

Project Result Booklet



We are happy to announce the dissemination and exploration of the results for the project “Back To NGO Basics”, which took place in Eskisehir, Turkey. This project is designed to address subjects such as organizational culture, personal awareness, managing your personal resources, teams & leaders, development & assessment, creating competency based organizational structure, organization management & development, logical framework in operations, decision making and policy development, communication & information, knowledge & learning, strategic planning, financial management, knowledge transfer, lifelong learning and sustainability in youth NGOs. Main goal is discover these topics by gathering 33 experienced and productive organizations and individuals from 10 countries (Azerbaijan, Bulgaria, Estonia, Greece, Italy, Macedonia, Republic of Moldova, Poland, Romania) and create an atmosphere to learn from each other.

Following topics are covered to reach project’s aim during the activity:

- 1) Effective NGOs
- 2) Useful Project Development Tools
 - Problem tree analysis
 - Goal setting
 - WBS & Gantt
- 3) (re)Shaping Our Organization
 - Identity
 - Structure
 - Sustainability



Back To NGO Basics

We believed that before understanding “effective NGO”s, we have to check different approaches to personal effectiveness like Stephen R. Covey’s book “The 7 Habits of Highly Effective People”. In order to do that, we can use Trent Hamm's review about the book.

7 Habits of Effective People

The entire premise of The 7 Habits of Highly Effective People is that most people deal with the problems in their life in a scattershot fashion, and this scattershot fashion leads to disillusionment and disorder. Covey’s answer to this is that to be a truly effective person, you need to learn to solve personal and professional problems with a integrated and principle-centered approach – in other words, the decisions you make both personally and professionally should come from the same core set of values and ideas.

Habit 1: Be Proactive

Principles of Personal Vision

The idea is don’t spend your time focusing on events that you can’t control; instead, focus on what you can control. Let’s say, for example, that you’re waiting for a very important phone call. Some people stress out waiting for the call – that’s a bad habit because you can’t control when the phone call comes. On the other hand, others simply spend their time focusing on the things they can control – the phone call will eventually come, right?



Habit 2: Begin With The End In Mind

Principles of Personal Leadership

This chapter starts out literally at the end: imagine your funeral and what others there are saying and thinking about you. What do you want them to say? The things that you want them to say are the real core values that you care about the most, and thus they should be the ones that you focus your life’s work on, both personally and professionally.



Habit 3: Put First Things First

Principles of Personal Management

Most things that we do each day can be divided up in two different ways: they're either urgent or not urgent, and they're either important or not important. Obviously, in our lives, we wish for the things we do to be important, but we'd also like for them not to be urgent, because urgent things cause stress. So, ideally, an effective person focuses on things that are important but not urgent.



Habit 4: Think Win/Win

Principles of Interpersonal Leadership

Yes, the whole “win/win” business-speak came from this chapter, but that doesn't mean the idea is bad or flawed. Instead, take it as a fundamental way to see all interpersonal relationships. Is there a way where you both can come out ahead at the end of an interaction? If there is, that's usually the best road to take, and that's the real value of the whole “win/win” thing.

Habit 5: Seek First To Understand, Then Be Understood

Principles of Empathic Communication

Covey offers a great example of this in the middle part of the chapter, when he outlines a discussion with a teenage boy that goes terribly. The problem is that they're speaking to two completely different things: the boy is having difficulty expressing his problem, while the parent is already trying to guess at the solution.



Habit 6: Synergize

Principles of Creative Cooperation

I'm as guilty of it as anyone else: I simply fail to get along well with some people, even people that I ought to get along with for the benefit of both of us. The real key to doing it is to identify what exactly about that person makes them beneficial, and also the specific traits about them that cause you not to like them. Once those are clear, how can those traits be used all together, perhaps along with your own, to make the situation better?



Habit 7: Sharpen the Saw

Principles of Balanced Self-Renewal

This final habit focuses on the need to do things that renew you in several different ways: physical, mental, spiritual, and social/emotional. Quite often, we get so caught up in the day-in and day-out business of life that we rarely step back and spend any time focusing on taking care of ourselves.

