STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT CAPACITY IN BELIZE THROUGH PARTNERSHIP

CAPACITY BUILDING WORKSHOP FOR CIVIL SOCIETY ORGANIZATIONS

1. FOUNDATIONS OF A CSO

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WORKSHOP OVERVIEW

- Introductions
- Pre workshop survey
- Workshop overview
### WORKSHOP SCHEDULE

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### WHAT ARE CSOS?

![Illustration of people touching different parts of an elephant](image-url)
DEFINING CSOS

- CSOs 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)
- INGO is defined as “any international organization that is not founded by an international treaty” (UN ECOSOC Resolution 288, 1950)
- CSOs are typically value-based organizations that depend, in whole or in part, on charitable donations and voluntary service

CSOS: THE WORKING DEFINITION

- CSOs 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
CSO NOMENCLATURE

- Civil Society Organization (CSO)
- Nonprofit Organization
- Not-for-profit Organization
- Private Voluntary Organization (PVO)
- Third Sector Organization (TSO)
- Community based organization (CBO)
- Mother NGO (MNGO)
- Field NGO (FNGO)
- Environmental NGOs (ENGO)

BROAD TYPES OF CSOS

- 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
THEORIES OF CSOS

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

CSOS TODAY

- 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
- Are “an indispensible part of legitimacy” (B B. Ghali) “world’s new super power” (K. Annan)
- More than 50,000 INGOs (425 in 1900) with increasing scope and reach – example: Amnesty International
- According to Edelman Barometer, people across the world trust CSOs more than their governments and businesses
SESSION 1: FOUNDATIONS OF A CSO

- Unique characteristics of CSOs
- When NOT to start a CSO
- Why to start a CSO
- Major steps in establishing a CSO
- Let’s practice developing the issue(s), needs, clients, mission, vision & core values of your current/ideal CSO

THE GAME PLAN
UNIQUE CHARACTERISTICS OF CSOS

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

REASONS NOT TO START A CSO

- 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
ALTERNATIVES TO STARTING A NEW CSO

- Work with an existing CSO where you can contribute to the cause in a meaningful way
- Affiliate with an existing CSO to provide new and innovative services as its own
- Seek fiscal agent assistance for a project that needs tax exemption
- Explore possibilities to address community issues by setting up special project through an INGO operating in Belize

IDEAL CONDITIONS TO START A NEW CSO

- 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
STARTING A NEW CSO

- 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

THE MISSION
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.

Good example:
“..."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
- The Belize Audubon Society is a non-governmental, membership-based organization dedicated to the sustainable management of our natural resources through leadership and strategic partnerships with stakeholders for the benefit of people and the environment.

Poor examples:
- To improve reading ability among children
- To serve the homeless population
- To feed the hungry children
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:
  - Toledo's healthy ecosystems support biodiversity, communities and sustainable development
  - TIDE

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 example:
  - At Girls Place, we believe that all girls should be inspired, challenged, and nurtured to become their very best
STARTING A NEW CSO

- 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
- Step 8: Develop a budget and financial plan
- Step 9: Prepare and file tax-exempt application
- Step 10: Establish a fund raising mechanism
- Step 11: Hire employees, recruit volunteers & deliver services
- Step 12: Always stick to the mission!
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2. GOOD GOVERNANCE IN CSOS

THE GAME PLAN

- Importance of CSO governance
- Characteristics of board excellence
- Governing documents
- Characteristics of effective CSO board
- Individual board member responsibilities
- 10 essential roles of the board
- Let’s practice developing the ideal board
Every CSO 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 organization.

Governance is the process of providing direction that is integral to the long-term effectiveness of the organization.

Governance is the process of providing strategic leadership to the organization.

GOOD GOVERNANCE IS KEY

Consensus oriented
Participatory
Follows the rule of law
Effective and Efficient

Accountable
Transparent
Responsive
Equitable and inclusive

GOOD GOVERNANCE
WHY DO SOME CSOS FAIL?

- Inactive Board
- Mission drift
- Misappropriation of resources
- Misdirection of executive leadership
- Communication failure
- Operating without written planning documents, policies and procedures

CHARACTERISTICS OF NGO BOARD EXCELLENCE

- A dedicated Board that guides the organization to fulfill its mission and strives for growth
- The right Board composition
- Engagement in mobilizing and managing adequate resources
- Oversight of the chief executive
- Good communication among members and between the Board and the executive team
- Hands-on roles in assuring plans, policies and procedure are in place and are adhered to
TWO KEY GOVERNING DOCUMENTS

1) Establishing document
   ▪ Filed with designated government entity

2) Bylaws
   ▪ Policies & procedures for Board operations

ESTABLISHING DOCUMENT(S)

- 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
BYLAWS

- Provides direction, policies & procedures for the Board in governing the organization
  - Key organizational governing document
- Nor 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

PRINCIPLES OF BOARD DEVELOPMENT

- CSOs 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
CHARACTERISTICS OF EFFECTIVE BOARD

- Organizes itself to efficiently and effectively accomplish the work it must do for the organization
- Brings together a group of people who will enable the organization to be the best it can be
- Facilitates members to work together as a team or as teams (committees) to accomplish their work
- Focuses members’ attention on the right issues and questions

CHARACTERISTICS OF EFFECTIVE BOARD

- Engages, energizes and motivates its members to retain their involvement and service
- Employs members’ time well, in meetings and in other activities
- Evaluates and develops its own performance as a group and uses this information to refine its design and practices to improve effectiveness
SIGNOS OF WEAK BOARDS

- Several INO 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
- ED domination
- Dysfunctional committees

TYPES OF NGO BOARDS (INDIA)

Rajesh Tandon's four types of NGO boards:

- Family boards
- Invisible boards
- Staff boards
- Professional boards
PRINCIPLES OF GOOD GOVERNANCE

Panel on the nonprofit sector
- Legal compliance and public disclosure
- Effective governance
- Strong financial oversight
- Responsible fund raising

