



**“Organizational Management Capacity Building for NGO Leaders”
Training Workshop in Suwon, 10:00 am – 5:30 pm, March 28 & 29, 2023**

Funded by a grant from the Public Diplomacy Section, the U.S. Embassy - Seoul

Trainer: Muthusami Kumaran, Ph.D.,

Associate Professor of Nonprofit Management & Community Organizations,
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AGENDA

DAY 1: March 28, 2023

- 10:00 am Session #1: Strong Foundations of an NGO
Presentation on the founding blocks of an NGO; Interactive discussion on strengthening the foundations NGOs in Korea.
- 11:30 am 15 minutes coffee break
- 11:45 am Session #2: Good governance & Leadership
Presentation on the roles, responsibilities and importance of board governance; Executive leadership in sustaining & growing the NGO; Interactive discussion on how to enhance governance and leadership.
- 1:15 pm One hour lunch break
- 2:15 pm Session #3: Systematic Program/Project Planning & Evaluation
Presentation on developing program goals, objectives, and logic models; Program monitoring & evaluation; Interactive discussion on adopting systematic program/project planning & evaluation processes.
- 3:45 pm 15 minutes coffee break

4:00 pm Session #4: Strategic Planning
Presentation on adopting elements of strategic planning & SWOT analysis for organizational sustainability and growth; Interactive discussion on the application of strategic planning.

5:30 pm Adjourn

See you tomorrow!

**“Organizational Management Capacity Building for NGO Leaders”
Training Workshop in Suwon, 9:00 am – 4:30 pm, March 28 & 29, 2023**




DAY 2: March 29, 2023

- 10:00 am Session #5: Communication and Marketing
Presentation on principles & practices of communication and marketing for NGOs; Interactive discussion on promoting communication with stakeholders.
- 11:30 am 15 minutes coffee break
- 11:45 am Session #6: Fundraising
Presentation on diversified methods of fundraising; Interactive discussion on adopting diverse fundraising strategies.
- 11:15 pm One hour lunch break
- 2:15 pm Session #7: Grant Writing
Presentation on key elements of grant seeking and grant writing; Interactive discussion on various components of a grant proposal.
- 3:45 pm 15 minutes coffee break
- 4:00 pm Session #8: Community of Practice for Networking & Collaboration
Presentation on how participants can form a Community of Practice for networking and collaboration; Interactive discussion on establishing a CoP and playing strong participatory roles.
- 5:30 pm *Workshop Conclusion & Distribution of Certificates*

**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
OF NGOS IN KOREA**

**ORGANIZATIONAL MANAGEMENT CAPACITY
BUILDING TRAINING WORKSHOP
FOR NGO LEADERS**

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WORKSHOP OVERVIEW

- Pre workshop survey
- Introductions
- Workshop overview

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TRAINING WORKSHOP FOR NGO LEADERS

- **“Strengthening Organizational Management Capacity of NGOs in Korea”**
- **Funded by the Public Diplomacy Section, the U.S. Embassy - Seoul**
- **Grant project by the University of Florida**
- **Project Partner: Gyeonggi Center for Public Interest Support**

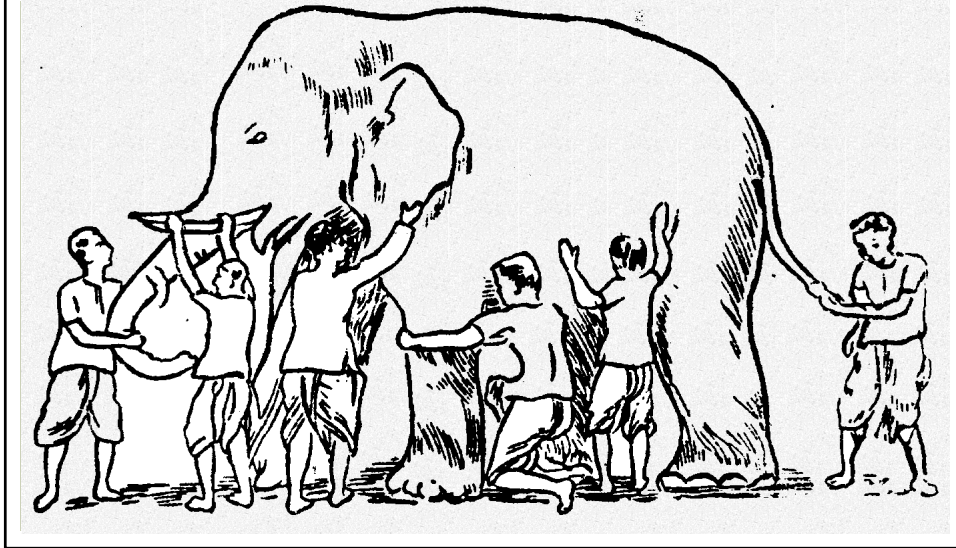
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WORKSHOP SCHEDULE

- **DAY 1:**
 - **Session 1: Strong foundations of an NGO**
 - **Session 2: Good governance & Leadership**
 - **Session 3: Program/project planning & Evaluation**
 - **Session 4: Strategic Planning**
 - **Reflections**
- **DAY 2:**
 - **Session 5: Communication & Marketing**
 - **Session 7: Fund raising**
 - **Session 8: Elements of grant writing**
 - **Session 9: Networking & Collaboration**
 - **Reflections**

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WHAT ARE NGOs?



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DEFINING NGOS

- NGOs are “private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development” (The World Bank Operational Directive 14.70)
- NGOs are typically value-based organizations that depend, in whole or in part, on charitable donations and voluntary service

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NGOs: THE WORKING DEFINITION

- NGOs are....
- Organizations
- Not-for-profit
- Non-profit distributing
- Institutionally separate from any government
- Self-governing
- Non-compulsory (ie. voluntary)
- Service/development/welfare/environmental oriented for the benefit of a group of people
- Not affiliated to political parties
- Different names in different parts of the world

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BROAD TYPES OF NGOs

- **Development**
 - Design & implement developmental projects
 - Focus on service delivery to the underserved
- **Advocacy**
 - Raise awareness, acceptance & knowledge
 - Link public with political process
 - Lobbying, media & activist events
 - Act as guardian or 'watch dog' of public interest
- **Grassroots**
 - Short term empowerment of community residents
 - Long term development of communities
- **International NGOs**
 - Multi sectors
 - Global reach

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THEORIES OF NGOs

- Contract failure
- Market failure
- Social capital
- Alternative development
- Social justice

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NGO SECTOR OF KOREA

- About 15,400 registered NGOs now (about 2000 in Seoul)
- Less than 10,000 NGOs in 2010
- Address every conceivable issue and operate in every part of the globe
- Operate with numerous methods & goals
- Operate alone and in coalitions
- Are extremely diverse, so any generalization is impossible
- Growing need for management capacities




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**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
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**1. STRONG FOUNDATIONS OF
AN NGO**

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THE GAME PLAN

- Unique characteristics of NGOs
- Starting an NGO
- Major steps in establishing an NGO
- Developing mission, vision & core values statements of an NGO
- Ideal NGO organizational plan
- Activity for developing or reframing the issue(s), needs, clients, mission, vision & core values of your current/ideal NGO

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UNIQUE CHARACTERISTICS OF NGOs

- Mission focus
- Charity and philanthropy
- Volunteerism
- Facilitative taxation system