Source: Trenton Hamm's Review: The 7 Habits of Highly Effective People
(<http://www.thesimpledollar.com/review-the-7-habits-of-highly-effective-people/>)

Now, give yourself a little bit time to think about what makes Non-Governmental Organizations effective. Then we can move on how can we develop effective project development tools that we can use.

Useful Project Development Tools

Problem Tree Analysis

What is it?

Problem tree analysis helps to illustrate the linkages between a set of complex issues or relationships by fitting them into a hierarchy of related factors. It is used for:

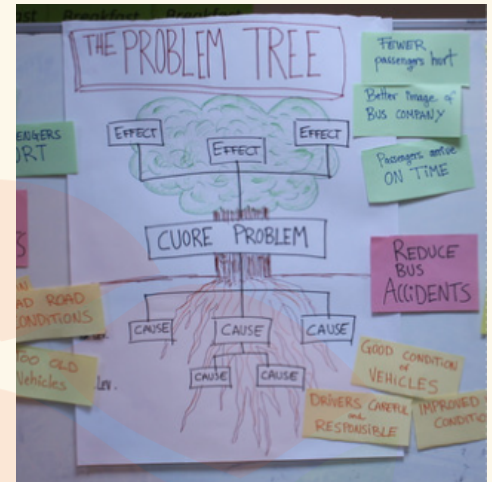
- * Link together the various issues or factors which may contribute to an institutional problem
- * Help to identify the underlying or root causes of an institutional problem

The major assumption underlying the problem tree is the hierarchical relationship between cause and effect.

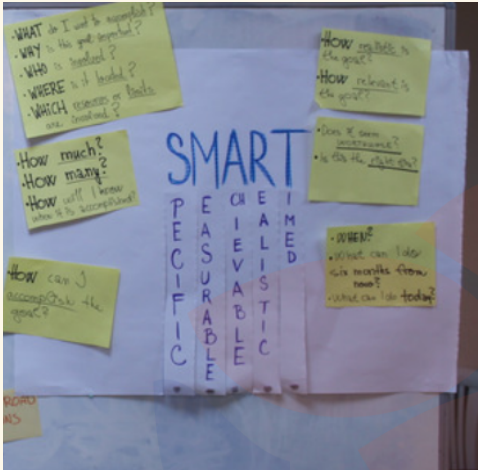
How do we use it?

1. Identify the major existing problem/issues based on available information (e.g. by brainstorming)
2. Select one focal problem for the analysis (e.g. poor communications to staff)
3. Develop the problem tree beginning with the substantial and direct causes of the focal problem (e.g. hierarchical and autocratic management culture)

Source: TACSO (Technical Assistance for Civil Society Organisations)
(http://www.tacso.org/Capacity_Development/online_courses/developing_managing_course/dmeup_10.doc)



Useful Project Development Tools



SMART Goals

While SMART goals are generally recognized as a goal management best-practice, writing them is not easy. It takes some practice, but especially vigilance, to ensure that an employee's goals are effective. It's easy to get bogged down in the theories, especially since there are several different variations of what the SMART acronym stands for.



When managers and employees know how to write SMART goals, it helps take the subjectivity out of goal setting, and ensures they have a shared set of expectations. The real aim is to specify the who, what, where, when and why for the goal and ensure shared understanding and expectations. All of these elements are critical for helping align goals throughout your organization. Remember, the ultimate purpose is always to help the employee, and by extension, the organization, succeed.



Research has found that as many as half of all workers say they don't know their organization's high level goals. Further, more than half of all workers say don't clearly understand their own goals. How can an organization succeed if its workforce does not have clear, aligned goals?