WANGO’s Code of Ethics
- [http://www.wango.org/codeofethics.aspx](http://www.wango.org/codeofethics.aspx)

ENERGIZING EXISTING BOARD

- Seeking skills & perspectives (staff, experts, consultants, etc.) to allow new ideas & fresh insights
- Infusing involvement & excitement to avoid stagnant relationship among members
- Adding appropriate new members to bring new commitments & refreshing existing commitments
- President’s one-on-one engagement with members to match them with appropriate tasks
- Training (general and specific)
- Retreats and other social gatherings
BOARD COMPOSITION & STRUCTURE

- Number: 7 – 21 board members, no ideal number that works for all nonprofits
- Terms of 2 – 3 years with term limits of 2 – 3
- The one-thirds rule for continuity
- Diversity of interest that reflects organization’s services and constituents
- Diversity of expertise that can assist the organization (attorneys, CPAs, etc.)
- Adequate committees with right membership

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 nonprofit
- 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
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

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 (Board manual) and assess overall Board performance regularly
3. PROGRAM PLANNING

THE GAME PLAN

- Purposes and Essential Steps of Program Planning
- Components of a Program Plan
- Needs Assessment
- Setting Goals & Objectives
- Checklist for Effective Program Delivery
- The Logic Model
THREE IMPORTANT INGREDIENTS FOR NONPROFIT SUCCESS

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

PURPOSES OF PROGRAM PLANNING

- To provide clear directions for the nonprofit’s programs & services
- To reduce uncertainly during implementation
- To minimize waste, redundancy & duplication
- To set standards for various program components (benchmarking)
- To monitor program progress
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: PACT & UF Hillel

Choosing the right solution based on...
- Its promise for success (concepts, best/promising models, etc.)
- Its goodness of fit (with target communities)
- Its adequacy
- Its compatibility (with other programs, partners, etc.)
- Its practicality of implementation
- Its fiscal feasibility
- Its potential impacts (short, intermediate & long-term)
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

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
NEEDS ASSESSMENT

- Need for a service is the difference between a desirable and the actual state of affairs
- Needs assessment is the way of...
  - Identifying key issues of target audience
  - Gauging opinions & assumptions
  - Identifying available resources (assets)
  - And defining the specific need for the program for the target audience
- It is a tool (often the first step) in program planning

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
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

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 children in poor neighborhoods to get adequate nutrition
- For elderly in rural areas to get necessary health care
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

Good objective = direction of change + area of change + target population + degree of change + time frame.

Examples:
- Direction of change: To reduce malnutrition
- Area of change: Provide nutritious food
- Target population: Children 6 months – 2 yrs old
- Degree of change: So that 100% of them will get adequate nutrition (current: less than half)
- Time frame: within 24 months of the program
OBJECTIVE SETTING

- Objectives provide measurable results (i.e., desired amount of change) that will benefit potential program recipients during a particular time-period.

- Examples:
  - 1,000 malnourished children in xxx neighborhoods will receive nutrition supplements during the first nine months of the program.
  - 1,000 rural elderly in xxx areas will have access to basic health care from mobile clinics during the first phase of the program.

OBJECTIVE SETTING

- Each objective should have a related strategy and output.
- Strategy is the operational detail needed for achieving the program goal.

- Examples:
  - During the first month of the program, a survey will be conducted in xxx neighborhoods to identify children who suffer from malnutrition and stunting.
  - During the first phase of the project, a network of mobile health clinic units will be established.
### 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

### Some Considerations

- **Advisory Committee**
  - Board members, internal/external experts, potential recipients

- **Competition**
  - Who else is doing similar work?

- **Collaborations**
  - Would it be beneficial to form a collaboration with other organizations or groups that can bring key skills to the table?

- **Target Community**
  - Involve key players in program development
  - Delegate tasks to different groups of people/constituents or community members
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
HOW TO READ 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.)
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

LOGIC MODEL TEMPLATE

- Inputs
  - Program staff
  - Funds (amounts, sources)
  - Distinctive facilities, materials, models
  - Program partners

- Activities
  - What is delivered (assessment, treatment, instruction, support, etc.)
  - What makes it effective (methods, approaches, etc.)

- Outputs
  - # of units of service products/deliverables
  - # clients served by type
  - Client participation & completion rates
  - Client activity

- Initial Outcomes
  - Often are changes in client knowledge, skills, or attitude

- Intermediate Outcomes
  - Often are changes in client behavior or other “next steps”

- Long-term Outcomes (or Mission)
  - Desired client/community condition or status (often not measured)
LOGIC MODEL SAMPLE

INPUTS
- Licensed teachers
- Funds from grants, fees, donations
- Referrals from multiple soc. service orgs
- NAEYC accreditation
- Meet health standards

ACTIVITIES
- Quality early childhood education for children ages 3-5 using High/Scope curriculum
- 1:8 student-teacher ratio
- Parent trainings & conferences

OUTPUTS
- Avg hours of instruction/child
- # of parent trainings held
- # of children enrolled
- # and % of low income families served
- # of parents attending training & conferences

INITIAL OUTCOMES
- Children achieve optimal milestones in early learning
- Parents encourage children's learning & development

INTERMEDIATE OUTCOMES
- Children enter kindergarten ready for school

LONG-TERM OUTCOMES
- Children experience continued success in school
4. PROGRAM EVALUATION

What is program evaluation and why it is important

Key evaluation considerations

Process evaluation and outcome evaluation

Steps of the evaluation plan
THREE IMPORTANT INGREDIENTS FOR CSO SUCCESS

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

WHAT IS 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.
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

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?
PROCESS EVALUATION

- Systematic method of verifying whether the program is being implemented as designed/planned
- Aka – formative evaluation
- To determine the extent to which the program is being implemented
- To provide managers feedback on the quality of implementation
- To provide program accountability to funders & stakeholders
- To make adjustments in order to improve the quality of the program during implementation

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
**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