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REASONS NOT TO START A NGO

- You have a time-limited special project that will benefit a community
- You wish to support a needy individual or family
- You think a lot of funding will be available for you to provide a service
- You want to provide a service, but want tax exemption
- You feel your current work is not meaningful

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ALTERNATIVES TO STARTING A NEW NGO

(SOURCE: ACTION WITHOUT BORDERS)

- Work with an existing NGO where you can contribute to the cause in a meaningful way
- Affiliate with an existing NGO to provide new and innovative services as its own
- Seek fiscal agent assistance for a project that needs tax exemption

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IDEAL CONDITIONS TO START A NEW NGO

- You have clients or beneficiaries with a bona fide need that is currently not being met
- You have an innovative programming approach to meet the need
- You know you will have clients to serve
- You have strong local support
- You & your supporters plan for the long term
- You already know how to mobilize resources to support the organization for foreseeable future

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STARTING A NEW NGO

- Step 1: Identify, verify, define and detail the need that the organization will address
- Research the 'community' needs
- Develop a needs statement that initiates the rationale for starting the organization

- Step 2: Identify the organization's mission, vision and core values

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THE MISSION



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MISSION STATEMENT

- Statement of the organization's purpose and philosophy
- Specifies the fundamental reason for the organization's existence
- Establishes the scope of the organization and identifies its unique characteristics
- Should be succinct, clear, concise, and memorable
- Should capture what the organization does, with/for whom, its distinctive competence (optional), and WHY it does it.

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MISSION STATEMENT

- Good example:
 - "The Beautiful Foundation pursues the society where everyone (whom) practices the value of sharing in everyday life (what) and individuals and community thrive together (why)."
 - The Beautiful Foundation, Korea
 - "To inspire and empower (what) the youth of Alachua County (whom) to realize their full potential to become responsible, healthy, productive, and successful citizens (why)"
 - Boys & Girls Club of Alachua County, U.S.A
- Poor examples:
 - To improve reading ability among children
 - To serve the homeless population
 - To feed the hungry children

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VISION STATEMENT

- An image of the future that the organization seeks
- What the future would look like when the organization fulfills its mission
- It is the guiding image of organizational success
- Should capture what we want the organization to look like in ideal terms in future
- Good example:
 - The diffusion of giving culture by acting citizens, incubation of new ideas for sustainable public-benefit activities.” (The Beautiful Foundation)
 - “To assure that no one goes hungry, that no food is wasted in our community” (Soup Kitchen, U.S.A)

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CORE VALUES

- Guiding beliefs and principles that form the way the organization operates
- Ethical framework and the principles that inspire and motivate anyone to be a part of the organization
- Should capture what values we think are important to the organization and how we want the organization to be perceived
- Good examples:
 - Transparency, Public benefit & Mutual respect (Beautiful Foundation)
 - At Girls Place, we believe that all girls should be inspired, challenged, and nurtured to become their very best (Girls Place, U.S.A)

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STARTING A NEW NGO

- **Step 3:** Identify and plan to complete all application requirements
- **Step 4:** Form the initial board of directors/trustees
- **Step 5:** Choose a name for the organization, prepare and file all paperwork
- **Step 6:** Draft bylaws (or similar) and get them approved by the board
- **Step 7:** Develop program plans with goals and objectives

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STARTING A NEW NGO

- **Step 8:** Develop a budget and financial plan
- **Step 9:** Prepare and file tax-exempt application
- **Step 10:** Establish a fundraising mechanism
- **Step 11:** Hire employees, recruit volunteers & deliver services
- **Step 12:** Always stick to the mission!

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IDEAL NGO ORGANIZATIONAL PLAN

- Section 1: Rationale for starting the NGO
- 2. Organizational concept
- 3. Governance
- 4. Governing documents
- 5. Program planning & evaluation
- 6. Human Resources
- 7. Financial management
- 8. Fundraising
- 9. Volunteer management
- 10. Marketing & community relations
- 11. Ethics, transparency & accountability
- 12. Risk management

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ACTIVITY

- On the Session 1 Activity Sheet, provide the following (10 mins.):
- 1. Issues in the society that need to be addresses (by your NGO)
- 2. Specific needs (of clients) that need to be met
- 3. Clients of your NGO
- 4. Name of your NGO
- 5. Mission Statement: use the formula 'what' 'with/for whom' and 'why'
- 6. Vision Statement: ideal future of your NGO
- 7. Core Values: guiding principles of your NGO
- 8. Brief discussion (if time permits)

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Strengthening Organizational Management Capacity of NGOs in Korea

“Organizational Capacity Building for NGOs” Training Workshop

Session 1 ACTIVITY

Complete the following with relevant information on your current/ideal NGO

1. Issue(s) to be addressed:

2. Specific needs to be addressed by the NGO:

3. Clients of the NGO:

4. Name of the NGO:

5. Mission Statement:

6. Vision Statement:




7. Core Values:

**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
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**ORGANIZATIONAL MANAGEMENT CAPACITY
BUILDING TRAINING WORKSHOP
FOR NGO LEADERS**

2. GOOD GOVERNANCE & LEADERSHIP

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THE GAME PLAN

- Importance of NGO governance
- Characteristics of Board excellence
- Governing documents
- 10 essential roles of the Board
- Characteristics of effective NGO Board
- Individual Board member responsibilities
- Let's practice developing the ideal Board
- The Executive Director
- The Executive Management Team

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GOVERNANCE IN NGOS

- Every NGO is legally required to have a governing body, usually its Board of directors/trustees
- Governance is the process of collective decision making by the Board on behalf of the NGO
- Governance is the process of providing direction for long-term effectiveness of NGO
- Governance is the process of providing strategic leadership to the NGO

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GOOD GOVERNANCE IS KEY



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TWO KEY GOVERNING DOCUMENTS (U.S.A)

- 1) Articles of Incorporation (establishing document)
 - Filed with designated government entity
- 2) Bylaws
 - Policies & procedures for Board operations

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ARTICLES OF INCORPORATION

- Establishing document usually includes the following:
 - The name of the organization
 - Principal place of business
 - The general statement of its purpose (mission)
 - The name and address of its registered agent
 - The names and addresses of its initial directors
 - Duration of the organization
 - Membership provisions, if any
 - Language referencing to applicable tax exemption

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BYLAWS

- Provides direction, policies & procedures for the Board in governing the organization
 - Key organizational governing document
- Not required in Nepal, but helps in setting proper governing board

General Components:

- 1) Organizational information
- 2) The Board of directors & meeting procedures
- 3) Fiscal policies
- 4) Officers of the Board
- 5) Committees of the Board
- 6) Policies for amendments and revisions

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PRINCIPLES OF BOARD DEVELOPMENT

- NGOs cannot be successful for the long term unless they have effective governing boards
- Board function is about the future, and so the Board development needs to be done with the future in mind
- There is no one single “model” for Board development that automatically will be the best for all organizations
- Core leadership is crucial to Board development
- An effective Board is a team of committed members who work together in order to accomplish the mission

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10 ESSENTIAL ROLES OF THE BOARD

- 1) Determine the organization's mission & purpose
- 2) Select and recruit the chief executive officer
- 3) Support the chief executive & review her/his performance regularly
- 4) Ensure effective organizational planning
- 5) Ensure adequate resources are mobilized

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10 ESSENTIAL ROLES OF THE BOARD

