

NGO MANAGEMENT

Institution Building, Project Management, Proposal Writing, Teamwork, and more

Introduction

Mariam Memarsadeghi

Tuesday, 8 July 2014



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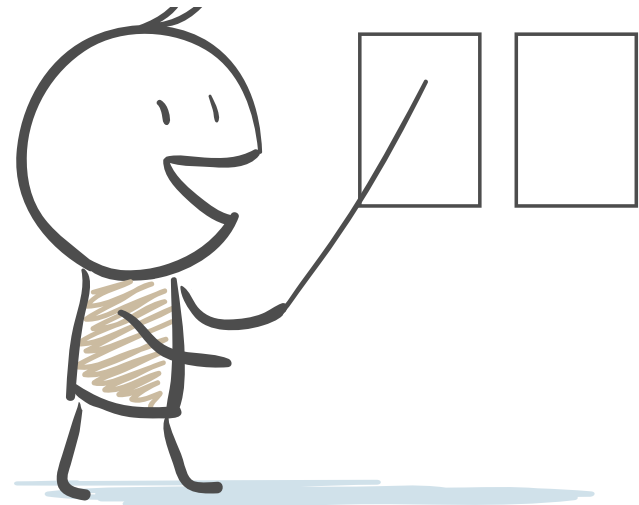
Course details

NGO Management

July 8-31, 2014

Classes: Tuesdays and Thursdays at 8:00pm Tehran time (11:30am EST)

Please be 5 minutes early!



Student Survey

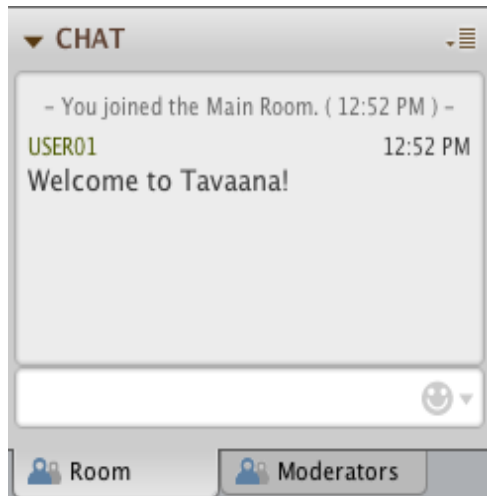
1. **What is your gender?** (male/female/other)
2. **What is your age?** (under 25/25-35/over 35)
3. **Where are you located?** (small town in Iran/large city in Iran/outside Iran)
4. **What is your level of education?** (under bachelor's degree/bachelor's degree/master's degree/PhD)
5. **Have you taken a class with Tavaana before?** (Yes/No)
6. **Have you studied NGO management before?** (Yes/No)
7. **Do you have experience working at an NGO inside Iran?** (Yes/No)
8. **Do you have experiencing working at an NGO outside of Iran?** (Yes/No)
9. **If you are involved in an NGO, is it an NGO that operates virtually? On the ground? Both?**
10. **Are you an...**
 - **NGO staffer** (Yes/No)
 - **NGO manager** (Yes/No)
 - **NGO leader** (Yes/No)
 - **NGO founder** (Yes/No)
11. **Have you previously written a successful proposal?** (Yes/No)

Course Instructor

Mariam Memarsadeghi

- 15+ years NGO management experience in several regions, including:
 - NGO capacity building
 - Post-conflict reconstruction and rehabilitation
 - Democracy and human rights promotion
 - Civic education
- Studied political philosophy & political science
- Left Iran in 1979 but traveled there extensively until 2005
- Co-Founder and Co-Director of E-Collaborative for Civic Education/Tavaana project

Using Blackboard Collaborate



Use the **chatbox** to submit questions to the instructor or the moderator.

Raise Hand button: Use this option to raise your hand if you have a question or would like to respond to the instructor's question



Polling response menu: Use this to respond to class poll questions with yes or no



Using Blackboard Collaborate

Whiteboard tools



Pencil tool: Use this option to draw or highlight items (click and hold to highlight).