**THE RIGHT EVALUATOR OR TEAM**

- **Hiring an outside evaluator**
  - Pros: objective, expertise
  - Cons: expensive, may lack adequate knowledge about the issue and stakeholders

- **Using an in-house evaluation team supported by an outside consultant and program staff**
  - P: less expensive, can be consistent with program objectives
  - C: staff time commitment, less objective or subjective evaluation report

- **Using an in-house evaluation team supported by program staff**
  - P: least expensive, promotes participation
  - C: lack of expertise, credibility?
THE EVALUATION PLAN

1. A discussion on the context for the evaluation, program purpose, staff, participants, clients, and other stakeholders

2. Evaluation design. Most commonly used designs are
   - Comparison of conditions before and after the program
   - Comparison of conditions before and after the program, using a control group

3. Evaluation questions (focusing on effectiveness, efficiency, adequacy & appropriateness)

4. For each objective, the Plan should include detailed descriptions of:
   - Types of information (socio economic data, measures/indicators on changes in knowledge, behavior, awareness, etc.)
   - Source of information (clients, program staff, stakeholders, etc.)
   - Criteria for selecting information sources (sampling, length of time with the program, age, gender, etc.)
   - Methods for collecting information (document review, observation, interview, focus groups, etc.)
   - Methods of analyzing information (statistical tools, qualitative methods, etc.)

5. Procedure for managing and monitoring the evaluation process
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5. 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
STRATEGIC THINKING

- Being strategic means – being clear about the organization’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
- Three key requirements: (i) a definite purpose, (ii) understanding of the environment, (iii) creativity in developing responses

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 organization’s mode of operation from reactive to proactive/active
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

WHY IS STRATEGIC PLANNING IMPORTANT?

- Stimulates ingenuity and new approaches
- Increases all players' 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
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

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
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 organization operates
It is adaptive and keeps the organization relevant

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

### MAJOR STEPS IN STRATEGIC PLANNING

<table>
<thead>
<tr>
<th>INTERNAL</th>
<th>EXTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td>Weaknesses</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
</tbody>
</table>

- 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
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

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.
A methodology of examining potential strategies derived from the synthesis of internal strengths & weaknesses and external opportunities & threats (SWOT)

The planning process first explores the environment inside the organization to ID strengths & weaknesses

The process, then, explores the environment outside the organization to ID opportunities & threats

S&W are internal and about the present, while O&T are external and about the future

SWOT ANALYSIS

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

W - what are the organization’s internal weaknesses? (outdated 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.)
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

MAJOR STEPS IN STRATEGIC PLANNING

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)
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

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 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
1. The Process
2. The Product
3. The Plan
4. Action/Operations Plan(s)
5. Evaluation
6. Feedback to the next Strategic Plan cycle
STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP

CAPACITY BUILDING WORKSHOP FOR
CIVIL SOCIETY ORGANIZATIONS

6. LEADERSHIP AND HUMAN RESOURCES

MUTHUSAMI KUMARAN, Ph.D.
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THE GAME PLAN

- Organizational Life Cycles of CSOs
- Executive Leadership in CSOs
- Principles of Good Executive Leadership
- CSO leadership: functions, principles and characteristics
- Major Issues in Executive Leadership
NGO ORGANIZATIONAL LIFE CYCLE – STAGE 1

The start-up stage:
- Launched by motivated individual(s) who believe in the cause; usually centered around a single activity/service
- No management system exists or required
- Most decisions centered on the founder(s)
- Initial staff/volunteers based only on knowledge & belief in the cause
- Founder(s) overloaded with ‘administrative’ details and operational issues
- Growing need for formal staff

NGO ORGANIZATIONAL LIFE CYCLE – STAGE 2

The expansion/growth stage:
- Characterized by growth in programs & revenue
- Growing complexity in terms of structure & culture of the organization
- Often unplanned growth
- An executive leader is hired
- Necessity for task delegations on programs
- Need for key personnel with skills
- Fragmented & inconsistent policies that require organization-wide rationalization
- Emerging organizational structure based on programs and services
The consolidation stage:
- Characterized by planning processes
- Shift from optimal program levels to optimal organizational level
- Growing importance of management staff
- Hierarchy & decentralization
- Structured recruitment & training
- Performance measure for employees
- Focus on outcome rather than output
- Engagement with strategic planning process

The metamorphosis stage:
- Characterized by programs expanding and/or shifting to other nonprofits through collaboration
- Larger contracts
- Near-corporate HR model
- External networks
- Partnerships
- For profit subsidiaries
- ‘Industry’ leadership
THE CHIEF EXECUTIVE OF A CSO

- A CSO’s 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 include: ED, CEO, COO, President, etc.
- The relationship between the CEO and the board is crucial and its complexity differs from CSO to CSO.

CSO LEADERSHIP

- The hallmark of CSO leadership is TRUST.
- Trust stems from
  - Honesty
  - Care
  - Commitment
  - Positive thinking & planning
  - Ability to inspire others
  - Actions in the best interest of the NGO.
- NGO leadership functions
- Ensuring the effectiveness of the organization
- Ensuring both ‘production’ & ‘production capacity’
- Ensuring efficiency.
CSO LEADERSHIP

- A good CSO leader...
- must create or facilitate a vision for the NGO & the means towards the vision
- must have a keen understanding of current conditions, opportunities & challenges
- must exhibit a positive can-do attitude by being proactive
- must work with others to bring ideas to life
- must be persuasive
- must inspire others to action

WHAT DO PEOPLE LOOK FOR & ADMIRE IN THEIR LEADERS?

- The Leadership Challenge (Kouzes & Posner)
- Of the 225 values, traits & characteristics
- Top four are...
- Honesty
- Forward-looking
- Competent
- Inspiring
WHAT DO PEOPLE EXPECT FROM A CSO LEADER?