- 6) Manage resources effectively
- 7) Determine, monitor, and strengthen the organization's programs and services
- 8) Ensure necessary policies are in place & in compliance with the law
- 9) Enhance the organization's public standing
- 10) Recruit & orient new board members and assess overall Board performance regularly

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BOARD COMPOSITION & STRUCTURE

- Number: 5 – 21 board members, no ideal number that works for all NGOs
- Terms of 2 – 3 years with term limits of 2 – 3
- The one-thirds rule for continuity
- Diversity of interest that reflects NGO's services and constituents
- Diversity of expertise that can assist the NGO (attorneys, accountants, etc.)
- Adequate committees with right membership

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INDIVIDUAL BOARD MEMBERS

- Need to be committed to the mission and dedicated to organizational success
- Do not involve in day-to-day operations of the NGO
- Are not expected to be 'experts' of the organization's services, legal and financial matters
-but are expected to get clarifications on them in order to make informed decisions
- If legal duties and responsibilities cannot be met, resign or take on an advisory role

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SIGNS OF WEAK BOARDS

- Several in-name-only Board members
- Lack of orientation & mentoring to new members
- Conflicts between Board members in governance
- Founder's syndrome (managing trustee)
- Lack of diversity of perspectives, interests and expertise
- Lack of communication between the Board and the chief Executive
- Executive Director domination
- Dysfunctional committees

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ACTIVITY!

- On the Session 2 Activity Sheet provide the following:
 1. IDEAL Number of board members for your NGO
 2. List 'qualifications' of all members, based on diversity of interest that reflects organization's services and constituents, AND diversity of expertise that can assist the organization
 3. List adequate committees with right membership
 4. Develop policies for the board including: frequency of meetings, process of meetings (report by ED, discussions on financials, program, budget, etc.)
 5. Debrief!

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THE CHIEF EXECUTIVE OF AN NGO

- A NGO's organizational leadership is fundamentally the responsibility of its board and its executive leader
- The chief executive officer is the head of day-to-day administration of the organization
- Titles of executive leader includes: Executive Director, Chief Executive Officer, President, etc.
- The relationship between the CEO and the board is crucial
- Complexity of Executive Director's responsibilities differs from NGO to NGO

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WHAT DO PEOPLE LOOK FOR AND ADMIRE IN THEIR LEADERS?

- *The Leadership Challenge* (Kouzes & Posner)
- Of the 225 values, traits & characteristics
- Top four are...

- Honesty

- Forward-looking

- Competent

- Inspiring

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PRINCIPLES OF GOOD NGO EXECUTIVE LEADERSHIP

- Self-confidence and self-improvement
- Technical proficiency
- Seeking & taking responsibilities
- Making sound & timely decisions
- Inspiring all stakeholders of the organization
- Setting examples to employees
- Knowing employees and caring for their well-being
- Keeping employees informed & developing their sense of responsibility
- Using the full capabilities of the organization

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5 IMPORTANT CHARACTERISTICS OF THE EXECUTIVE DIRECTOR (CARLSON & DONOHUE)

- ED as Visionary
- ED as Change Agent
- ED as the Relationship Builder
- ED as Community Creator
- ED as Resource Wizard

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THE EXECUTIVE MANAGEMENT TEAM

- **Administration**
 - Human Resources management
 - Financial management
 - Facilities management
- **Programs**
 - Project planning
 - Monitoring
 - Evaluation
 - Reporting
- **Operations**
 - Marketing & community relations
 - Fundraising
 - Grant writing

Strengthening Organizational Management Capacity of NGOs in Korea

**“Organizational Management Capacity Building Training Workshop
for NGO Leaders”**

Session 2 ACTIVITY

Complete the following with relevant information for good governance of your
current/ideal NGO




1. Ideal number of Board members and actual number of Board members in your NGO - (example: 11 ideal number of Board members, but only 7 actual):
2. List the ideal ‘qualifications’ of the Board members:
3. List adequate committees with membership:
4. Develop sample policies (bylaws) for your Board - (examples: The Board meets once in every two months, at every Board meeting financial information will be discussed, etc.):

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**ORGANIZATIONAL MANAGEMENT CAPACITY
BUILDING TRAINING WORKSHOP
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**3. SYSTEMATIC PROGRAM/PROJECT
PLANNING & EVALUATION**

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THE GAME PLAN

- Purposes & Essential Steps of Program Planning
- Components of a Program Plan
- Setting Goals & Objectives
- The Logic Model
- Program evaluation
- Key evaluation considerations
- Steps of the evaluation plan

2

THREE IMPORTANT INGREDIENTS FOR NGO SUCCESS

- 1) Client(s) satisfaction
- 2) Employee satisfaction
- 3) Organizational efficiency

3

PURPOSES OF PROGRAM PLANNING

- To provide clear directions for the NGO's programs & services
- To reduce uncertainty during implementation
- To minimize waste, redundancy & duplication
- To set standards for various program components (bench marking)
- To monitor program progress

4

ESSENTIALS OF GOOD PROGRAM PLANNING

- The right planning team
- Clear understanding on organizational mission
- Knowledge on issues
- Well defined needs and priorities
- Development of client-centered alternative solutions

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A PROGRAM PLAN

- Is.....
- A document with specific goals & objectives (end) and logical & practical action statements to achieve them (means)
- A document that clearly states what, when, and how program actions (such as prevention, intervention or treatment) are to be carried out

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COMPONENTS OF A PROGRAM PLAN

- Needs statement
- Solution to the issues
- Appropriate goals
- SMART objectives
- Strategies
- Action steps (who, when, how, etc.)
- Lists of clear input – output – outcome
- Benchmarks for program success
- Measurements and indicators for evaluation

7

NEEDS ASSESSMENT STEPS

- 1) Gather information on current conditions of specific issues that the organization will address
- 2) Identify the prevalence and/or severity of the issue in the target 'community'
- 3) Establish the causes and consequences of the issues
- 4) Detail how the issues are currently addressed (or not) in the community
- 5) Set the standard for desired 'scenario' for the program

8

GOAL SETTING

- Programs exist because they fulfill some worthwhile goal(s)
- Goals are derived from pre-determined problems & needs...through a participatory process
- Goals are general statements of what the program intends to achieve in terms of stated needs
- Goals need to be set clearly and concisely
- Each goal should only encompass one idea and be distinct from every other goal

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GOAL SETTING

- Question to ask: what does the program intend to achieve?
- Model for developing goals: For.....(target group) to.....(gain a benefit to address the issue)
- Examples:
 - For youth under stress in Korea to get mental health support
 - For senior citizens living alone in urban areas of Korea to be connected to their community

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OBJECTIVE SETTING

- Objectives (aka. program outcome objectives) are specific statements targeting specific program goal
- There must be multiple objectives under each goal
- Ideally, objectives should be SMART
 - Specific
 - Measurable
 - Achievable
 - Realistic
 - Time-bound

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OBJECTIVE SETTING

- Objectives provide measurable results (ie: desired amount of change) that will benefit potential program recipients during a particular time-period
- Each objective should have a related strategy and output
- Strategy is the operational detail needed for achieving the program goal
- Examples:
 - 500 high school students in xxx city will receive weekly group counseling during the first six months of the program
 - 250 senior citizens living alone in xxx city will be provided weekly opportunities to socialize with one another

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CHECKLIST OF EFFECTIVE PROGRAM DELIVERY

- 1) Determine the need for the program
- 2) Develop the program plan (goals, objectives, etc.)
- 3) Complete the action plan (where, how, when, etc.)
- 4) Develop a budget and allocate appropriate resources
- 5) Build credibility into your program (right employees, supervisors, etc.)
- 6) Monitor, evaluate and adjust

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WHAT IS A LOGIC MODEL

- A logic model is a “map” of the program
- It is a concise way to show how the program is designed and how it will make a difference
- It is a simple, logical illustration of...
 - What you do (objective) to address an issue
 - How do you do it (input & activities)
 - How will you know if you are successful (in immediate-intermediate-long terms)
- It verifies logical connections among program components (goal, objective, input, activities, output & outcomes) for funders, managers and evaluators

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HOW TO DEVELOP A LOGIC MODEL

- Think systematically about what a program is set to accomplish and how it will be implemented
- Develop a complete list of goals & objectives
- For each objective, list all resources (input) and actions (activities)
- List all reasonable outputs and output measures anticipated (# of clients served, etc.)

