

Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership



“Organizational Capacity Building for CSOs/NGOs and Civil Servants”

Advanced Training Workshop

On Zoom, February 2021

Trainer: Muthusami Kumaran, Ph.D.,

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Department of Family, Youth & Community Sciences, University of Florida

AGENDA

DAY 1:

- 9:00 am Session #1: Strong Foundations of an NGO & Legal Aspects of Managing an NGO in Belize (with Mrs. Celia Mahung)
 Presentation on the founding blocks of a NGO; Legal & regulatory frameworks for NGO s in Belize; Interactive discussion on strengthening the foundations and being an NGO in good standing.
- 10:15 am 15 minutes break
- 10:30 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 within NGOs.
- 11:15 am Session #3: Systematic Program/Project Planning
 Presentation on developing needs assessment, program goals, objectives, and logic models; Interactive discussion on adopting a systematic planning process.
- 12:00 pm One hour lunch break

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- 1:00 pm Session #4: Program/Project Monitoring and Evaluation
Presentation on active program monitoring, evaluation, data collection & analysis; Interactive discussion on adopting a systematic M&E process.
- 2:15 pm .
15 minutes break
- 2:30 pm Session #5: Strategic Planning
Presentation on adopting elements of strategic planning & SWOT analysis for organizational sustainability and growth; Interactive discussion on the application of strategic planning to NGOs.
- 3:30 pm Adjourn


Workshop venue: Online on Zoom Webinar Platform!

**STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP**



**ADVANCED CAPACITY BUILDING
TRAINING WORKSHOP FOR
CIVIL SOCIETY ORGANIZATIONS / NGOs**

**1. STRONG FOUNDATIONS OF AN
NGO & LEGAL ASPECTS OF NGO
MANAGEMENT**

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& Mrs. Celia Mahung, Executive Director, TIDE



Funding provided by U.S. Embassy Belmopan



1

Welcome Back!

2

PURPOSE OF THIS TRAINING WORKSHOP

- Assist participating CSOs/NGOs (YOU!) in organizational capacity enhancement
- Provide advanced training presentations on key areas of CSO/NGO management highlighted by follow-up survey & focus group after the 2019 workshops
- Provide resource materials (24 pdf documents sent & posted on TIDE website), assessment & hands-on activity tools that will assist participants in applying management strategies
- Encourage/motivate participants to create synergies through a Community of Practice
- Assist participants in utilizing the Training of Trainers (TOT) model and resources
- Facilitate participating CSOs/NGOs and civil servants in identifying potential areas of collaboration for Civil Society – Public sector partnerships

3

GROUND RULES

- The Workshop will start on time at 9:00 am...and conclude at 3:30 pm on all three days
- There will be a one-hour lunch break 12noon – 1:00 pm
- There will also be two 15-minute breaks: one between morning sessions starting around 10:15 am & one between afternoon sessions starting around 2:15 pm
- PLEASE join the Workshop ON TIME and attend ALL sessions
- Avoid (as much as possible) any distractions that will prevent you from actively participating in sessions
- Please keep your mic on “mute” mode during my presentation
- After each presentation, there will be specific time for interactive discussions (ie. for participants to ask questions, seek clarifications, and share their experiences) on topics covered
- Raise your hand, then “unmute” your mic for audio input if you have any question or comment **only during the discussion**
- If you need any assistance with technical glitch during the Workshop, contact the Zoom administrator Mr. Bryan Mangar on WhatsApp: 6360417

4

THE GAME PLAN FOR DAY 1

- Session 1: Strong Foundations & Legal Aspects of NGOs
- 15 minutes break
- Session 2: Good governance & Leadership
- Session 3: Systematic Program/Project Planning
- One hour lunch break
- Session 4: Program/Project Monitoring and Evaluation
- 15 minutes break
- Session 5: Strategic Planning
- Adjourn

5

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

6

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

7

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 sub-sectors
 - Global reach

8

THEORIES OF NGOs

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

9

NGOs 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 indispensable part of legitimacy” (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 NGOs more than their governments and businesses

10

WHY CAPACITY BUILDING FOR NGOs?

To foster the NGOs'....

- Effectiveness & efficiency
- Confidence
- Creativity
- Independence
- Collaborative efforts
- AND maximize their impacts on communities they serve!

11

SESSION 1: FOUNDATIONS OF AN NGO

12

THE GAME PLAN

- Unique characteristics of NGOs
- Major steps in (r)establishing an NGOs
- The legal & regulatory framework of NGOs in Belize (Mrs.Mahung)
- Foundational Plan for an NGO
- Organizational self-assessment
- Activity for your NGO to develop a strong Foundational Plan
- Indicators of success for strong Foundational Plan

13

UNIQUE CHARACTERISTICS OF NGOs

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

14

ESTABLISHING AN 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

15

THE MISSION



16

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.

17

MISSION STATEMENT

- **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

18

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

19

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

20

ESTABLISHING AN 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

21

ESTABLISHING AN NGO

- 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!

22

CSO/NGO LEGAL FRAMEWORK IN BELIZE

- NGOs are governed by the Non-Governmental Organisations Act, Chapter 315 of The Laws of Belize.
- According to the Act, the attributes and characteristics of an NGO include:
 - Independent from Government control in its operations and management;
 - Its purposes should be to achieve sustainable human development on a voluntary, not for profit basis;
 - All business affairs should be conducted under the management of its elected board of directors, whom shall not have any personal gains to attain from the organization;
 - All activities in Belize should be consistent with the principles and provisions of Belize's constitution.

23

CSO/NGO LEGAL FRAMEWORK IN BELIZE

Registration Application:

- MOA - showing it's a company Ltd. by Guarantee
- Name - brief details of the aims, objects and purpose of the NGO; relating to sustainable human development
- Organisational structure - how Directors are elected, their duties, powers and terms of office; disqualification
- Accounting and management procedures
- Types of programs that NGO intends to carry out
- Audit for income of \$25,000 and below \$ statement of account for less than \$25,000
- By-Laws of the NGO

24

CSO/NGO LEGAL FRAMEWORK IN BELIZE

Registration Application:

- If a particular technical expertise is required, prove that you have met that requirement, 2 months after registration
- If NGO holds currency abroad, transfer monies to Belize within 3 months of registration – set up foreign currency account that is exempted from taxes/duty)
- Note that the NGO Act defines and provides examples of Sustainable Human Development
- Once registration is complete, registrar issues Certificate of Registration to NGO
- NGO Application can be refused if name is not authentic, is offensive to good morals or registration does not comply with the requirements of the Act or any Regulations made thereunder – applicant may appeal to Supreme Court
- NGO Act identifies duties of Ministry responsible – e.g. publishing names of registered NGO's by June of each year

25

WHAT DOES IT TAKE TO BE AN NGO IN GOOD STANDING?

- Submit annual report of program activities/outcomes
- Submit annual external financial audit, if income is \$25,000 or more and financial statement done by accountant for income under \$25,000
- The documents are submitted to the Attorney General's office – 4 months after financial year
- Organizations receive a Certificate of Good Standing from the Attorney General's Office
- NGO's in Good Standing have the opportunity to be members of the Belize Network of NGO's who have representation on the Senate, where there is an opportunity to participate in debating Bills that eventually become laws of the country
- Good Standing NGO's may have better funding opportunities
- Note that NGO's also need to register with FIU annually and they have certain requirements that need to be met.

26

DR. K'S RECIPE (COURSE PROJECT) FOR THE DEVELOPMENT PLAN FOR AN NGO

- 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. Fund raising
- 9. Volunteer management
- 10. Marketing & community relations
- 11. Ethics, transparency & accountability
- 12. Risk management
- Note: Review provided "NGO Development Plan Toolkit"

27

ORGANIZATIONAL SELF-ASSESSMENT

- **Complete the "Organizational Self-assessment for Strong Foundations" in collaboration with your colleagues:**
- 1. Did your organization ever conduct a needs assessment of all potential clients?
- 2. Do you have lists of specific needs to be addressed & clients to be served by the NGO?
- 3. Does your organization have a strong mission, vision and core-value statements?
- 4. Does your NGO have an active Board that performs all its governance responsibilities well?
- 5. Does your NGO have a strong executive leader to provide all adequate day-to-day management functions?
- 6. Does your NGO engage in systematic planning and M&E for its activities, programs, projects, etc.?
- 7. Does the organization generate sufficient resources (revenue, personnel, volunteers, etc.) to adequately provide services to fulfil its mission?

28

ACTIVITY

- In Session 1 Activity Sheet, complete the following in collaboration with your colleagues:
 1. Issues in the society that need to be addresses (by your NGO)
 2. Specific needs & clients for the next 2 years
 3. All services for the next 2 years
 4. Good governance and executive leadership: application of best practices to your NGO
 5. Resource (HR, \$\$, volunteers, etc.) mobilization: application of best practices to your NGO
 6. Marketing & community relations: application of appropriate measures
 7. Ethics, transparency & accountability: measures to adhere to the ethical, transparent and accountable management

29

INDICATORS OF SUCCESS

Founding Blocks of NGOs

- Better understanding on various (right) steps in establishing the NGO
- Developing strong mission, vision & core value statements that attract stakeholders
- Improved Board governance and executive leadership
- Mobilization of adequate resources for sustainability
- Enhanced communications with stakeholders and marketing the cause
- Operating with highest ethical, transparency & accountability standards
- Strong foundations that promote the organizations growth

30

**“Organizational Capacity Building for CSOs and NGOs”
Advanced Training Workshop**

Session 1 Organizational Self-assessment for Foundational Plan

In collaboration with colleagues, complete this organizational assessment to create the Foundational Plan for your NGO or enhance the existing Plan.

1. Did your organization ever conduct a needs assessment of all potential clients?
 - a. If yes, list all needs of your clients and go to the next item.
 - b. If no, conduct a needs assessment and summarize all needs of your clients.

2. Do you have lists of specific needs to be addressed & clients to be served by the NGO?
 - a. If yes, go to the next item.
 - b. If no, develop such lists.

3. Does the name of your NGO adequately represent its purpose & clients?
 - a. If yes, go to the next item.
 - b. If not, discuss and decide on an appropriate name.

4. Does your NGO have a good Mission Statement?
 - a. If so, go to the next item.
 - b. If not, discuss and decide on an appropriate mission statement.

5. Does your NGO have a good Vision Statement?
 - a. If so, go to the next item.
 - b. If not, discuss and decide on an appropriate vision statement.

6. Does your NGO have a Core Values Statement?
 - a. If so, go to the next item.
 - b. If not, discuss and decide on an appropriate core values statement.

7. Does your NGO have an active Board that performs all its governance responsibilities well?

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- a. If so, go to the next item.
 - b. If not, complete the assessment tool and activity sheet of Session 2 to begin the process of establishing a good Board that governs well.
8. Does your NGO have a strong executive leader to provide all adequate day-to-day management functions and lead the organization to fulfill its mission?
 - a. If so, go to the next item.
 - b. If not, complete the assessment tool and activity sheet of Session 2 to begin the process of completing the right qualifications for your future executive leader.
9. Does your NGO engage in systematic planning for its activities, programs, projects, etc.?
 - a. If so, go to the next item.
 - b. If not, complete the assessment tool and activity sheet of Session 3.
10. Does your NGO engage in systematic monitoring and evaluation of its activities, programs, projects, etc.?
 - a. If so, go to the next item.
 - b. If not, complete the assessment tool and activity sheet of Session 4.
11. Does the organization generate sufficient resources (revenue, personnel, volunteers, etc.) to adequately provide services to fulfil its mission?
 - a. If so, continue to strengthen your resource mobilization by utilizing resources provided.
 - b. If not, utilize the “NGO Development Plan Toolkit” provided to initiate a system to mobilize resources AND utilize resources and training provided by this project to sustain resource mobilization.
12. Has your NGO ever completed a strategic plan?
 - a. If so, review the outcomes of the strategic plan and make the next strategic planning process stronger (refer to Session 5).
 - b. If not, consider launching a strategic planning process (details provided in Session 5).

Note: This assessment tool is just to get you started on developing a strong Foundational Plan for your NGO. Feel free to utilize any/all resource documents provided to assess your NGO's various management practices and create the Plan that will propel your organization to its next growth stages.

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Session 1 ACTIVITY

In collaboration with colleagues, complete the following items with relevant information to begin the Foundational Plan for your NGO. Utilize the “NGO Development Plan Toolkit” provided to complete a Foundational Plan.

1. Name of the NGO:
2. Mission Statement, Vision Statement & Core Value Statement:
3. Issue(s) to be addressed (based on the needs assessment):
4. Specific needs to be addressed by the NGO and the clients during the next 2 years:
5. List of all services (programs, projects, etc.) during the next 2 years:
6. Good governance and executive leadership: Begin the process of formulating a good Board governance and executive leadership appropriate for your NGO by utilizing provided resources


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7. Resource mobilization: Begin the process of formulating ideal HR management, fundraising, financial management, and volunteer management for your NGO. Be realistic based on items 2 - 5 above.

8. Marketing and community relations: Develop the right marketing and community relations mechanism that will link the organization with all stakeholders and help the organization with resource mobilization (item 7).

9. Ethics, transparency & accountability: Develop ethical considerations and a code of conduct for your NGO; develop a plan to promote sound transparency and accountability principles in all services and communications.

10. List all potential risks: things that can go well (positive/upside risks) and things that can go wrong (negative risks) for your NGO in its governance, administration, and operations. Develop strategies to capitalize on upside risks and mitigate negative risks.





Funding provided by U.S. Embassy Belmopan

**STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP**

**ADVANCED CAPACITY BUILDING TRAINING
WORKSHOP FOR CSOs/NGOs**

**2. GOOD GOVERNANCE &
LEADERSHIP FOR NGOs**

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1

THE GAME PLAN

- Understanding the NGO sector of Belize
- Good governance for organizational success
- Legal responsibilities of the Board
- Board structure, roles & responsibilities
- Executive leadership of NGOs
- Competencies of Executive Directors
- Challenges of Executive Directors
- Organizational self-assessment, activities & indicators of success

2

UNDERSTANDING BEZLEIAN NGO SECTOR

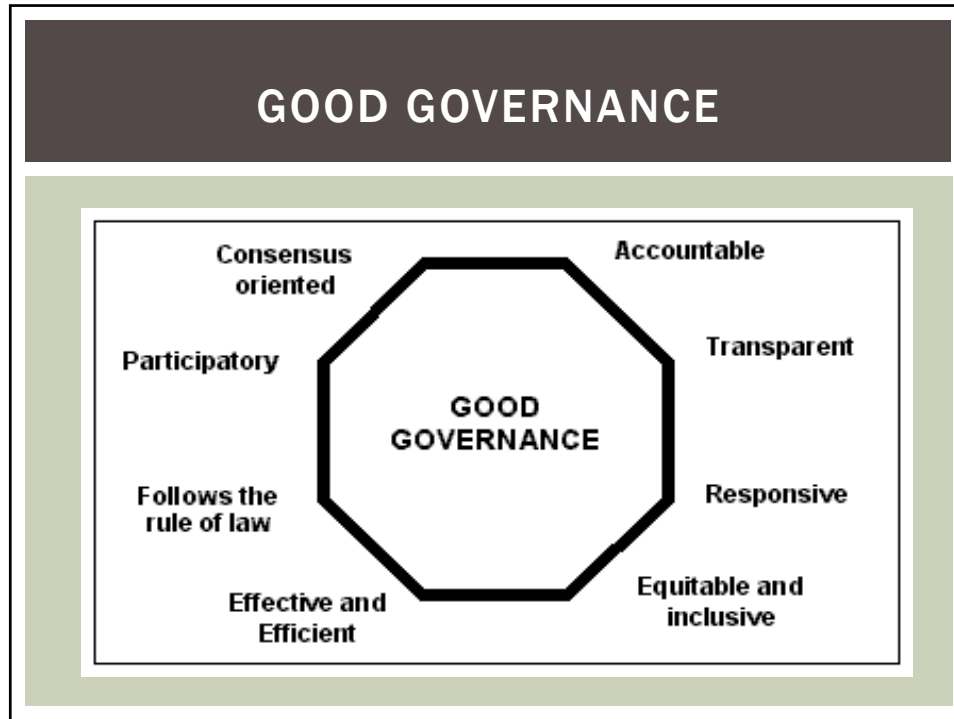
- **Strength**
 - Steady growth
 - Connection & trust with the people and communities
- **Weakness**
 - Lack of optimal organizational management capacity
 - Lack of ability to mobilize resources
 - Inability for sectoral transformation
- **Opportunities**
 - Collaboration
 - Advocacy and social change
- **Threats**
 - Weak regulatory framework
 - Gaps between local-national-international NGOs

3

NGO GOVERNANCE

- A governing body is a legal requirement for all NGOs
- Good governance is the process of...
 - collective decision making by the Board on behalf of the organization & its mission
 - providing direction for the immediate & long-term effectiveness of the organization
 - providing strategic leadership to the organization in a constantly changing environment

4



5

LEGAL DUTIES OF THE BOARD

- The Business Judgment Rule is a legal concept which recognizes that...
- Board of directors of a corporation are responsible for making the decision for the organization
- They are protected from liability, as long as the following duties are complied with:
 - Duty of Good Faith
 - Duty of Care
 - Duty of Loyalty

6

LEGAL DUTIES OF THE BOARD

- 1) **Duty of Good Faith**
 - Act with honesty, fairness and candor on the organization's behalf
- 2) **Duty of Care**
 - Exercise judgment that any reasonable and prudent person would exhibit in the process of making informed decisions
- 3) **Duty of Loyalty**
 - Act in the best interests of the organization
 - Not participating in decisions where there is a conflict of interest
- 4) **Duty of Obedience**
 - Obedience to mission, bylaws, and policies
 - Conformity with all laws and standards of practice

7

WHY DO SOME NGOs FAIL?

