of their orientation or knowledge of processes and applications.

Figure 25: Frequency of funding applications for governmental grants

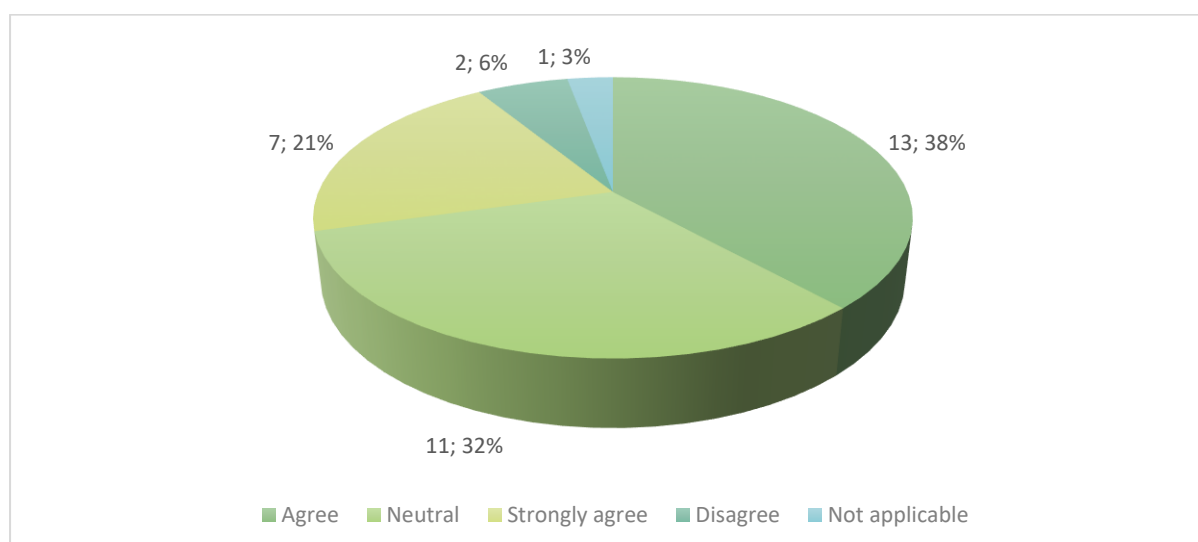
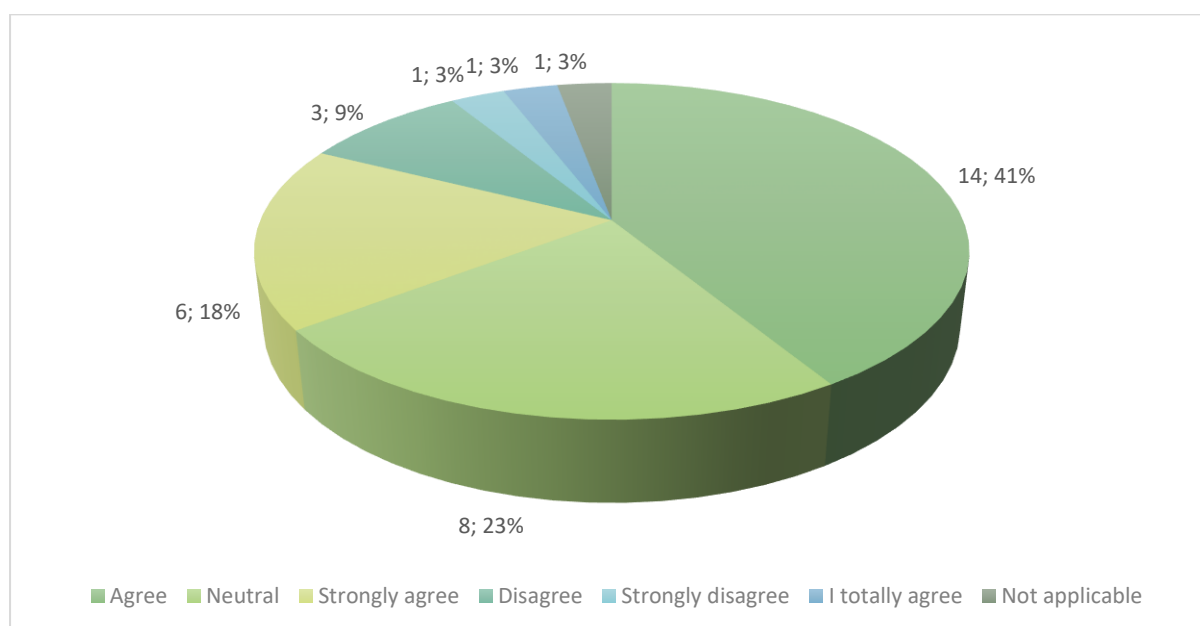
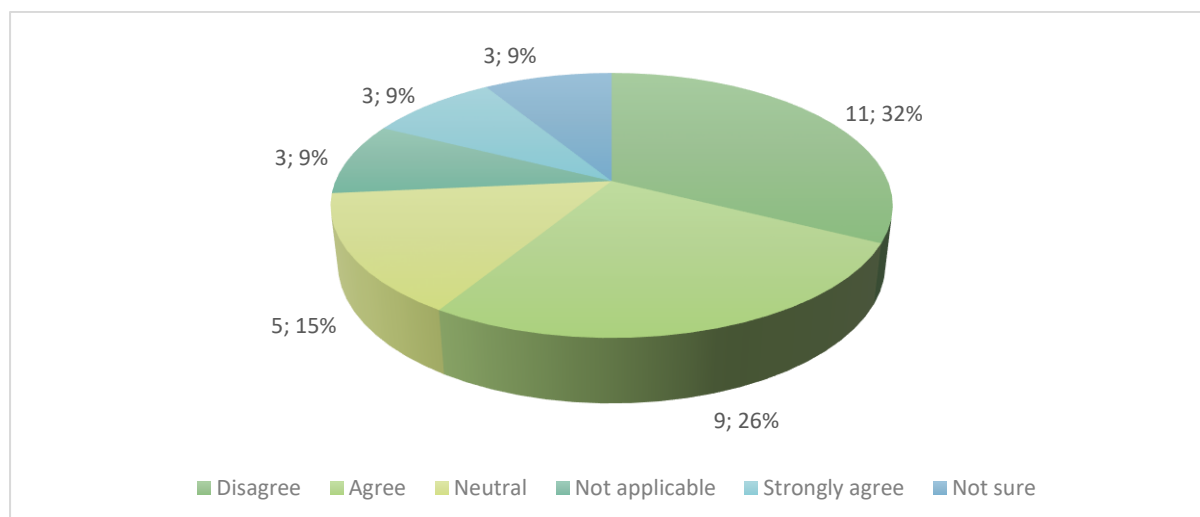


