

Roadmap v1.0 Organizational Development Workshops



August 2018



We are happy to announce the dissemination and exploration of the results for the project “Roadmap v1.0”, which took place in Eskişehir, Turkey. This project is designed to address subjects such as entrepreneurship, 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 organizations. Main goal is discover these topics by gathering 33 experienced and productive organizations and individuals from 10 countries to create an atmosphere to learn from each other.



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Roadmap v1.0

Organizational Development Workshops



August 2018

EGD Session Planner

Session Title:		Session's Aim:	Create an environment that participants can discover the main organizational pillars related "Organizational Identity", "Organizational Structure" and "Organizational Sustainability".
Date:		Expected Outcome(s):	Gaining new perspectives about the topics of "Organizational Identity", "Organizational Structure" and "Organizational Sustainability"
Session Code:		What will participants gain from this session?	Sharing different good case practices with each other
Session Duration:	07:00		Simulating an organization set-up
Trainer(s) & Facilitator(s) in Charge:			Being open-minded for the opinions of others and understanding the importance of teamwork
Location:			Flipcharts
Set Up & Seating Layout:	Appropriate place for group work & another place for press conference role play		Markers
			Different presentation materials
			A silly object which is proper to use it as a microphone
			Desks
			Chairs
Key Points of Session:	<p>Since it is a long workshop trainer/facilitator has to arrange proper breaks, energizers etc. between activity in the workshop.</p> <p>The level of details should be decided before the activity and Infopacks has to be upgraded according to that.</p> <p>Ideal number of people in groups :4-6</p> <p>Ideal presentation time for each group: 15-20 minutes</p>	Logistics & Materials & Resources Needed:	

Insert Start Time → 00:00							
Activity Code	Start Time	Duration	End time	Session's Activity (mention breaks too)	Description	Resources / Materials	Notes
S1	00:00	00:05	00:05	Explaining the Workshop	Explaine there will be some groupwork about founding an organization and at the end, invite them to a press conference for newly founded organizations which is at the end of the workshop. It will be a great chance for them to recruit their active members.		Do not forget to prepare participants for the press conference role-play at the end of the workshop. 2 People from each group will present the organization created by their group. Rest of the group will be the journalists and they will be able to ask questions to other organizations after presentations.
S2	00:05	00:05	00:10	Dividing Groups	Different group-dividing games would be great.		4-6 People per group is ideal.
S3	00:10	00:05	00:15	Explaining Phase I: Identity	Explaine what is organizational identity, vision, mission, values etc. With some concrete examples.	Markers, flipcharts	You can use some silly examples. It makes the topic easier to understand. Also by doing that you wouldn't be limit participants' creativity. (E.g ID.jpg)
S4	00:15	00:55	01:10	Phase I: Group work	Participants should create a flipchart which include their imaginary organization's name, mission(as a sentence), logo and vision(as a little drawing)	Printed information about Org.Identity for each group, markers, flipcharts, different colorful materials that groups can use to create their presentation/flipcharts.	You can find the example of group infopack in "A-Organizational-Identity.docx" file. Also it is a good idea to give instruction written in order to clarify everything. (E.g ID-instructions.jpg)
S5	01:10	00:05	01:15	Explaining Phase II: Structure	Explaine what is organizational structure, structure types, importance of organizational chart etc. With some concrete examples.	Markers, flipcharts	You can use some silly examples. It makes the topic easier to understand. Also by doing that you wouldn't be limit participants' creativity. (E.g ID.jpg)
S6	01:15	01:25	02:40	Phase II: Group work	Participants should create a flipchart which include their imaginary organization's structure(board members, external, volunteers and their responsibilities and relationships) and activity plan for first year.	Printed information about Org.Structure for each group, markers, flipcharts, different colorful materials that groups can use to create their presentation/flipcharts.	You can find the example of group infopack in "B-Organizational-Structure.docx" file. Also it is a good idea to give instruction written in order to clarify everything.



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		Logistics & Materials & Resources Needed:	A silly object which is proper to use it as a microphone
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Insert Start Time ⇄				00:00							
Activity Code	Start Time	Duration	End time	Session's Activity (mention breaks too)	Description	Resources / Materials	Notes				
S7	02:40	00:10	02:50	Explaining Phase III: Sustainability	Explain what is organizational sustainability in terms of finance, human resources and impact (You can add more perspectives according to the profile of participants) With some concrete examples.	Markers, flipcharts	You can use both examples and different good case practice about sustaining an organization. For example, you can show different types of financial funding methods, and prepare some kind of exhibition as two side of A4 paper (exhibit1.jpg exhibit2.jpg) then ask groups which ones they would choose for their organization and why?. Also you can enlarge their horizon by showing them different methods of measuring sustainability. (E.g net_promoter_score.jpg)				
S8	02:50	01:50	04:40	Phase III: Group work	Participants should create a flipchart which include their imaginary organization's plan for 1) financial 2) human resources 3) impact sustainability. It should include their plan, measurement method, and action steps.	Printed information about Org.Sustainability for each group, markers, flipcharts, different colorful materials that groups can use to create their presentation/flipcharts.	You can find the example of group infopack in "C- Organizational-Sustainability.docx" file. Also it is a good idea to give instruction written in order to clarify everything.				
S9	04:40	00:15	04:55	Press Conference Organization	Organize the room as if there will be a press conference for newly launching organizations. Prepare participants for role play.	Some kind of silly object that participants can use it as a microphone, name label for project names					
S10	04:55	01:00	05:55	Press Conference Presentations	Create an environment and present each group to make their presentation to journalists.	Proper place for organization representatives and journalists at the press conference					
S11	05:55	00:30	06:25	Questions & Answers	Moderate the Q&A phase between journalists and organization representatives.						
S12	06:25	00:35	07:00	Debriefing	Debrief the workshop and create an environment for sharing in order to see learning outcomes clearly.						
Total	00:00	07:00	07:00								



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Starting and Sustaining an NGO General Issues

Starting an NGO requires many kinds of support. You need volunteers, people who provide resources and advocates who believe in your efforts. Launching projects and activities demands multiple skills and forms of support. You need to make plans, reach out to the community, recruit volunteers, raise funds, monitor projects and evaluate results. Sustaining an NGO over time demands an even greater level of commitment, skills, systems, support and resources.

