Strengthening Your Organization

A Series of Modules and Reference Materials for NGO and CBO Managers and Policy Makers

Resource Mobilization • Structure • Proposal Writing • SUSTAINABLE DEVELOPMENT • Marketing/Public Relations • Fund Raising • Community Participation • Cost Sharing • SYSTEMS • Supervision • Objectives • Monitoring and Evaluation • SUSTAINABILITY •

VISION • Sustainability • Restructuring • Future Success • SWOT • DIVERSIFICATION DEVELOPMENT • Systems • New Initiatives • Strategic Focus

Compiled by the Nigeria Country Office Africa Regional Office in conjunction with Nigeria Management and Training Network

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SERIES I ORGANIZATIONAL DEVELOPMENT (DEVELOPING YOUR NGO)

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• Division of work and types • Job descriptions • Relations and linkages
• Levels of authority • Organizational charts

Module 3: Leadership
• Board development • Communication • Team building
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• Resource mobilization • Fund raising • Proposal writing
• Receiving or sharing of costs • Marketing/Public relations
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• Inter-organizational collaboration
Acknowledgements

An undertaking of this size is not only an act of optimism, but also the work of many hands. First, Pathfinder’s Country Office in Nigeria and its Regional Office in Nairobi are deeply indebted to The Ford Foundation and USAID’s RED SO/E SA and its Africa Bureau for providing much-needed financial support and encouragement throughout the project. Second, we are happy that three visionary staff who are committed to building capacity and increasing South-to-South implementation and collaboration by well-managed and more sustainable African institutions – Mike Egboh, Pathfinder/ Nigeria’s Country Representative, Fran Farmer, Director of Programs/Africa, and Bisi Tugbobo, Senior Program Officer for Capacity Building in the Nigeria Office – had the stamina and will power to review and revise this Manual for Strengthening NGOs several times. A skilled management consultant, Dr. S. A. M. Adelakun, ably assisted them in this task. The evocative line drawings of Dorothy Migadde, the graphic layouts of Winnie Oyuko, and the editorial skills of Nathan Krystall also enhance the Manual.

But most of all, the Manual represents a major commitment of an extraordinary group of talented Nigerian professionals who comprise one of the best examples of locally appropriate, South-to-South training, technical assistance, and consultative services. Members of the nationwide Management and Clinical Services Training Network, a Nigerian “home-grown” initiative that has stood the test of time and fluctuating circumstances while continuing to make positive contributions to strengthening program managers’ and providers’ technical skills, they are:

Gbola Omotosho Pullen Igbinosun Moji Oyelami
Grace Faoye Aishat Abubakar Emmanuel Okochi
Ajiboye Rachel NGOzi M bibi Chris Onyejekwe
Margaret Bodede Samuel Akpovi Adedoja Adisha

We hope that organizations and managers throughout the Africa region will benefit from the Manual’s practical tips, exercises, formats, and techniques.

Elizabeth L. Lule
Regional Vice President/Africa
Pathfinder International
Introduction

WHY THIS MANUAL?

This Manual has been developed for NGO chief executive officers and managers. It seeks to provide knowledge and skills for effective management of sustainable organizations and programs. This Manual is a compendium of principles, practices and procedures needed by NGOs at various stages of development. Managers will acquire a variety of tools and techniques suitable for solving management problems and providing leadership appropriate to their unique organizational settings. It also contains tips, suggestions, exercises, and approaches that can be adapted or applied as needed. The manual is especially designed to free managers and staff from waiting for external technical inputs. Many aspects of this manual are do it yourself, designed to encourage self-reliance and creative problem identification, problem solving, and systems or programs implementation that are more locally appropriate, accepted, and sustainable.

HOW THIS MANUAL IS ORGANISED

Series 1: Organisational Development (that is, developing your NGO) contains three modules on strategic planning, structure and leadership. Module 1 on Strategic Planning addresses specific topics such as vision, mission, goals, strategies, objectives and implementation plans. Module 2 on Organizational Structure touches on organizational structure, job descriptions, membership, and volunteers. Module 3 on Leadership describes board development, leadership roles and style, communication, team building, decision-making, delegation, running effective meetings, conflict management, and managing change.