- Inactive Board
- Boards that do not follow their legal, moral & ethical responsibilities
- Mission drift
- Misappropriation of resources
- Misdirection of executive leadership
- Communication failure
- Operating without written planning documents, policies and procedures

8

CHARACTERISTICS OF NGO BOARD EXCELLENCE

- A dedicated Board guides the organization to fulfill its mission and strives towards its vision
- The right Board composition (both number & qualification)
- 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

9

TWO KEY GOVERNING DOCUMENTS

- 1) Establishing document
 - Filed with designated government entity
- 2) Bylaws
 - Policies & procedures for Board operations

10

BYLAWS

- Provides direction, policies & procedures for the Board in governing the organization
 - Key organizational governing document

- Helps in setting properly 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

11

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
- Must have moral & ethical responsibilities to mission
- If legal duties and responsibilities cannot be met, resign or take on an advisory role

12

CHARACTERISTICS OF EFFECTIVE BOARD

- Organizes itself to efficiently and effectively accomplish the mission
- Brings together group(s) 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)
- Focuses members' attention on the right issues and questions
- Engages, energizes, motivates & evaluates its members to retain their involvement and service

13

SIGNS 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

14

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

15

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

16

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 (Board manual) and assess overall Board performance regularly

17

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

18

THE CHIEF EXECUTIVE OF AN NGO

- An NGO'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
- The relationship between the Executive Director and the board is crucial and its complexity differs from NGO to NGO
- Key considerations in selection of an ED
 - In-depth understanding on what s/he is expected to do
 - What s/he has to deal with
 - Skills and abilities that help her/him to perform the job well

19

NGO LEADERSHIP

- The hallmark of NGO 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

20

COMPETENCIES FOR EXECUTIVE LEADERSHIP

- Integrity, compassion & sensitivity
- Acting with flexibility
- Resourcefulness
- Leading & motivating subordinates
- Hiring talented staff, setting the team orientation & developmental climate
- Self awareness & balancing personal life with work
- Decisiveness
- Confronting issues both internally & externally
- Doing whatever it takes!
- Example of an exemplary CSO leader –
 - <https://www.youtube.com/watch?v=BQU7JOxkGvo>
Wangari Maathai, Greenbelt Movement, Kenya

21

EXECUTIVE LEADERSHIP CHALLENGES

- Utilizing resources & building support
- Directing & motivating staff
- Building outside support & understanding
- Time pressures
- Lack of supportive work environment
- Clashes with the Board
- Issues with clients & external groups
- Reconciling diverse demands of the job
- Uncertainty on resources
- Burnout

22

AVOIDING STRESS & BURNOUT

- An NGO Executive Director's roles & responsibilities can be overwhelming
- It is vital for EDs to 'balance' these with their personal health
- Work-related stress can affect emotional health, which in turn can affect physical health
- Develop a coping mechanism (religion, spirituality, cultural practices, etc.)
- Rely on personal support systems (family, friends, mentors, peers, counselors, etc.)
- Remember: you are only human & you can only do so much
- Remember: burnout will not only affect you, it will also affect the NGO and its mission

23

ORGANIZATIONAL SELF-ASSESSMENT

Good Governance:

- Assess your current Board's...
- Understanding on the principles of good governance
- Understanding on the NGO's program, services & clients
- Level of attendance and active participation
- Performance on fiduciary and policy responsibilities
- Annual performance evaluation of ED & support for professional development

Board Manual Development

Executive Leadership

- Board - ED relationship
- Ideal qualifications, characteristics and professional development opportunities for ED
- Succession planning for a future ED

24

ACTIVITY

In Session 2 Activity sheet, complete the following:

1. List your current Board members and their qualifications
2. List your desired/ideal Board members and their qualifications
3. List your desired/ideal subcommittees of the Board and their roles
4. List any five most important Board policies (bylaws) for your effective Board
5. List all ideal qualifications & characteristics of your ED E
6. List all professional training needed for your ED to enhance management skills
7. Develop a document that will guide the ED & the Board in succession planning

25

INDICATORS OF SUCCESS

Good Governance

- Understanding of & adherence to the principles of good governance
- Attempting to diversify the Board with appropriate qualifications
- Preparing to recruit & orient new members
- Developing/improving written Board Manual & bylaws
- Creating a strong Board where members know their roles & responsibilities and govern actively

Leadership

- (Better) Understanding/application of the roles and responsibilities of Executive Director
- Developing & applying ideal skills characteristics of ED
- Preparing the succession plan

26

**“Organizational Capacity Building for CSOs and NGOs”
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Session 2 Organizational Self-assessment for Good Governance & Executive
Leadership

In collaboration with colleagues, complete this organizational assessment to create the Plan for good governance and strong executive leadership for your NGO.

Good Governance:

1. Does your Board (all members) have clear understanding of and strong commitment to the NGO’s mission, vision & core values?
 - a. If not, make sure they understand the organization’s mission, vision & core values AND their roles and responsibilities.
 - b. Provide the Board manual to all members (content of basic Board Manual in next section).
 - c. Develop mentorship initiatives for new members to learn from veterans.

2. Does your Board (all members) have clear understanding of the NGO’s programs, services, and client needs?
 - a. If not, provide the Board manual to all members (content of basic Board Manual in next section) with programmatic details.
 - b. Organize annual field visits for all Board members to selected project implementation sites and discussions with relevant staff & volunteers.

3. Do all your members have reasonable levels of attendance in Board meetings AND actively participate in them?
 - a. If not, develop an annual meeting attendance and other commitment forms and get them signed by all Board members.
 - b. Include Board attendance as a part of the annual self-assessment.

4. Does your Board perform its fiduciary (financial) and policy responsibilities well ?
 - a. If not, strengthen budget and other finance-related discussions during Board meeting.

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- b. Complete and provide all relevant financial documents (this is the role of the Treasurer and financial manager) before Board meetings and other appropriate times.
 - c. Develop Board meetings to include discussions on revising various policies, if needed. ED and other personnel may need to provide details.
5. Does your Board conduct annual performance evaluation of ED & provide opportunities for professional growth?
 - a. If not, develop criteria for ED's 360-degrees evaluation by Board members, and ED's self-evaluation.
 - b. Include thorough annual review of the above evaluations and provide feed back to ED including corrective and/or professional development opportunities.
6. Does your Board understand the importance of strategic plan?
 - a. If not, provide resource material to inform them about the process and importance of strategic planning. Expert presentations can be of help.
7. Do your Board members actively represent the NGO by serving as its ambassadors?
 - a. If not, make such representation and specific activities as discussion items at Board meetings.
 - b. Include measures to represent the organization in the Board Manual.

Basic Components of a Board Manual:

Note: All NGOs must have a written Board Manual that needs to be distributed to all members, especially when new members join the Board. The following are basic items/details that need to be included in the Board Manual. Review online resources for additional items that are appropriate to your NGO.

- Name, vision statement, mission statement, core values.
- Current location, ED, contact(s) information, website, social media, etc.
- History of the organization (founders, year founded, purpose in the beginning, major growth periods, people involved in the growth, etc.).
- List of names, qualifications, and contact information of all Board members.

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- Board leadership (chair, vice chair, secretary & treasurer) and Committee structure with names of committee members.
- Articles of Incorporation and key registration documents.
- Bylaws (if you don't have, develop them). Bylaws are internal policies and procedures by which the Board govern the organization. They are vital.
- Schedule of Board and Committee meetings for the fiscal year.
- List of all current programs, services, clients, locations, etc. in as much details as possible.
- List of key personal (HR).
- Annual and other program specific reports.
- Few leaves of organizational official stationery and envelopes (to reach out to stakeholders, if needed).
- Board member annual self-assessment form.
- Any other technical or programmatic details as appropriate.

Executive Leadership:

8. How would you rate the Board – Executive Director relations in your NGO?
 - a. (if your answer is) Excellent: identify factors that makes the relationship excellent in succession planning for future ED.
 - b. Needs improvement: Have a series of honest & open discussions between the Board and ED to identify barriers and apply corrective measures for improvement.
 - c. Very weak: Initiate a process of self-assessment by the Board and the ED with specific input on improving the Board – ED relationship. Involve an external facilitator (or an organizational well-wisher) to develop & implement practical solutions. If the relationship has gone beyond a point of salvation, decide on removing the ED or Board members who cause the disruptive relationship.
9. List all ideal characteristics of the Executive Director for your NGO, given its mission, vision and core values. Does your ED possesses all appropriate characters (listed above) to lead your NGO?
 - a. If so, go to the next item.
 - b. If not, complete the assessment tool and activity sheet of Session 3.

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10. List all ideal professional skills of the Executive Director for your NGO, given its programs, services, clients, required human & other resources? Does your ED possess all appropriate qualifications (listed above) to lead your NGO?
 - a. If so, go to the next item.
 - b. If not, complete the assessment tool and activity sheet of Session 3.

11. Does your NGO have a succession plan for ED transition in the near/far future?
 - a. If so, update is annually based on organizational growth and resources
 - b. If not, initiate measures for ED and the Board to begin a succession planning discussion that will result in a draft succession plan.

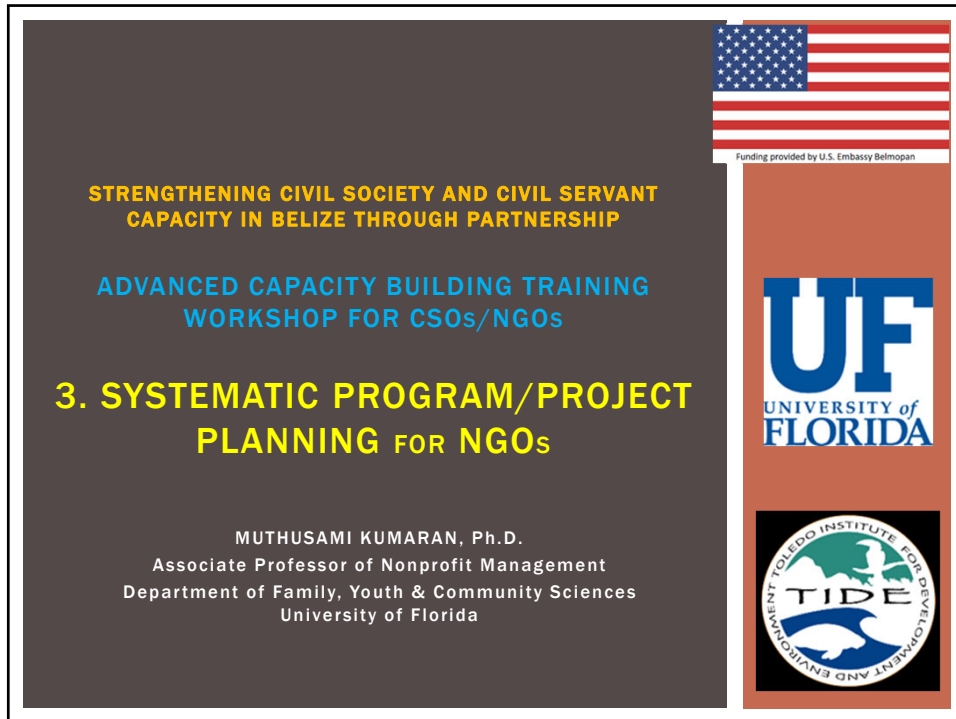
Note: This assessment tool is just to get you started on developing a good governance practices and executive leader responsibilities for your NGO. Feel free to utilize any/all resource documents provided to assess your NGO's various governance and executive leadership practices and create appropriate strategies to enhance them.