Sustainability refers to the capacity of an NGO to maintain its activities over time. Often, when we hear the term sustainability, the first thing that jumps to mind is money. But sustainability is about much more than that. It starts with the organization's vision and mission.

Vision and Mission Statements & Values

Your NGO's vision describes the long-term changes you seek and how people's lives will be better thanks to your work. Your mission is the unique way your organization contributes to turning that vision into reality. It is necessary that you put your vision and mission into writing.

As your NGO gains experience, or as new needs emerge in the community, you will likely need to refine your mission. Imagine a lawyer who wants to help migrant workers in his city. He starts an NGO called Migrant Workers' Support Network (MWSN). Initially, his mission is broad: Help migrant workers. Later, he realizes the mission is too broad and his NGO lacks focus. So he narrows the mission to: *Advocate for the rights of migrant workers in detention*. Now he knows exactly where to channel the NGO's resources. But as time passes, he discovers other unaddressed needs that his NGO can meet, such as improving housing and working conditions, so he decides to redefine his mission again: *Support migrant workers to live with safety, security and dignity in our community*.

Vision and Mission: development or review

Now it is time to dream. If we are planning we need to know where we want to go, so our planning can have a direction. To define where we want to be we will use the vision of the organisation, which can be defined as a shared vision of success and it is the pursuit of this success which inspires and motivates people to work together.

We can define 2 types of vision:

- one which refers to the organisation internally and then we will have to imagine how do we want the organisation to be.
- one external vision which focuses on what the world will be if our organisation achieves its purpose.



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- one which refers to the organisation internally and then we will have to imagine how do we want the organisation to be.
- one external vision which focuses on what the world will be if our organisation achieves its purpose.

The vision of the organisation should challenge and inspire the group to work together to the utmost of their capabilities in order to achieve the purpose of the organisation.

This purpose is sometimes called “Mission” and it can be defined as “the reason for being of the organisation” (Allison and Kaye, 1997) or we could also say that Mission is the role of the organisation in respect of the vision.

Of course there are different opinions on the contents of a Mission Statement. Different authors emphasise different aspects. In summary then, a mission statement (sometimes called purpose statement) could include:

- What the organisation intends to achieve.
- What we are good at. As a distinctive characteristic compared to other organisations.
- What we do, who we do it for and how we do it
- It should reflect the values of the organisation and its specificity.

Mission statements should be concise, clear and attractive. Here we have some examples of mission statements of different youth organisations:

IFM-SEI – International Falcon Movement- Socialist Educational International – seeks, through its member organisations, to develop children and young people with a critical awareness of the world today. It strives to educate children and young people according to the basic principles of tolerance, equality and friendship.

TEJO – World Organisation of Young Esperantist – aims to improve understanding between young people from various nationalities and speaking different languages by promoting the use of the international language Esperanto.

YDC – Youth for Development and Co-operation – aims to strengthen youth structures that forge co-operation between young people, empowering them to actively shape their current and future livelihoods in order to reach a development that is environmentally sustainable, economical accessible and socially just.



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YEE – Youth and Environment in Europe – The aim of YEE is to promote lifestyles which are in harmony with nature, to protect and promote the proper use of resources in the world, to involve everybody into decision making process and provide education on the above mentioned ideas.

1 Vision Statement: Vision statement describes the goal that an organization aspires to accomplish in the long run. In other words, the vision statement is the summary of changes/ impact you would bring into the lives of the community you work for. 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.
Should be easy to remember.

30 EXAMPLE VISION STATEMENTS

Vision Statement: (Desired End-State) A one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or work.

The following vision statements were selected from the [top 100 nonprofits](#) (based on a series of web, social, and financial metrics).

Key Findings of 30 Example Vision Statements

- The best visions are **inspirational, clear, memorable, and concise**.
- Avg length for the full 30 organizations listed here is **only 14.56 words** (excluding brand references)
- Avg length for the first 15 organizations is only **10.5 words** (excluding brand references).
- The shortest contains only three words (Human Rights Campaign)
The longest contains 31 words (Amnesty International)

Oxfam: A just world without poverty (5 words)

Feeding America: A hunger-free America (4 words)



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Human Rights Campaign: Equality for everyone (3)

National Multiple Sclerosis Society: A World Free of MS (5)

Alzheimer's Association: Our vision is a world without Alzheimer's (7)

Habitat for Humanity: A world where everyone has a decent place to live. (10)

Oceana seeks to make our oceans as rich, healthy and abundant as they once were. (14)

Make-A-Wish: Our vision is that people everywhere will share the power of a wish (13)

San Diego Zoo: To become a world leader at connecting people to wildlife and conservation. (12)

The Nature Conservancy: Our vision is to leave a sustainable world for future generations. (11)

Ducks Unlimited is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever. (13)

In Touch Ministries: proclaiming the Gospel of Jesus Christ to people in every country of the world. (14)

NPR, with its network of independent member stations, is America's pre-eminent news institution (12)

World Vision: For every child, life in all its fullness; Our prayer for every heart, the will to make it so (19)

Teach for America: One day, all children in this nation will have the opportunity to attain an excellent education. (16)