Series 2: Organizational Management (that is, managing your NGO) is divided into four modules. Module 1 covers program design and management including participatory process involving stakeholders, communities and intended beneficiaries. Module 2 discusses human resource management, while Module 3 covers financial management and Module 4 focuses on management information systems (MIS) and program monitoring and evaluation.

Series 3: Organisational Sustainability focuses on techniques to ensure that your NGO is sustainable over the longer term. Its single module focuses on various kinds of sustainability: financial, programmatic, technical, and community. This module reviews sustainability, planning, marketing, fund-raising, and local resource mobilization. It also discusses some of the systems or management implications if an organization seeks to be more self-sufficient and sustainable.

Each modules begins with an introduction describing the management topics and subjects contained in the module. Topics are also introduced by a series of questions or issues that should be considered “before you begin...”. Definitions and practical examples of concepts
and technical terms are included. Exercises, cases, checklists, worksheets, tools, sample answers and other techniques to stimulate practical learning are built into module contents.

**HOW THE MANUAL SHOULD BE USED**

This Manual can be used in a variety of ways:

- Consultants and human resource management experts can use the manual as a training and technical assistance document or in planning and management of sustainable NGOs.
- Managers can use it for day-to-day management and planning.
- Planners can use it in designing new programs or reviewing organizational structures.
- Boards of Directors can use it when thinking about new strategic directions, assessing organizational performance, or establishing new policies.
- Staff can use it to gauge how well their programs are performing and how best to maximize their interactions with one another and the organization.
- Teams can use it to provide a good starting point for creative organizational thinking or managing change.

For all, it is hoped that these Modules will be useful reference material, to be used when issues arise and technical experts or resource persons are not available. Its guidance is designed to stimulate creative use and adaptation. So... the materials are yours to be used in the way you and your colleagues think best.
Why Capacity Building is Important...

In Africa, many institutions are emergent. As a result, their management practices, systems, and staff may not be adequate or appropriate for fostering organization growth, delivery of quality services, and sustainability. It has therefore become extremely important to focus technical assistance (TA) training and materials development on creating the climate and skills for improved institutional management. Although capacity building or institutional development means different things in different organizational settings, it is clear that capacity building affects the full range of operations and management.

Defining Institutional Capacity Building

Institutional capacity building is a process, relying on a series of institutional capacity building or skills transfer initiatives, leading to financial, managerial, and technical sustainability, that ensures more effective:

✔ Resource management (financial, human, technical, community)
✔ Service delivery
✔ Staff competencies at all levels
✔ Planning (including individual or short-term, annual, strategic, and sustainability)
✔ Implementation of appropriate, efficient, and cost-effective management systems

The amount, focus, degree, and expected results of such assistance depends on organizational level and commitment to sustained change demonstrated by an organization’s leadership. As organizations are strengthened, they can more easily provide South-to-South TA and training—a much more cost-effective, locally appropriate, and ultimately sustainable way of assisting partner organizations.

These modules are designed to reinforce this process by providing reference materials, skills building exercises, and tips and tools for managers. The Manual actually complements systematic development of NGOs in several sectors, and provides useful guidance even when more formal TA and training are not available.

Key Capacity Building Activities:

Over time, Pathfinder has learned that certain key activities conducted together with partners’ staff members, volunteers, and stakeholders facilitate capacity building. These include:

☛ Jointly assessing institutions, including their governance, structures, systems, strategic directions or potential, linkages within communities, and staff.
☛ Developing and institutionalizing strategic/sustainability plans.
Increasing the reliability and efficiency of management information and other operations systems, and using data or other systems outputs for more effective planning, resource allocation, and performance measurement.