Text box tool: Use this option to type text on the whiteboard.



Line tool: This tool can draw a straight line.

How much experience do you have working in NGOs?

0-2 years	2-3 years
3-5 years	5+ years

What types of NGO work are you interested in?

Human rights advocacy	Environmental advocacy	Education	Civil society/ democracy promotion
Minority rights	Women's rights	Disability rights	LGBT rights
Drug abuse prevention	Public health	Humanitarian aid	Disaster relief
Peace and conflict mitigation	Legal aid	Economic/ community development	Other

Icebreaker

- Why are you here? What is your passion?





Whether you are **inside**
or **outside** of Iran

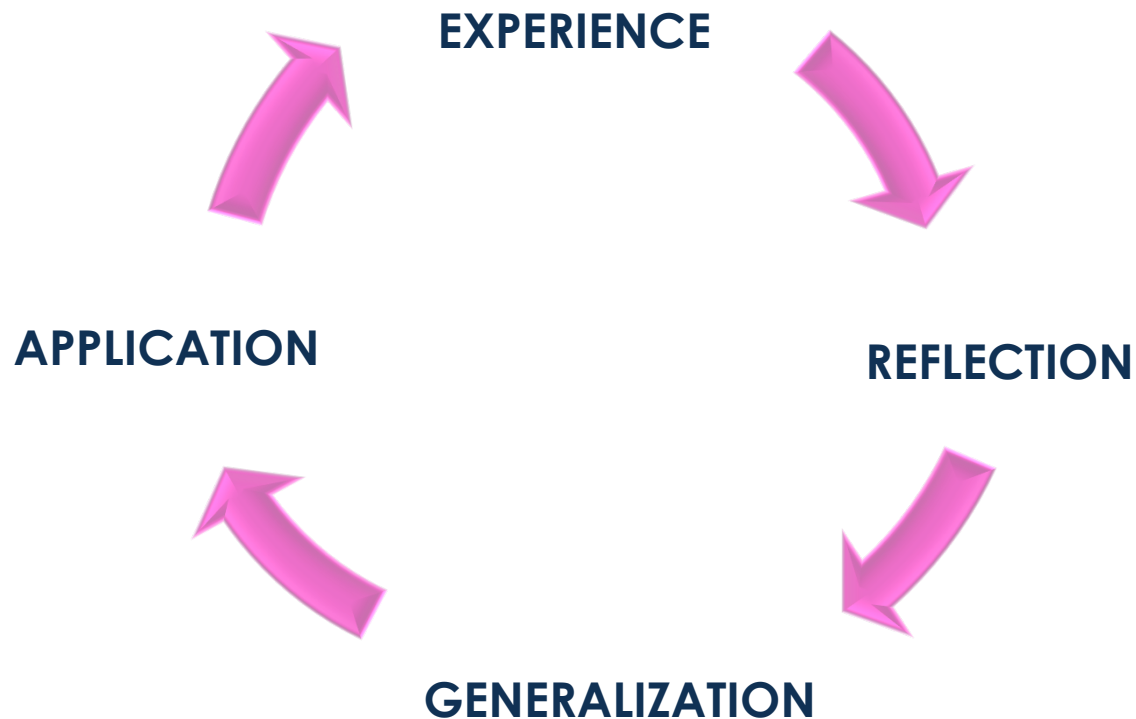
**this course
is for you!**



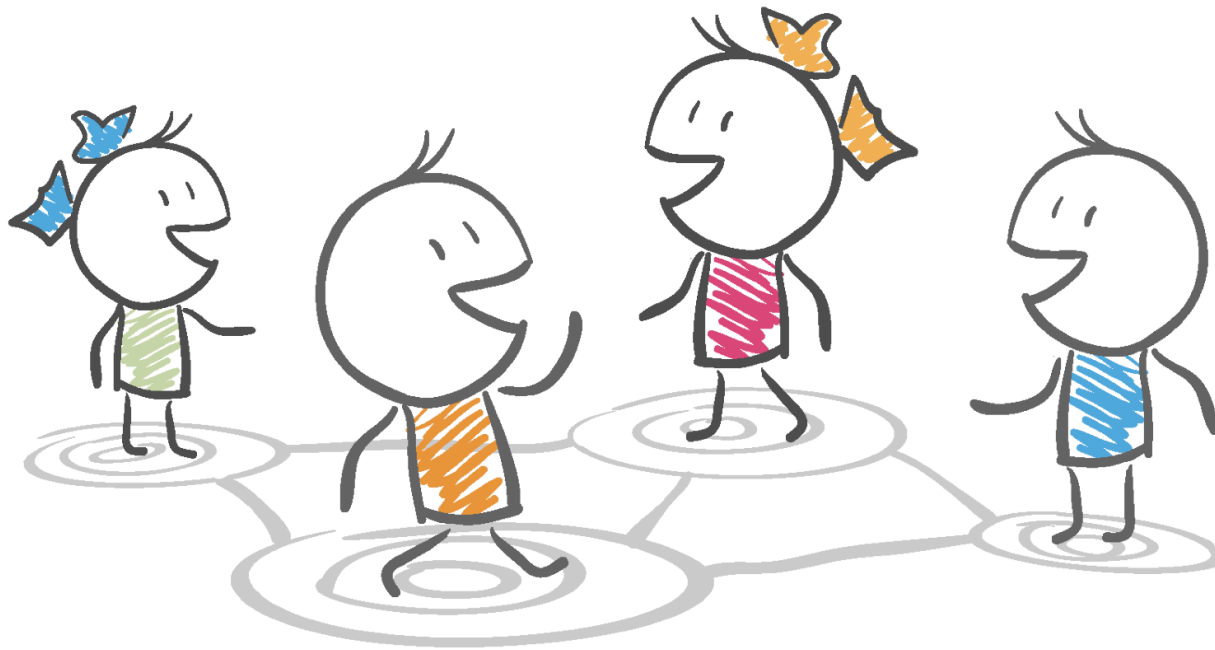


PASSION!

Experiential Learning Cycle



...so tell us!



Assignments



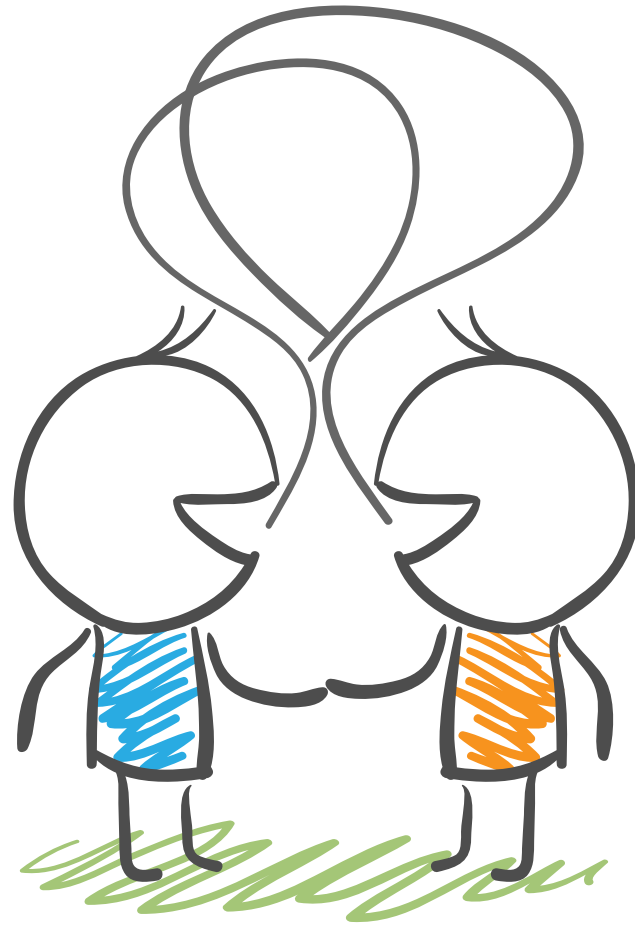
- On **Tuesdays**, there will be questions for you to discuss and debate on the forum
- On **Thursdays**, there will be an assignment based on the week's lessons