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Session 2 ACTIVITY

In collaboration with colleagues, complete the following items with relevant information for good governance and executive leadership of your NGO

1. List your current Board members, their qualifications, and the level of their performance in governance:
2. List the ideal ‘qualifications’ of your Board members:
3. List adequate committees with membership:
4. Develop sample policies (bylaws) for your Board:
5. List all ideal qualifications of your NGO’s Executive Director:
6. List all ideal characteristics of your NGO’s Executive Director:
7. List all professional development opportunities that will enhance the management skills of your ED:
8. Develop a document to guide your Executive Director and your NGO Board in succession planning process:




STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT CAPACITY IN BELIZE THROUGH PARTNERSHIP



ADVANCED CAPACITY BUILDING TRAINING WORKSHOP FOR CSOs/NGOs

3. SYSTEMATIC PROGRAM/PROJECT PLANNING FOR NGOs

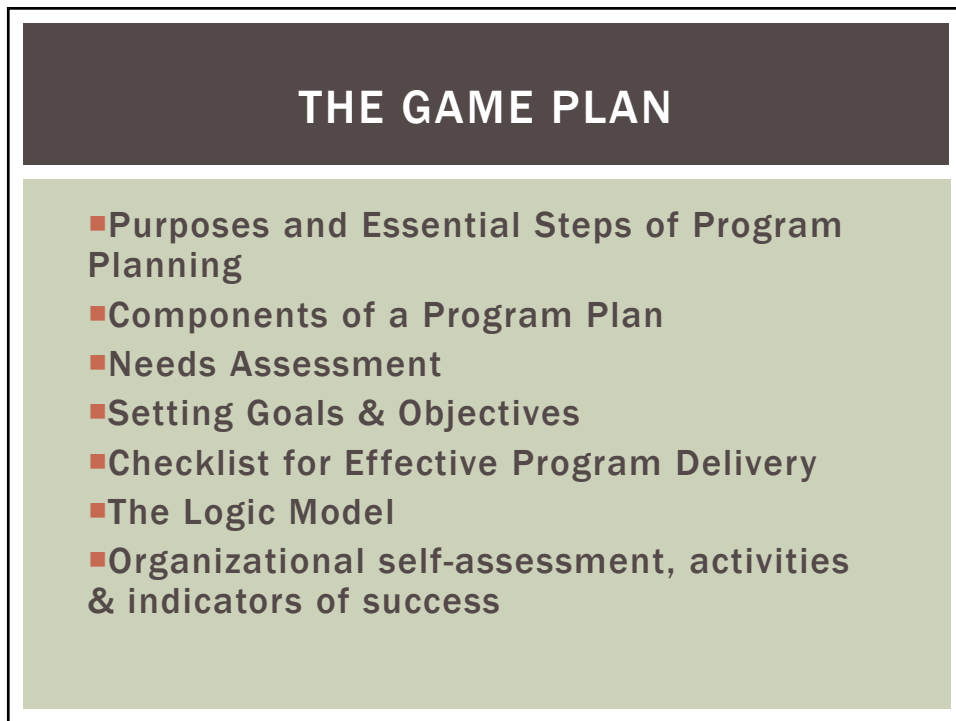
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1



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
- Organizational self-assessment, activities & indicators of success

2

NGO SUCCESS: 3 IMPORTANT INGREDIENTS

- 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

5

ESSENTIALS OF GOOD PROGRAM PLANNING

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)

6

THE 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

7

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

8

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(s) addressed by the program for potential clients
- It is a tool (the first step) in program planning

9

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

10

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

11

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 teenage parents under stress to strengthen parenting skills
 - For elderly who are living alone to be connected to their community

12

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

13

OBJECTIVE SETTING

- Good objective = direction of change + area of change + target population + degree of change + time frame
- Examples:
 - Direction of change: To reduce unemployment
 - Area of change: Gain full-time employment
 - Target population: University of Belize students graduating in year 2021
 - Degree of change: So that 75% of graduates gain full-time employment
 - Time frame: within 9 months of graduation

14

OBJECTIVE SETTING

- Objectives provide measurable results (ie: desired amount of change) that will benefit potential program recipients during a particular time-period
- Examples:
 - 75 teenage parents will receive a comprehensive parenting skills program during the first five months of the program
 - 100 elderly individuals living alone in Gainesville will be provided weekly opportunities to socialize with one another

15

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 5th month of the program, a support group of teenage parents will be established
 - During the first phase of the project, a network of volunteers will be established

16

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

17

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

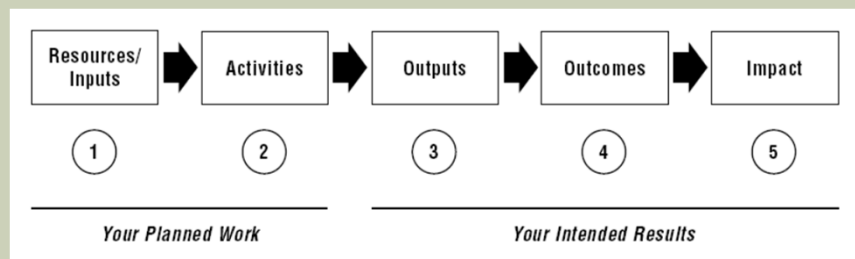
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WHAT IS A LOGIC MODEL?

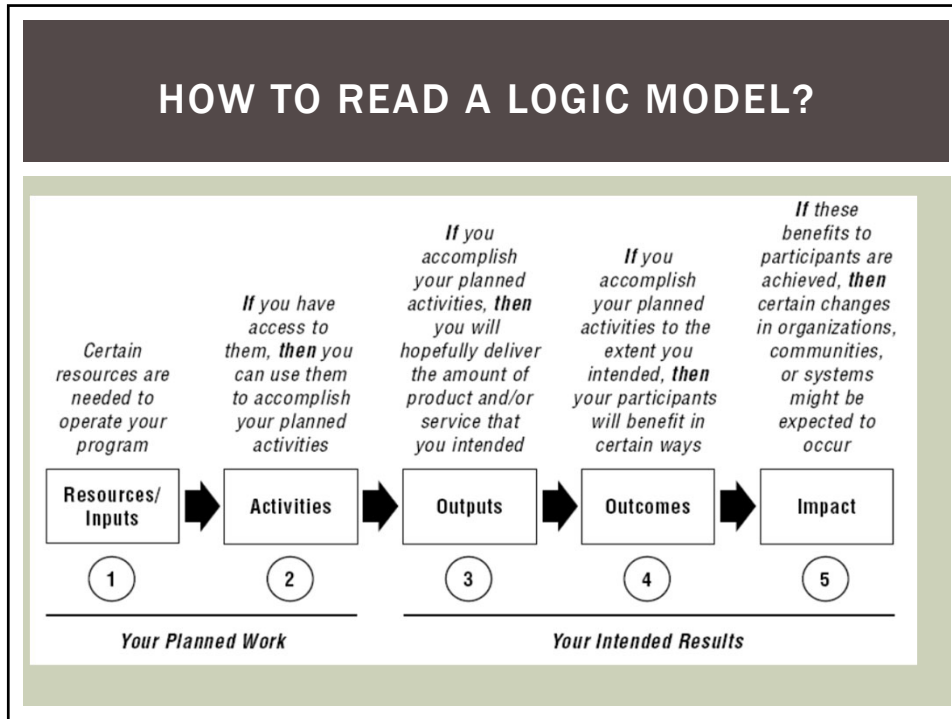
- A logic model is a “map” of the program
- It is a concise way to show how the program is designed and how it will make a difference
- It is a simple, logical illustration of...
 - What you do (objective) to address an issue
 - How do you do it (input & activities)
 - How will you know if you are successful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

19

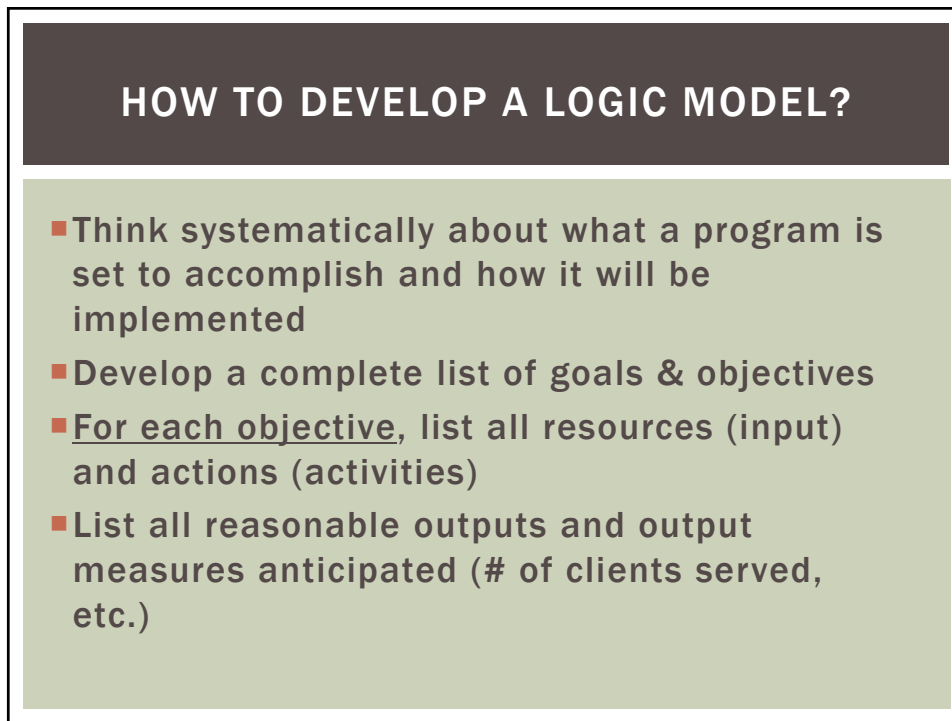
BASIC LOGIC MODEL



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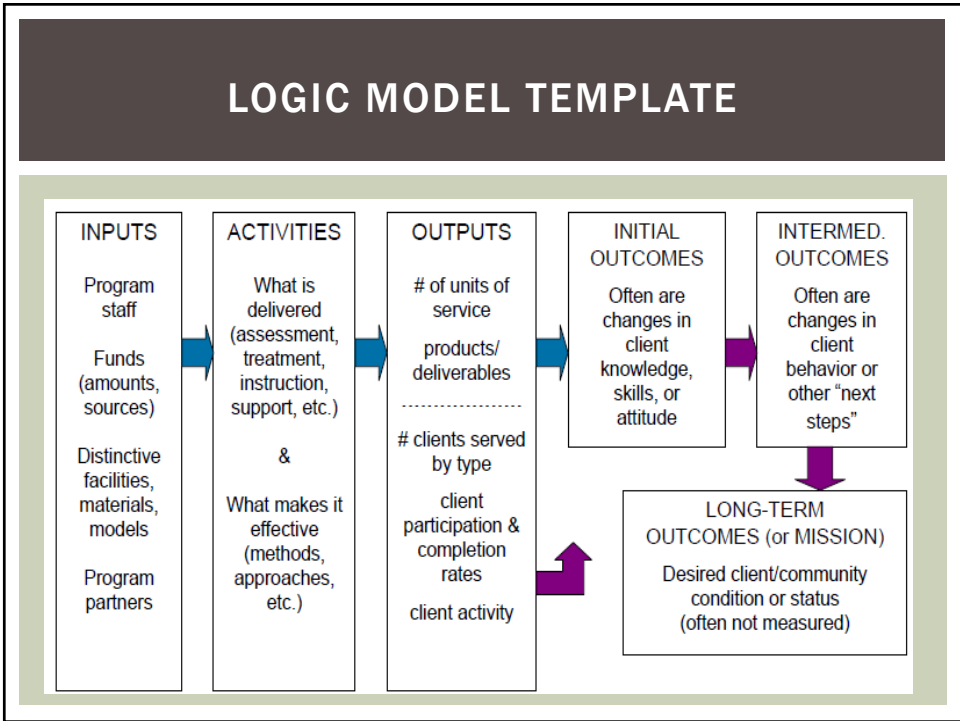


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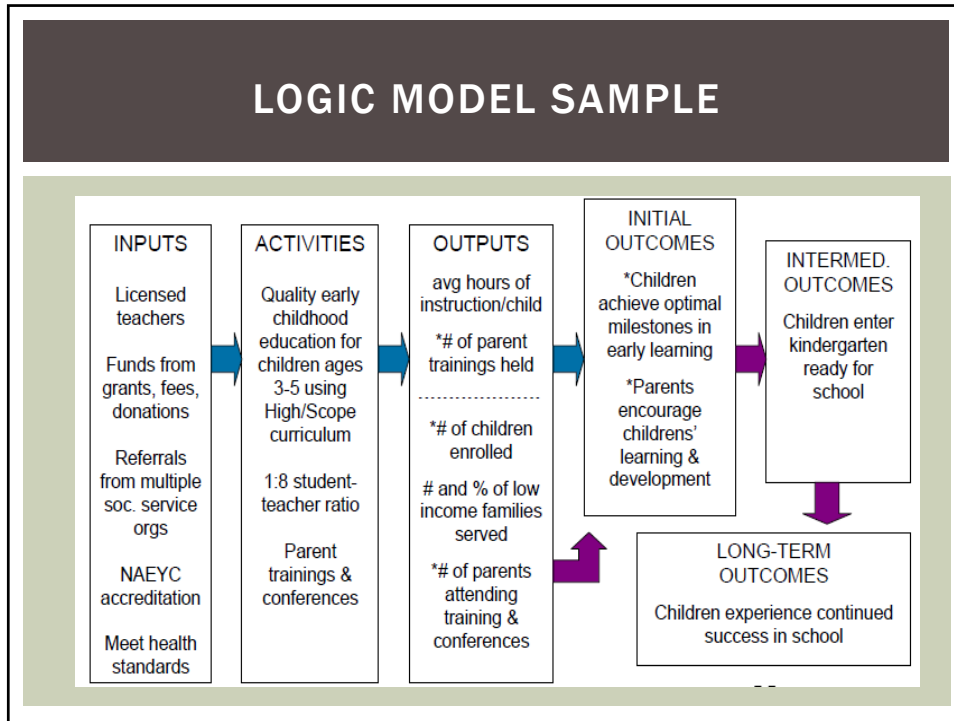
HOW TO DEVELOP A LOGIC MODEL?

- 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

23



24



25

ORGANIZATIONAL SELF-ASSESSMENT

1. Does your organization conduct needs assessment before beginning the planning process for a program/project?
 - If not....
2. Do all your programs/projects/services have specific written goals?
3. Do all your programs/projects/services have specific objectives under broader goals?
4. Do you develop logic models for your major programs?
 - Note: granting agencies typically require logic model for objectives in grant proposals

26

ACTIVITY

In Session 3 Activity sheet, complete the following:

1. Initiate needs assessment for any or all of your projects/programs
2. Develop & write one Program Goal (use the formula provided)
3. Develop & write one Program Objective under Goal 1 (make sure your Objective is SMART: Specific, Measurable, Achievable, Realistic & Time-bound).
Include strategic details (specific activities, their locations, person(s) responsible, etc.) and all resources needed (staff, funds, equipment, facilities, etc.) for your objective 1.1.
4. List all elements of completing logic models for objectives and plug-in the details on provided logic model template. Each objective should have one logic model.

27

INDICATORS OF SUCCESS

Program Planning

- Conducting needs assessment for client-centric program planning process
- Articulating sound goals
- Developing of SMART objectives
- Synthesizing action plan/steps
- Allocating adequate resources (HR, \$\$, etc.)
- Developing logic models with adequate
 - inputs
 - throughputs (activities)
 - outputs
 - and immediate - intermediate - long term outcomes

28

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Session 3 Organizational Self-assessment for Program/Project Planning

In collaboration with colleagues, complete this organizational assessment to initiate systematic project/program planning process for your NGO.

1. Does your organization conduct needs assessment before beginning the planning process for a program/project?

If not, begin the needs assessment by:

- Identifying key issues faced by your potential clients by collecting relevant data.
- Define specific need(s) that your program will address, given the resources available.

2. Do all your programs/projects/services have specific written goals?

If not, use the attached activity sheet (next document) to develop simple goals using the formula provided.

Once you get familiar with developing simple program goals, discuss with colleagues to make them sharper to fit into your program Plan.

3. Do all your programs/projects/services have specific objectives under broader goals?

If not, use the attached activity sheet (next document) to develop simple objectives for each goal using the formula provided.

Once you get familiar with developing SMART program objectives, discuss with colleagues to make them sharper to fit into your program Plan.

4. Do you develop logic models for your major programs?

If not, use the attached activity sheet (next document) to logically connect your program's goals, objectives, input, activities, outputs & outcomes in simple tables. Logic models, developed during planning process, will be of great help during program monitoring & evaluation.

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Granting agencies typically require logic models for each objective in grant proposals.

Note: This assessment tool is just to get you started on developing systematic, written planning processes for your NGO's projects/programs. Feel free to utilize any/all resource documents provided to assess and improve your NGO's program planning practices.

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Session 3 ACTIVITY

In collaboration with colleagues, complete the following items with relevant information anyone MAJOR program/project of your NGO. Once you complete this activity sheet, use the template to develop goals & objectives for ALL of your programs, thereby developing a systematic planning document.

1. Initiate needs assessment for any or all of your projects/programs by
 - Identifying key issues faced by your potential clients by collecting information through surveys, observations, or opinions.
 - Decide on the specific need(s) of clients that your program will address with available resources and within a specific timeframe.
 - Analyze the causes and consequences of the issue(s)
 - Set the desired level your program will achieve in addressing the needs defined.

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

Goal 1:

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

Objective 1.1 (ie: objective 1 of your goal 1):

Include strategic details (specific activities, their locations, person(s) responsible, etc.) and all resources needed (staff, funds, equipment, facilities, etc.) for your objective 1.1.