- Strengthening continuous self-assessment as a basis for monitoring and evaluating performance.
- Inculcating awareness of the connections between quality service and effective management so partners are more efficient and responsive to clients’ or customers’ needs and demands for high quality service delivery.
- Assisting organizations to clarify roles and responsibilities and choose more effective structures so they become more efficient and responsive to management mandates.
- Improving partners’ abilities to identify and monitor cost centers and achieve cost-effectiveness.
- Evaluating changes in organizational capacity (such as increased use of data and information for decision making; increased reliability of systems outputs; improvements in staff managerial or technical competence and effectiveness; maintenance of improved quality; improved ability to track and project costs, monitor cost centers, and implement sustainability, diversification, and/or income-generation strategies; reduced reliance on a single donor and increased self-sufficiency).

This has lead to Pathfinder’s understanding that capacity building is a continuum, as demonstrated by the drawing below, and to the adoption of a five-step process consistent with this continuum to guide its activities in support of institutional capacity building.

**Step 1:** Joint management assessments using a variety of tools
**Step 2:** Pre-award and financial analyses
**Step 3:** Technical capacity assessments
**Step 4:** Joint development of TA or master training plans to improve DIME (designing, implementing, managing, evaluating)
**Step 5:** Rigorous joint monitoring
Lessons Learned

Efforts to build the capacity of partners’ organizations at varying levels of “maturity” have yielded some very important lessons. These can be instructive to organizations and donors alike in shaping systematic programs to build capacity and improve management. For example:

☛ Since many of Pathfinder’s partners in Africa have fragile management systems or organizational structures, it usually takes longer than originally anticipated to identify the most fundamental problems facing individual agencies and develop “tailored” programs to address them.

☛ Meaningful capacity building can only be accompanied by a corporate culture that supports management of change and growth and full commitment of staff and other stakeholders.

☛ Problem identification and problem solving must be joint activities between donors and implementing partners if there is to be any chance of successful and sustainable introduction of systems and procedures over the longer term. When partners feel “ownership” of definitions of problems and their solutions accompanied by rigorous and continuous self-assessment and monitoring there is a higher degree of commitment necessary to transform organizations.

☛ The best TA and companion training focus on basic “building blocks” or “fundamentals” in designing management systems or capacity building plans. Systems and their components should be clear, practical, simple to comprehend, and appropriately tailored to staff and organizational skills and capabilities.

☛ Community support is key to sustainable organizations. Assisting partners to strengthen outreach and use participatory processes systematically must be incorporated into institutional development or capacity building.

☛ Measuring progress in increasing capacity is extremely difficult and often very subjective. Developing new qualitative and quantitative indicators, benchmarks, and processes for tracking achievements in capacity for both staff and institutions must receive greater priority attention.

☛ Additional efforts to document systems requirements and implementation strategies, cost-effective and efficient models, and locally appropriate approaches to capacity building must increase. It is now clear that partners need written guidelines and “how to” instructions (with accompanying formats, “tips,” and self-assessment and other tools to reinforce capacity building even when TA, training, or other technical resources are not readily available).

☛ In most organizations, management concepts, new techniques, and skills developed or recommended at workshops can only be implemented by or with approval of the most senior managers. If this cadre is not sensitized, they may resist changes proposed by junior managers and supervisors. It is important, therefore, to provide TA and training for both line managers or service providers and more senior supervisors and managers.
It is now clear that institutional development strategies should be implemented institution-wide wherever possible, instead of focusing exclusively on program-related strategies, in order to ensure efficiency, complementarity, and maximum coverage of the varying operations that contribute to organizational growth and sustainability.

Future Directions

There are also some challenges to successful implementation of regional institutional development strategies. Future efforts to build capacity of organizations must take these challenges into account and devise tactics or strategies to address and overcome them. Some of the key challenges include the following:

- Organizational environments are not always conducive to systematic decision-making, and roles and responsibilities within organizational structures are often unclear or undefined. Organizations should be urged to use strategic planning exercises or efforts to strengthen governance, to clarify roles and responsibilities, and to establish a sound foundation for future expansion or diversification.

- Many donor-supported projects or programs were formerly viewed as “separate” or “vertical” and are therefore not integrated into the longer-term organizational plans, identity, structure, or resource allocations. Although it is sometimes difficult to implement institution-wide, versus project-specific, approaches in the long run, organizations achieve more coherent and efficient operations using institution-wide systems, planning, monitoring, and strategies.

