

An Internet Resource Guide on Organizational Development

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Inclusion of a site in this guide does not constitute an endorsement by USAID. Please send corrections, additions and comments to dott@usaid.gov

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Capacity Assessment

Allavida

<http://www.allavida.org/>

Allavida is an international development organization that works to enable local action. Their mission is to help people acquire the skills, knowledge, confidence and resources to lead local action and achieve constructive change in their communities. Allavida's main development programs are in South East Europe, East Africa, and Central Asia. In each region their work encompasses grant making, training and mentoring, research and publishing, support for associations and networks, and convening seminars. Allavida also publishes *Alliance* magazine, a global resource that examines issues relevant to all those working to strengthen civil society across the world. Their wider publishing program includes studies of various country's non-profit sector, as well as thematic research reports.

Capacity Assessment and Development in a Systems and Strategic Management Context, Technical Advisory Paper No.3

<http://magnet.undp.org/Docs/cap/CAPTECH3.htm>

An interesting paper on assessing capacity development requirements and planning for them in a sustainable manner. Produced by the Management Development and Governance Division, Bureau for Development Policy, UNDP. Includes: PART I : INTRODUCTION AND DEFINITIONS, PART II: USING THE CAPACITY GUIDELINES, PART III: CAPACITY GUIDELINES AND THE UNDP PROGRAMME APPROACH, ANNEXES (1 Suggested Reading, 2 Optional Approaches (Tools, Techniques) To Capacity Assessments, 3 Important Questions Regarding Implementation of Capacity Initiatives, 4 Characteristics of Successful Capacity Development Implementation, 5 A case Example-- Governance Programme)

Capacity.org

http://www.capacity.org/Web_Capacity/Web/UK_Content/Navigation.nsf

Capacity.org is an initiative of the European Centre for Development Policy Management with the aim of looking at policy and practice of capacity development within international development cooperation. With a focus on both the "why" of capacity development - fostering debate on policy questions - and the "how" of capacity development - learning from practical experiences in the field. *Capacity.org* aims to "unbundle" the complex of ideas and practices surrounding this term. In particular, it aims to encourage perspectives and experiences from the South, to provide ease of access to related materials and topics, and to promote a virtual platform for exchange. Designed with development researchers, practitioners and decision-makers in primarily Africa and donor countries in mind, and drawing on publications, reports, viewpoints and experiences of individuals and organizations involved in capacity development work, *Capacity.org* offers a range of services to users: A quarterly "newsletter" comprising a welcome letter, guest contributions, selected bibliography and abstracts of current information; A virtual library providing access to full text publications, stored in a database and supported by a search facility; hyperlinks to related websites, including a list of organizations active in the field of capacity building, and a regular update of relevant programs and events.

The DOSA Page

<http://www.edc.org/GLG/CapDev/dosapage.htm>

The DOSA Page is a place for forging new directions in PVO/NGO organizational capacity building. DOSA is a powerful change process that offers participating organizations concrete assessment tools and change methods suited to organizational climate and culture. The DOSA page is dedicated to helping PVOs and NGOs develop new methods to identify organizational strengths and weaknesses, interpret highly valuable data generated by the process and to translate findings into action plans for meaningful change. Site includes tools, information on interpreting results, and companion tools and resources.

International HIV/AIDS Alliance - NGO Capacity Analysis: A Toolkit for Assessing and Building Capacities for High Quality Responses to HIV/AIDS

<http://www.eldis.org/cf/rdr/rdr.cfm?doc=DOC16033>

This document from the International HIV/AIDS Alliance is a toolkit for assessing and building capacities for HIV/AIDS responses. It is aimed at people and organizations that support non-governmental organizations and community-based organizations responding to HIV/AIDS in developing countries and can be used to identify capacity building needs, plan technical support interventions and monitor and evaluate the impact of capacity building. The toolkit identifies five areas where capacity is important for delivering and supporting responses to HIV/AIDS: organizational strength; HIV/AIDS technical capacity; promotion of participation of people living with HIV/AIDS and other affected communities; partnerships, referral systems and co-ordination; and involvement in evidence and consultation-based advocacy. The toolkit provides tools and guidance for a range of activities. This includes planning and preparing for capacity analysis with management and developing an organizational profile. It outlines how to facilitate a 1 to 2 day capacity analysis workshop aimed at staff, management and volunteers to discuss and self-assess capacities and to prioritize areas for capacity building.