Figure 26: Frequency of application for EU grants



However, most organisations do not apply for external (private, non-governmental) funding, with 32% of respondents disagreeing with the statement as it is shown in Figure 27. This again demonstrates a strong tendency of the organisations to attract funding from national bodies of governance or European funding schemes that may be easier to complete or awarded.

Figure 27: Frequency of applications for private/non-governmental funding



The external financial support may not be one of the strategic goals of the organisations, yet this is not true for external expertise. More specifically, participants identified an increased capacity for access to external expertise since more than half of the respondents (strongly) agreed that they employ staff who have grant-writing skills. Similarly, over 50% of the respondents agreed that their organisation has access to external grant-writing expertise, as shown in the two Figures below (Figure 28, Figure 29).

Figure 28: Employment of staff that have grant-writing skills

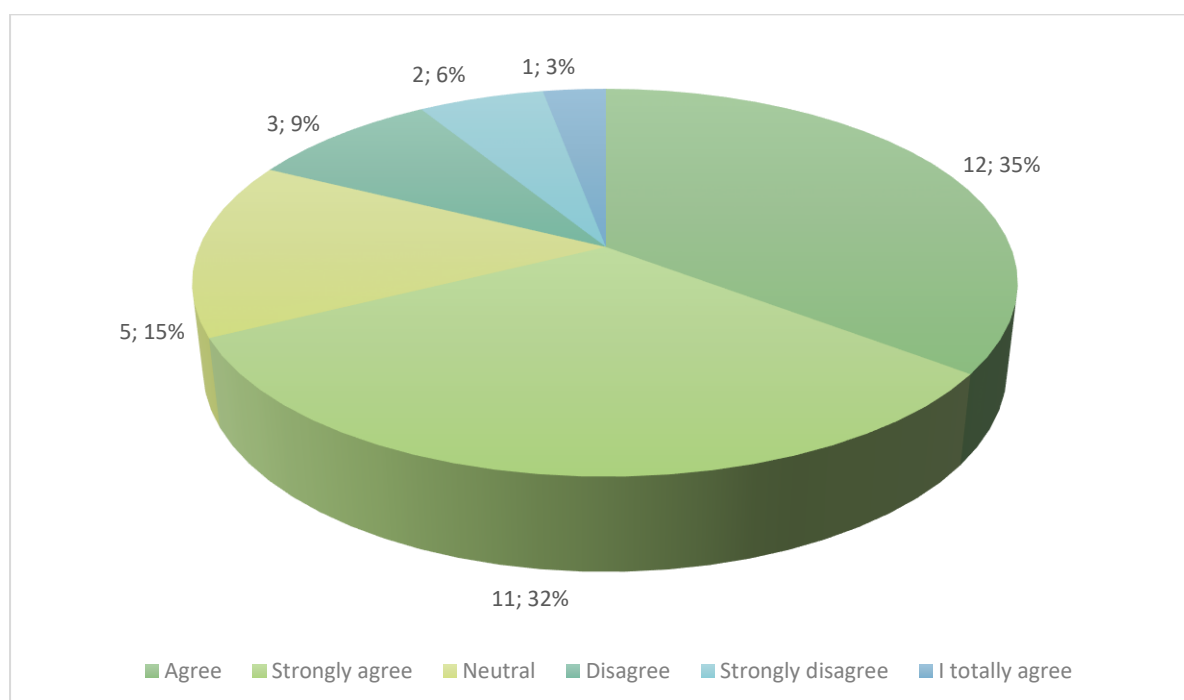
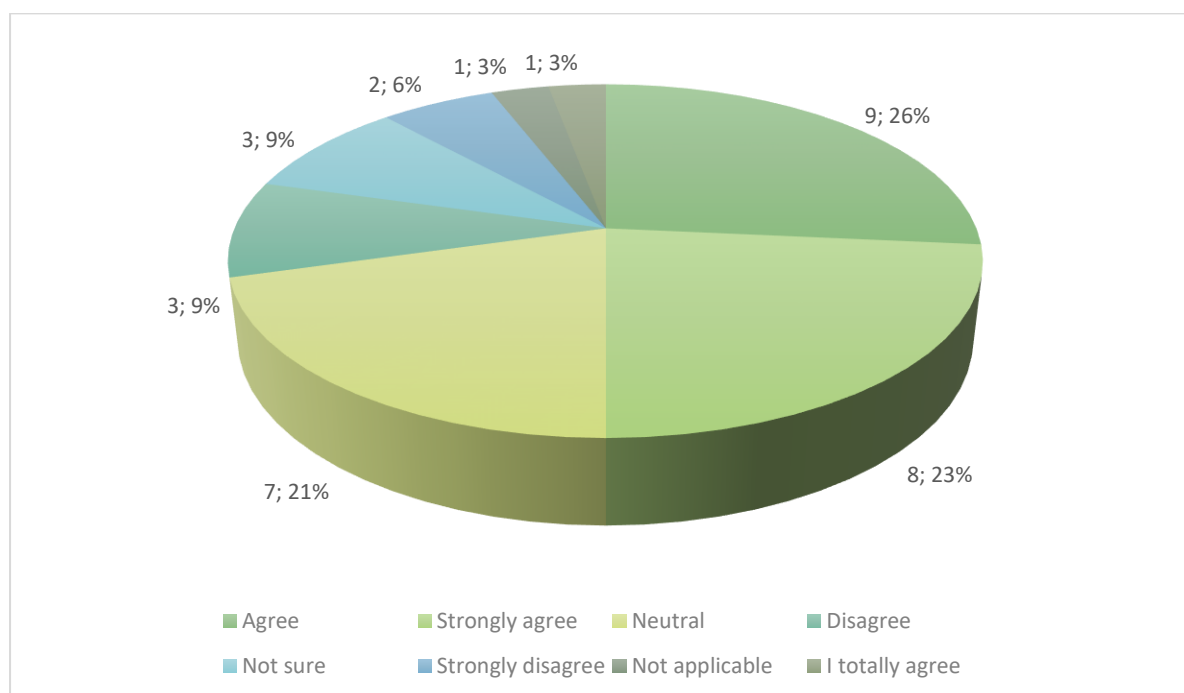