ASPCA: That the United States is a humane community in which all animals are treated with respect and kindness. (18)

Cleveland Clinic: Striving to be the world's leader in patient experience, clinical outcomes, research and education. (14)

Goodwill: Every person has the opportunity to achieve his/her fullest potential and participate in and contribute to all aspects of life. (21)

Smithsonian: Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world (17)

WWF: We seek to save a planet, a world of life. Reconciling the needs of human beings and the needs of others that share the Earth... (25)

Save the Children: Our vision is a world in which every child attains the right to survival, protection, development and participation. (18)

Kiva: We envision a world where all people – even in the most remote areas of the globe – hold the power to create opportunity for themselves and others. (26)

Leukemia & Lymphoma Society: Cure leukemia, lymphoma, Hodgkin's disease and myeloma, and improve the quality of life of patients and their families. (18)



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Boy Scouts of America: To prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law. (24)

charity: water believes that we can end the water crisis in our lifetime by ensuring that every person on the planet has access to life's most basic need — clean drinking water. (28)

Clinton Foundation: To implement sustainable programs that improve access worldwide to investment, opportunity, and lifesaving services now and for future generations. (19)

VFW: Ensure that veterans are respected for their service, always receive their earned entitlements, and are recognized for the sacrifices they and their loved ones have made on behalf of this great country. (32)

Special Olympics: To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different. (28)

Creative Commons: Our vision is nothing less than realizing the full potential of the Internet — universal access to research and education, full participation in culture — to drive a new era of development, growth, and productivity. (33)

Amnesty International: Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. (31)

What does this mean for you?

Is your vision statement longer than 20 words? Can you get it below 15? Below 10? Design your vision statement to clearly communicate what you are working to achieve in a way that people can remember it and communicate this to others. If you can't get your full vision below 15 words, consider also creating a vision tagline (2-6 words) which people can more easily remember.

2 Mission statement: Now that you have a vision for your organization, you will need a plan to achieve it. This is where Mission statements come into play, mission statement describes the process of how the organization will lead to its vision. 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



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Some examples of the mission statement of some international NGOs to help you in writing mission statement for your NGO.

✦ IUCN: *"Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable."*

✦ WWF: *WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by: conserving the world's biological diversity. ensuring that the use of renewable natural resources is sustainable.*

✦ Green Peace: *"Greenpeace is the leading independent campaigning organization that uses peaceful protest and creative communication to expose global environmental problems and to promote solutions that are essential to a green and peaceful future."*

✦ Care: CARE's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility. We promote lasting change by:

- o Strengthening capacity for self-help
 - o Providing economic opportunity
 - o Delivering relief in emergencies
 - o Influencing policy decisions at all levels
- Addressing discrimination in all its forms.

50 EXAMPLE MISSION STATEMENTS

An organizations mission statement should clearly communicate what it is that they do. Many mission statements succumb to an over use of words in general, but especially jargon. Good mission statements should be **clear, memorable, concise**. Some might also add "inspiring" to the list of descriptors. We don't altogether disagree, but we find that including this as an up-front criteria often ends up with a Frankenstein that is part mission, part vision statement (desired end-state), and almost always too long.



Mission Statement

A one-sentence statement describing the reason an org or program exists (what they do), which is used to guide priorities, activities, and responsibilities



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The following are **50 mission statements** selected from the top 100 nonprofits list (based on a series of web, social, and financial metrics).

Details on how this list was compiled can be found by scrolling down to the bottom of the page.
General Findings

- The best mission statements are **clear, memorable, and concise**
- Avg length for the full 50 organizations listed here is **only 15.3 words** (excluding brand references)
- Avg length for the first 20 organizations below is **only 9.5 words** (excluding brand references).
- The shortest contains only two words (TED)

The longest contained 235 words (UNHCR)

50 Mission Statements from Top Nonprofits

TED: Spreading Ideas. (2 words)

The Humane Society: Celebrating Animals, Confronting Cruelty. (4 words)

Smithsonian: The increase and diffusion of knowledge. (6 words)

Wounded Warrior Project: To honor and empower wounded warriors. (6)

Best Friends Animal Society: A better world through kindness to animals. (7)

Livestrong: To inspire and empower people affected by cancer. (8)

Invisible Children: To bring a permanent end to LRA atrocities. (8)

Public Broadcasting System (PBS): To create content that educates, informs and inspires. (8)

USO lifts the spirits of America's troops and their families. (9)

National Wildlife Federation: Inspiring Americans to protect wildlife for our children's future. (9)

American Heart Association: To build healthier lives, free of cardiovascular diseases and stroke. (10)

Oxfam: To create lasting solutions to poverty, hunger, and social injustice. (10)

Environmental Defense Fund: To preserve the natural systems on which all life depends. (10)

New York Public Library: To inspire lifelong learning, advance knowledge, and strengthen our communities. (10)

The Nature Conservancy: To conserve the lands and waters on which all life depends. (11)

CARE: To serve individuals and families in the poorest communities in the world. (12)



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Monterey Bay Aquarium: The mission of the non-profit Monterey Bay Aquarium is to inspire conservation of the oceans. (12)

National Parks Conservation Association: to protect and enhance America's National Park System for present and future generations. (13)

JDRF: To find a cure for diabetes and its complications through the support of research. (14)

Heifer International: To work with communities to end hunger and poverty and care for the Earth. (14)

charity: water: We're a non-profit organization bringing clean, safe drinking water to people in developing countries. (14)

ASPCA: To provide effective means for the prevention of cruelty to animals throughout the United States. (15)

Defenders of Wildlife is dedicated to the protection of all native animals and plants in their natural communities. (15)

Amnesty International: To undertake research and action focused on preventing and ending grave abuses of these rights. (15)