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HOW TO DEVELOP A LOGIC MODEL

- List all reasonable outcomes anticipated, by immediate, intermediate and long terms
 - Short term outcomes
 - Changes in skills, attitudes and knowledge
 - Intermediate outcomes
 - Changes in behavior and decision making
 - Long term outcomes
 - Changes in status and condition
- Illustrate linkages among all these elements on a logic model template (one per objective)
- Include external factors, assumptions & barriers

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ACTIVITY!

On the Session 3 Activity Sheet ...write the following

1. Name of your NGO

2. Develop & write ONE program goal for your NGO

- Use the "TO.....FOR" formula: For.....(target group) to.....(gain a benefit to address the issue)
- For youth under stress to get mental health counseling
- For senior citizens living alone in urban Korea to be connected to their community

3. Develop & write ONE program objective for Goal

- 500 high school students in xxx city will receive weekly group counseling during the first six months of the program

4. List all resources (funds, staff, facilities, equipment, etc. etc.) for your objective

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PROGRAM EVALUATION

- Program evaluation is the systematic process of collecting and analyzing information about a program in order to make necessary decision about the program
- Program evaluations help to make programs better
- Program evaluation can include any or a variety of 35 different type evaluations
- Two main type evaluations for improving programs & services" process evaluation and outcome evaluation

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WHY EVALUATION IS IMPORTANT

- To verify that the organization is doing what it is supposed to be doing
- To understand, verify and increase the impact of services on clients
- Improve the service delivery mechanism to be efficient
- Funders increasingly demand evidence of program success
- To provide valid comparisons between programs to make right decisions on resource allocation
- To produce data or verify results that can be used for public relations, marketing and promoting services
- Should be an integral part of the program planning process

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KEY EVALUATION CONSIDERATIONS

- For what purposes is the evaluation being done?
- Who are the audiences for the information from the evaluation?
- What kind of information is needed?
- From what sources should the information collected?
- How can the information be collected (methodology)?
- What resources are available to conduct the evaluation?

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OUTCOME EVALUATION

- Systematic method of collecting and analyzing data to assess the effectiveness of a program
- To not only measure the change resulted from a program, but also to establish that the program contributed to the change
- Short term outcomes
 - Changes in skills, attitudes and knowledge
- Intermediate outcomes
 - Changes in behavior and decision making
- Long term outcomes
 - Changes in status and condition

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STEPS IN EVALUATION

- 1) Form a working group
- 2) Determine the evaluation purpose and audience
- 3) Review the logic model
- 4) Identify evaluation questions
- 5) Choose the methodology
- 6) Collect and analyze the data
- 7) Report evaluation findings

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Strengthening Organizational Management Capacity of NGOs in Korea

“Organizational Management Capacity Building Training Workshop for NGO Leaders”

Session 3 ACTIVITY

Complete the following with relevant information for anyone MAJOR current or future program/project of your current/ideal NGO

1. Name of your NGO:

2. Develop & write ONE Program Goal (use the formula: For.....(target group) to.....(gain a benefit)

(Example: For youth under stress in Korea to get mental health support)

Goal 1:

3. Develop & write ONE Program Objective under Goal 1 (make sure your Objective is SMART: Specific, Measurable, Achievable, Realistic & Time-bound)

(Example: 500 high school students in xxx city will receive weekly group counseling during the first six months of the program)




Objective 1.1:

**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
OF NGOS IN KOREA**

**ORGANIZATIONAL MANAGEMENT CAPACITY
BUILDING TRAINING WORKSHOP
FOR NGO LEADERS**

4. STRATEGIC PLANNING

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THE GAME PLAN

- Strategic thinking
- What is strategic planning?
- Why is it important for NGOs?
- When to do and when not to do strategic planning
- Major steps of strategic planning

2

STRATEGIC THINKING

- Being strategic means – being clear about the NGO's goals, aware of its resources & incorporating both into a responsive & dynamic environment
- Strategic thinking focuses on changing the organization to be more effective & efficient
- Four key requirements:
 - a definite purpose
 - understanding of the environment
 - creativity in developing responses
 - desire for change

3

WHAT IS STRATEGIC PLANNING?

- Strategic Planning is a system-wide process
- Strategic Planning is “a disciplined effort to produce fundamental decisions and actions that shape & guide what an organization is, what it does, and why it does it, with a focus on the future.” (Bryson)
- It is a management tool for changing an NGO's mode of operation from reactive to proactive/active

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WHAT STRATEGIC PLANNING IS NOT?

- It is NOT long-range planning
- It does NOT attempt to make future decisions
- It is NOT a substitute for sound judgment by leadership
- It is NOT a linear process

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WHY IS STRATEGIC PLANNING IMPORTANT?

- Stimulates ingenuity and new approaches
- Increases all stakeholders' involvement in the organization
- Develops a common vision
- Clarifies values and beliefs
- Anticipates opportunities and obstacles
- Provides a framework for ongoing decisions & Creates a marketing strategy

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WHEN NOT TO DO STRATEGIC PLANNING?

- When the organization is in crisis
- Before or during re-organization
- When facing financial uncertainty
- When there are major leadership issues
- When there is not sufficient buy-in for the process

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WHEN TO DO STRATEGIC PLANNING?

- When a new organization 'stabilizes'
- To re-invigorate the organization after a dormant period
- In preparation for a new major venture
- When there is an overall decline in the 'industry'
- When there is an expected high growth in the 'industry' based on demands
- High levels of resource infusion by the government

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STRATEGIC NGO MANAGEMENT

- Strategic Management is the application of strategic thinking & plan
-with a continuous focus on “are we doing the right thing?”
- It emphasizes on relevant change to reflect a dynamic environment in which the NGO operates
- It is adaptive and keeps the organization relevant

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MAJOR STEPS IN STRATEGIC PLANNING

1. Decide whether to develop a strategic plan
 - Need to achieve consensus and agreement among key decision makers and stakeholders
 - The right team & resources
2. Clarify mission and vision
 - Identify stakeholders' criteria for satisfaction with the organization and its services
 - Refine mission, vision and values in light of changing external factors

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MAJOR STEPS IN STRATEGIC PLANNING

3. Assess the internal and external environments to identify strengths, weaknesses, opportunities, and threats

INTERNAL	
Strengths	Weaknesses
EXTERNAL	
Opportunities	Threats

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INTERNAL ASSESSMENTS

- Begins with the review of organization's history, original mission, scope & scale
- Assessment of internal structure, process and operation
- Areas examined: board, personnel, volunteer, fiscal, facilities, technology, inventory of programs & services
- Evaluation of current programs: quantitative & qualitative data to ascertain adequacy of inputs-throughputs-outcomes-impacts
- Cost-benefit analysis
- Competency analysis & McMillan Matrix

12

EXTERNAL ASSESSMENTS

- Identifies changes and trends in society that are likely to have significant impacts on the organization
- 5 - 10 yrs. time frame
- Assesses how changes in the environment will affect the organization's operation
- Highlights threats & opportunities
- Areas examined: social, political, economic, demographic & philanthropic trends

13

MARKET ASSESSMENTS

- Identifies needs and perceptions of the organization's markets & constituencies
- Assesses emerging market trends and demands
- Highlights market implications to the organization
- Areas examined include: clients, partner agencies, competitors, government agencies, etc.