Marguerite Casey Foundation Organizational Capacity Assessment Tool

http://www.caseygrants.org/pages/resources/resources_downloadassessment.asp

The Marguerite Casey Foundation Organizational Capacity Assessment Tool is a self-assessment instrument that helps nonprofits identify capacity strengths and challenges and establish capacity building goals. It is primarily a diagnostic and learning tool. Results from the Assessment can also help grantmakers deepen their understanding of the current capacity of their grantees as well as track their growth in capacity over time.

Measuring Institutional Capacity, TIPS No. 15, 2000

http://www.dec.org/pdf_docs/pnacg612.pdf

From the USAID Series: Recent Practices in Monitoring and Evaluation. USAID Center for Development Information and Evaluation. (CDIE) Document provides an overview on measuring capacity, and it discusses DOSA and OCAT as well as other capacity building/measuring tools

available. The annexes to the document have links to most of these tools:

http://www.dec.org/pdf_docs/pnacg624.pdf

MSI Integrated Toolkit for Institutional Development

http://www.msiworldwide.com/gral/nwproductsinfo/institutional_dev.htm

The MSI integrated Toolkit for Institutional Development is intended to be used by the non-profits themselves to address current shortcomings in the field of institutional development of non-profit organizations, including: inadequate measures of institutional capacity; difficulty diagnosing priority areas within an organization for improvement; lack of simple mechanisms to improve understanding by non-profit staff of the interrelated components of their organization; and inadequate mechanisms to compare institutional development across organizations. The Toolkit emphasizes participation, use of management systems, and the independence of the organization. The Toolkit provides both an analytic (table) and visual (graphic) presentation of results. The system is now fully automated. Utilization of the Toolkit can address many of the shortcomings listed above as well as help provide a useful way to develop consensus and unite energies among the Board, staff, beneficiaries, and donors.

Organizational Capacity Assessment (OCA)

http://www.pactworld.org/services/oca/index_oca.htm

Pact's unique methodology for organizational capacity assessment and strengthening (OCA) helps organizations anticipate and overcome the greatest barriers to organizational change and growth. Through a guided self-assessment and planning process, organizations reflect upon their performance, and select the tools and strategies they need to build capacity and broaden impact.

Participatory Organizational Evaluation Tool (POET)

<http://www.undp.org/csopp/CSO/NewFiles/toolboxpoet.htm>

POET is an acronym that stands for Participatory Organizational Evaluation Tool. It's also two concepts rolled into one: a tool, and a process. As an organizational capacity assessment tool, CSOs (Civil Society Organizations) and their partners use POET to measure and profile organizational capacities and consensus levels in seven critical areas, and assess, over time, the impact of these activities on organizational capacity (benchmarking). As an organizational development process, CSOs and their partners use POET to build capacity by bringing staff together in cross-functional, cross-hierarchical groups for open exchange; to identify divergent viewpoints to foster growth; to create consensus around future organizational capacity development activities; and, to select, implement and track organizational change and development strategies. POET was developed in 1998 by Beryl Levinger of Education Development Center and Evan Bloom of Pact with assistance from the United Nations Development Programme and numerous CSO colleagues. Based on a methodology called PROSE (Participatory, Results-Oriented Self-Evaluation), POET focuses on the needs of a very specific user population, Southern CSOs and their partners. Includes tool with information on how to score and interpret results.

Upstate Alliance for Nonprofit Excellence

<http://www.upstatealliancenp.org/assessmenttools/chart.php>

A list of over 20 tools for capacity assessment, including an evaluation of what type of organization each tool is suited for (new or established, type of organization, size of organization), a ranking of level of complexity, time to complete and cost. Many of the tools are free and links are provided.

Community Outreach

Benton Foundation Strategic Communications Toolkit

<http://www.benton.org/publibrary/toolkits/stratcommtool.html>

The Benton Foundation capacity building project documented best practices and lessons learned by nonprofits about the impact, successes, failures and struggles in using strategic communications. This toolkit catalogues valuable lessons and models for peer learning and archival reference purposes. Toolkit includes information on: What it takes to design & fund an effective communications technology strategy, including planning, audience development, message shaping, evaluation and funding; profiles, resources and tools to help you implement your plans for advocacy, building community, creating partnerships, reaching your audience; communications trends in funding, e-commerce, nonprofit policy and more issues important to the nonprofit sector.