Human Rights Campaign is America's largest civil rights organization working to achieve lesbian, gay, bisexual and transgender equality. (15)

Creative Commons develops, supports, and stewards legal and technical infrastructure that maximizes digital creativity, sharing, and innovation. (15)

Kiva: We are a non-profit organization with a mission to connect people through lending to alleviate poverty. (16)

March of Dimes: We help moms have full-term pregnancies and research the problems that threaten the health of babies. (16)

American Diabetes Association: To prevent and cure diabetes and to improve the lives of all people affected by diabetes. (16)

Habitat for Humanity International: Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope. (16)

In Touch Ministries: To lead people worldwide into a growing relationship with Jesus Christ and to strengthen the local church. (17)

Cleveland Clinic: To provide better care of the sick, investigation into their problems, and further education of those who serve. (18)

The U.S. Fund for UNICEF fights for the survival and development of the world's most vulnerable children and protects their basic human rights. (18)

Leukemia & Lymphoma Society: Cure leukemia, lymphoma, Hodgkin's disease and myeloma, and improve the quality of life of patients and their families. (18)

Teach for America is growing the movement of leaders who work to ensure that kids growing up in poverty get an excellent education. (20)



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Save the Children: To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives. (20)

San Diego Zoo is a conservation, education, and recreation organization dedicated to the reproduction, protection, and exhibition of animals, plants, and their habitats. (20)

Ducks Unlimited conserves, restores, and manages wetlands and associated habitats for North America's waterfowl. These habitats also benefit other wildlife and people. (20)

Make-A-Wish: We grant the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy. (21)

American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors. (21)

National Multiple Sclerosis Society: We mobilize people and resources to drive research for a cure and to address the challenges of everyone affected by MS. (21)

Doctors without Borders (Médecins Sans Frontières) works in nearly 70 countries providing medical aid to those most in need regardless of their race, religion, or political affiliation. (21)

Feeding America: To feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger. (22)

Susan G Komen for the Cure is fighting every minute of every day to finish what we started and achieve our vision of a world without breast cancer. (24)

Audubon: To conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth's biological diversity. (24)

Mayo Clinic: To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research. (24)

The Rotary Foundation: To enable Rotarians to advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty. (24)

AARP: To enhance quality of life for all as we age. We lead positive social change and deliver value to members through information, advocacy and service. (25)

Boy Scouts of America: To prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law. (25)

NPR: To work in partnership with member stations to create a more informed public – one challenged and invigorated by a deeper understanding and appreciation of events, ideas and cultures. (28)

What does this mean for you?

Is your mission statement longer than 20 words? Can you get it below 15? Below 10? Design it to clearly communicate what you do in such a way that people can remember it and communicate this to others. If you can't get a mission statement below 15 words, consider also creating a mission tagline (2-6 words) which people can more easily remember.



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What is the difference between a mission statement and a vision statement?

by Drew McLellan

This seems to be a question that torments organizations of all kinds and size.

What is the difference between a mission statement and a vision statement?

Here's how we explain it to clients:

Your mission is what you do best every single day, and your vision is what the future will be like because you deliver on that mission so brilliantly every day.

Each one should be no more than 10 words apiece. No long paragraphs, no lengthy mis-sives. Not 3 things or 5 things.

10 words for each.

Can you do it?

3.Values

What Are Values? How Do We Develop Them? And How Do They Guide Your NGO?

Values are the principles an NGO commits to uphold in all aspects of its work. Accountability and transparency are two values all NGOs must share. Your NGO should discuss and agree on others that are important to who you are. Some NGOs identify values related to the quality of their work, while others define their values in relation to how they work with others. Still others choose values that say something about their view of the world.

Young Women Unite might state its core values as:

- *Non-violence — All women and girls have the right to live in violence-free families and communities.*
- *Respect — All women and girls have the right to be treated with respect and dignity.*
- *Empowerment — All women and girls have the right to make their own decisions and control their own lives.*
- *Partnership — Civil society must work together to bring about peaceful communities. No single NGO or other entity can do it alone.*
- *Community Leadership — Efforts to build peaceful communities should be led by women and girls from the community.*

Once an NGO's leaders agree on their core values, they should use them to guide decisions about:

- Projects and activities. For example, Young Women Unite's first project was a series of "Know Your Rights" workshops for women, with messages and approaches based on the NGO's core values. This initiative focused on building the participants' critical thinking and empowering them to speak out.



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- Internal operations. An NGO's employees should be treated in a way that reflects the organization's values. Young Women Unite made sure it always treated its staff, volunteers and constituents with respect. It also nurtured young women to move into leadership positions in the organization.
- External relations. Young Women Unite ended a partnership with another NGO because it did not respect the ideas and opinions of young women.

Our core values (green peace)

Personal Responsibility and Nonviolence

We take personal responsibility for our actions, and we are committed to nonviolence. These principles are inspired by the Quaker concept of 'bearing witness', which is about taking action based on conscience – personal action based on personal responsibility. We are accountable for our actions, and everyone on a Greenpeace action is trained in nonviolent direct action.

Independence

We ensure our financial independence from political or commercial interests. We do not accept money from either companies or governments. And we mean any money. Individual contributions, together with foundations grants, are the only source of our funding. Our independence gives us the authority we need to effectively tackle power, and make real change happen.

Greenpeace has No Permanent Friends or Foes

In exposing threats to the environment and finding solutions we have no permanent allies or adversaries. If your government or company is willing to change we will work with you to achieve your aims. Dither, backtrack or turn around and we will be back.

What matters isn't words, but actions, and, as far as we're concerned, there's only one standard in this: The environment has to benefit.