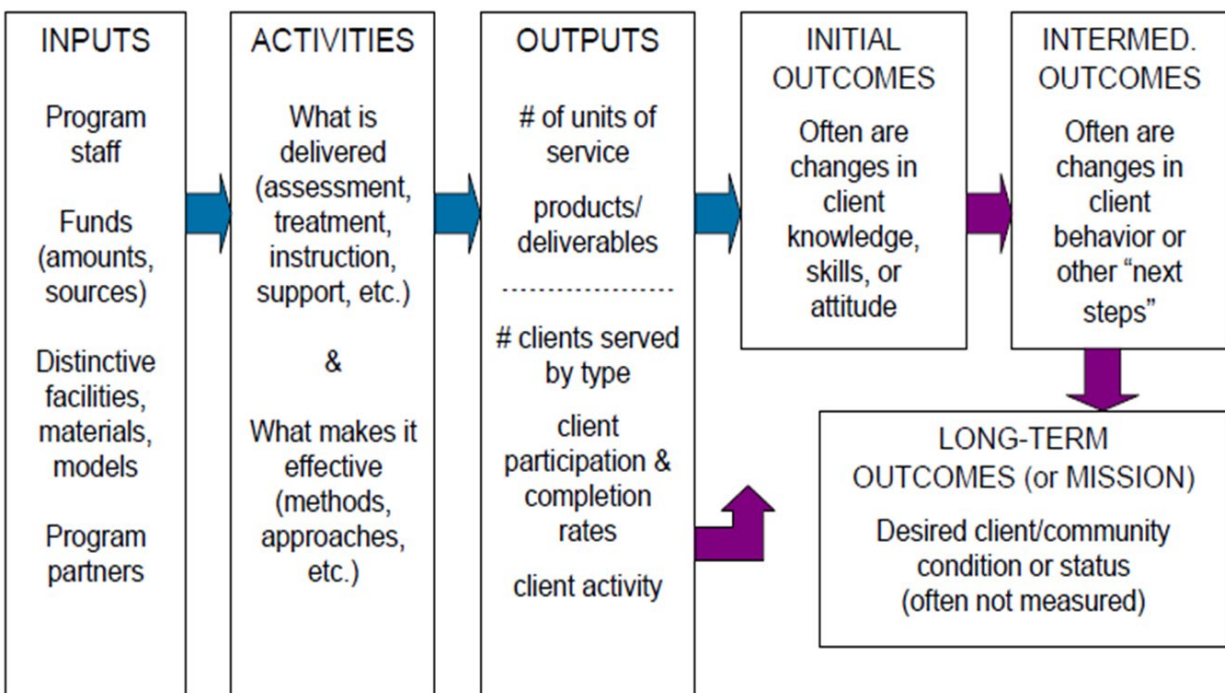
Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership

- List all elements of completing logic models for objectives. Each objective should have one logic model.

For Each Objective list all the following:

- Inputs: list resources needed to complete the objective.
- Activities (aka. throughputs): list specific actions/interventions the organization provides to meet the objective.
- Outputs: list anticipated results for this objective in terms of number of clients served, number of training sessions provided, time spent, etc.
- Outcomes:
- Immediate outcomes: list anticipated changes this objective will have on your clients' skills, knowledge and attitude.
- Intermediate outcomes: list anticipated changes this objective will have on your clients' behavior and decision making.
- Long-term outcomes: list anticipated changes this objective will eventually have on the status of condition of your clients.
- Plug-in all the above information to the template provided below or any logic model template or table that you can find online.

Logic Model Template



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- After completing all logic models for all objectives (one logic model per objective), list all the assumption you are making in planning your program and the barriers that may affect the completion of the program.



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**STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP**

**ADVANCED CAPACITY BUILDING TRAINING
WORKSHOP FOR CSOs/NGOs**

**4. PROGRAM/PROJECT MONITORING
& EVALUATION FOR NGOs**

MUTHUSAMI KUMARAN, Ph.D.
Associate Professor of Nonprofit Management
Department of Family, Youth & Community Sciences
University of Florida



1

THE GAME PLAN

- What is project monitoring and why it is important
- What is project evaluation and why it is important
- Levels of program outcomes
- Steps in evaluation
- Key monitoring & evaluation considerations
- Components of the evaluation plan
- Documentation & report writing
- Organizational self-assessment, activities & indicators of success

2

WHAT IS PROJECT MONITORING

- Project monitoring is the systematic & continuous process of data collection and information gathering throughout the life of a project
- Monitoring the implementation of a project helps in tracking achievement of objectives, and in understanding changes, if any, needed to be made for success
- Monitoring improves accountability (upwards & horizontal)
- It helps with all three universal evaluation questions:
 - Are we doing what we intended to do?
 - Are we making any difference?
 - Are these the right things to do?

3

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 (aka monitoring) and outcome evaluation

4

WHY IS EVALUATION IMPORTANT

- To verify that the organization is doing what it is supposed to be doing
- To understand and increase the impact of services on clients
- Improve the service delivery mechanism to be efficient
- Funders increasingly demand evidence of project success
- To provide valid comparisons between projects 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 planning process

5

PROGRAM MONITORING

- Systematic method of verifying whether the program is being implemented as designed/planned
- Aka - process or formative evaluation
- To determine the extent to which the program is being implemented successfully
- 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

6


OUTCOME EVALUATION

- Systematic method of collecting and analyzing data to assess the effectiveness of a project
- To not only measure the change resulted from a project, but also to establish that the project 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


7

LEVELS OF OUTCOMES


- Short-term outcomes: changes in skills, attitudes, and knowledge
- Examples: increased knowledge on health effects of childhood obesity; increased job readiness skills; girl scouts' interests on birds (below)



SKILLS
Girl Scouts can identify local birds by sight and name.



ATTITUDES
Girl Scouts no longer think science is boring.



KNOWLEDGE
Girl Scouts know what local birds eat and what predators they face.

8

LEVELS OF OUTCOMES

- Medium-term or Intermediate outcomes: changes in behavior and decision making
- Examples: increased levels of physical workouts & good diet habits; confidence in applying/seeking jobs; children reading for pleasure over 3 hrs per week (below)



9

LEVELS OF OUTCOMES

- Long-term outcomes: changes in status and conditions
- Examples: healthy children; secured jobs and increased quality of life; etc.,

10

CONTINUUM OF CARE

- Effective social service delivery follows a continuum of care - PITA
- Prevention
- Intervention
- Treatment
- After care
- Boundaries are not always clear
- Not necessarily sequential
- Monitoring & evaluation differ

11

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

12

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?

13

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?

14

THE EVALUATION PLAN

1. A discussion on the context for the evaluation, project purpose, staff, participants, clients, and other stakeholders
2. Evaluation design. Most commonly used designs are
 - Comparison of conditions before and after the project
 - Comparison of conditions before and after the program, using a control group
3. Evaluation questions (focusing on effectiveness, efficiency, adequacy & appropriateness)

15

THE EVALUATION PLAN

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

16

DOCUMENTATION & REPORT WRITING

Good evaluation reports must capture clear answers, with data, for following questions:

- Has there been change (in clients) & if so, how significant?
- What are the target groups and how many of them benefited?
- Was the change intended? Is it likely to be sustainable?
- What made the change happen?
- How has the change resulted in immediate outcome and how will it result in intermediate & long-term outcomes?
- What are the evidences for change?
- How do change(s) compare to base-line data AND what was hoped for?
- How was the change attributable to your NGO (employees, resources, partners, etc.)

17

ORGANIZATIONAL SELF-ASSESSMENT

1. Does your organization monitor its program/project activities for the purpose of proper implementation and results?
2. Does your organization conduct outcome evaluation to assess the effectiveness of programs?
3. Is your organization required to produce outcome evaluation report for any current or future funding source?
4. Do you have a template of evaluation plan for your current or future projects?

Note: grant proposals typically require detail monitoring and evaluation plans for proposed projects

18

ACTIVITY

In Session 4 Activity sheet, complete the following:

1. List all MAJOR programs/projects of your NGO and review their logic models

Monitoring

2. Identify relevant project monitoring data and responsible individuals who will collect them

3. Develop a method of organizing, analyzing and documenting the data

Outcome Evaluation

5. Determine the audience of evaluation report

6. Identify relevant data and sources to ascertain project outcomes

7. Decide methods of analyzing data and writing report

19

INDICATORS OF SUCCESS

Monitoring

- Understanding the purpose of monitoring for improved project implementation
- Developing appropriate benchmarks for successful implementation at different intervals
- Comparing data with the project plan (logic models) to make necessary adjustments in order to improve the quality of implementation

Outcome Evaluation

- Understanding purpose & audience for evaluation
- Designing evaluation & evaluation plan
- Collecting & analyzing relevant data
- Writing evaluation report(s)

20

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Session 4 Organizational Self-assessment for Program Monitoring & Evaluation

In collaboration with colleagues, complete this organizational assessment to initiate systematic project/program monitoring & evaluation process for your NGO.

1. Does your organization monitor its program/project activities for the purpose of proper implementation and results?

If not, begin the monitoring process by:

- Identifying and collecting relevant data throughout the life of your project.
- Track levels of achievement for each objective so that adjustments, if any, can be made during its implementation.
- Data systematically collected and documented will help in improving implementation of activities and help with accountability.

2. Does your organization conduct outcome evaluation to assess the effectiveness of programs?

If not, use the attached activity sheet (next document) to develop the rationale for evaluation, sources of data, and methods of collecting and analyzing data.

3. Is your organization required to produce outcome evaluation report for any current or future funding source?

If so, use the attached activity sheet (next document) to complete information about outcome evaluation requirements and its audience.

Based on the requirement and format, design outcome evaluation and collect necessary data.

Utilize the Logic Models to clarify all program elements (input, output, throughput & outcomes) during the evaluation process.

4. Do you have a template of evaluation plan for your current or future projects?

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If not, use the attached activity sheet (next document) to develop a template for evaluation plans for your projects.

Grant proposals typically require detail monitoring and evaluation plans for proposed projects.

Note: This assessment tool is just to get you started on developing systematic, written monitoring & evaluation processes for your NGO's projects/programs. Feel free to utilize any/all resource documents provided to assess and improve your NGO's program M & E practices.

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Session 4 ACTIVITY


Complete the following elements of Monitoring & Evaluation for your NGO

1. List all MAJOR programs/projects of the organization AND review their logic models:
2. List benchmarks for implementation of activities during specific intervals of the entire project.
3. Identify relevant project monitoring data and responsible individuals who will collect them.
4. Develop a method of organizing, analyzing and documenting the data.
5. Create a process by which implementation data will be compared to the benchmarks to identify weakness, if any, in implementation.
6. Identify appropriate corrective measures to be taken in order to make adjustment to implementation of activities.
7. Who are the potential audiences for evaluation information of your programs/projects (listed above)?

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8. Who/what are the sources of information to ascertain outcomes of programs/projects (listed above)?

9. How can the information (listed above) be collected, analyzed and documented in terms of reports for different audience?





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CAPACITY IN BELIZE THROUGH PARTNERSHIP**

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5. STRATEGIC PLANNING FOR NGOs

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Department of Family, Youth & Community Sciences
University of Florida



1

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
- Organizational self-assessment, activities & indicators of success

2

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

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

4

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

5

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

6

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

7

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

8

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 organization operates
- It is adaptive and keeps the organization relevant
- It is strategic ‘doing’

9

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

10

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

11

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

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 to be 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 (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

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

10 KEYS TO SUCCESSFUL STRATEGIC PLANNING (SOURCE: TCC GROUP)

1. A clear & comprehensive grasp of external opportunities & challenges
2. A realistic assessment of strengths & limitations
3. An Inclusive approach
4. An empowered planning committee (+ facilitator)
5. Involvement of senior leadership
6. Sharing of responsibility by admin. and staff
7. Learning from best practices
8. Clear priorities & an implementation plan
9. Patience, patience, & MORE patience!
10. A commitment to change

21

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

22

ORGANIZATIONAL SELF-ASSESSMENT

1. Has your NGO's ever completed a strategic plan?
2. In your and your colleagues' opinions, do you think your NGO is ready to explore and initiate a strategic planning process?
3. Are your Board and leadership team aware of the importance and basic elements of conducting a strategic planning process?

Getting ready for the strategic planning process:

- The Board is enthusiastic and supportive of the process.
- There is buy-in from leadership, all staff and volunteers.
- You are ready and willing to honestly assess the NGO's strengths and limitations.
- You have a clear understanding on external opportunities and challenges.
- You have a dedicated planning committee to guide the entire process.

23

ACTIVITY

In session 5 Activity Sheet complete the following:

- What are the MAJOR Strengths of the organization?
- What are the MAJOR Weaknesses of the organization?
- What are the MAJOR Opportunities that will make the organization stronger?
- What are the Major Threats facing the organization?
- Complete the analysis of the SWOT and develop any ONE strategic goal
- For the goal, complete an action plan which will have SMART objectives, activities, resources, and outcomes.

If/when the organization is ready:

- Repeat items 6 & 7 to develop more strategic goals and action plans.
- Draft the Strategic Plan and circulate for input from various stakeholders.

24

INDICATORS OF SUCCESS

Strategic Planning

- Understanding the importance of strategic planning
- Securing buy-in to begin the process
- Beginning the SWOT analysis
- Articulating strategic goals for the next 3 – 5 years
- Drafting the Strategic Plan
- Getting input from key stakeholders
- Developing the action plan
- Implement the Strategic Plan

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Advanced Training Workshop**

Session 5 Organizational Self-assessment for Strategic Planning

In collaboration with colleagues, complete this organizational assessment to begin the strategic planning process for your NGO.

1. Has your NGO's ever completed a strategic plan?
 - a. If so, review the plan and assess its implementation to identify levels of its success.
 - b. If not, consider exploring possibilities of initiating a strategic planning process.

2. In your and your colleagues' opinions, do you think your NGO is ready to explore and initiate a strategic planning process?
 - a. If so, review session 5 PowerPoint slides (especially slides 5, 7 & 8, 'what strategic planning is NOT', 'when NOT to do strategic planning,' and 'when to do strategic planning,' respectively) and resource documents provided to inform all stakeholders about the basic elements of strategic planning.
 - b. If not, wait until the conditions are right (review PPT slide 8, 'when to do strategic planning,' carefully).

3. Are your Board and leadership team aware of the importance and basic elements of conducting a strategic planning process?
 - a. If so, form a committee consisting of representatives from the Board, leadership, selected employees and volunteers for further discussions about exploring the process.
 - b. If not, increase awareness among the Board, leadership and other key stakeholders (PPT slides 6 & 8, 'why strategic planning important' and 'when to do strategic planning,' respectively).

Getting ready for the strategic planning process:

Make sure the following conditions are met and steps are taken before attempting a strategic planning process:

- The Board is enthusiastic and supportive of the process.

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- There is buy-in from leadership, all staff and volunteers.
- You are ready and willing to honestly assess the NGO's strengths and limitations.
- You have a clear understanding on external opportunities and challenges.
- You have a dedicated planning committee to guide the entire process.

Note: This assessment tool is just to get you started on a strategic planning process for your NGO. Feel free to utilize any/all resource documents provided to assess your NGO's readiness and preparations to launch a successful strategic planning process.

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Session 5 ACTIVITY

In collaboration with colleagues, complete the following SWOT information on your NGO. Use the SWOT analysis and follow the steps of strategic planning to complete a draft strategic plan.

1. Organization Name & Mission Statement:
2. What are the MAJOR Strengths of the organization?
3. What are the MAJOR Weaknesses of the organization?
4. What are the MAJOR Opportunities that will make the organization stronger?
5. What are the Major Threats facing the organization?

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6. Complete the analysis of the SWOT (items 2 – 5) and develop any ONE strategic goal (refer to session 5 PPT and provided resources) that the organization CAN achieve within the next five years?

7. For the developed strategic goal, complete an action plan which will have SMART objectives, activities, resources, and outcomes.