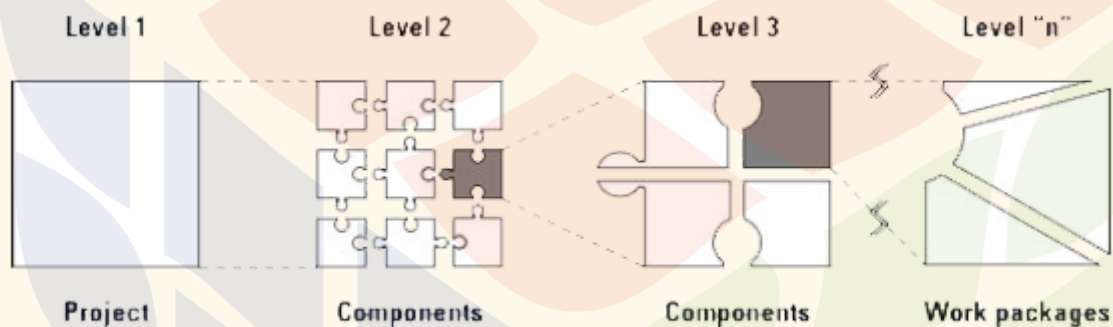
Source: UNC Charlotte - Performance Management
(<http://hr.uncc.edu/sites/hr.uncc.edu/files/media/documents/Performance%20Management%20-%20Creating%20Smart%20Goals.pdf>)

Useful Project Development Tools

Work Breakdown Structure

Remember: Creating a work breakdown structure (WBS) helps you be both comprehensive and specific when managing a project: Thinking in detail is critical when planning your project, but you also need to consider the big picture. If you fail to identify a major part of your project's work, you won't have the chance to detail it. A work breakdown structure is key.

The diagram here shows that the entire project, represented as a Level 1 component, can be subdivided into Level 2 components, and some or all Level 2 components can be subdivided into Level 3 components.



You can continue to subdivide all the components in the same manner until you reach a point at which you think the components you defined are sufficiently detailed for planning and management purposes. At this point, you now have Level "n" components, where n is the number of the lowest-level component in a particular WBS branch. Level "n" components are called work packages.



Source: Maryland.gov - WBS
(<http://doit.maryland.gov/sdlc/formservertemplates/wbs.doc>)

Here you can find some presentation photos of Project Development workshop.



Source: Lovely Back To NGO Basics Participants :)

(re)Shaping Our Organization

Organizational Identity

Vision, Mission and Values

The Management Committee of the organisation has the responsibility for both establishing and protecting the overarching purpose, fundamental values and ethical principles which govern the activities of the organisation. These are often referred to as the vision, mission and values. Your vision, mission, and values form the foundation of your organisation and its planning for the future.

Vision vs. Mission

To distinguish between Vision and Mission in our own work, we have defaulted back to the plain English usage of those words. And the simplest way we have found to show that difference in usage is to add the letters “ary” to the end of each word.

VisionARY

MissionARY

We certainly know what those two words mean. A visionary is someone who sees what is possible, who sees the potential. A missionary is someone who carries out that work.

Your organization’s vision is all about what is possible, all about that potential. The mission is what it takes to make that vision come true.



(re)Shaping Our Organization

Organizational Identity



Vision Statement

An organisation's vision is the long-term change it ideally would like to see if its work is successful. A vision should motivate and enable individuals to see how their effort contributes to an overall inspirational purpose. The vision statement should be expressive and well drafted so that it appeals to people and at the same time also gives direction to the NGO. While drafting the vision statement keep the following points in mind:

1. Use simple language that can be understood by people of all backgrounds.
2. Should be appealing and inspiring to engage people.
3. Should have a broad context.
4. Should be written in present tense.
5. Should be easy to remember.

Mission Statement

One of the fundamental questions for any group or organisation is, "What is our purpose?" The mission statement should clearly define your purpose. It is a short, formal statement about:

what the organisation aims to do (its purpose) or whom (beneficiaries) here, why or how. The mission statement describes the purpose of your organization (i.e why the organization exists) and also how the organization addresses the issues. Make sure that the mission statement has the following:

1. Simple and concise: Just like the vision statement, use simple language and keep it concise.
2. Defines the problem: The mission statement should state the problem it would solve.
3. Solution: Describes how you intend to solve a problem
4. Suggests the outcome: the long term changes that the organization would bring
5. Comprehensive: inclusive of all stakeholders.