- Honest
- Competent
- Forward-looking
- Inspiring
- Intelligent
- Fair-minded
- Broad-minded
- Courageous
- Straightforward
- Imaginative

ED JOB DESCRIPTION

- Training (some business training), expertise & experience
- Provides leadership and policy guidance
- Manages and directs all operations, programs, and activities
- Implements policy decisions
- Reports regularly to board of directors
- Approves financial disbursements
- Hires, supervises, and evaluates staff
- Maintains records, filings, and documents
PRINCIPLES OF GOOD 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

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

- ED as Visionary
  - Understanding the nonprofit’s organizational culture
  - Creating and sustaining a vision
  - Determining organizational effectiveness
- ED as Change Agent
  - Embracing a changing nonprofit environment
  - Understanding changing life cycle stages in nonprofits
  - Leading organizational change
- ED as the Relationship Builder
  - Nurturing relationship with the Board
  - Establishing productive staff relationship
  - Following the founder
5 IMPORTANT CHARACTERISTICS OF THE EXECUTIVE DIRECTOR (CARLSON & DONOHOE)

- ED as Community Creator
  - Engaging external stakeholders
  - Embracing partnership and collaboration
  - Ensuring Board representation
- ED as Resource Wizard
  - Ensuring sound financial management
  - Sustaining the organization with team-based fund raising
  - Diversifying the organization’s source of revenues

Source: Carlson, M. & Donohoe, M. (2003), The Executive Director’s Survival Guide: Thriving as Nonprofit Leader

MAJOR ISSUES IN CSO LEADERSHIP

- Dominance/dictatorial
- Excessive compensation
- Hero worship
- Unwillingness to relinquish power
- Lack of succession planning
- Nepotism
- Corruption
- Turf/territorial mentality
- Political influence
- Lack of accountability/transparency to certain stakeholders
HR: THE GAME PLAN

- Human Resources in CSOs
- Key Considerations During Recruitment & Employment
- Personnel Policies
- Legal Considerations
- CSO sector and volunteers
- Volunteer management

THREE IMPORTANT INGREDIENTS FOR NGO SUCCESS - REVISITED

1) Client(s) satisfaction
2) Employee satisfaction
3) Organizational efficiency
Qualified and trained employees are among an CSO’s most important assets

Successful CSOs understand that their human resources are central to their success and key to achieving their mission

Unfortunately, the CSO sector has an employee turnover rate of about 35%, primarily due to weak HR management

GOOD CSO HR

- Capable & responsive staff
- Training and working conditions
- Sound written HR policies
- Staff growth & development
- Fairness & rights
- Code of conduct
- Communications
- Standards & responsibility
- Confidentiality
- Participatory decision making
CSO HR MANAGEMENT

- Corporate (unit of production) vs. CSO (key organizational resource) HR
- Basic HR competencies
  - Knowledge
  - Skills
  - Attitude
  - Values
- Types of CSO staff (employees + volunteers)
  - Front line (change agent)
  - Technical
  - Administrative
  - Filed supervisors & divisional managers
  - EMT/SMT

HR MANAGEMENT IN CSOS

- HR management is a system, not a set of tasks
- It begins with a needs assessment of required human resources (based on program plan)
- Designing job positions require careful considerations on the organizational need not just for the present, but also to meet future demands
- Major responsibilities of HR management: recruitment, compensation, training, supervision, staff development, performance review, and voluntary or involuntary separation
- Weak HR management results in risk exposure and diverts the organization’s focus from its mission
KEY CONSIDERATIONS DURING RECRUITMENT

- Job title, description, and announcement
- Resume and references
- Length of service elsewhere
- Motivation
- Screening methods
- Choosing the best candidate
- Compensation

KEY CONSIDERATIONS DURING EMPLOYMENT

- Well-established personnel policies (employee manual)
- Proper orientation and training
- Supervision
- Clear Policies on benefits & promotion
- Professional development opportunities
- Fairness, trust and communication
- Working conditions
PERSONNEL POLICIES

- Employee classification (regular, temporary, FT)
- Recruitment procedures
- Benefits
- Work schedule
- Holiday schedule
- Harassment policy & substance abuse
- Performance reviews
- Termination (resignation, discharge & layoff)
- Employee appeals procedures (grievance)

NGO HR DEVELOPMENT

- Internally designed training
- General training by specialists
- Workshops
- Seminars/webinars/conferences
- On the job training
- Shadowing
- Exchanges
- Secondment (learning from similar NGO)
- Self-learning
LEGAL CONSIDERATIONS

- NGOs with even one employee face legal risks
- Human resources related legal claims represent the largest share of all legal claims against nonprofits
- In the US, according to Coregis, employment related law suits account for >75% all law suits filed against nonprofits
- Poor HR management can affect NGOs during the hiring phase, during employment, and during/after termination of employees

RETENTION OF HUMAN RESOURCES

- Belief in organizational mission is key
  - Development of an organizational culture that values all members and their contribution towards the mission
- Employees must have a good level of “fit” with the organization
  - Degree to which employees perceive their personal goals are aligned with organizational goals
- Employees must be “embedded” in the organization
  - Extent to which employees are engaged in the organization
- Positive “fit” and “embeddedness” improve retention and satisfaction
Volunteers are the life blood & inexplicable resource of the CSO sector, especially at the community level.

- Voluntarism in the U.S. of A
- Americans volunteer more than the citizens of any other country
- Millions work as volunteers for nonprofits (26.3% of Americans over 16 volunteered in 2010)
- Contributing more than 15.5 B hours (approx. price tag $239 B)

At a minimum, all NGOs have a volunteer leadership team, its board!