8. Repeat items 6 & 7 to develop more strategic goals and action plans.

9. Draft the Strategic Plan and circulate for input from various stakeholders.

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“Organizational Capacity Building for CSOs/NGOs and Civil Servants”

Advanced Training Workshop

On Zoom, February 2021

Trainer: Muthusami Kumaran, Ph.D.,

Associate Professor of Nonprofit Management & Community Organizations,
Department of Family, Youth & Community Sciences, University of Florida

AGENDA

DAY 2:

- 9:00 am Session #6: Communication and Community Relations
Presentation on principles & practices of communication and public relations for NGO s; Interactive discussion on promoting communication with NGO stakeholders.
- 10:15 am 15 minutes break
- 10:30 am Session #7: Marketing for Fund Raising & Volunteering
Presentation on marketing the cause for fund raising and volunteer recruitment; Interactive discussion on adopting a marketing orientation for fundraising and volunteer recruitment.
- 12:00 pm One hour lunch break
- 1:00 pm Session #8: Grant Writing
Presentation on key elements of grant seeking and grant writing;
Interactive discussion on various components of a grant proposal.
- 2:15 pm 15 minutes break

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2:30 pm Session #9: Community of Practice & Utilizing the TOT material for NGO capacity building.

Presentation on how participants can use the Training of Trainers model (resource material, PowerPoint presentations, activity sheet, etc.) developed for this project for their own and partner NGOs' organizational capacity building.

3:30 pm Adjourn

Workshop venue: Online on Zoom Webinar Platform!

**STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP**

**ADVANCED CAPACITY BUILDING TRAINING
WORKSHOP FOR CSOs/NGOs**

**6. COMMUNICATION
& COMMUNITY RELATIONS**

MUTHUSAMI KUMARAN, Ph.D.
Associate Professor of Nonprofit Management
Department of Family, Youth & Community Sciences
University of Florida



Funding provided by U.S. Embassy Belmopan



1

Welcome Back!

2

THE GAME PLAN FOR DAY 2

- Session 1: Communication & Community Relations
- 15 minutes break
- Session 2: Marketing for Fundraising & Volunteering
- One hour lunch break
- Session 3: Grant Writing
- 15 minutes break
- Session 4: CoP & TOT
- Adjourn

3

THE GAME PLAN – SESSION 6

- Principles & basics of NGO Communication
- Communication Tools
- Transparency
- Measures to promote transparency
- Accountability
- Measures to promote accountability
- Community Relations for NGOs
- The Community Relations Plan
- Other Considerations in Communicating with the Community
- NGO Advocacy & Lobbying

4

PRINCIPLES OF COMMUNICATION

- Communication has three parts:
 - a sender; a message; a receiver
- All these 3 parts change from one situation to another
- Communication improves when an NGO clearly analyzes: why this communication, who is its sender, what the message is, and who is the receiver
- Communication with the RIGHT person(s) is essential
- Cultural & value differences need to be considered carefully
- It is not important to be always right (ie: avoid arguments about small things, and focus on long-term goals)
- Trust is the basis of good results (keep promises & deadlines, be forthcoming, etc.)

5

NGO INTERNAL COMMUNICATION

- Communications on mission, vision & core values so that everyone is aligned with them
- Creating the right 'atmosphere' in which people feel comfortable to communicate
- Proper communication enhances everyone's involvement in organizational growth
- Effective office meetings with open discussions by which work is discussed and tasks distributed
- Communicating clear agenda for meetings beforehand and minutes or task lists afterwards
- Social gatherings (office celebrations, outside gatherings, etc.) help in strengthening communication and organizational culture

6

EXTERNAL COMMUNICATION WITH AN NGO

- Discuss internally and determine the goal(s) of the communication with another NGO
- Be sure about the receiver of the communication (position, personality, willingness to receive & reciprocate, etc.)
- Be mindful about the organization's culture and analyze & understand differences before sending the message out
- Be aware of the emotional differences between visiting, calling, emailing, etc.
- Be interested in each other's work and keep in contact
- Try to communicate regularly , even when there are no collaborative work
- The best ways of two-way communication always involve reciprocity

NOTE: Utilize the provided "Nonprofit Communications Planner"

7

BASICS OF NGO 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)

8

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 & social media posts
- Communication with other organizations for coalition building

9

OTHER CONSIDERATIONS IN COMMUNICATION

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

10

TRANSPARENCY

- The concept of openness and willingness to disclose information
- NGOs need to be transparent to: donors, volunteers, clients, employees, and the community
- Credibility depends on the level of transparency
- Regulations and regulatory agencies
- Higher levels of transparency for successful collaborations

11

MEASURES TO PROMOTE TRANSPARENCY

- Accuracy & timeliness of information to stakeholders
- Compliance & disclosure
- Annual and other reports
- Financial information
- Information about the board & officers
- Partnership information
- Communication channel

12

ISSUES IN TRANSPARENCY

- Weak governing documents
- Conflicts of interest that keep information in secrecy
- Excessive compensation, misappropriation of funds, and fraud
- Territorial mentality as a barrier to collaboration and partnership
- Positive trends in Belize: Increasing public awareness, demands from stakeholders, improving networks, websites

13

ACCOUNTABILITY

- The concept of being responsible for the good & bad actions, outputs & outcomes
 - NGOs 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

14

MEASURES TO PROMOTE ACCOUNTABILITY

- Fiscal responsibility & policies
- Sound budget & financial statements
- Fundraising consistent with the mission
- Internal control policies & procedures
- Audit
- Reports & disclosure statements
- Evaluation and assessment
- Organizational standards & codes
- Community participation
- Accreditation

15

ISSUES IN ACCOUNTABILITY

- Mission drift
- Lack of shared governance
- In appropriate fund raising
- Misallocation of funds
- Lack of financial oversight
- Board – executive director - staff disconnects
- Positive trends in Belize: codes of ethics & standard of practices, emerging watchdog groups

16

THE COMMUNITY OF NGOs

- ALL NGOs serve their unique communities
- An NGO's community may have diverse socio, economic, educational, cultural, and other traits
- Not all communities can respond well to same communications
- A thorough (written) inventory of an NGO's communities and their diversities help in designing and delivering communications that will resonate well
- Cultural and other value considerations are important for effective communication

17

COMMUNITY RELATION FOR NGOs

- Good community relations effort promotes the nonprofit'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

18

THE COMMUNITY RELATIONS PLAN

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

19

ADVOCACY

- Action taken in support of a cause
- General support for a position or course of action
- Communication with stakeholders
- Communication with public officials to bring their attention
- Making available the results of nonpartisan research
- Discussing broad social issues (not policies or legislation)

20

LIFECYCLE OF A SOCIAL ISSUE

- Social issues often follow the following 8 stages in their life cycle: inattention to the issue, “discovery” of the issue, setting the agenda, outlining choices, choosing a course of action, launching initial interventions, reassessing efforts, and achieving success or failure or neglect
- NGOs play an essential role in all these stages by:
 - bringing the issue to public attention
 - influencing attitudes
 - building support for change
- Communication is vital for all these roles

21

NGOs AND ADVOCACY

- NGO sector advocacy had played vital roles in the most significant social changes
- For social welfare and environmental NGOs, advocacy is the essence of their mission
- NGOs may advocate every side of any issue (example: pro-life vs. pro-choice)
- NGO advocacy is sometimes controversial
- Communication is the pillar of advocacy

22

LOBBYING

- Action taken to support or oppose specific legislation and/or public policy initiative
- Attempts to influence public policy making process of a regulatory, administrative, or legislative body
- Communication with legislators intended to influence specific legislation

23

LOBBYING AND THE NGO SECTOR

- Lobbying is appropriate for NGOs, especially in advocacy
- It is important to understand legal limits of lobbying
- Lobbying can benefit an NGO's clients and cause
- Can have an impact on public policy and stakeholder mobilization
- Can bring government resources as the result of policy decisions
- Can bring a regulatory framework in support of the cause
- Can help with mission accomplishment
- Provide means for civic engagement around a cause

24

LOBBYING AND THE NGO SECTOR

- Before engaging in lobbying, a nonprofit...
- Should know laws related to lobbying
- Have background knowledge in the legislative process
- Understand the role of media in lobbying
- Conduct extensive background research on
 - the issue
 - the legislation
 - and previous history

25

TYPES OF LOBBYING

- 1) Direct lobbying
 - Communication with legislators or their staff to expresses a view about specific legislation in order to influence their decision
- 2) Grassroots lobbying
 - Communication to the public that refers to specific legislation
 - Expresses a particular view
 - Urges the general public to contact legislators to influence their decision
 - Builds relationships with members and supporters

26

REACHING OUT TO ELECTED OFFICIALS

- Contacting public officials: Call directly; Meet in person; Send personal letter or e-mail
- Be clear about organizational mission, particular legislation addressed, and how it is related
 - Briefly and clearly identify the nonprofit's position
- Be prepared and knowledgeable
 - Provide supporting materials and testimonies, if needed
- Follow-up
 - Ask for a response and action for support
- Be patience and persistence

27

ACTIVITY

In session 6 Activity Sheet complete the following:

1. The NGO's Mission, Vision & Core Value Statements
2. List all your target audience (clients, donors, community members, etc.)
3. Conduct basic research about media coverage & public opinions of your NGO and list findings
4. Develop a set of brief messages for each audience
5. With assistance from 'tech savvy' volunteers, interns, or employees, convert the messages into public relations material
6. Develop a list of media contacts and engage them with information on your NGO
7. Establish social media pages and make regular posts with audio/visual content
8. Create a Communication Plan
9. Evaluate the results of communications & adjust

28

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Session 6 ACTIVITY

In collaboration with colleagues, complete the following items with relevant information to begin systematic communications with your community. Utilize the “Nonprofit Communications Planner” by Network for Good provided to develop a realistic Communications Calendar.

1. Name of the NGO:
2. Mission Statement, Vision Statement & Core Value Statement:
3. List all your target audience (clients, donors, community members, etc.) for communication:
4. Conduct basic research about media coverage on and client & public opinions of your NGO and list all findings:
5. Develop a set of brief messages (announcements about projects, report on achievements, etc.) for each audience identified in item 4:

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6. With assistance from volunteers, interns, or employees who are 'tech savvy', convert the messages (above) into public relations material (such as flyers, brochures, etc.) using simple software (Adobe Acrobat, Page Maker, etc.):

7. Develop a list of media contacts (TV reporter, newspaper columnist, local journalist, radio host, etc.) and inform them about your NGOs services, their impacts on community for positive media coverage.

8. With supports from 'tech savvy' volunteers, interns and employees, establish social media pages (such as Facebook, WhatsApp, Instagram, Twitter) and make regular posts using audio and visual content.

9. After gaining familiarity with all the above, complete a Communication Plan and a communication calendar to initiate regular communications to multiple audience through multiple media.

10. At specific intervals (once in 3 months, 6 months, or an year) evaluate the results of communication to EACH audience and make adjustments for improvement.





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CAPACITY IN BELIZE THROUGH PARTNERSHIP**

**ADVANCED CAPACITY BUILDING TRAINING
WORKSHOP FOR CSOs/NGOs**

**7. MARKETING FOR FUNDRAISING
& VOLUNTEERING**

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1

THE GAME PLAN

- Basics of NGO Marketing
- Importance of Marketing the Cause
- Marketing for Fundraising
- 10 Robin Hood Rules of Nonprofit Marketing
- Other Marketing Essentials
- Branding: The Logo & The Tagline
- Marketing for Volunteer Recruitment
- Understanding volunteer motivation

2

NGO MARKETING

- Marketing is less about pursuing a sale than about creating a customer - Philip Kotler
 - <http://www.youtube.com/watch?v=bilOOPuAvTY>
- 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

3

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

4

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

5

MARKETING FOR FUND RAISING

Seven steps:

- Set marketing goals
- Position the organization
- Segment your market
- Conduct a marketing audit
- Develop the marketing plan
- Develop & implement a campaign
- Evaluate & adjust for the next marketing cycle

6

10 ROBIN HOOD RULES OF NONPROFIT 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

7

10 ROBIN HOOD RULES OF NONPROFIT 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 assesses their worth

8

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 (eg: Susan G. Komen)
- Cause merchandise marketing (t-shirt, etc,)
- Local leader, celebrity endorsements
- Marketing to target CSR

9

BRANDING

- An nonprofit 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

10

BRANDING

The four vital components of branding portfolio:

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

11

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
- Online resource: <https://www.freelogodesign.org/>

12



13

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, community relations, and fund raising efforts
- The tagline also helps to align the organization's direction and goals internally

14

DEVELOPING THE TAGLINE

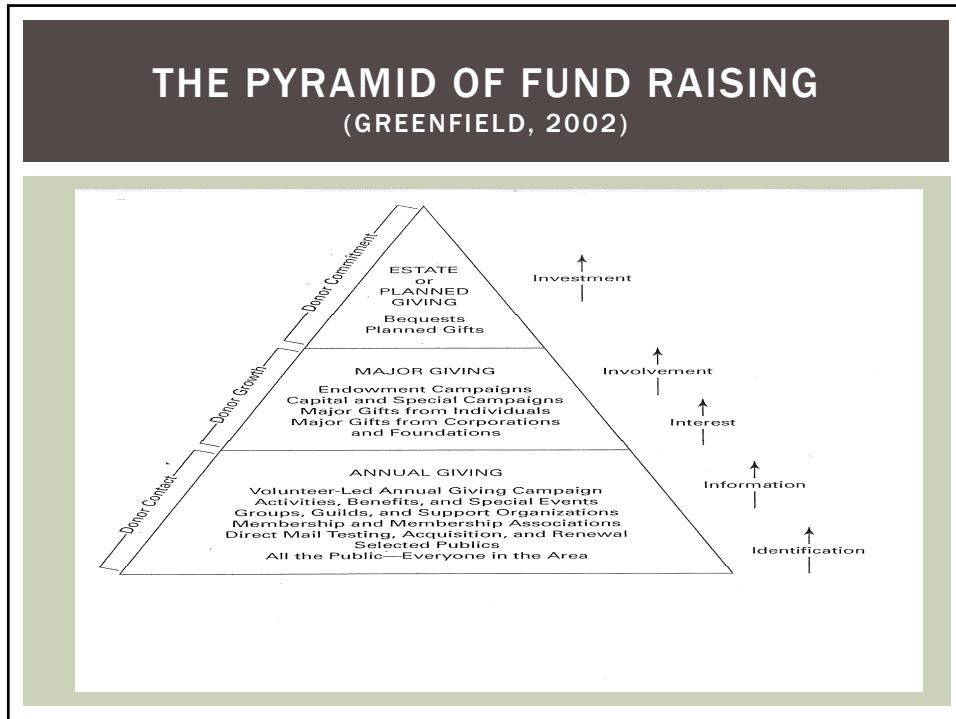
- Examination of other NGO taglines
- Direct alignment with the mission statement
- Creative use of vocabulary
- Tagline must be simple, concise, clear & understandable
- It should convey the marketing message
- It should be understood by a wide variety of (multi-cultural) audience
- Brand guide