Promoting Solutions

We seek solutions for, and promote open, informed debate about society's environmental choices. We don't work to manage environmental problems, we work to eliminate them. That's why we developed our roadmap to save the seas through the establishment of marine reserves, and an Energy [R]evolution blueprint that points the way to a clean economy. It's not enough for us to point the finger; we develop, research and promote concrete steps towards a green and peaceful future for all of us.

Communicating Your Values, Vision and Mission

An NGO must communicate its values, vision and mission to all of its stakeholders: project participants, the broader community, and current and potential funders and partners. If they are going to trust you, work with you, support you and hold you accountable, then they need to understand who you are and what you do. NGO leaders also need to make sure that the staff, board members and volunteers fully understand the values, vision and mission, and reinforce them in their day-to-day work. Communication is at the heart of achieving this understanding.



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- When you recruit new people to join your organization, share your values and vision with them. Ask them how they understand and relate to them. Someone who does not share your values or believe in your mission should not be invited to join.
- When you have board and staff meetings, write your values, vision and mission statement up on large sheets of paper and place them where everyone can see them. Start your meeting by reading them aloud, then use them to guide discussions and decisions.
- If you have a website, post your values, vision and mission publicly and make sure they are easy to find. Many NGOs put them under "About Us" or "Who we are and what we do."
- Provide orientation and training on the values, vision and mission to all board members, staff and volunteers. These are your NGO's ambassadors. They must be able to communicate your NGO's values, vision and mission.
- When you meet prospective partners, allies, supporters or donors, start by explaining your values, vision and mission. Prepare a one-page sheet with your formal statements and a folder with information about your projects, flyers, and a few photos of what you do.

In the business world, companies sell tangible merchandise and services, for example, a computer, a television, a table, an airplane ride. As an NGO, you sell your values, vision and mission. If you cannot communicate them effectively, you will not be able to get others to buy them.

An NGO's values, vision and mission all work together and feed into one another. The mission flows from the vision, and they both need to be aligned with the values. Together, they tell a powerful story about what your NGO stands for.

Young Women Unite's Values, Vision and Mission

Our Values

- Nonviolence — All women and girls have the right to live in violence-free families and communities.
- Respect — All women and girls have the right to be treated with respect and dignity.
- Empowerment — All women and girls have the right to make their own decisions and have control over their lives.
- Partnership — Civil society must work together to bring about peaceful communities. No single organization can do it alone.
- Community Leadership — Efforts to build peaceful communities should be led by women and girls from the community.

Our Vision

We envision a society in which all people are safe in their homes, schools and communities; are treated with respect and dignity; and have equal opportunities to develop and activate their leadership abilities.



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Our Mission

The mission of Young Women Unite is to build the capacity of young women to end violence in our community. We do this by:

- Providing educational workshops in schools and community centers.
- Training peer educators to be youth leaders who inform others and speak out on this issue.
- Developing curricula and training other organizations to conduct workshops in their communities.

EXAMPLES OF VISION MISSION & VALUES (PRINCIPLES)

Cure Violence (9th of The Top 10 Influential NGOs)

A World Without Violence

Cure Violence is guided by clear understandings that violence is a health issue, that individuals and communities can change for the better, that community partners and strategic partnerships are keys to success, and that rigorous, scientific, professional ways of working are essential for effectiveness.

Cure Violence Mission

To reduce violence globally using disease control and behavior change methods.

Cure Violence Goals

1. Implement the Cure Violence model in urban areas around the world.
Shift the thinking, policy, and practice as it relates to violence such that it is seen primarily as health issue.

Cure Violence Vision

Cure Violence envisions a world without violence.

We want to change the mindset of everyone away from “bad” people and toward understanding violent behavior as people with health problems. We ultimately want to shift the worldview of violence away from prosecution and focus more on prevention. If we can convince more and more people to properly re-understand violence as a disease, then we can treat it accordingly by stopping the epidemic, reversing it and curing it.

London Youth

London Youth is a network of diverse community youth organisations serving young people of all backgrounds right across the capital.

Our **mission** is to support and challenge young people to become the best they can be.

Our **vision** is that all young Londoners grow up healthy, able to navigate a fulfilling career and make a positive contribution in their communities.

We support them to develop the confidence, resilience and relationship skills they need to do this, delivering with and through our network of community youth organisations and at our two residential centres.



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We work with all young people but place a particular emphasis on those who wouldn't otherwise have access to the kind of opportunities we offer.

We want all young Londoners to have the best of this incredible capital city; for it to invest in their potential, encourage them as leaders in their communities, and open up opportunities for them to thrive.

We deliver our mission through four strategic objectives:

1. **Membership Development** – Developing, training, connecting and quality assuring our membership network to deliver good youth work
 2. **Opportunity** – Creating a broad and inclusive range of quality opportunities for young people in social action, sports development, employability and outdoor education
 3. **Voice** – Ensuring our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion
 4. **Best we can be** – Being the best we can be ourselves; fundraising effectively, financially robust and a great place to work And we strive to act in line with our four simple principles:
 - **Honesty** – about what works (and what doesn't) and we learn from our mistakes
 - **Collaboration** – with each other, young people, our members, and the world beyond
 - **Improvement** – committed to continual improvement
- Fun** – because we think people learn best when enjoying themselves



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What is 'Organizational Structure'

Organizational structure is a system that consists of explicit and implicit institutional rules and policies designed to outline how various work roles and responsibilities are delegated, controlled and coordinated. Organizational structure also determines how information flows from level to level within the company. For example, in a centralized structure, decisions flow from the top down, while in a decentralized structure, the decisions are made at various different levels.