- Short term volunteers
- Episodic volunteers
- Long term assignment volunteers
- Online volunteers & voluntourists (USA)
- Student interns
STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT CAPACITY IN BELIZE THROUGH PARTNERSHIP

CAPACITY BUILDING WORKSHOP FOR CIVIL SOCIETY ORGANIZATIONS

7. FUND RAISING

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University of Florida

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
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 (i.e. compassion)
- Charity is the religious tradition of altruism (selflessness), compassion and empathy
- Philanthropy and charity have been intertwined throughout the history of the CSOs

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 CSO and its donor public
- The purpose of fund raising is not to just raise money, but to help CSOs 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
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 PRINCIPLES OF FUND RAISING

1. People give to people to help people:
   - The most often quoted fund raising phrase
   - Donors are not in the habit of contributing in response to institutional need (they contribute to people’s need)
   - They make their decision based on relationships and the degree of their response to the appeal
   - They also base their decision on the quality of organizational leadership
5 PRINCIPLES OF FUND RAISING

2. People give relative to their means:
   - Giving ranges from small donations to large ones (all can be ‘generous’ based on the giver’s means)
   - People also give in relations to what others give (especially larger donors)
   - ‘Average gift’ strategy is bound to produce substandard results
   - A pyramid structured gift strategy, by creating various levels of gift opportunities, will produce stronger results

5 PRINCIPLES OF FUND RAISING

3. Those closest must set the pace:
   - When people who are closely associated with the cause, organizational mission & functions - such as board members, key volunteers, and supporters - lead by giving, others follow
   - If those closest to the organization do not believe in project & do not give generously, ‘outsiders’ are not likely contribute
   - This pace setting by those closest helps in relationship building with potential donors
4. The 80/20 rule:
- Often, 80% of funds raised will come from 20% of the donors
- In major capital campaigns this is even more skewed – to about 90/10
- This propensity is based on Pareto’s 80/20 rule (80% of results come from 20% of efforts)
- Accordingly, it is important to focus ‘extra’ energy on the 20% donors identified to be in the top tier

5. The need for balance:
- While the ‘priority’ focus should be on the peak (20%) of the giving pyramid, the broad-based fund raising strategy should not be ignored
- An organization that only targets the peak of the pyramid, it is in danger of being viewed as ‘elitist’ by its constituents
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?

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
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
THE FUND RAISING CYCLE

1. Examination of the nonprofit’s case (sum of all reasons why anyone should give) for support
   - The case must provide persuasive responses to: why the organization exists? What services/programs are provided? Why should the donor give?

2. Analyze market requirements
   - The market needs to know (15% reach - 20/80) and understand the need being met
   - Donors give to organizations they care about that addresses the need they care about

3. Preparation of needs statement
   - Projection of programs to id annual & long term budget needs, including sources of revenue – this is the justification for fund raising

4. Definition of objectives
   - Translation of the mission (why) and goal (what) into ‘how’ by SMART (specific, measurable, achievable, results-oriented & time-bound) objectives
   - Objectives provide a visible link for the need
THE FUND RAISING CYCLE

5. Involvement of volunteers
   - Earlier involvement of volunteers make them effective solicitors of peers

6. Validation of need statement by volunteers

7. Evaluation of gift market (individual, foundation, corporate, etc.)
   - Informed judgment about which market to approach and how much to ask for
   - Diverse funding base is important for organizational sustainability

8. Fund raising modes and methods
   - Fund raising modes: annual fund, special/major gift, capital campaign & planned giving
   - Appropriate strategies among: direct mail, phonathons, special events, benefits, grant seeking, personal solicitation, e-mail, online, etc.

9. Identifying potential gift sources
   Distilling market evaluation into list of specific prospective donors (linkage-ability-interest)
THE FUND RAISING CYCLE

10. Preparing the fund raising plan
   - Draft plan validated by the board & volunteers
   - Spells out how much $, for what program, in what time frame, using which method(s)

11. Preparation of a communication plan
   - Not just to disseminate of info, but to stir donors’ emotions & intellects
   - Two way symmetrical communication

12. Activate volunteers

13. Solicitation of the gift
   - Needs to be a dignified process of asking with pride a gift to carryout the cause
   - Soliciting and receiving gift are not the end of the cycle – in many ways they begin the relationships

14. Stewardship and renewal of relationship
   - Gratitude for and acknowledgement of the gift
   - Disclosure of how gift is used and demonstrating highest level of accountability
THE FUND RAISING PROCESS

- Very competitive
- Multi-disciplined process requiring extensive involvement of the board, executive leaders, staff & volunteers in the cycle
- Success depends on the CSO's ability to adopt to changing conditions
- Considerations during solicitations:
  - Cultural awareness
  - The right individual/team and communication
  - Gentle persuasion

FUND RAISING METHODS

- Sustaining gifts:
  - Annual fund drive

- Enabling gifts:
  - Capital campaign
  - Special projects
  - Planned giving
  - Endowments
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.)
ANOTHER VIEW OF THE PYRAMID

- Planned Giving / Wills
- Major Giving
- Consistent Donors
- First and Renewal Gift Donors
- First-Time Givers
- Universe of Prospective Donors

Size of Gift

Number of People

ANNUAL FUND DRIVE

Goal for individual gifts Rs.1000 – 5 K
- 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
THE ANNUAL FUND DRIVE

Primary objectives:
- to maintain and build-upon the donor base
- to solicit & secure a new gift, establish habits to repeat the gift, and ‘upgrade’ the level of gift
- to raise annual unrestricted funds for priority projects
- to inform, involve, and connect all stakeholders to the organization and its mission
- to remain fully accountable to the constituency through annual reports

ARITHMETIC OF ANNUAL FUND DRIVE

- Setting the annual goal (based on organizational budget & projection of programs, etc.)
- Categories of gifts & numbers needed in each category
- Prospects – donors ratio
- Linkage between the ratio and the actual donor base
- Realistic numbers (all of the above)
**GIFT RATIO CHART**

- The lead gift(s) at least 5%...up to 15% of goal
- Build the chart downwards by cutting the gift size in half (or quarter or in any combo)
- Round the levels up or down
- For each gift, 2 – 5 ‘qualified’ prospects needed (qualified – reasonable expectation that the person would consider a gift at that level)
- Higher the gift, larger the ratio
- Room for prospects who will give at a lower level
- Template: [https://www.blackbaud.com/company/resources/giftrange/giftcalc.aspx](https://www.blackbaud.com/company/resources/giftrange/giftcalc.aspx)