Expectations

- Be present
- Be on time
- Be respectful
- Listen to others
- Do readings and assignments
- Participate in class
- Participate in the discussion forum
- Make this your class!



Maintaining your anonymity



Course overview

Session 1: Introduction

What are NGOs?

What function do they serve in civil societies?

What are the global and Iranian histories of NGOs?

What characterizes successful NGOs?

What legal and socio-economic factors contribute to NGO success?

How do NGOs define their mission and set about their work?

What role does *passion* play in all of this?

Course overview

Session 2: Organizational Systems

What are the institutional building blocks of sound NGOs?

What legal precautions and systems are necessary?

How should the organization be administered to comply with regulations and donor expectations?

How should financial strategies and day-to-day accounting be delineated?

What operational systems are necessary?

How should the organization maintain security for its staff, beneficiaries, communications and products?

Course overview

Session 3: Seeking Donor Support

What funding opportunities exist for Iranian NGO initiatives?

How can you research these and stay up to date with them?

How should you make your initial “pitch” to donors?

Course overview

Session 4: Proposal Writing

What do winning project proposals have in common?

What are the 'must haves' of any proposal narrative?

What are common pitfalls in proposal writing and how can these be avoided?

How can a LOGFRAME approach help you propose and implement a successful project?

What are the essential components of proposal budgets?

How can you ensure you have captured all your budgetary needs while remaining competitive?

Course overview

Session 5: Project Management

What is project management?

What are key competencies of successful project managers?

What is a Work Breakdown Structure?

What is activity sequencing?

What is a GANTT chart?

What factors typically contribute to project success and how do we achieve these?

Course overview

Session 6: Donor Reporting

What are the characteristics of effective, engaging reports to donors?

How can your ongoing project monitoring and evaluation help your organization to improve its effectiveness?

What are common pitfalls in donor reporting and how can these be avoided?

How can donor reporting be simplified?

Course overview

Session 7: Leadership & Teamwork

How do leadership styles vary?

How can you assess your style and improve your leadership ability?

What are necessary roles in NGO teams?

What are the stages of team development and what are common challenges along the way?

How can you cultivate delegation, complementarity, a strong work ethic and team pride?

Course overview

Session 8: Communications, Partnerships, & Social Networking

Why is public relations communication important for NGOs?

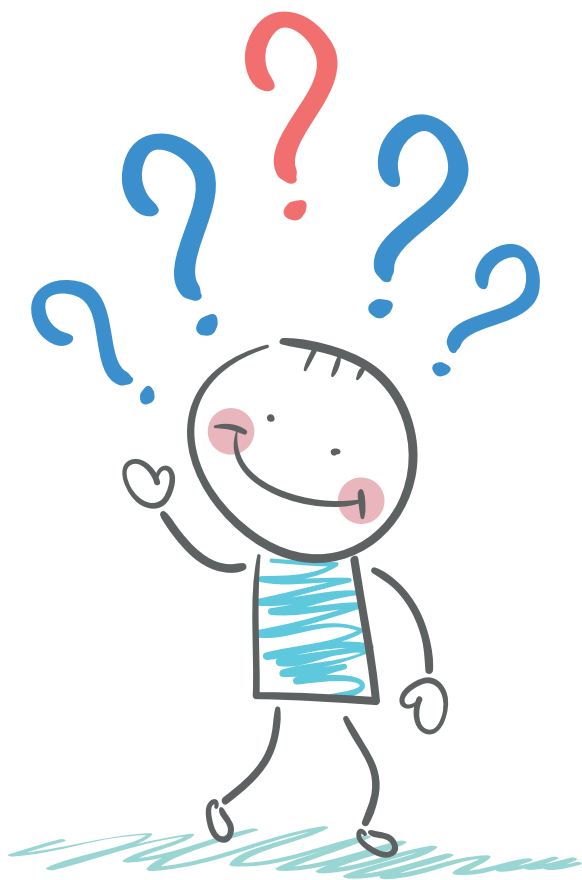
How do organizational partners help NGOs to better achieve their mission?