14

SWOT ANALYSIS

- A methodology of examining potential strategies derived from the synthesis of internal strengths & weaknesses and external opportunities & threats
- The planning process first explores the environment inside the organization to identify strengths & weaknesses
- The process, then, explores the environment outside the organization to identify opportunities & threats
- Strengths & Weaknesses are internal and about the present, while Opportunities & Threats are external and about the future

15

SWOT ANALYSIS

S - what are the organization's internal strengths?
(skilled employees, strong board, etc.)

W - what are the organization's internal weaknesses?
(out dated IT, lack of grant writing skills, etc.)

O - what external opportunities might move the organization forward? (networking opportunity, new policy direction, etc.)

T- what external threats might hold the organization back? (declining economy, increasing competition, etc.)

16

MAJOR STEPS IN STRATEGIC PLANNING

4. Identify strategic issues facing the organization

- Fundamental policy and program concerns faced by the organization affect the organization now and in the future
- They reflect: long-standing problems in the organization (example: founder's syndrome), impediments that must be overcome to achieve financial and program success (example: accreditation), etc.

5. Formulate goals, objectives & strategies

- **Goals:** general results to be sought
- **Objectives:** specific results to be sought
- **Strategies:** the broad approaches to be taken

17

STRATEGIC PLANNING TIMELINES

- **VISION, MISSION & VALUES**----->
"Forever"
- **GOALS** ----->
3-5 years (eg: increase the membership)
- **OBJECTIVES** ----->
1 year (eg: increase membership by 5% a year)
- **STRATEGIES** ----->
1-5 years (eg: recruitment mechanisms)

18

MAJOR STEPS IN STRATEGIC PLANNING

6. Review and adopt the strategic plan

- Secure approval from ALL stakeholders, both involved and not involved in the planning process
- Reach an official organizational decision to adopt and proceed with the strategic plan

7. Establish an ideal vision of the organization

- Vision of success is crucial for “selling” the plan
- Helps stakeholders understand where the organization is headed

19

MAJOR STEPS IN STRATEGIC PLANNING

8. Develop an effective action plan

- Describes major goals & objectives to be accomplished
- Allocates resources to achieve strategic goals
- Provides information on who is responsible for each objective and when will that objective be carried out
- Includes criteria for evaluation

9. Reassess the strategies and the strategic planning process

- Strategic planning is cyclical
- When a strategic planning cycle ends (3 – 5 years) next one begins
- Evaluation of the process and strategies from one cycle feeds into the next to make it better

20

EFFECTIVE STRATEGIC PLAN

1. The Process
2. The Product
3. The Plan
4. Action/Operations Plan(s)
5. Evaluation
6. Feed back to the next Strategic Plan cycle

21

ACTIVITY

On the Session 4 Activity Sheet

1. Write...

- one major Strength
- one major Weakness
- one major Opportunity
- One major Threat

....for your NGO currently

22

DEBRIEF

Any...

Questions?

Comments?

Reflections?

...on today's workshop session?

Please feel free to share!

SEE YOU TOMORROW!

Strengthening Organizational Management Capacity of NGOs in Korea

**“Organizational Management Capacity Building Training Workshop
for NGO Leaders”**

Session 4 ACTIVITY

Complete the following SWOT information on your NGO

1. What is the one MAJOR Strength of your NGO?
2. What is the one MAJOR Weakness of your NGO?
3. What is the one MAJOR Opportunity that will make your NGO stronger?
4. What is the one Major Threat facing your NGO currently?

**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
OF NGOS IN KOREA**

**ORGANIZATIONAL MANAGEMENT CAPACITY
BUILDING TRAINING WORKSHOP
FOR NGO LEADERS**

5. COMMUNICATION & MARKETING

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1

THE GAME PLAN

- Community Relations in NGOs
- The Community Relations Plan
- Basics of Communication
- Communication Tools
- Basics of NGO Marketing
- Importance of NGO Marketing
- 10 Robin Hood Rules of Nonprofit Marketing
- Other Marketing Essentials
- Branding: The Logo & the Tagline
- The NGO Website

2

COMMUNITY RELATION IN NGOS

- Good community relations effort promotes the NGO's purposes, builds a public image to maintain support, and increases awareness on its success
- All community relations activities should be based on furthering the mission, vision, and core values
- Designated spokesperson with support from leadership
- Involves clear and strategic communication
- Interaction with the media should be proactive and deliberate, not just a response to enquiries

3

THE COMMUNITY RELATIONS PLAN

- 1) Identifying and describing target audience
- 2) Researching into stakeholder opinion and media coverage
- 3) Developing appropriate messages
- 4) Developing high quality materials (printed and online)
- 5) Assessing resources and develops a budget
- 6) Developing written work plan
- 7) Developing evaluation procedures

4

BASICS OF COMMUNICATION

- Communication is both a science and an art
- Depending on the message (simple to complex) communication should have the right content
- Communication should prepare for the noise (interference) during message delivery
- Communication needs the network (internal, media, etc.)
- Direction of communication (one-way, two-ways)

5

COMMUNICATION TOOLS

- Organizational brochures and printed promotional material
- Newsletter
- News releases and press conferences
- Public service announcements
- Annual reports and other periodic reports
- Online communication
- Communication with other NGOs for coalition building

6

OTHER CONSIDERATIONS IN COMMUNICATION

- Ensuring positive media coverage
- Securing editorial endorsements and support
- Training spokesperson(s)
- Considering paid advertisements
- Developing crisis communication procedures

7

NGO MARKETING

- Marketing is less about pursuing a sale than about creating a customer - Philip Kotler
- The marketing mix: product, price, place & promotion
- For profit marketing is dyadic with a focus on transaction
- NGO marketing encompasses multi-party exchanges with a focus on building relationships

8

NGO MARKETING

- Must be consistent with mission and goals
- Resource provision market
- Resource allocation market
- Complexity and strategies vary by size & scope
- Marketing research: segmentation & target marketing
- Competition, positioning & branding
- Service life cycle, adoption & diffusion

9

IMPORTANCE OF MARKETING THE NGO CAUSE

- Marketing is a tool to let the public know about what the NGO is and what it does
- It is a way to be persuasive about the importance on NGO cause
- It is a way of informing and expanding stakeholders
- It is respectful & efficient
- Good marketing is a conversation with the intention to promote the cause