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<td>20% of goal</td>
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**GIFT RATIO CHART EXAMPLE**

**GOAL: RS. 5 LAKHS**
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

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 gift potential 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
CAPITAL CAMPAIGN & SPECIAL PROJECTS

Goal for individual gifts Rs. 50 K – 1 lakh
- 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

PLANNED GIVING

Goal for individual gifts >1 lakh
- The fastest growing means of giving
- Gifts are made in the present time, but value is realized at a later time (usually after the death of the donor!)
- Most common forms include: wills & bequests, charitable gift annuities, deferred gift annuities, charitable trusts, etc.
- Nonprofits of any size can (and should) establish a planned giving program
- Specific policies and legal considerations
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

STRATEGIES FOR BUILDING ENDOWMENTS

- Endowment building is intense
- Done by establishing an ‘open’ endowment fund or named endowment fund
- Focuses is on a very small group of donors to generate large gifts over a period of time
- Process should be lead by one person, assisted by a core advisory group
- Extensive research needs to be done
- Assistance/advice from legal & financial experts specializing in endowment procedures advised
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 & ratings such as Charity Navigator (USA) & Credibility Alliance (India)
- Frequent updates & security features

KNOW THY FOUNDATIONS

- Four types of nonprofit foundations
- Independent foundations
- Operating foundations
- Community foundations
- Corporate foundations

http://foundationcenter.org
KNOW THY FOUNDATIONS

- **Independent foundations:**
  - AKA grant making foundations
  - established by individuals or families
  - provide support to other nonprofits thru grants
  - 5% or more give-out
  - specific areas of interest for funding or specific geographical area for beneficiaries
- examples: Ford, W.K.Kellogg & Childrenren’s Investment Fund

CORPORATE GIVING (5%)

- **Corporate foundations:**
  - established by corporations to serve as grant making vehicles (and tax write-offs)
  - CSR, especially after 2013 Sec. 135 of ICA
  - 5% or more give-out
  - funding interests often mirror business interests & customer base
- examples: SBI, NLC, etc.
DR. K’S RECIPE (COURSE PROJECT) FOR THE FUNDRAISING PLAN FOR A CSO

- Section 1: Profile of the CSO
- 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 & planned giving appeal brochure
- 12. Foundation grant research file & proposal
- 13. Evaluation plan for fund raising cycle

STRATEGIC FUND RAISING FOR CSOS

- Marketing the cause & strong FR Plans
- Highlighting critical nature of the Mission
- Enhanced branding portfolio
- Community engagement & communications (traditional media, website & social media)
- Leveraging the existing/new partnership & networks with other entities
- Expanding fundraising efforts through collaborative partnership with NGOs & INGOs
- Utilizing volunteer & ‘alumni’ connections for marketing
STRATEGIC FUND RAISING

- CSR!
- Improved roles of the Board (affluence, influence & expertise)
- Diversified funding sources captured in a through & systematic FR Plan
- Direct mail FR?
- Special events on designated day across the cities/states?
- Cause marketing?
- Incorporating FR within overall organizational strategic framework
8. ELEMENTS OF GRANT WRITING

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
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

WHY DO CSOS (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
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
- RFPs send to postal & electronic mailing lists
- Small grants announced through social media
- Corporate grants on websites
- Sometimes based on enquiries & solicitation
- Through search engines (Google) using key words
- Research...research...and more research!

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
THE GRANT APPLICATION

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

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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
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

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)
THE PRODUCT

The proposal must ...
- be rational
- be objective
- clearly communicate intended
  - purpose(s)
  - activities
  - and outcomes

THE GRANT PROPOSAL

- It’s a puzzle--where do you start?
- Start any place but make sure all the pieces fit.
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

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
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

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)
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

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?
# 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

## 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
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**

ORGANIZATIONAL CAPACITY

- Required minimum qualification
- Highlight of all additional experiences with similar projects
- Previous grants
- Partnership with other organizations for the project
- Ability to leverage additional resources
- Organization’s standing among peers
- Accreditation or awards, if any
QUALITY OF PROJECT STAFF

- Job descriptions (details based on RFP)
- Competitive job qualifications (education, expertise, certificates, awards, etc.)
- Time & efforts
- Include resume, if applicable
- Demonstrate staff’s ability to relate to the target population

PROGRAM SUSTAINABILITY

- More and more funders are requiring statement on how the programs will continue after the project funding
- This is not a guarantee for sustainability
- But some assurance that you thought about the program elements after this project
- Developing partnerships/collaboration
- Applying other (relevant) sources of funding
FORMS & ATTACHMENTS

- Pay special attention to all required forms and signatures
- Make sure to include all additional attachments specified in the RFP
- This may include certification, licenses, etc.
- Letters of support
- Letters of commitment
- Submission details

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
SOME GRANT WRITING TIPS

- Three most important things: planning, planning & planning
- Set timelines and more importantly deadlines
  - ...one for others and one for yourself (the drop-deadline!)  
- Discuss ideas with all necessary individuals
  - involve only a selected few in the process
  - too many cooks WILL mess-up the broth!
- Start by drafting ALL ideas
  - drafted ideas open the discussion and are easier to critique

SOME GRANT WRITING TIPS

- Every time you add something new to the draft, save it as a new version
  - ...you may have to go back
- Do thorough research about the funding agency, the grant & priorities
  - look for previously funded projects
- Peruse the RFA/NOFA thoroughly...again, again, again & again.
  - every time you read it carefully you will find additional information to fine-tune your proposal
  - pay attention to ALL details
SOME GRANT WRITING TIPS

- Deliver an answer to the need or solution to the problem
  - ... based on experience, eligibility, logic and imagination throughout your proposal
- Reflect planning, research and vision throughout the proposal
- Make sure your proposal describes with confidence a project/program for positive change
  - don’t imply that you are going to give your best shot but not sure about the results