15

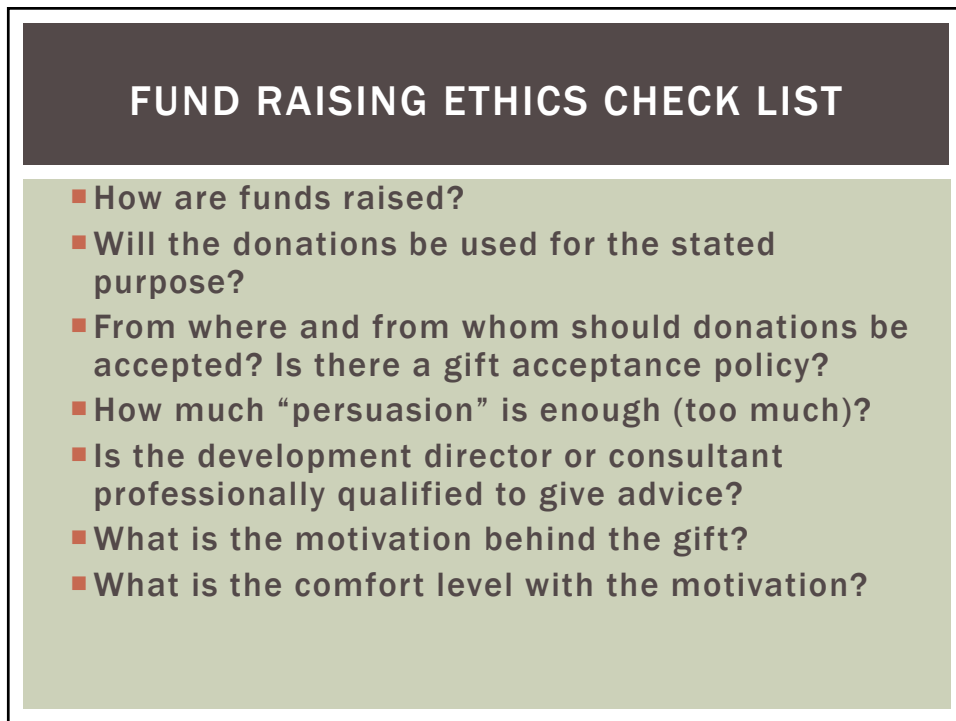
NONPROFIT TAGLINE GOOD EXAMPLES

- 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: www.gettingattention.org

16



17



18

MARKETING FOR VOLUNTEER RECRUITMENT

- Volunteers are life blood of NGOs
- Volunteers give their time & talents for cause(s) without any expectation of compensation
- Primary focus on marketing is to inform potential volunteers who do not know about or haven't yet become involved with your organization
- Portray the mission up-front-and-center
- Strategy is to find & inform individuals who could become valuable volunteers
- Understand motivation behind & emerging trends in volunteering

19

MARKETING FOR VOLUNTEER RECRUITMENT

- Keep a high profile with the media. Volunteers expect 'squeaky clean' image of NGOs
- Network with community groups and leaders to distribute printed material (such as flyers on community bulletin boards)
- Actively promote internship & externship opportunities for students
- Explore opportunities to partner with NGOs in the US, Canada and Europe for hosting 'voluntourists'

20

MARKETING FOR VOLUNTEER RECRUITMENT

- Create volunteer programs that people want to be involved in
- Segment your outreach efforts
- Emphasize the impact that volunteers have
- Leverage your existing volunteer population
- Identify and advertise what your nonprofit needs
- Reach out to your community
- Use all relevant media to get the word out
- Post volunteering opportunities on dedicated websites and portals
- Freebies (aka. cause merchandise) like t-shirt with brand & message

21

MAJOR FORMS OF VOLUNTEERING

- Unmanaged (informal) volunteering
- Managed (formal) volunteering
- Episodic (short-term) volunteering
- Recurring (long-term) volunteering
- Team volunteering

22

UNDERSTANDING MOTIVATIONS FOR VOLUNTEERING

<u>Altruistic</u>	<u>Self-Interest</u>
■ Want to help others	■ Gain experience
■ Obligation	■ Meet new people
■ Civic duty	■ Impress others
■ Make a difference	■ Have fun
■ Support a cause	■ Benefit own children, good role model

23

EMERGING TRENDS IN VOLUNTEERING

- Employee volunteer programs
- Virtual volunteering
 - Complete virtual, Virtual-traditional & Traditional-virtual
- Cross-national volunteering
- VolunTourism
- Volunteering by retirees and senior Belizeans

24

ASSESSMENT AND PLANNING

- Defining the needs of volunteers
- Obtaining input from administrators, paid staff and the Board
- Considering demands of time and resources for volunteer management
- Establishing written policies on various aspects of volunteer management
- Establishing oversight responsibility (volunteer coordinator)
- Designing and define volunteer jobs carefully

25

VOLUNTEER JOB DESCRIPTION

- Volunteer job title and purpose
- Job responsibilities
 - Duties may include, but are not limited to: a, b, c, d,...
- Commitment required
 - Time, travel, other commitments
- Qualifications needed
- Orientation/training provided
- Location of job
- Supervision
- Evaluation procedures
- Volunteer benefits

26

ACTIVITY

In session 7 Activity Sheet complete the following:

1. The NGO's Mission, Vision & Core Value Statements
2. List all your target 'market' for fundraising and volunteering
3. Create one-page appeals for prospects (ie. potential donors) and potential volunteers. They should highlight the mission, clients, services and impacts of the NGO and a brief statement on why they should give funds or volunteer. Utilize provided "Marketing and Communications in nonprofit organizations" by Williams
4. Circulate the appeals to current donors, volunteers and other stakeholders to get their input & make adjustment
5. Develop a set of social media message for prospects and potential volunteers by using information from the one-page appeal
6. Once familiarized with the process, develop other marketing material
7. Develop a list of local leaders or celebrities who are willing to serve as the organization's goodwill ambassadors. Develop essential message(s) for them
8. Evaluate and adjust

**“Organizational Capacity Building for CSOs and NGOs”
Advanced Training Workshop**

Session 7 ACTIVITY

In collaboration with colleagues, complete the following items with relevant information to draft brief fundraising and volunteer recruitment messages for your NGO.

1. Name of the NGO:
2. Mission Statement, Vision Statement & Core Value Statement:
3. List all your target ‘market’ for fundraising and volunteering:
4. Create one-page appeals for prospects (ie. potential donors) and potential volunteers. They should highlight the mission, clients, services and impacts of the NGO and a brief statement on why they should give funds or volunteer. Utilize provided “Marketing and Communications in nonprofit organizations” by Williams.
5. Circulate the appeals (item 4) to current donors, volunteers and other stakeholders to get their input & make adjustment.


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6. Develop a set of social media message for prospects and potential volunteers by using information from the one-page appeal.

7. Once familiarized with the process, develop other marketing material (direct mail, online appeal, dedicated fundraising & volunteering section on your NGO website, etc.).

8. Develop a list of local leaders or celebrities who are willing to serve as the organization's goodwill ambassadors. Develop essential message(s) for them.

9. Evaluate the results of appeals (in terms of donations received and volunteers shown interests) and made adjustment.





Funding provided by U.S. Embassy Belmopan

**STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP**

**ADVANCED CAPACITY BUILDING TRAINING
WORKSHOP FOR CSOs/NGOs**

8. GRANT WRITING

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1

THE GAME PLAN

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

GRANT SEEKING

- Published in government registers or publications
- Announced to organizations registered with government entities
- Private foundation grants are available on websites
- RFPs sent to postal & electronic mailing lists
- Small grants announced through social media
- Corporate grants on websites
- Some times based on enquiries & solicitation
- Announced through 'industry' (ie. sub- sector) outlets, periodicals and newsletters
- Through search engines (Google) 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 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

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(s) (10)
2. Need/extent of the problem (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

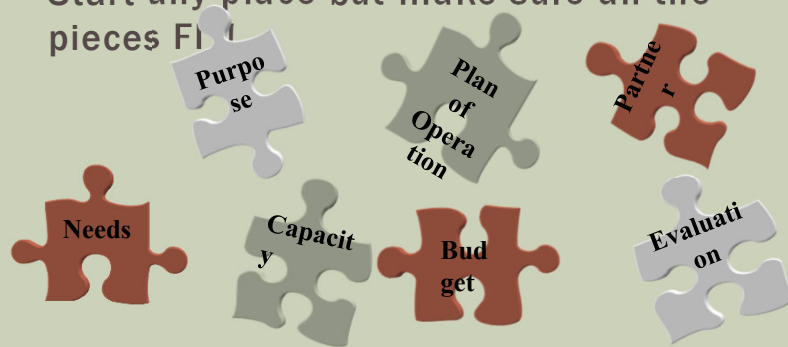
The proposal must ...

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

12

THE GRANT PROPOSAL

- It's 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, partners, 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 most 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 & partner(s), if any
- **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**

22

PROJECT ABSTRACT

- (AKA) the Executive Summary
- Most important section for reviewers
- Acts as an outline of key points of the proposal
- Have same level of technical language & expertise found in the narrative
- Done AFTER the proposal is written
- Carefully read through proposal and summarize it concisely

23

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

24

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

25

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

26

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

27

REASONS FOR REJECTION OF GRANT 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

28

SOME GRANT WRITING TIPS

- Three most important things:
 - Planning
 - Planning
 - AND planning
- Set timelines and more importantly deadlines
 - ...one for others and one for yourself (the drop-dead-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

29

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

30

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

31

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

32

SOME GRANT WRITING TIPS

- 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

33

SOME GRANT WRITING TIPS

- 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.,

34

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!

35

ACTIVITY

In session 8 Activity Sheet complete the following:

Grant seeking:

1. List all the expertise (history of success, high impacts, etc.) of your NGO:
2. Grants your organization has received or attempted, if any (name and funder):
3. One potential government organization that may have an appropriate grant for your organization:
4. One potential foreign government development agency (such as USAID) or INGO that may have an appropriate grant for your organization:
5. One private foundation grant source:
6. One corporate/business grant source (through CSR)
7. Any three key words for your online grant search

36

ACTIVITY

In session 8 Activity Sheet continued...

Grant wiring: practice writing a ‘mock’ proposal in anyone of your service areas”

1. What is the issue your proposal trying to address?
2. How severe/serious is it? Who is affected?
3. What is the evidence? Why is this so important?
4. What will happen if the issue is not addressed now?
5. Planning elements of the project (goals, objectives, logic model, etc. covered in session 3)
6. M & E elements of the project (session 4)
7. Budget, staff, etc.

Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership

“Organizational Capacity Building for CSOs and NGOs”
Advanced Training Workshop

Session 8 ACTIVITY

In collaboration with colleagues, complete the following items with relevant information to seek and write ‘mock’ and real grant proposals for your NGO.

1. Your organization’s name & its expertise:
2. Grants your organization has received or attempted, if any (name and funder):
3. One potential government organization that may have an appropriate grant for your organization:
4. One potential foreign government development agency (such as USAID) or INGO that may have an appropriate grant for your organization:
5. One private foundation grant source:
6. One corporate/business grant source (through CSR)
7. Any three key words for your online grant search (fill in the blanks)

Grant funding for _____ and _____
and _____

Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership

Complete the following components of a potential problem statement for a grant proposal in any of your NGO's service area

1. What is the issue your proposal is trying to address?
2. How severe/serious is it?
3. Who is affected?
4. What is the evidence?
5. When & where does the issue happen?
6. Why is this so important?
7. What will happen if the issue is not addressed now?
8. What gap will your proposal address?

Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership

Grant Project Plan. Monitoring & Evaluation

(Refer to Sessions 3 & 4 PowerPoints, Activity sheet & Resources)

1. Write any one project goal of your grant proposal: use the simple...For (target group).....to (gain a benefit to address their issue):

Goal 1:

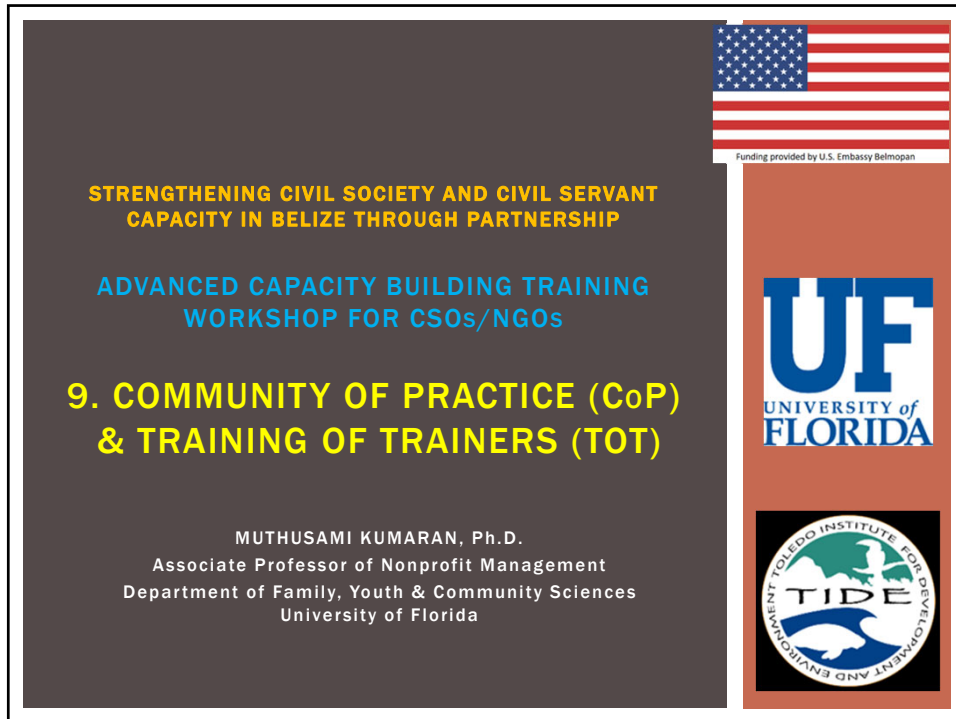
2. Develop & write any one project objective for the above goal:

Objective 1.1:

3. List all resources (funds, staff, facilities, equipment, etc.) you need for the above objective:
4. Write the activities/strategies you will use for this objective:
5. Write the immediate outcome, intermediate outcome, and long-term outcome of your objective.
6. Complete the logic model for your objective 1.1:

Project Monitoring & Evaluation: benchmarks, monitoring process, data collection, analysis, documentation, corrective measures, outcome evaluation report, etc..

Note: Grant writing is an intense form of program planning & evaluation in the prescribe format given in the RFP. You are completing with several other NGOs in applying for the grant. Follow steps and strategies covered in sessions 3, 4 & 8 and utilize other resources to practice writing various sections of grant proposals.




**STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP**


**ADVANCED CAPACITY BUILDING TRAINING
WORKSHOP FOR CSOs/NGOs**

**9. COMMUNITY OF PRACTICE (CoP)
& TRAINING OF TRAINERS (TOT)**

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Funding provided by U.S. Embassy Belmopan



1



THE GAME PLAN

- NGO Capacity Building
- Developing NGO networks and coalitions
- Community of Practice
- Establishing the Project CoP
- The TOT model of the Project
- Utilizing the Project's TOT resources
- Building capacity of Belizean NGO sector
...the call to action!

2

NGO CAPACITY BUILDING

- **Capacity building...**
 - is a deliberate process of organizational change
 - is self-managed
 - draws external technical assistance & facilitation
- **CB is sequential with five major steps:**
 - assess strengths
 - diagnose weaknesses
 - recognize priority issues, and **PLAN** carefully by leveraging strengths & mitigating weaknesses
 - implement & monitor
 - evaluate & adjust

3

NGO CAPACITY BUILDING

- **Capacity building requires...**
- **New skills**
- **Changes in individual and collective behaviors, in terms of...**
 - structure
 - culture
 - policies & procedures
 - strategies
 - decision making
- **Hallmarks: creativity and resourcefulness**

4

KEY AREAS FOR BELIZEAN NGO CB

- Specialized management skills
- Mobilizing adequate resources (HR, \$\$, volunteers, etc.)
- Collaboration with other NGOs (horizontal networking)
- Government & corporate sector relations (vertical networking)
- Grants & contracts
- Technology planning
- Accreditation

5

HORIZONTAL NETWORKING

- Challenges
 - building trust among key officials of other NGOs
 - turf mentality & egos
 - 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

6

HORIZONTAL NETWORKING

- 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

7

COALITION BUILDING

Broad NGO sector-wide coalitions

- National coalition: BNN, National Council on Nonprofits - <https://www.councilofnonprofits.org/>
- Regional coalitions: MN Council on Nonprofits - <https://www.minnesotanonprofits.org/>
- Skill-based coalition: P,M&E, fundraising AFP - <https://afpglobal.org/>

Sub-sector NGO coalitions

- Coalitions based on broad sub-sectors: Environmental Alliances
- Coalitions based on specific missions: APAMO

8

COALITION BUILDING

Action Steps:

- Organize regular (formal or informal) meetings to identify barriers & opportunities for collaborations
- Begin to make connections
- Be supportive to one another (reciprocity is key)
- Rally around common causes
- Identify potential areas to pool resources
- Explore collaborative partnership (projects, contracts, grants, etc.)
- Establish partnerships with common objectives, goals, programs, etc.
- Continue the process
- No partnership is PERFECT...they get better over time!