Source: Pathfinder International - Strategic Planning

(re)Shaping Our Organization

Common Types of Organizational Structure

Some types of common organizational structures are implemented in NGO's generally. Organizations have various structures. These structures are indicative of:

- How an organization functions and is managed.
- How information flows and is processed within an organization.
- How flexible or responsive the organization is.

1. Tall Hierarchical Structures: Most organizations are hierarchical. Such organizations are distinguished by several features:

- Relatively few managers control the organization.
- Few units or staff are under each manager's control.
- Managers are appointed on merit and expected to be in control of the full range of management functions (including disciplining, and encouraging cooperation and compliance).
- Management style is likely to be "directive."
- The organizational structure resembles a pyramid.

2. Flat structures have been a recent response to the downsizing of businesses in order to increase efficiency and profitability. Are these appropriate structures in an NGO environment? Using the language of advocates of formal structures, flat structures imply wider spans of control. Given the use of volunteers the principle may be valid. There are also arguments for this structure being most appropriate to the learning and development of staff.

3. Team Structure: Team structures differ from hierarchical structures in several ways. A team structure attempts to link the formal and informal group relations that influence a worker. This type of organization emphasizes interpersonal relations as a determinant of conduct and performance. Some of the features of this type of organizational structure include:

- Managers who serve more as facilitators and group leaders than final decision-makers.
- Managers whose primary responsibility is setting objectives and evaluating performance.
- Work styles which are more participatory and interactive.
- Focus on tasks, accomplishment of shared objectives, and accountability to the team.
- Use of temporary teams or task forces to deal with issues or cross-cutting initiatives

(re)Shaping Our Organization

What is Sustainability?



For the purposes of this module, a working definition of sustainability has been developed. Sustainability maybe divided into components such as organizational sustainability, financial sustainability, services or program sustainability (sometimes connoted as technical sustainability), or community sustainability. Others link activities at three levels: outcomes, programs, and organizational. Despite the fact that all these components bear upon an organization's ability to achieve and demonstrate sustainability, a broad definition of sustainability is probably most useful.

Remember...

A working definition of sustainability:

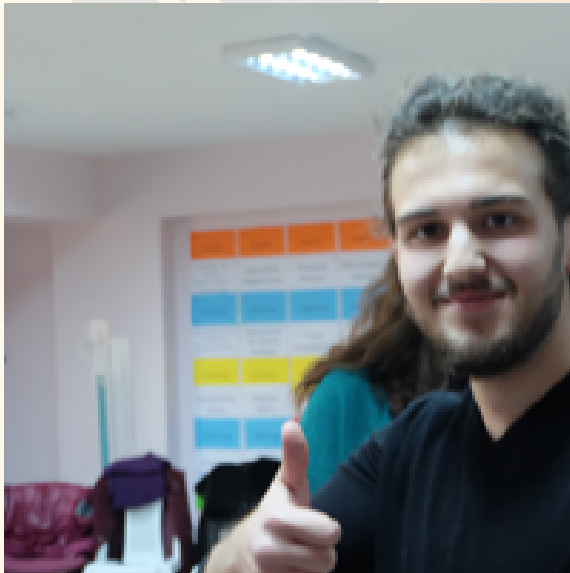
“...The ability of an organization to secure and manage sufficient resources to enable it to fulfill its mission effectively and consistently over time without excessive dependence on any single funding source, including maintaining its ability to continue offering quality services and having an impact long after primary donor funding is withdrawn...”

Elements of Sustainability

Many analysts divide sustainability into components, including organizational, financial, programmatic or technical, and even community sustainability. Almost all agree that each organization's path to greater sustainability is unique and dependent on the organization's current structure, track record, staff competencies, image, professionalism, and levels of community support. Also, it is clear that sustainability depends on the following beliefs among stakeholders: that the organization is providing beneficial, desired, and high quality services; that financial stability and growth are feasible; that leadership and management are excellent and motivated; and that sustainability initiatives are in harmony with stakeholder interests.

Source: Pathfinder International - Strategic Planning

Social Time



We would like to thank all the participants, support team and facilitator team for their precious efforts that they put into the project.