Enabling Environment

THE INTERNATIONAL JOURNAL OF CIVIL SOCIETY LAW

<http://www.law.cua.edu/students/orgs/ijcsl/>

Published by the Catholic University School of Law, the IJCSL seeks to provide a venue for an international readership to learn about and express opinions on developments in law affecting civil society. Fulltext of the journal is available on this site.

ICNL Country Laws and Reports

<http://www.icnl.org/databasesearch.asp>

ICNL's Online Library and Database offers access to documents affecting NGO law, governance issues, tax regulations, NGO codes of ethics, etc. from more than 160 countries around the world. There are over 2100 documents in ICNL's hard copy library, and these are being digitized so as to make them available to a world-wide audience online. Documents not available on-line may be obtained from ICNL (payment of shipping and handling costs is required).

Nonprofit Resource Law Library

http://www.hurwitassociates.com/l_start_forming.html#BylawsBoard

Free online legal resources for nonprofit organizations. Includes resources on the following: Starting Up: Nonprofit & Foundation Basics; State-By-State: Filings, Compliance & Statutes; Nonprofit Organizational Charts; Nonprofit Governance, Boards & Bylaws; Liability, Risk Management &

Insurance; Mergers, Affiliations and Re-organizations; Tax exemption; Charitable Contributions; Major Gifts, Grants & Restricted Funds; Executive Compensation & Intermediate Sanctions; Lobbying & Advocacy; The Nonprofit Entrepreneur; Taxation of Unrelated Business Income; The 21st Century Nonprofit; Links to Key IRS Web Pages; Links to Nonprofit Resources.

Financial Management

MANGO (Management Accounting for Nongovernmental Organisations)

<http://www.mango.org.uk/resources/healthcheck.asp>

Mango's Financial Management Health Check will help you gauge how healthy the financial management is in your NGO. The Health Check involves answering a simple set of questions. They cover all the key areas of NGO financial management. The Health Check can be run by any member of staff or trustee. You do not need specialist financial skills to complete it. It comes with a simple explanation of how it works and a glossary of financial terms. It has been particularly designed for small and medium sized organizations (or field offices). By the end of the Health Check you will be able to tell if the financial management in your NGO is healthy or sick - and whether you need to call a doctor!

Financial Sustainability

Grants Information Collection

<http://grants.library.wisc.edu/>

The Grants Information Collection is located in [Memorial Library](#) at the University of Wisconsin-Madison campus. It is one of a network of approximately 200 collections established by the [Foundation Center](#), an independent national service organization in New York, to provide an authoritative source of information on foundation and corporate giving for nonprofit organizations. Nonprofit organizations looking for grants will usually want to begin at the site, [Resources for Nonprofit Organizations](#).

Groundspring.org

<http://www.groundspring.org/techfolio>

Groundspring.org helps nonprofits use the Internet for fundraising, communications and advocacy. They offer a suite of affordable online services: DonateNow for credit card processing, EmailNow for email messaging, PublishNow for multi-page eNewsletter publishing, SurveyNow for surveys, AdvocacyNow to engage supporters online, and ebase for community relationship management. They also offer training workshops across the country and online, and free downloadable Internet strategy materials.

Human Resources

Energize.inc

<http://www.energizeinc.com/>

Site focused on effective utilization of volunteers. Online resources include: Monthly essays by volunteerism expert Susan J. Ellis on what's new in the field; More than 60 electronic and print books from three continents; Articles, book excerpts, links to research and other Web information, bibliographies – on all aspects of volunteerism, arranged by topic. Professional education courses and workshops, conferences, associations, periodicals, resource centers, awards programs, product vendors, and more—where to go for anything in the international volunteer field.

Iowa State University Extension Human Resources Library Bibliography on Organizational Development

<http://www.extension.iastate.edu/hr/subject7.html>

Online bibliography focused on the Human Resources dimensions of organizational development.

VolunteerMatch

<http://www.volunteermatch.org/techfolio>

VolunteerMatch's mission is to help everyone find a great place to volunteer. Since 1998 VolunteerMatch has been building and award-winning online network to bring communities closer together by using the power of the Internet to help thousands of civic-minded organizations find the volunteers they need.

Knowledge Management

Nonprofit quarterly

<http://www.nonprofitquarterly.org/>

The Nonprofit Quarterly is a unique print magazine that leaders count on to provide them with values based management information and proven practices. Each issue focuses on a theme of critical importance and provides you with the cutting edge, relevant and useful information you need to manage more effectively and advance your mission. Sample articles available free online as is subscription to free e-newsletter.