SOME GRANT WRITING TIPS

- Call the grant officer and ask for clarification on all additional questions
  - ....but don’t be a pest!
- Pay close attention to rating factors, especially the ones with higher points
  - doesn’t mean you have to ignore the smaller ones
  - look for extra points
- Prove with sufficient evidence that you have a significant need or problem
  - don’t just give sad stories on the need/clients
Right partnership is key. Establish clear understanding w/ potential partners
- Partnership should focus on leveraging resources for potential sustainability
- Don’t just get support letters…get letters of firm commitment
  - whether in-kind, cash or other
- Make sure the work plan flows well with your & partner organization’s mission and expertise
- Make sure the work plan is ‘do-able’
  - …don’t shoot for the stars

Don’t ‘pad’ your budget….funders will read it thoroughly!
- While providing info on your organizational capacity, be relevant
  - …don’t exaggerate….also don’t undersell yourself either!
  - highlight previous grant projects and if you are a start-up, be upfront
- Make sure all the required attachments are in order before you submit the proposal
  - including standard forms, right signatures in right places, board approvals, etc., etc., etc.,
SOME GRANT WRITING TIPS

- Pay special attention to method(s) of submission
- Pay special attention to the deadline for submission
- 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!
- In either case,
  - thank everyone involved in the process!
  - ...AND try again!... and AGAIN!
STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT CAPACITY IN BELIZE THROUGH PARTNERSHIP

CAPACITY BUILDING WORKSHOP FOR CIVIL SOCIETY ORGANIZATIONS

9. FINANCIAL MANAGEMENT, TRANSPARENCY & ACCOUNTABILITY

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THE GAME PLAN

PART 1: BUDGET & ACCOUNTING
- Financing CSO Operations
- Characteristics of financially healthy CSOs
- The Budgeting process
- The Accounting System

Part 2: FINANCIAL STATEMENTS & AUDITING
- Financial Statements
- The Audit
THE GAME PLAN

- Financial Procedures Manual
- Roles of Organizational Leadership in Financial Management
- CSO Transparency
- CSO Accountability

FINANCING CSO OPERATIONS

- All CSOs require adequate financial revenues to sustain their operation. Additional finances can provide organizational stability.
- CSO leaders must recognize that they need to operate the organization like a business in order to be financially successful.
- CSOs/NGOs are NOT prohibited from making a profit!...it is just called “excess revenue over expenditures!”
- Restricted from excessive compensations or payments to anyone.
7 CHARACTERISTICS OF FINANCIALLY HEALTHY CSOS

- Financially healthy nonprofits....
  1. Have sufficient resources to ensure stable programming
  2. Have a ready source of internal cash – or access to cash – in times of shortfalls
  3. Are committed to income-based spending
  4. Retain a positive cash fund balance at the end of each fiscal year

5. Accumulate annual surpluses to use as safety net in years when an unseen deficit occurs
6. Have established – or plan to establish – an operating reserve to finance program growth
7. Have a board and management that hold themselves responsible for the organization’s financial stability
(+1) 8. Receive “clean” annual audits

SOME SIGNS OF FINANCIAL TROUBLES FOR A CSO

- The organization consistently spends more money than it received in revenue
- Payables mount-up and go unpaid and the organization doesn’t know how much it owes
- More than 50% of receivables are 120 days or older
- It regularly dips into restricted or deferred funds for day-to-day expenses
- Lack of finances becomes the central focus and dominant point at board meetings


THE BUDGET

- The budget of a CSO is its plan for receiving and spending financial revenues ($$$) to reach specific goals by certain time
- The budget provides financial and operational guidance needed to implement programs and services
- It guides the CSO’s acquisition & use of financial resources
- It charts the direction of allocating and maximizing resources
- It is the tool for controlling spending and avoiding deficits
THE BUDGET

- Thoughtful and deliberate plan for spending money to reach specific goals by a certain time
- Is only as good as the time, effort, and information people put into it
- No budget is perfect
- Must be monitored and changed as time goes on in order to reach goals
- Good budget guides a CSO to reach its program goals in a given fiscal year

BUDGETING PROCESS

- A good budgeting process is...
  - Thoughtful and deliberate
  - Inclusive
  - And an ongoing process
TYPES OF BUDGETS

1. Operating budget
   - Organization-wide
   - Good for nonprofits with multiple programs or units
   - Identify all income and expenses needed (planned) for the whole organization for the coming year

2. Program
   - Individual budget for each major program or unit of the organization

3. Cash Flow
   - Identify and describe schedule, nature, and amount of revenues and expenses

4. Capital
   - Plan and manage capital projects
   - Relatively large one-time expenditures like a new building

THE ACCOUNTING SYSTEM

- **Goal**
  - Ensure that financial data and economic transactions are properly entered into the accounting records
  - Ensure that financial reports are prepared accurately and in a timely fashion

- **Choosing the appropriate and easy-to-understand accounting system software**

- **Growing trend to outsource bookkeeping and financial management**
CHART OF ACCOUNTS

- List of each account that the accounting system tracks. Acts as table of contents to the general ledger, which organizes all financial information by individual accounts.
- Captures the financial information needed to make good decisions.
- Information in the chart of accounts are used to generate financial records and reports.
- 5 categories
  - Assets
  - Liabilities
  - Net assets/fund balances
  - Revenues
  - Expenses

GENERAL LEDGER

- Organizes all financial information by account.
- Shows all transactions included in the balance of each account.
- For Example:
  - Acct. Number: 1234  Name: Office Supplies
  - Beginning Balance, January 1, 2016: $3,000
  - Ck. No. 789 John’s Office Supplies 1/15/2016: $400.12
  - Ck. No 793 Quality Paper Store 1/23/2016: $50.45
  - Ck. No 793 Quality Paper Store 1/30/2016: $2,549.43
  - Closing Balance 1/30/2016: $2,549.43
CASH VS. ACCRUAL BASIS ACCOUNTING

1) Cash basis accounting
   - Revenue is recorded when it is received/deposited
   - Expenses are recorded when bills are paid/withdrawn