9

COMMUNITY OF PRACTICE (CoP)

- “Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly” (Lave & Wenger)
1. A CoP has an identity defined by a shared domain of interest (e.g., Community Development)
 2. Members of a specific domain interact and engage in shared activities, help each other, and share information with each other forming a community
 3. A CoP is a group of practitioners, not just people who have an interest in something

10

THE PROJECT CoP CONCEPT



11

DEVELOPMENT OF PROJECT CoP

- One of the long-term aims of this project is to build a sustainable CoP among CSOs/NGOs and governmental agencies
- Dr. Colveson initiated CoP activities in 2019
- Conducted training on various strategies
- Civil Servants are eager for CoP involvement as well
- “By working together, we hope members develop mutual relationships and trust, which facilitates the greater flow of information” (figure in last slide)
- “Through the project, a functioning CoP will exist in Belize, bringing together diverse stakeholders and building their capacity to work together”

12

PROGRESSION OF PROJECT CoP

- Learning & growing community
- Reciprocity is key (give & take)
- A CoP is only as good as the ACTIONS it takes to further its purpose (ie: member benefits)
- Achievement on horizontal & vertical coalitions
- Sense of belonging, togetherness, comradery & PARTNERSHIP in public service
- Strength in diversity (of ideas, approaches, services, expertise & personalities)
- Mentorship and support for mutual organizational & sectoral growth
- Personal & professional growth through knowledge sharing & transfer
- Cross sectoral support during rocky times

13

SECTORAL PROMINENCE THROUGH CoP

- Growth in numbers, scope & stakeholders of NGOs
- Visibility of NGOs in societies
- Increasing role of the Media
- Policy advocacy
- 'Partnership' with public & private sectors
- Global NGO partnerships through INGOs & UN agencies
- Role of IT

14

PROJECT TOT

- The project: ***Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership***
- All knowledge sharing components of the project are developed to train the trainers (YOU!)
- Ultimate project audiences (& impact): ALL NGOs/CSOs & civil servants work in partnership for Beautiful Belize
- You are: the conduit for project success
- We provide: the platform for you to propagate the project benefits & resources
- TIDE: The project's surrogate 'NGO Resource Center of Belize' and clearinghouse of project-generated material

15

DESIGN OF PROJECT TOT RESOURCES

- Developed after a scoping study and consultations with NGOs & INGOs
- Basic training: PPTs, resource material, activity sheets, etc.
- Follow-up surveys & focus groups
- Advanced training: PPTs, assessment tools, resource material, activity sheets, etc.
- Three main considerations
 - Relevance
 - Applicability
 - Adoptability
- Hands-on activities for ownership of info

16

PROJECT TOT RESOURCES

Basic training (2 days) modules on:

1. Foundation of NGOs
2. Good governance
3. Program planning
4. Program evaluation
5. Strategic planning
6. Leadership, HR & volunteer management
7. Fund raising
8. Grant writing
9. Financial management
10. Strategic partnership with civil servants

17

PROJECT TOT RESOURCES

Advanced training (3 days) modules on:

- 1: Strong Foundations of an NGO & Legal Aspects of Managing a NGO in Belize
- 2: Good governance & Leadership
- 3: Program/project planning
- 4: Program/project monitoring & evaluation
- 5: Strategic planning
- 6: Communication and Community Relations
- 7: Marketing for Fund Raising & Volunteering
- 8: Grant Writing
- 9: Community of Practice
- 10: Networking and collaboration between NGOs and Civil Servants
- 11: Promoting NGO – civil servants partnership through deliberative process

18

UTILIZATION OF PROJECT TOT

Your potential audience for training

Internal

- Board members
- Staff
- Volunteers

External

- Your partner NGOs
- NGO Coalition members
- Any/all NGOs that are willing to learn & grow

Example: of PISC-Nepal & Prabin Khanal

19

UTILIZATION OF PROJECT TOT

Choosing the trainees

- Clarify expectations
- Get commitment
- Assurance on willingness to learn & network
- Assurance on willingness to apply/implement
- Options for single session or combination
- Relevance of participants for the session(s)

20

UTILIZATION OF PROJECT TOT

The training

- Prepare to present (review PPTs, activity sheets, etc.)
- Set ground rules & start on time
- Create a learning environment & provide networking opportunities
- Make it interactive
- Small group discussions & debrief
- Reflections on learning & call to action

21

ACTIVITY

In session 9 Activity Sheet complete the following:

1. Your organization's name & its expertise:
2. List ALL barriers (perceived and actual) your NGO is facing in networking & collaborating with other NGOs:
3. Explore and list ALL measures for your NGO to address the barriers for networking & collaborating with other NGOs:
4. List ALL current and potential/realistic opportunities of networking with NGOs & INGOS for mutual benefits:
5. List all NGOs & INGOS in your current network:
6. List all potential NGOs & INGOS that your NGO has opportunities to network with:
7. List ALL potential/realistic grant opportunities that you could pursue in collaboration with any of the NGOs listed in item 2:
8. List potential government grants for collaborative grant proposal development:
9. List potential foundations grants for collaborative grant proposal development:
10. List potential international and transnational agency:

22

ACTIVITY

In session 9 Activity Sheet complete the following:

Sustaining & growing CoP activities:

- Schedule all regular (yearly) meetings and circulate well in advance to all current and potential members.
- Communicate agenda, decisions to be made & items to be voted upon, etc.
- Conduct effective official meetings (utilize online sources).
- Decide on specific actions (no matter how minor they are) at the end of every meeting.
- Follow-up with minutes, decisions, (accepted) individual organizational responsibilities, their schedules, etc.
- Rotational responsibilities for organizing & hosting (may be followed by a field visit) meetings and disseminating information by individual members taking turns
- Implement individual & collective responsibilities and report back to the network for wider circulation.
- Conduct additional and/or emergency meeting, as required.
- Hold members accountable to their tasks.
- Create opportunities for informal gatherings or celebrations, and non-official get-togethers.
- Annual retreats or events such as volunteer, employee appreciation & celebration days.

“Organizational Capacity Building for CSOs and NGOs”
Advanced Training Workshop

Session 9 ACTIVITY

In collaboration with colleagues, complete the following items with relevant information to identify potential NGOs for networking, collaboration and partnership.

1. Your organization’s name, its service areas & expertise:
2. List ALL barriers (perceived and actual) your NGO is facing in networking & collaborating with other NGOs:
3. Explore and list ALL measures for your NGO to address the barriers for networking & collaborating with other NGOs:
4. List ALL current and potential/realistic opportunities of networking with NGOs & INGOS for mutual benefits:
List all NGOs & INGOS in your current network:

Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership

List all potential NGOs & INGOs that your NGO has opportunities to network with:

5. List ALL potential/realistic grant opportunities that you could pursue in collaboration with any of the NGOs listed in item 2:

List potential government grants for collaborative grant proposal development:

List potential foundations grants for collaborative grant proposal development:

List potential transnational (UN agencies) agency grants, or foreign government agency (USAID, U.S. Embassy, etc.), or INGO (Sierra Club, Amnesty International, etc.) for collaborative grant proposal development:

6. Initiate the process of networking and collaborating with potential partner NGOs (item 4) around grant opportunities (item 5) or any other collaborative opportunities.

Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership

Action items for sustaining and growing CoP activities:

Schedule all regular (yearly) meetings and circulate well in advance to all current and potential members.

Communicate agenda, decisions to be made & items to be voted upon, etc.

Conduct effective official meetings (utilize online sources).

Decide on specific actions (no matter how minor they are) at the end of every meeting.

Follow-up with minutes, decisions, (accepted) individual organizational responsibilities, their schedules, etc.

Rotational responsibilities for organizing & hosting (may be followed by a field visit) meetings and disseminating information by individual members taking turns

Implement individual & collective responsibilities and report back to the network for wider circulation.

Conduct additional and/or emergency meeting, as required.

Hold members accountable to their tasks.

Create opportunities for informal gatherings or celebrations, and non-official get-togethers.

Annual retreats or events such as volunteer, employee appreciation & celebration days.



“Organizational Capacity Building for CSOs/NGOs and Civil Servants”

Advanced Training Workshop

On Zoom, February 2021

Trainer: Muthusami Kumaran, Ph.D.,

Associate Professor of Nonprofit Management & Community Organizations,

Department of Family, Youth & Community Sciences, University of Florida

AGENDA

DAY 3:

- 9:00 am Session #10: Networking and Collaborations between NGOs and Civil Servants for Strategic partnership
- Presentation on the importance and steps in developing networks between NGOs and Civil Servants for mutual benefits towards public service.
- 10:00 am 15 minutes break
- 10:15 am Session #11: Small group discussions on identifying barriers to Networking and Collaboration, and identifying solutions to resolve such barriers by using the Session 11 Activity sheet provided in your Workshop Packet.
- Participants discuss on barriers to and opportunities for NGOs to network and collaborate with Civil Servants across government units for mutual benefits in public service.
- There will be a 30-minute group meeting with representations from NGO leaders and Civil Servants. Group members will be randomly placed on Zoom small group discussion rooms by the administrator. Then the administrator will move group members to different group rooms for another 30 minutes of discussion.
- 11:15 am Debrief of small group discussions on identifying barriers to networking and opportunities for collaboration.

Strengthening Civil Society and Civil Servant Capacity in Belize through Partnership

- 12:00 pm Lunch break
- 1:00 pm Session #12: Promoting NGO – Civil Servants Strategic Partnership: The Deliberative Process.
Presentation on elements of the deliberative process to achieve common ground and take collective action. Kettering Foundation’s *Deliberative Democracy* process will be featured for promoting potential NGO – Civil Servants partnership.
- 2:00 pm 15 minutes break
- 2:15 pm Session #13: Small group deliberations on identifying potential partnership opportunities, by using the Session 13 Activity sheet provided in your Workshop Packet.
Participants deliberate on collaborative partnership opportunities between NGOs and Civil Servants across social and environmental services.
There will be a 30-minute group meeting with representations from NGO leaders and Civil Servants. Group members will be randomly placed on Zoom small group discussion rooms by the administrator. We encourage each member to exchange contact information and try to pledge to reach out to each other for further discussion/deliberation.
Then the administrator will move group members to different group rooms for another 30 minutes of discussion. We encourage each member to exchange contact information and try to pledge to reach out to each other for further discussion/deliberation.
- 3:15 pm Debrief by group members (in the form of “elevator speech” or “city bus drop off”)
- 3: 25 Workshop closing remarks.
- 3:30 pm Adjourn & Workshop Conclusion!


Thanks for joining us...and THANKS for everything you do for the People and Environment of Beautiful Belize!

**STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT
CAPACITY IN BELIZE THROUGH PARTNERSHIP**



**ADVANCED CAPACITY BUILDING TRAINING
WORKSHOP FOR
NGOs/CSOs AND CIVIL SERVANTS**

**10. NETWORKING & COLLABORATION
BETWEEN NGOs AND CIVIL SERVANTS FOR
STRATEGIC PARTNERSHIP**

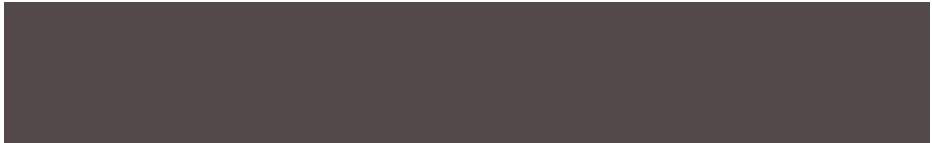
MUTHUSAMI KUMARAN, Ph.D.
Associate Professor of Nonprofit Management
Department of Family, Youth & Community Sciences
University of Florida



Funding provided by U.S. Embassy Belmopan



1



Welcome Back!

2

THE GAME PLAN FOR DAY 3

- Session 10: Networking & Collaboration for Strategic Partnership
- 15 minutes break
- Session 2: Small group discussions on networking & collaboration, and Debrief
- One hour lunch break
- Session 3: Promoting NGO – Civil Servants Partnerships through Deliberative Process
- 15 minutes break
- Session 4: Small group deliberations on potential partnerships and debrief
- Adjourn

3

THE GAME PLAN - SESSION 10

- Understanding Civil Servants
- Understanding NGO leaders
- Strengths Civil Servants can bring to network
- Strengths NGOs can bring to network
- Networking between NGOs and civil servants
- Impacts of NGO – Civil Servant networks
- 7 key steps for building networks
- The Project’s role in promoting networks
- Game Plan & group activity for session 11

4

UNDERSTANDING BROAD CHARACTERISTICS OF CIVIL SERVANTS

- Public organizations & entities operate on policy decisions & frameworks established by the three branches of govt: legislative, executive & (occasionally) judiciary
- Civil servants, as vanguards and implementers of policy actions, are bound by rules and procedures that cannot be changed or altered
- Civil servants have responsibility to link govt programs to address people's needs
- They are trained (well) in various functions & skills of public administration

5

UNDERSTANDING BROAD CHARACTERISTICS OF NGO LEADERS

- Passion for the cause/mission of their organization
- Have deeper understanding on the issues & needs of communities they serve (ie: know the pulse of the community)
- Due to grassroots connections, they enjoy high levels of trust from stakeholders (board, staff, clients, donors, volunteers & broader community)
- They have considerable respect of media outlets

6

NETWORKING & COLLABORATION

- **Networking:** the process of interacting with others to exchange information and develop contacts
- **Collaboration:** process of engaging with others to solve problems or address issues that cannot be handled by one of the entities alone
- Shared decision-making is the desired outcome of collaboration
- The synergy of NGO – Civil Servants collaboration can be mutually beneficial in effective & efficient public service delivery
- Many donors are actively encouraging – and even requiring – these relations

7

STRENGTHS CIVIL SERVANTS CAN BRING TO COLLABORATIVE NETWORKS WITH NGOs

- Passion, experience & expertise in public service
- Vast reach of the governments (all levels) across Belize
- Resources (skills, financial, infrastructure, etc.) of their public entities
- Understanding on & identification of contractual and grant opportunities
- Legal mandates and legitimacy
- Ability to connect & engage with colleagues across departments and ministries
- Opportunity to include CSOs & NGOs as partners in development of Belize on a broader scale

8

STRENGTHS NGOs CAN BRING TO COLLABORATIVE NETWORKS WITH CIVIL SERVANTS

- NGOs are unique organizations that play direct & intermediary roles in public service
- NGOs are missions-centric and passion-driven for the public causes
- NGOs promote/facilitate alternative development & build capacities of individuals, groups & communities through their service & advocacy roles
- NGOs are conduits for people's expressive sentiments
- Through their grassroots connections, NGOs are closer to communities
- NGOs are trusted by community residents
- NGOs mobilize community philanthropy (Time-Talents-reassurance) & assets
- NGOs build social capital through civic engagement
- NGOs are the homes to philanthropy, charity & volunteerism

9

NETWORKING BETWEEN NGOs AND CIVIL SERVANTS

- **Challenges (for NGOs)**
 - political influences on policy agendas
 - changes in policy directions during/after transitions in government
 - getting the attentions of civil servants & bureaucrats
 - maintaining accountability to the grass roots
 - ensuring the NGOs independence from government
- **Benefits (for both)**
 - 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

10

NETWORKING BETWEEN NGOs AND CIVIL SERVANTS

- Advocacy on the urgency of community issues to policy makers for alternative policy interventions/solutions
- Emphasis on how govt. alone can't solve the problem, but the NGO sector is uniquely positioned to be a partner in serving the public
- Network with govt. officials to establish stronger relationships
- Understand & respect govt. structure and systems
- Establish clear expectations and distribution of responsibility

11

NETWORKING BETWEEN NGOs AND CIVIL SERVANTS

- Build trust and transparency into the process of collaboration
- Clearly identify roles (based on strengths) and expectations
- Emphasize on similar/common goals in public service
- Focus on mutual benefits for both NGOs & government units
- Establish a small group of trusted leaders (both NGOs & civil servants) and maintain strong communication channels
- Treat each other as equal or valuable partner in collaborative efforts

12

IMPACTS OF NETWORKS

- Identifying and understanding various stakeholders in NGO and public sectors
 - Creation of platforms for interactions on needs assessment
 - Sharing data and other information for effective program planning
 - Bringing civil servants closer to the people & communities
 - Resource mobilization
 - Identifying and pursuing partnerships opportunities
 - Personal & professional growth
- Example of YPARD-Extension network through INGENAES, Nepal

13

7 KEY STEPS FOR BUILDING NETWORKS

SAUMYA ARORA

1. Take initiative
 - In the initial stage, networking might be out of your 'comfort zone'
 - Tap into individuals with 'people skills' (for NGOs: Board members, volunteers, employees; for Civil Servants: colleagues)
2. Participate in meetings, community & other events
 - Organize meetings with specific agendas
 - Invite individuals for community or government events, celebrations, etc.
3. Create a database of contacts
 - Identify potential individuals and seek their approval to be included in database such as listserves
 - Grow the database by including individuals who attend meetings, events, etc.