How can you cultivate and sustain effective partnerships?

How is social networking critical to not just NGO outreach but to programmatic activity itself?

How can your NGO use social networks more creatively?

What are NGOs?



- NGOs (non-governmental organizations) are defined in many ways, but are generally entities that are **non-profit, non-commercial, and non-government**.
- NGOs should “subscribe to universal humanitarian **values** and **practices**, have **capacity** and the ability to be held **accountable** for their actions.”

What are NGOs?

- NGOs are diverse in both their **missions** and their structures.
- NGOs are often set up by citizens, and may be funded by governments, foundations, businesses, or individual **donors**.
- Some may be charitable, others are not.
- Some are motivated by political, religious, or other interests.

Types of NGOs

Types of NGOs include...

- Membership associations
- Charities
- Advocacy organizations
- Community based groups
- International development organizations
- Emergency/relief organizations

What functions do NGOs serve in civil society?

NGOs should:

- ✓ Provide social services with independence and integrity
- ✓ Facilitate citizens' participation in their societies
- ✓ Promote equality, diversity, and tolerance
- ✓ Create an alternative to centralized state agencies
- ✓ Establish mechanisms for accountability
- ✓ Promote civic values

NGOs: A global history



- What are some examples of international NGOs...
 - In the past?
 - Today?

NGOs: A global history

- Humanitarian organizations and societies based on common interests have existed throughout history, from 13th century Chinese humanitarian associations to transatlantic anti-slavery groups in the early 19th century.
- Earliest mention of the term “non-governmental organization” was during the establishment of the United Nations in 1945 (Article 71, Chapter 10 of the UN Charter)

NGOs in Iranian history



- What are some examples of NGOs in Iran?
 - Pre-modern
 - 20th century
 - Khatami era
 - Today

What characterizes successful NGOs?

- ✓ Clear **goals, values, and principles**
- ✓ A limited, concrete **objective**
- ✓ **Civic-minded**
- ✓ A strong relationship with beneficiaries characterized by good will, respect, and **trust**
- ✓ Development of individual **staff capacity**, skills, and commitment
- ✓ Development of **organizational capacity** to attract and retain the staff necessary to run programs, as well as be **accountable** to governing bodies, donors, and the community
- ✓ **Partnerships** and connections with other groups and organizations
- ✓ Structures and internal processes that are **transparent, accountable, and democratic**

An enabling environment for development of NGOs and civil society

What is necessary?



Legal, social, economic and political factors can help or hurt the development of NGOs

NGOs need:

- ✓ Enabling legislation (open, free and easy registration; independent status; international donor support; tax deductible legal status)
- ✓ Political will, recognizing their value and the need for their independence
- ✓ Societal TRUST and respect for the role of NGOs in serving people, helping those less fortunate, fostering civic ownership, holding government accountable, and building a better future
- ✓ Widespread feelings of civic responsibility, volunteerism, and bonding beyond our friends and family
- ✓ Spirit of philanthropy, giving by individuals, families, and corporations

What is lacking in Iran?

...and what can still be done?





An example...



How do NGOs define their mission and their work?

What is a **mission statement**?

- A mission statement reflects the passion of an organization. It summarizes what an organization is about, defines its scope and directions, and tells others how it hopes to achieve its ideals.