2) Accrual basis accounting
   - Revenue is recorded when it is earned/promised, regardless of when it is actually received
   - Expenses are recorded when they are owed instead of when they are paid

PART 2: FINANCIAL STATEMENTS & AUDITING

- Financial Statements
- The Audit
- Financial Procedures Manual
- Roles of Organizational Leadership in Financial Management
FINANCIAL STATEMENTS

1) Statement of Financial Position

2) Statement of Activities

3) Statement of Cash Flow

STATEMENT OF FINANCIAL POSITION

- AKA...Balance Sheet, depicts the overall $$$ value of the organization at a given time (usually the end of the FY)

- Total assets - total liabilities = total net assets (cumulative net worth of the organization)
  - Assets include cash, accounts receivables, investments, movable & immovable properties, etc.
  - Liabilities include accounts payable, accrued salaries and benefits, mortgages, loans, etc.
STATEMENT OF ACTIVITIES

- AKA... Income Statement, which depicts changes in assets from one FY to the next FY
- Can determine if the nonprofit is operating at a surplus or deficit
- Gives rate of spending and revenues and signals area(s) of concern
- Shows capability to carry out the mission

STATEMENT OF CASH FLOW

- Reconciles cash flows from operating, investing, and financing activities
- Changes in cash during the FY
  - Net increases/decreases in cash
  - Cash at the beginning and end of the period/FY
- Required statement for audit
THE AUDIT

- Process for testing the accuracy and completeness of information in an organization's financial statements

- Independent CPA issues an “opinion” on
  - How fairly the statements represent their financial position
  - Whether they comply with generally acceptable accounting principles (GAAP)

- Must be done by an outsider to the organization

- Assures that the financial statements are accurate and complete

THE AUDIT

- Audit report includes opinion (auditor’s cover letter) and financial statement

- Section on comparative financial information between FYs

- Might include...
  - a depreciation schedule
  - lists of contributions and volunteer services

- Audit report includes ‘management letter’ that addresses the Board

- Management letter identifies weak areas of accounting system
FINANCIAL PROCEDURES MANUAL

- Describes finance related administrative tasks…and responsible individuals

- Descriptions include functions such as:
  - paying bills
  - depositing cash
  - transferring funds
  - chart of accounts
  - payroll policy
  - etc., etc.

FINANCIAL LEADERSHIP

- Roles of the Board:
  - Creating a statement of program priorities to guide the budgeting process

  - Establishing general budget policies including: requirements for a balanced budget, policies on cash reserves, decisions on salary increases and new programs

  - Formally reviewing and approving the budget

  - Periodic review of the financial reports (board meetings)

  - Authorizing audit and reviewing & approving audit report
FINANCIAL LEADERSHIP

- Roles of executive leadership:
  - Preparing options to guide budget development
  - Presenting recommended budget to the Board, explaining provisions and consequences
  - After budget is passed, delegating financial responsibilities to managers and unit leaders and supervise the process
  - Providing regular reports to the Board and its finance committee on financial matters
  - Making sure all financial statements are reports are prepared accurately for various fiscal purposes, including audit

CSO TRANSPARENCY

- The concept of openness and willingness to share information about programs, services & decision making process
- CSOs are held at a higher level for transparency due to their mission base and reliance on public support & philanthropy
- Credibility depends on the level of transparency to constituents & government
- Regulations and regulatory agencies
- Higher levels of transparency for successful collaborations
CSO TRANSPARENCY

- Accuracy & timeliness of information
- Annual reports
- Financial information
- Listing of governance body & officers
- Partnership information
- Confidentiality
- Comparison
- Communication channel (PR)
- Disclosure
- Advocacy CSOs: accuracy & in context, disclosure of bias, authority of statements

ISSUES IN CSO TRANSPARENCY

- Weak requirements for controlling documents
- Territorial mentality as a barrier to collaboration and partnership
- Layers of conflicts of interest that keep all information in secrecy
- Political influence
- Bribes, kick-backs & blatant abuse of resources
- Positive trends: Increasing public awareness, demands from stakeholders, improved collaborations, CSOs online (Belize Network of NGOs; Guidestar & Charity Navigator (USA); PRIA & Credibility Alliance (India))
CSO ACCOUNTABILITY

- The concept of holding CSOs responsible for the good & bad actions, outputs & outcomes
- CSOs are answerable to a broad community of ‘stakeholders’

Four principles:
- responsibility and authority to be clearly specified
- guidance and support to be provided at all stages to everyone involved
- exercise of responsibility and authority to be monitored and assessed
- and appropriate action to be taken

CSO ACCOUNTABILITY

- Fiscal responsibility
- Annual budget
- Internal financial statements
- Financial policies
- Internal control policies & procedures
- Audit
- Professional standards
- Truthful & ethical fundraising consistent with the mission
- Legal compliance: laws & regulations, counsel, liability insurance & internal review
ISSUES IN CSO ACCOUNTABILITY

- Mission drift
- Lack of shared governance
- ‘Hero worship’ mentality towards leaders
- Board – staff disconnect
- Lack of succession planning
- Weak legal framework
- Weak or non-existent regulations and regulatory agencies
- Positive trends: Codes of ethics & standard of practices
STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT CAPACITY IN BELIZE THROUGH PARTNERSHIP

CAPACITY BUILDING WORKSHOP FOR CIVIL SOCIETY ORGANIZATIONS

10. STRATEGIC PARTNERSHIP WITH CIVIL SERVANTS

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THE GAME PLAN

- NGO capacities and capacity building
- Emerging areas of CSO 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 CSOs
- Community of Practice
CSO CAPACITY

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

CSO CAPACITY BUILDING

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

CSO 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
EMERGING AREAS OF CSO CB

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

BUILDING BETTER GOVT. RELATIONSHIPS

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

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)
NETWORKING WITH OTHER CSOS

**Challenges**
- building trust among key officials of other CSO(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 CSOs
- expanding opportunities to initiate new projects

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**NETWORKING WITH OTHER CSOS**

- 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
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.)