BREAKING DOWN 'Organizational Structure'

Organizational structure, stated simply, defines a specific hierarchy within an organization, and businesses of all shapes and sizes use it heavily. A successful organizational structure defines each employee's job and how it fits within the overall system. This structuring provides a company with a visual representation of how it's shaped and how it can best move forward in achieving its goals. Organizational structures are normally illustrated in some sort of chart or diagram.

Common Types of Organizational Structures

At its highest level, an organizational structure is either centralized or decentralized. Traditionally, organizations have been structured with centralized leadership and a defined chain of command. The military, for example, is an organization famous for its highly centralized structure, with a long and specific hierarchy of superiors and subordinates. However, there has been a rise in decentralized organizations, as is the case with many technology startups. This allows the companies to remain fast, agile and adaptable, with almost every employee receiving a high level of personal agency.

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.



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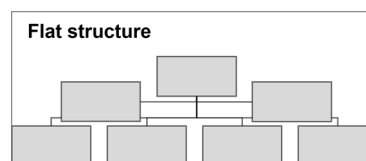
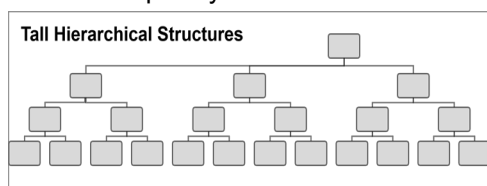
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2. Flat structures have been a recent response to the downsizing of businesses in order to increase efficiency and profitability. Are these appropriate structures in an NGO environment? Using the language of advocates of formal structures, flat structures 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



Job descriptions

For the Board Members/Managers, a job description clarifies placement of a position in the structure. This placement is usually made, after due consideration to ensure that levels of authority, roles, responsibilities, and reporting, the staff person or incumbent can be effective and efficient, while contributing to the achievement of organizational goals and objectives, in the particular job.

For the staff/active member, a job description clarifies his or her duties, tasks, roles, and responsibilities. It spells out the skills, qualifications, and even personal qualities that the staff member should possess.



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Managing Members and Volunteers

One of the challenges for a manager is knowing how to “manage” members and volunteers. Although they can be an asset to any organization and fulfill important roles, they are not really staff with specific job descriptions, supervisory relationships, and levels of authority. It is important that you and your Board define the roles of members and/or volunteers clearly, and develop specific structures or activities to attend to their needs, keep them involved and motivated, and receive their inputs or feedback.

C-Organizational-Sustainability.docx

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...”

The Pillars of Sustainability: Planning, Management, Evaluation

Sustainability requires systems for planning, management and evaluation. Regular planning must take place at multiple levels: project plans, fundraising plans, overall organizational plans, short-term plans, long-term plans. Planning systems enable you to organize your work, respond to needs and anticipate challenges. Management systems are the tools to establish clear responsibilities and procedures for handling everything from money and staff to projects and timelines. Finally, evaluation systems inform you of the results you are achieving

Committed Leadership

Building and sustaining an NGO takes people with different kinds of knowledge and skills: project managers, proposal writers, website developers, fundraisers and survey takers, to name a few.



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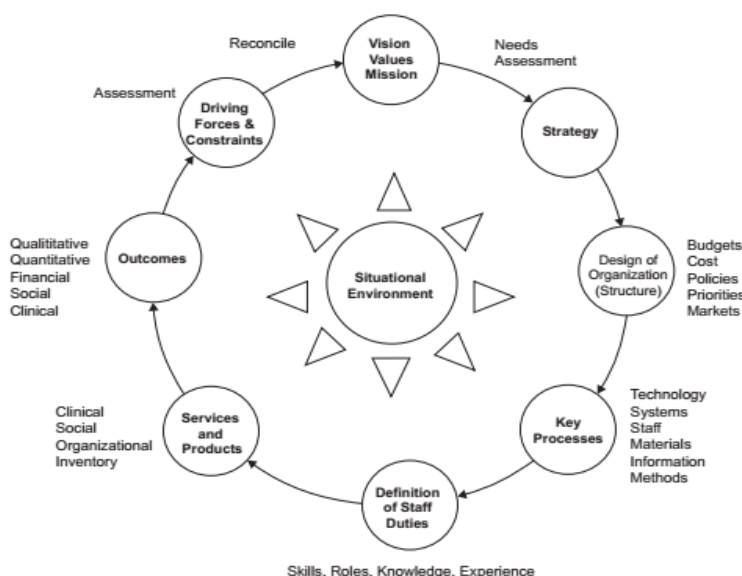
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But, above all, NGOs need leaders — people committed to the organization and willing to spend time and effort directing its work. Typically, the leadership group consists of an executive director, senior staff and the board of directors. An NGO's leaders take on extra responsibility for making sure the NGO has a clear mission, effective programs and efficient management of its resources.

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.

Figure 1: Process of Assessing Sustainability Options



Source: Abt Associates



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Conclusion

A clear mission and vision; relevant and effective projects and activities; good planning, management and evaluation; committed leadership; strong relationships; and a diverse base of financial support are the building blocks that sustain an NGO over time. From the moment you found an NGO, think about sustainability at every step. For example, when you carry out strategic planning, assess your NGO's strengths and set goals for improving its weaknesses to promote the organization's long-term viability.