10

10 ROBIN HOOD RULES OF NGO MARKETING (KATYA ANDERSEN)

- Focus on getting people to do something specific
- Appeal to your audiences' values, not your own
- React to the forces at work in the market place
- Stake a strong competitive position
- Partner around mutual benefits

11

10 ROBIN HOOD RULES OF NGO MARKETING (KATYA ANDERSEN)

- Put the case first and the cause second
- The four things your message must do: establish connection, promise a reward, inspire action & stick in memory
- Take your message to where your audiences are
- Approach the media as a target market
- Execute campaign and assess their worth

12

OTHER MARKETING ESSENTIALS

- Traditional media is still a strong choice
- Campaign in collaboration with the media
- Visually appealing brochures, material & freebies
- Visually appealing website with a right mix of content/information
- Marketing through social media
- Cause-marketing
- Freebies

13

BRANDING

- A NGO brand is “the set of ideas, images, feelings, beliefs, and values that are carried around in a person’s head”
 - Ken Burnett, *The Zen of Fundraising*
- A brand is a shortcut means of identifying an organization from competitors
- A brand conveys the organization’s position in the market & builds trust with its stakeholders
- It raises the NGO’s profile & provides insulation from competition

14

BRANDING

The four vital components of branding portfolio:

- Mission statement
- The logo
- The tagline (slogan)
- Overall graphic look and feel

15

DEVELOPING THE LOGO

- A good logo is the mission statement, translated into an image
- Creativity is key
- Design of the logo needs to be both functional and clean
- It should stand-out and be aesthetically pleasing
- Clip art or readily available imagery need to be avoided

16

THE NGO LOGO GOOD EXAMPLES



17

THE TAGLINE

- The tagline (slogan) should be a natural outgrowth of the NGO's mission statement
- A good tagline expresses the organization's personality and adds consistency to its marketing, PR, and fund raising efforts
- The tagline also helps to align the organization's direction and goals internally

18

DEVELOPING THE TAGLINE

- Examination of other NGO taglines
- Direct alignment with the mission statement
- Creative use of vocabulary
- Tagline must be simple, concise, clear & understandable
- It should convey the marketing message
- It should be understood by a wide variety of (multi-cultural) audience
- Brand guide

19

NGO TAGLINE GOOD EXAMPLES

- March of Dimes: “Saving babies, together”
- American Red Cross: “Together, we can save a life”
- Make-a-Wish Foundation: “Share the power of a wish”
- Online resource:
<https://gettingattention.org/NGO-branding-strategy/>

20

KEY COMPONENTS OF A GREAT NGO WEBSITE




- A 'guessable' web address (URL)
- Information about the organization (in "about us" page)
- Current information on programs/services
- Clear, intuitive navigation & ease of use
- A big "donate" button
- Icons for social media links
- Images and multimedia for emotional connection
 - Good examples:
 - <https://www.beautifulfund.org/eng/>
 - <https://www.alachuaconservationtrust.org/>

**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
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BUILDING TRAINING WORKSHOP
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6. FUNDRAISING

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1

THE GAME PLAN

- Philanthropy & charity
- Five major fund raising principles
- The case statement
- The fund raising cycle
- Fund raising methods
- Annual fund drive
- Capital campaign
- Planned giving
- Endowments
- Online fund raising

2

PHILANTHROPY & CHARITY

- Philanthropy comes from the Greek word *Philanthropia*, which means 'love of mankind'
- "Philanthropy includes voluntary giving, voluntary service, and voluntary association, primarily for the benefit of others" (R.L.Payton)
- Charity comes from the Latin word *Caritas*, which means love (ie. compassion)
- Charity is the religious tradition of altruism (selflessness), compassion and empathy
- Philanthropy and charity have been intertwined throughout the history of the NGOs

3

FUND RAISING AND PHILANTHROPY

- "Fund raising is an essential part of philanthropy - in turn, philanthropy is essential to democracy" - RL Payton
- Fund raising is more specialized and continuous
- Fund raising is the management of relationship between a NGO and its donor public
- The purpose of fund raising is not to just raise money, but to help NGOs manage their interdependencies with the donors
- Fund raising is both an art and a science
- Fund raisers are skilled communicators who are trained to nurture and manage relationships with strategic donors

4

FIVE MAJOR FUND RAISING PRINCIPLES (WEINSTEIN, 2009)

- 1. People give to people to help people**
 - Donors do not contribute to institutional need (they contribute to people's need)
- 2. People give relative to their means**
 - A pyramid-structured gift strategy produces stronger results
- 3. Those closest must set the pace**
 - People closely associated with the cause need to lead by giving
- 4. The 80/20 rule**
 - Often 80% of the funds raised come from 20% of the donors targeted
- 5. The need for balance**
 - Broad based fund raising strategy is key

5

MAKING THE CASE FOR SUPPORT

- The fundamental questions for fund raising:
 - 1.** Why does your organization exist? (mission, vision)
 - 2.** What services does the organization provide to meet the needs of its constituents (goals, objectives, outcomes, etc.)
 - 3.** Why should potential donors (individual, foundations, corporations) provide gifts?....what do they get out of them?

6

THE CASE STATEMENT

- A good fund raising plan starts with a case statement
- A case statement tells the 'story' of the nonprofit organization
- Case statement is typically 1 - 3 pages and tells the prospects why the organization should be supported
- It should have the mission statement, a need statement (translated into clients) & a statement on donor's potential impact to the community

7

THE FUND RAISING CYCLE

- Effective fund raising depends on effective planning & rigorous execution of the plan
- Premature solicitation leads to token/no gift
- Fund raising process is cyclical
- In the cycle of 14 steps, solicitation is the 13th
- First 12 steps involve planning
- The starting point - before step 1 - is understanding marketing principles that apply to fund raising: needs, perceptions, wants & values of prospective donors

8

THE FUND RAISING CYCLE

1. Examination of the nonprofit's case (sum of all reasons why anyone should give) for support
2. Analyze market requirements
3. Preparation of needs statement
4. Definition of objectives
5. Involvement of volunteers
6. Validation of need statement by volunteers
7. Evaluation of gift market (individual, foundation, corporate, etc.)

9

THE FUND RAISING CYCLE

8. Fund raising modes and methods
9. Identifying potential gift sources
10. Preparing the fund raising plan
11. Preparation of a communication plan
12. Activate volunteers
13. Solicitation of the gift
14. Stewardship and renewal of relationship

10

FUND RAISING METHODS (IN THE U.S.A)

- Sustaining gifts:
 - Annual fund drive
- Enabling gifts:
 - Capital campaign
 - Special projects
 - Planned giving
 - Endowments

11

INDIVIDUAL DONORS

Hank Rosso's 5 important concepts

- Nonprofits need to identify their constituents clearly
- Analysis of individual constituent's linkage, ability, and interest determine her/him as a prospective donor
- Nonprofits need to conduct thorough prospect research before the solicitation
- The six 'rights' of fund raising success: the right person, asking the right prospect, for the right amount, for the right project, at the right time, in the right way!
- Ladder of effectiveness (face-to-face, phone call, letter, "in-house" mail, direct mail, etc.)