How do NGOs define their mission and their work?

A good mission statement...

- ✓ is a strategic statement of the NGO's goals, attitudes, orientation, and outlook
- ✓ is **clearly defined** and provides focus for the organization
- ✓ is **long-range**, looking into the future of the organization
- ✓ is **concise** and to the point, easily **understandable** by a wide audience
- ✓ is **limited**, and **distinguishes** the organizations from others

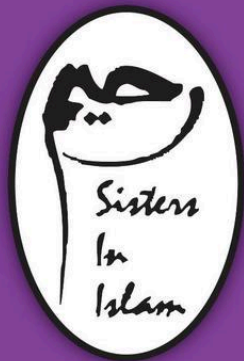
Mission statements



International Committee of the Red Cross:

“an impartial, neutral, and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance.”

Mission statements



Empowering Voices for Change

Sisters in Islam (Malaysia)

"promotes the principles of gender equality, justice, freedom, and dignity in Islam and empower women to be advocates for change."

Mission statements

The logo for Human Rights Watch, consisting of a dark blue square with the words "HUMAN RIGHTS WATCH" in white, uppercase, sans-serif font, arranged in three lines.

H U M A N
R I G H T S
W A T C H

Human Rights Watch

“defends the rights of people worldwide. We scrupulously investigate abuses, expose the facts widely, and pressure those with power to respect rights and secure justice.”

Mission statements



Independent Election Commission of Afghanistan

“administers and supervises all types of elections and referenda envisaged in the Constitution.”

Creating a mission statement – START: What do you DO?

“We placed recycling bins in every classroom of our local school, which gave students

the opportunity to not only
recycle their trash, but to
learn about protecting the
environment.”

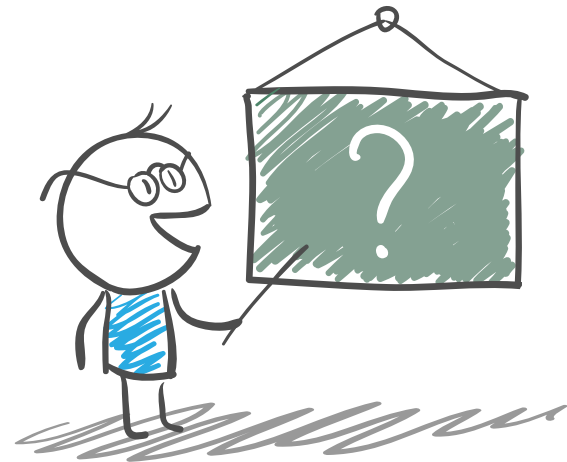
1. Identify specific places and people
2. Identify how you took action or made a difference
3. Identify how things change for the better or you see results from your work

“We placed recycling bins in every classroom of our local school, which gave students the opportunity to not only recycle their trash, but to learn about protecting the environment.”

Good mission statements describe **actions**, **cause** and **impact**.

“We placed recycling bins in every classroom of our local school, which gave students

the opportunity to not only
recycle their trash, but to
learn about protecting the
environment.”



What are some mission statements you could make for this organization's work?

“We placed recycling bins in every classroom of our local school, which gave students the opportunity to not only recycle their trash, but to learn about protecting the environment.”

“Through education and practical assistance, we help our future generation of leaders to develop the skills and desire to care for and respect their environment.”

“We help provide our local citizens with the knowledge, resources, and opportunities they need to make their community an environmentally healthy and sustainable place to live.”

Assignment

- **Read** materials for Session 2:
Organizational Systems
 - ***How to Build a Good Small NGO – Introduction, Chapters 1, 2, 9 and 10.0-10.2***
- Discuss and debate on the **discussion forum** these questions:
 1. What do you seek to achieve by taking this course?
 2. How can Iranians be effective NGO leaders despite the restrictions on civil society?
 3. In your opinion, what are some examples of effective Iranian NGOs? Why?



Any questions?