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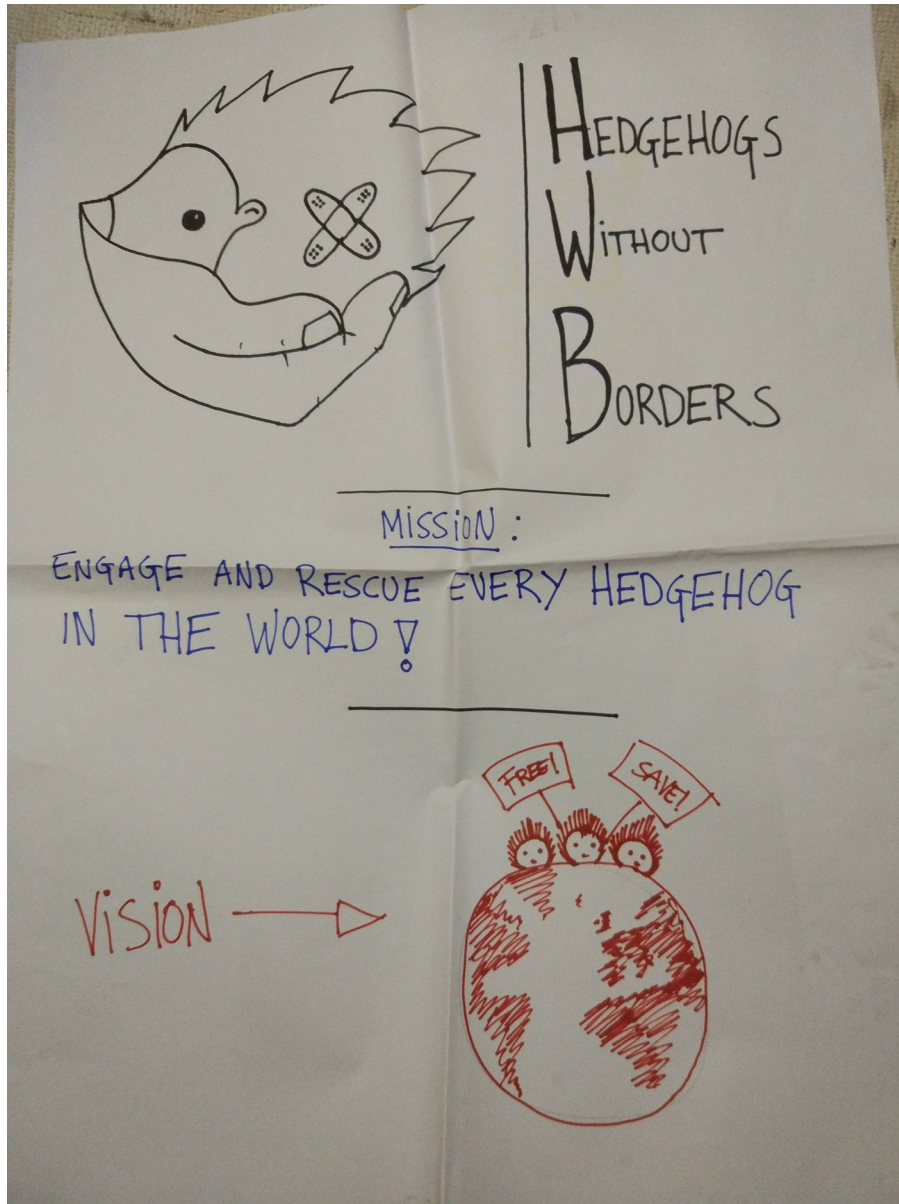
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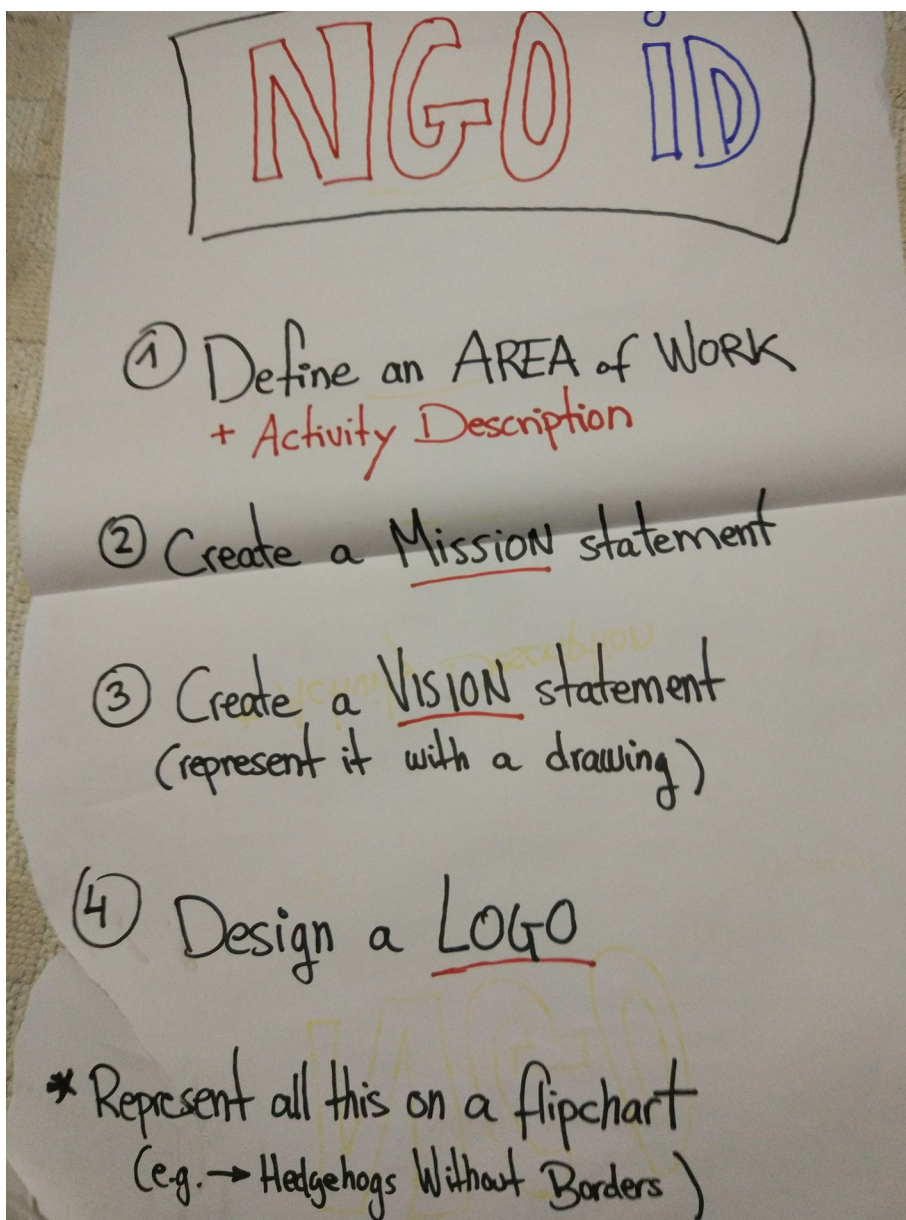
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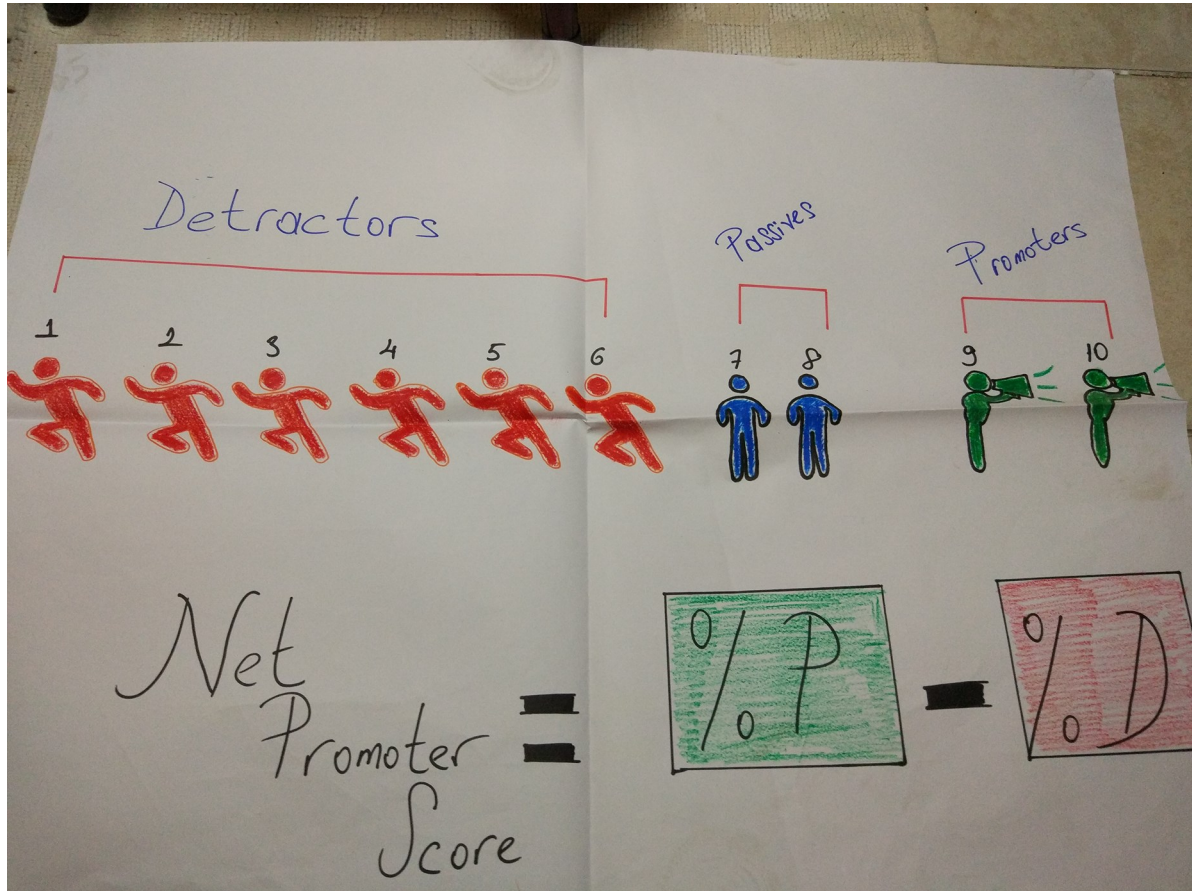