12

ANNUAL FUND DRIVE

- Annual fund drive is the foundation of all successful fund raising by the organization
- Annual funds are really operating funds – contributions received are unrestricted
- Strategies are designed to produce broad base support
- Emphasis is on single year (recurring) contributions & pledges (such as pay roll deductions)
- Relies on large number of requests

13

ONLINE FUND RAISING

- Helps to reach, inform & engage prospects who may be beyond the reach for other methods
- Fastest growing method of fund raising for small donations
- Strong & appealing websites with 'donate now/here' features
- Important to highlight mission, cause, track records Frequent updates & security features

14

MAJOR GIFTS

- Defined as gifts that constitute 5% (or more) of total annual fund drive goal or a considerable percentage of total capital campaign
- Given by truly wealthy who explore how their wealth can have meaningful impact to society
- Extensive donor research needs to be done to garner major gifts

15

PROSPECTS RESEARCH

- Prospect = Prospective Donor
- LAI (Linkage - Ability - Interest)
- Prospect research is used by nonprofits for all modes and methods of fund raising
- It is the collection and analysis of information to identify new donations from individuals who have either given for similar causes...or are potential contributors for the cause
- It starts with a list of current and potential donors

16

CAPITAL CAMPAIGN & SPECIAL PROJECTS

- Emphasis on capital projects, often a building
- Donors encouraged to make multi-year pledges for the duration of the capital project
- Person to person visits and solicitations
- Relationship nurturing activities are integral part of the process
- Special project support focus on seed funds for new projects and enhancement of existing ones

17

ENDOWMENTS

- An endowment is fund given by a donor and held in perpetuity by the organization
- Gifts to endowments can be in any form (property, securities, deferred payment) but they are converted into cash for investment
- Endowment funds are invested in stocks, bonds and other security vehicles
- The principal can't be touched – returns from the investment used for programs
- Endowment funds are self-sustaining and provide fiscal stability to the organization at present & in the future

18

CORPORATE GIVING

- **Corporate foundations:**
- established by corporations to serve as grant making vehicles (and tax write-offs)
- **Corporate Social Responsibility**
- funding interests often mirror business interests & customer base
- cause marketing
- corporations expect recognition and publicity for donations
- understanding corporation's primary motivation

19

MAJOR SECTIONS OF A FUNDRAISING PLAN

- **Section 1: Profile of the NGO**
- 2. The Fund raising case statement
- 3. Annual fund drive
- 4. Marketing strategies for fund raising
- 5. Donor research file
- 6. Information sheet for one-on-one solicitation
- 7. Direct mail fund raising
- 8. Email solicitation appeal
- 9. Online giving webpage & social media
- 10. Fund raising event plan
- 11. Endowment brochure
- 12. Foundation grant research file & proposal
- 13. Evaluation plan for fund raising cycle

20

ACTIVITY!

On the Session 6 Activity Sheet

Write...

- Name of your NGO
- Its purpose
- Major impact on clients/communities
- Why should anyone care about your clients, services & outcomes?
- Why should anyone donate money for the NGO?
- What does a donor get in return (R-O-P-I)
- List one potential major donor, one government agency & one business that can potentially fund your NGO

Strengthening Organizational Management Capacity of NGOs in Korea

**“Organizational Management Capacity Building Training Workshop
for NGO Leaders”**

Session 6 ACTIVITY

Complete the following elements of Fundraising Case Statement for your
current/ideal NGO

1. Name of your NGO:
2. Why does your NGO exist (in simple ‘conversational’ tone, derived from Mission Statement):
3. What is the MAJOR Impact of your NGO for its clients/communities?
4. Why should anyone care about your NGO’s clients, services & outcomes?

Strengthening Organizational Management Capacity of NGOs in Korea




5. Why should anyone make donations (funds) for your organization's (wonderful & very much needed) work?
6. What does a donor get out of donating funds to your organization (Return on Philanthropic Investment)?
7. List any one high-net-worth individual who may have the Linkage - Ability-Interest in donating to your organization?
8. List any one government agency that may (or should) have interests in funding your organization?
9. List any one business that may (or should) have interests in funding your organization?

**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
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7. ELEMENTS OF GRANT WRITING

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경제와는 공익활동 지속가능한 경기
경기도공익활동지원센터

1

THE GAME PLAN

- What is a grant?
- Grant seeking
- Grant writing process and product
- Information to investigate
- Major parts of a grant proposal
- Typical components of a grant proposal
- Some grant writing tips

2

WHAT IS A GRANT?

A grant is...

- a designated source of money
- given by a funding source
- to an applicant
- to pay for a specific project/program
- carefully outlined in a proposal
- it is an implicit or explicit agreement
- very competitive

3

WHY DO NGOS (MUST) APPLY FOR GRANTS?

- money received is not repaid
- to start a new program or continue the existing one
- no risk to existing funding or programs
- to perform research
- to build capacity
- to enable innovative & action-based problem solving
- to fill needs in communities

4

WHERE TO FIND GRANT OPPORTUNITIES?

- Published in government registers or publications
- Announced to organizations registered with government entities
- Private foundation grants are available on websites
- Request For Proposals sent to postal & electronic mailing lists
- Small grants announced through social media
- Corporate grants on websites
- Some times based on enquiries & solicitation
- Through search engines (Naver, Google, etc.) using key words
- Research...research...and more research!

5

GRANT APPLICATION NOTICE

- Primary tool for writing the proposal
- Contains all vital information
- Purpose
- Eligibility
- Specific focus areas
- Project period
- Project budget
- Serves as the outline for proposal

6

THE GRANT APPLICATION

- Government grant applications: usually lengthy with specific instructions on various components & certain certifications
- Foundation small-grants: usually very brief (2-3 pages)
- Foundation large grants: detailed open competition applications or a brief 'intent to apply' followed by elaborate applications
- Corporate grant applications: brief, and mostly completed after some initial agreements

7

GRANT WRITING IS....

-an art
-and a science
-it is about both a process and a product
- The **process** involves: assessing the need, accessing information, building support (internally & externally), and organizing the proposal
- The **product** is the proposal which is a rational description of: needs, objectives, methods, resources, and anticipated outcomes

8

THE GRANT WRITING PROCESS

1. Read RFP thoroughly (don't get intimidated)
2. assess the need
3. access information
4. build support & develop partnership
5. set a clear timeline (work backwards from deadline)
6. outline necessary steps and assign to writing team
7. write the proposal

9

INFORMATION TO INVESTIGATE

- Funding agency
- Purpose & priorities of the grant
- Eligibility
- Total funds available
- # of grants
- Budget range
- Project duration
- Rating factors and extra points
- Dates, deadlines & method of submission

10

SELECTION CRITERIA (TYPICAL)

1. Capacity of the applicant (10)
2. Need/extent of the program (10)
3. Quality of the project design (30)
4. Quality of project implementation plan (15)
5. Budget (adequacy & appropriateness) (20)
6. Project Evaluation (15)
7. Sustainability (5 bonus)
8. Leveraging resources (5 bonus)

11

THE PRODUCT

The proposal must ...

- be rational
- be objective
- clearly communicate intended
 - purpose(s)
 - activities
 - and outcomes

12

THE GRANT PROPOSAL

- It's like a puzzle--where do you start?
- Start any place
- but make sure all the pieces FIT!

13

MAJOR PARTS OF A GRANT PROPOSAL

- Needs/Problems (why)
- Goals and Objectives (what)
- Plan of Operation (how)
- Resources: Organizational capacity, personnel, and budget (how)
- Evaluation
- Sustainability

14

NEEDS/PROBLEMS (WHY?)