Figure 29: Access to external grant writing expertise



5 NEEDS IDENTIFIED – KEY FINDINGS

The survey implemented for INVALIDIS activity 1.3 showed that the top-3 organisational capacity needs of relevant territorial organisations are the following:

- Lack of personnel / adequately trained personnel: Survey respondents identified the lack of personnel – and more specifically the lack of IAS-trained personnel – as the most pronounced organisational challenge that their institutions face. Insufficient personnel impacts negatively organisations, decreasing in productivity and causing inadequate implementation of management practises and functions. Technical knowledge in certain areas (e.g. identification of new species) and training in of IAS-specific matters would equip organisations with more power to tackle their mission.
- Lack of external funding opportunities: Survey respondents identified the lack of funding opportunities as the second most important organisational capacity need they face. Although the survey identified that IAS-relevant organisations in INVALIDIS territories have adequate access to (internal and external) grant-writing capacities, nevertheless they struggle to attract non-governmental funding.
- Managerial assistance / strategic planning: Survey respondents identified the lack of adequate managerial assistance and the ability to adequately communicate and translate the operation and strategic objectives into projects as the third most pronounced organisational capacity need. Yet the respondents reported the presence of strong leadership that provides with clear goals and priorities. Enhancing their role and providing them with a clear communication plan for the employees could potentially assist in increasing the knowledge of employees and could assist in the formulation of an organisation-wide strategic plan.

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ANNEX A: 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 organisational 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 organisation'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?

<input type="checkbox"/> Early detection	<input type="checkbox"/> Eradication
<input type="checkbox"/> Population control	<input type="checkbox"/> Containment
<input type="checkbox"/> Restoration of damaged ecosystems	<input type="checkbox"/> 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).	Click here to enter text.
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.
3. Management	
<i>This section aims to evaluate the ability of your organisation's management team to define strategic goals and directions. For each item below, select the answer that best represents your response.</i>	
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 organisation.

- 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 organisation conducted in the past, if any?	<input type="checkbox"/> Have not worked on any evaluation activities	<input type="checkbox"/> Needs assessment
	<input type="checkbox"/> Program activity tracking (e.g., number of participants)	<input type="checkbox"/> Process evaluation to improve the program (e.g. testing program activities)
	<input type="checkbox"/> Outcome evaluation to determine program effects (e.g. pre/post-tests)	<input type="checkbox"/> Data analysis
	<input type="checkbox"/> Result dissemination (e.g. sharing of information to interested partners)	<input type="checkbox"/> Other (please specify):
4.2. How has the evaluation data been used?	<input type="checkbox"/> To improve current program activities	<input type="checkbox"/> To highlight successful practices
	<input type="checkbox"/> To fulfil current funding requirements	<input type="checkbox"/> To obtain new grants or contracts
	<input type="checkbox"/> To inform decision makers outside of the organisation	<input type="checkbox"/> To advocate for policy change

	<input type="checkbox"/> To monitor program progress <input type="checkbox"/> Have not used the data yet
	<input type="checkbox"/> 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 organisation'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 organisation.	1) 2) 3)
5. Human resources <i>This section aims to evaluate the effectiveness of managing staff, volunteers, and internships within your organisation. For each item below, select the answer that best represents your response.</i>	
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 organisation.	1) 2) 3)
6. Communication strategy <i>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.</i>	
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 organisation.

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 organisation.

1)
2)
3)

8. Community engagement

This section aims to evaluate the ability of your organisation 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 organisation.	1) 2) 3)