- Data collection and processing systems are often non-systematic, overly complex, and not well understood by the managers, supervisors, and workers who must make inputs and use the outputs. These systems are also often developed in isolation from overall organizational needs or strategic focuses. A functional management information
systems (MIS) should be developed and integrated into the context of the larger capacity building process.

- Resources to support longer-term institutional development strategies are often limited, and program managers, boards, and supporters are not always able to identify, access, or acquire dedicated resources. Fund-raising and diversification of resources, especially using local channels, should be incorporated into all formal institutional development or capacity building programs.

- Even when organizations are successful at mobilizing grants from several sources, multiple donors often impose competing, inconsistent, and time-consuming requirements that compromise project performance and focus. Improved coordination should become a priority for institutions and donors alike.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immune-Deficiency Syndrome</td>
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<td>ARH</td>
<td>Adolescent Reproductive Health</td>
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<td>BCC</td>
<td>Behavior Change Communication</td>
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<td>Behavior Change Interventions</td>
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<td>USAID Cooperating Agencies</td>
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<td>Community-Based Distribution</td>
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<td>CBS</td>
<td>Community-Based Services</td>
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<td>CBRHWs</td>
<td>Community-Based Reproductive Health Workers</td>
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<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>CYPs</td>
<td>Couple Years of Protection</td>
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<td>ECP</td>
<td>Emergency Contraceptive Pill</td>
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<td>Executive Director</td>
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<td>Family Planning</td>
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<td>FT</td>
<td>Foaming Tablets</td>
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<td>HAPAC</td>
<td>HIV/AIDS Prevention and Care</td>
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<td>HIV</td>
<td>Human Immuno-Deficiency Virus</td>
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<td>IEC</td>
<td>Information, Education and Communication</td>
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<td>IGA</td>
<td>Income generating activities</td>
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<td>IPC</td>
<td>Interpersonal Communication</td>
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<td>IPPF</td>
<td>International Planned Parenthood Federation</td>
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<td>IRHS</td>
<td>Integrated Reproductive Health Services</td>
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<td>IR</td>
<td>Intermediate Result</td>
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<td>IS</td>
<td>Integrated Supervision</td>
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<td>IUD</td>
<td>Intrauterine device</td>
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<td>Local Purchase Order</td>
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<td>M/E</td>
<td>Monitoring and Evaluation</td>
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<td>Management Information System</td>
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<td>Management Sciences for Health</td>
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<td>NGO(s)</td>
<td>Non-Governmental Organizations</td>
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<td>OJT</td>
<td>On-the-job training</td>
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<td>PHC</td>
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<td>PLA</td>
<td>Participatory Learning and Action</td>
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<td>PLWH/A</td>
<td>People Living With HIV/AIDS</td>
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<td>PRA</td>
<td>Participatory Rural Appraisal</td>
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<td>Reproductive Tract Infections</td>
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<td>SO</td>
<td>Strategic Objective</td>
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<td>S/RH</td>
<td>Sexual and Reproductive Health</td>
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<td>Acronym</td>
<td>Description</td>
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<tr>
<td>STD</td>
<td>Sexually Transmitted Diseases</td>
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<tr>
<td>STI</td>
<td>Sexually Transmitted Infections</td>
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<tr>
<td>SWOT</td>
<td>Analysis of organizational &quot;Strengths, Weaknesses, Opportunities, and Threats&quot;</td>
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<tr>
<td>TA</td>
<td>Technical Assistance</td>
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<tr>
<td>TB</td>
<td>Tuberculosis</td>
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<td>US</td>
<td>United States</td>
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<td>United States Agency for International Development</td>
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<td>VCT</td>
<td>Voluntary Counseling and Testing</td>
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<tr>
<td>WHO</td>
<td>World Health Organization</td>
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Suggested Readings


4. USAID/Africa Bureau, Office of Sustainable Development, *Health and Family Planning Indicators: Measuring Sustainability*, v II


17. CAFS. “Family Planning Program Management Training Modules (I – XI).”


See also the publications of the National Center for Nonprofit Boards and the National Association of Community Health Centers, Inc., both in Washington, D C, U SA.