14

7 KEY STEPS FOR BUILDING NETWORKS

4. Exchange information

- Keep the network informed about your & others' key initiatives that may be of interest
- Use printed, audio, video materials (such as testimony, awards, media coverage, etc.)
- Social media engagement for necessary instant communication

5. Show interest in other members' work & achievements...remember the principle of reciprocity

- Its not all about YOU. There is no "I" in "Team"
- Explore other members' webpage and social media posts.
- (Try) to remember their interests

15

7 KEY STEPS FOR BUILDING NETWORKS

6. Utilize both online and offline measures

- Use social media and other instant communication methods for information sharing
- Be aware of the emotional differences between online and in-person communications
- Decide and pursue what will appeal at what context

7. Lastly, remember that these are "humans" you are dealing with

- Irrespective of your sector, lots of human factors come into play in networking
- Networking does not just have a rational basis, but emotional too
- Be nice to members of network and show RESPECT!
- Intentional...or even random acts of kindness go a long way

16

THE PROJECT'S TEACH-LEARN-APPLY APPROACH

- **TEACH:** Disseminate current best practices to enhance CSO/NGO governance & management capacity; and Civil Servants' community participation capacity
- **LEARN:** Document lessons learned and develop TOT
- **APPLY:** Design future CSOs/NGOs and Government collaborative partnership for public service delivery systems in Belize through CoP

17

BASIC TRAINING WORKSHOPS FOR CIVIL SERVANTS

- **Dr. Spranger conducted training Workshops for Civil Servants in 2019**
- **Key topics covered:**
 - A primer on community development
 - Key roles of Civil Servants in community development
 - Involving communities and citizens in government decision making process
 - Public participation process
 - International Public Participation (IAP2) Spectrum of informing, consulting, involving, collaborating and empowering citizens and communities
 - Deliberative process for public input
 - Networking and collaboration with community organizations

18

BASIC TRAINING WORKSHOPS FOR CIVIL SERVANTS

- Dr. K (...and that would be me!) conducted training Workshops for NGOs in 2019
- Key topics covered:
 - Foundations of a strong NGO/CSO
 - Board Governance & Leadership
 - Program Planning, Monitoring & Evaluation
 - Strategic Planning
 - Fund Raising
 - Grant Writing
 - Networking and Collaboration within the sector & across sectors

19

THE GAME PLAN FOR SESSION 11

- Small groups consisting of NGO leaders and Civil Servants
- Active deliberations based on activity sheet provided
- Please be honest in your discussions and consider each member of your group as a partner in public service
- Each group will share key points during debrief

20

ACTIVITY SHEET FOR SESSION 11

In session 11 Activity, complete the following:

1. Begin with brief introductions: Choose a leader, a recorder & a reporter
2. Each group member: Identify 2 major barriers that prevents YOU from networking with NGOs/Civil Servants.
3. As a group, come to an agreement on the MOST pressing barrier for NGO - Civil Servants networking & collaboration.
4. As a group, identify what you believe are the causes of this barrier. 5 minutes.
5. Discuss and identify 2 possible solutions that are most viable to resolve this barrier.
 - All the above in 30 minutes & another 30 minutes with different groups
 - Debrief

“Organizational Capacity Building for CSOs and NGOs”
Advanced Training Workshop

Session 11 ACTIVITY

Identification of barriers to networking & collaboration and solutions

Note: Your group has representations from both NGO leaders and Civil Servants

Each group will identify a leader (who will guide the interaction as per the items below), recorder (who will write down key points of interaction) & reporter (who will report the interactions for 2 minutes during debrief).

1. Begin with brief introductions by all members of the group (name, organization you represent, services & clients of your organization, and your role in the organization). 5 minutes.
2. Each group member: Identify 2 major barriers that prevents YOU from networking with NGOs/Civil Servants. 5 minutes.
3. As a group, come to an agreement on the **MOST** pressing barrier for NGO – Civil Servants networking & collaboration. 5 minutes.
4. As a group, identify what you believe are the causes of this barrier. 5 minutes.
5. Discuss and identify 2 possible solutions that are most viable to resolve this barrier. 10 minutes.


The reporter of the groups will debrief for 2 minutes after the groups return to the main Zoom room.

STRENGTHENING CIVIL SOCIETY AND CIVIL SERVANT CAPACITY IN BELIZE THROUGH PARTNERSHIP



ADVANCED CAPACITY BUILDING TRAINING WORKSHOP FOR NGOs/CSOs AND CIVIL SERVANTS

12. PROMOTING NGO - CIVIL SERVANTS PARTNERSHIPS: THE DELIBERATIVE PROCESS

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Associate Professor of Nonprofit Management
Department of Family, Youth & Community Sciences
University of Florida



Funding provided by U.S. Embassy Belmopan



1

THE GAME PLAN

- Complexities of finding common ground in public service for NGO & government sectors
- Importance of participation in resolving public issues
- Deliberation
- Common ground for action
- Kettering Foundation & National Issues Forum
- Deliberative Democracy
- Structure of a deliberative forum
- Game Plan & group activity for session 13

2



3

BECAUSE....

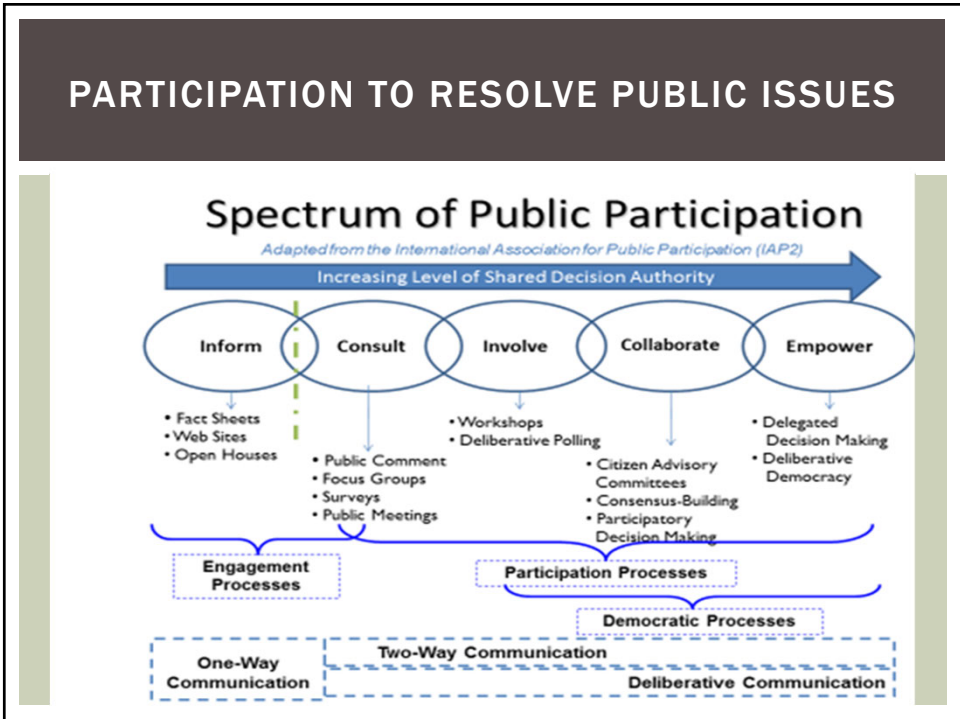
- Values, beliefs, perceptions, rules & regulations differ on social issues and their solutions
- There is no “ideal” approach to identify solution(s)
- Identifying right solutions go beyond the scope of scientific and technical data
- It is important to bring CSO and government stakeholders to address public issues
- NGO-Civil Servants engagement also promotes transparency & collaborative partnerships

4

NEEDS FOR NGOs - CIVIL SERVANTS PARTNERSHIP NOW, MORE THAN EVER

- The corona virus disease pandemic has devastated societies across the globe
- Almost one year after the spread of initial outbreak, covid continues to make profound negative impacts on peoples' lives
- Belize, along with all nations, will continue to be affected by the ripple effects of the pandemic
- There is and there will be sharp increases for public service needs
- Neither the govt sector nor the NGO sector alone can provide adequate public service in the post-covid era
- They need each others' support, collaboration & partnership now more than ever
- Hopefully, NGO leaders & civil servants will work together as partners in serving the public, and bring about lasting changes in the way they operate in Belize!

5



6

DELIBERATION

- Deliberation is based on the premise that many people have pieces of the answer
- ...and that together, they can develop new approaches and solutions to 'wicked problems'
- Purposes of deliberation are...
 - to think and reflect on issues carefully
 - to consult with others
 - to weigh well

7

DELIBERATION

Debate	Dialogue	Deliberation
Compete	Exchange	Weigh
Argue	Discuss	Choose
Promote opinion	Build relationships	Make choices
Seek majority	Understand	Seek overlap
Persuade	Seek understanding	Seek common ground
Dig in	Reach across	Frame to make choices
Tight structure	Loose structure	Flexible structure
Express	Listen	Learn
Usually fast	Usually slow	Usually slow
Clarifies	Clarifies	Clarifies
Win/lose	No decision	Common ground

8



Kettering Foundation
(<https://www.kettering.org/>)
(<https://www.nifi.org/>)

**Deliberative Forums:
One Approach for Collaboration**

9

NATIONAL ISSUES FORUMS INSTITUTE

- Kettering Foundation: a nonprofit think tank
- Nifi.org: a non-partisan, virtual network of locally-sponsored forums that promotes public deliberation on social issues
- Deliberative Democracy
- Issue Framing & Issue Books
- Structured Deliberative Forums
- Choices-Alternatives-Common Ground-Action (examples: racism, death w/dignity, etc.)

10

LOGIC OF DELIBERATIVE DEMOCRACY

- In order to act together, people have to choose together
- In order to choose together, they have to know together
- In order to know together, they have to think together
- In order to think together, they have to talk together
- In order to talk together about choices over which they differ in conviction, they have to deliberate (or weigh carefully) various choices about purpose and direction

11

SIX PRACTICES OF DELIBERATIVE DEMOCRACY

1. Naming: What is the problem we face?
2. Framing: What are our options?
3. Deliberating: What might happen if we do certain things?
4. Committing: What are we willing to do? What consequences will we accept?
5. Acting: Who will do what?
6. Collective Learning: Did we get what we wanted? What did we learn?

12

COMMON GROUND FOR ACTION: THE ULTIMATE PURPOSE OF DELIBERATION

- Common ground is NOT consensus or compromise
- Consensus – total agreement
- Compromise – apportioned agreement
- Deliberation – helps find overlapping interests – common grounds

13

REFLECTIVE QUESTIONS TO PONDER BEFORE DELIBERATION

- Do you work with NGOs/Civil Servants now in any of your organization's programs/services? If so, how? If not, why not?
- Have you considered collaborative partnership with NGOs/Civil Servants in any decision-making for your organization's services? If so, how? If not, why not?
- Can your potential partnership(s) with NGOs/Civil Servants have any impact on your organization's operations? If so, how? If not, why not?
- What types of projects and communities could benefit from your engagement with NGOs/Civil Servants?
- In what kinds of circumstances can/should the NGOs/Civil Servants enhance your organization's public service delivery?

14

STRATEGIES FOR PROMOTING DELIBERATION

1. Authentic framing of issues on a discussion guide (could be one-page pdf)
2. Structured conversation with ground rules
3. Neutral and trained moderator and recorder
Committed participants

Roles & responsibilities

- Convening team or steering committee
- Active participants
- Moderator
- Recorder
- Observer/reporter
- A call to action
- Action!

15

STRUCTURE OF A DELIBERATIVE FORUM

Welcome	10%	The convener or moderator introduces the program, acknowledges the host, explains the process, reviews the guidelines, and collects the pre-forum questionnaires.
Personal Stake	5%	As an icebreaker, participants tell personal experiences related to issue. This establishes that the issue is relevant, important and provides participants with a starting point for their conversation.
Deliberation	65%	Participants examine all of the approaches. The moderator directs the flow of conversation to make sure that everyone gets a chance to speak and that all sides of the issue get a fair hearing.
Reflection	20%	Hearing a public voice. Going from <i>my</i> voice to <i>our</i> voice. The moderator guides the participants to reflect on their own learning, then to reflect on what they learned about how others think and finally to construct statements that reflect the common ground of the group.

16

THE GAME PLAN FOR SESSION 13

- Small groups consisting of NGO leaders and Civil Servants
- Active deliberations based on activity sheet provided
- Please be honest in your discussions and consider each member of your group as a partner in public service
- Exchange contact information, if you wish, and try to continue deliberations with NGO leaders or Civil Servants for collaborative partnership

17

ACTIVITY SHEET FOR SESSION 13

In session 13 Activity Sheet complete the following:

1. Begin with brief introductions
2. Each group member: share information on any previous collaborative partnership your organization had/has with NGOs/Civil Servants
3. Each group member: Identify any one current and/or near-future opportunities for your organization to establish collaborative partnerships with NGOs/Civil Servants
4. As the group, discuss the process (regarding rules, regulations, policy implications for funding, personnel and other resources) for establishing potential partnerships

IMPORTANT: We encourage each member to exchange contact information and try to pledge for continuing the discussion/deliberation.

18

“Organizational Capacity Building for CSOs and NGOs”
Advanced Training Workshop

Session 13 ACTIVITY

Identification of collaborative partnership opportunities

Note: Your group has representations from both NGO leaders and Civil Servants

1. Begin with brief introductions by all members of the group (name, organization you represent, services & clients of your organization, and your role in the organization). 5 minutes.
2. Each group member: share information on any previous collaborative partnership your organization had/has with NGOs/Civil Servants. 10 minutes.
3. Each group member: Identify **any one** current and/or near-future opportunities for your organization to establish collaborative partnerships with NGOs/Civil Servants. 5 minutes.
4. As the group, discuss the process (regarding rules, regulations, policy implications for funding, personnel and other resources) for establishing potential partnerships. 10 minutes

IMPORTANT: We encourage each member to exchange contact information and try to pledge to reach out for continuing the discussion/deliberation.