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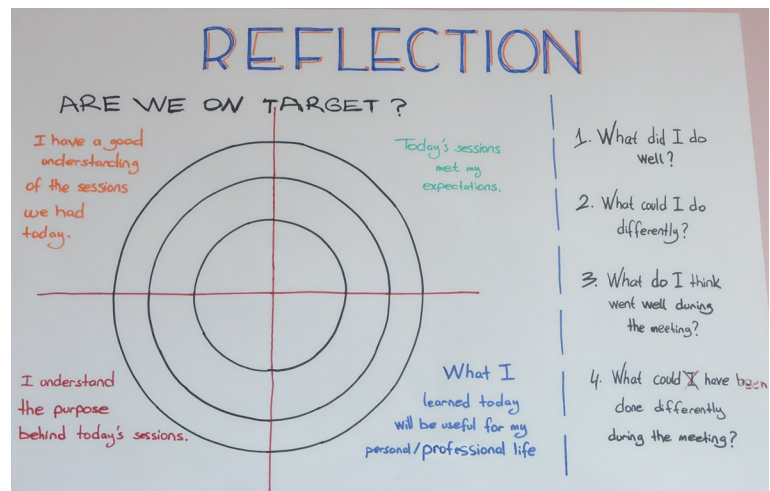
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Photos from our workshop

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