Discrepancy Needs Assessment Model:

- Describe the ideal, standard, or norm
- Describe the actual, current situation
- Describe the discrepancy between ideal and actual
- State what is needed to address the discrepancy

15

NEEDS/PROBLEMS (WHY?)

Problem Analysis :

- Describe the problem
 - State what is needed to address problem
 - Support the description with evidence
- If problems (or needs) are greater than available resources
- Prioritize problems or needs
 - Provide the rationale - set priorities

16

GOALS & OBJECTIVES (WHAT?)

Given the description of the need, what are the

- Goals or statements of general intent
- Objectives or statements of desired accomplishment
 - Process Objective: What the project will do
 - Outcome Objective: What the project will accomplish (short, medium & long term outcomes)
- Logic models help in connecting all these information (requirement for some grants)

17

PLAN OF OPERATION (HOW?)

- Method, design and approach
- Activities should be clearly described
- Work plan organized by: objective, time-frame and sequence, and implementation
- Descriptions should indicate who, will do what, where, when, and how

18

RESOURCES

- Organization: Administrative and other support available with the NGO
- Personnel: Qualifications of project director and key staff
- Budget: Project budget, is it reasonable, adequate and cost-effective? Do you meet the matching requirements?

19

EVALUATION

- Program evaluation has become a required component of grants (up to 15% budget)
- To produce useful information for decision-making
- Process evaluation
 - Supporting project management and improvement
- Outcome evaluation
 - Determining the worth or merit of project outcomes and accomplishments

20

TYPICAL COMPONENTS OF A GRANT PROPOSAL

- **Executive Summary:**
 - Umbrella statement on the project and the summary of the entire proposal
- **Statement of Need:**
 - Why the project is necessary and how it fits into the grant's/funder's purpose and priorities
- **Project description:**
 - Goals, objectives, strategy, task sequence, outputs & outcomes
ie. nuts and bolts of how the project will be implemented

21

TYPICAL COMPONENTS OF A GRANT PROPOSAL

- **Budget**
 - Financial description of the project both in table (spread sheet) and narrative forms
- **Organizational information:**
 - Organizational capacity of the nonprofit, its primary activities, audiences and services
- **Conclusion:**
 - Summary of the proposal's main points (preferably with an activity matrix) & sustainability plan
- **Attachments/Appendices**
 - Required forms, certification, letters of commitment, etc.

22

REASONS FOR REJECTION OF PROPOSALS

- Lack of new or original ideas
- Lack of focus in proposed plan
- Unrealistically large amount of work
- Lack of experience in proposed/essential methodology
- Uncertainty concerning future direction of project

23

SOME GRANT WRITING TIPS

- Three most important things: planning, planning & planning
- Set timelines and more importantly deadlines
- Discuss ideas with all necessary individuals
- Start by drafting ALL ideas
- Pay attention to ALL details in RFA/NOFA
- Call the grant officer, if necessary
- After submitting the proposal
 - ...if you get the grant award....good for you, you are a winner! go & celebrate!!
 - if you don't get it...you are NOT a loser ...try again!




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**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
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**8. COMMUNITY OF PRACTICE,
NETWORKING & COLLABORATION**

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1

THE GAME PLAN

- NGO capacities and capacity building
- Emerging areas of NGO CB
- Developing better relations with governments
- Discussion on barriers & opportunities to develop collaborative partnership with Belize civil servants & government entities
- Developing collaborative networks with other NGOs
- Community of Practice

2

NGO CAPACITY

- A NGO's capacity is its capability to achieve the mission
- Capacity measures the NGO's performance on its clients/beneficiaries
- Ingredients of a NGO's capacities are: people, revenue, property & reputation
- NGO skills check list:
 - Vision/mission/governance
 - Community organizing & participatory approach
 - Management
 - Program planning, implementation & evaluation
 - Networking & info dissemination

3

NGO CAPACITY BUILDING

- NGOs are unique organizations that play an intermediary role to facilitate the development & build capacities of individuals, groups & communities
- Thus, NGOs capacity building is about improving their capacities to build capacity of others
- CB is an explicit effort to improve an NGOs performance in relation to its mission, context, resources & viability
- CB must take into consideration environment (changes) within which the NGO operates

4

THE MISSION



5

NGO CAPACITY BUILDING

- CB is a self-managed (with occasional external technical assistance) process of organizational change in which leaders & major stakeholders learn to...
 - assess strengths
 - diagnose weaknesses
 - recognize priority issues, and
 - plan, implement & evaluate actions to address them
- CB requires new skills and **changes** in individual (and collective) behavior, in terms of structure, culture, policies & procedures, strategies & decision making
- Hallmarks: creativity and resourcefulness

6

EMERGING AREAS OF NGO CB

- Government relations
- Networking
- Fund raising
- Specialized management skills
- Volunteer management
- Risk management
- IT (technology planning)
- Accreditation

7

BUILDING BETTER GOVT. RELATIONSHIPS

- **Challenges**
 - getting the attentions of policy makers & bureaucrats
 - maintaining accountability to the grass roots
 - ensuring the NGOs independence from government
- **Benefits**
 - mobilizing combined resources to solve social issues
 - strengthening govt.- NGO sector relationship for better organizational focus and public awareness on social issues
 - improving programs by keeping decision-making closure to beneficiaries

8

BUILDING BETTER GOVT. RELATIONSHIPS

- Advocacy on the urgency of the problems and potential political consequences for policy makers
- Emphasis on how govt. alone can't solve the problem, but the NGO is uniquely positioned to do so
- Network with govt. officials to establish stronger relationships
- Understand & respect govt. structure & systems
- Establish clear expectations and distribution of responsibility

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A DISCUSSIONS ON COLLABORATION W/ CIVIL SERVANTS

- Barriers
- What caused and causes mistrust?
- Collaborating as partners in development with a variety of civil servants
- Restrictions of specific government agencies that prevent collaborations
- Opportunities: immediate (within 2 months)
- Opportunities: intermediate (months 3 - 12)
- Opportunities: long-term (one year & beyond)

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NETWORKING WITH OTHER NGOS

- **Challenges**
 - building trust among key officials of other NGO(s)
 - getting agreements on goals, objectives & strategies
 - managing logistics and communication
 - allocating resources & agreements on rules
 - sustaining the collaborative spirit
- **Benefits**
 - donor attraction
 - raising the profiles of member NGOs
 - expanding opportunities to initiate new projects

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NETWORKING WITH OTHER NGOS

- Build trust and transparency into the process of collaboration
- Clearly identify roles (based on strengths) and expectations
- Emphasize on similar/common values & missions
- Focus on mutual benefits for both NGOs
- Establish & maintain a network of industry contacts (who are mutual 'friends')
- Treat each other as equal or valuable partner of the program/project

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DEVELOPING COP

- Communities of Practice!
- One of the goals of this grant
- Dr. Colveson will soon initiate CoP activities
- PLEASE begin the horizontal & vertical networking process
- Civil Servants are eager for CoP as well
- Organize regular (formal or informal) meetings to id barriers, opportunities
- Begin to make connections
- Rally around common causes
- Explore collaborative partnership (projects, grants, etc.)

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IN CLOSING....

- THANK YOU FOR EVERYTHING YOU DO!
- MAY THE FORCE(S) BE WITH YOU!!
- **KAMSA-HAMNIDA!**
- Please come forward to receive your certificate of completion for attending this training workshop!!

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