NPower Network Tools and Resources

<http://www.npower.org/tools/index.htm>

NPower is a growing network of independent, locally based nonprofits dedicated to one thing: Putting technology know-how in the hands of nonprofits. NPower's mission is to ensure all nonprofits can use technology to expand the reach and impact of their work. Individually, NPowers empower local nonprofits through a range of free to low-cost technology help, on-land and online. Collectively, the NPower Network is helping accelerate the mission enhancing use of technology across the nonprofit sector. Extensive Technology Resource Center includes: Caring for your

Technology; Creating and Maintaining Web Sites; Financial Management Tools; Fundraising Tools; E-Philanthropy; IT staffing; Internet; Application Service Providers; Mission Specific Technology Resources; Networks/Linking Computer Together; Technology Planning; Technology Training; and Wireless and Mobile Technology.

onPhilanthropy.com

<http://www.onphilanthropy.com/>

onPhilanthropy.com is a global resource for non-profit and philanthropy professionals. It is free of charge and features several industry-leading e-mail newsletters. onPhilanthropy.com is published by [Changing Our World, Inc.](#) a leading U.S. fundraising and philanthropic services company. In addition, onPhilanthropy.com is published with the support and guidance of their sponsors, some of the leading companies and organizations in the non-profit sector. They began publishing in 1999 with a monthly e-newsletter. onPhilanthropy.com has become one of the leading online voices in the sector. They've grown to five different newsletters and feeds, and welcome more than 100,000 non-profit and philanthropy professionals to their site and newsletters each month.

Origo Fourth Sector News

<http://www.origonews.com/index.php>

Origo Fourth Sector News is a news clipping service that documents the latest thinking and events relating to social enterprise, sustainability, philanthropy and the emerging fourth sector around the world. This site has been created to house the information generated by the Origo Fourth Sector News email newsletter. Find the latest articles, reports and events organized by category or by issue – or search the archives. Subscribe today! It's FREE.

TechSoup

<http://www.techsoup.org/techfolio>

TechSoup is the technology website for nonprofits. Each month, Techsoup receives almost 200,000 visits from people accessing technology tools, finding donated software, learning about technology topics, and talking with their peers. Created in 2000, TechSoup has evolved into a comprehensive resource for the entire nonprofit community.

VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations

<http://www.kluweronline.com/issn/0957-8765>

Official journal of the International Society for Third-Sector Research. Site provides links to free abstracts of all current and back issues. Full text requires purchase.

Leadership

BoardSource

<http://www.boardsource.org/default.asp?ID=1>

BoardSource, formerly the National Center for Nonprofit Boards, is an online resource for practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations worldwide. Through their highly acclaimed programs and services, BoardSource enables organizations to fulfill their missions by helping build strong and effective nonprofit boards. BoardSource provides: resources to nonprofit leaders through workshops, training, and an extensive Web-based database; governance consultants who work directly with nonprofit leaders to design specialized solutions to meet an organization's needs; the most comprehensive selection of material on nonprofit governance, including a large selection of booklets, books, videotapes, and audiotapes; an biennial conference that brings together approximately 700 board members and chief executives of nonprofit organizations from around the world.

CompassPoint's Board Café™ The newsletter for nonprofit boards.

http://www4.compasspoint.org/p.asp?WebPage_ID=652

Board Café is the electronic newsletter exclusively for members of nonprofit boards of directors. Short enough to read over a cup of coffee, Board Café offers a menu of ideas, information, opinion, news, and resources to help board members give and get the most out of board service. Each issue will bring you a cornucopia of "Little Ideas," as well as one "Big Idea" you can use in your board work.

Organizational Learning

An Annotated Bibliography of Foundational Literature in Organizational Behavior and Development

http://www.mnodn.org/about_OD/OD-bib.pdf

Compiled by Peter B. Vaill at the University of St.Thomas, 2001.

About.com Nonprofit Charitable Organizations

<http://www.nonprofit.about.com/>

Includes articles, information, links for nonprofits. Includes section on Resources for Religious and Faith-Based Nonprofits.

Bibliography for Personal Growth and Organizational Development

<http://www.dnr.state.md.us/irc/bib1.html>

Created by the Maryland Department of Natural Resources.

Changemakers.net

<http://www.changemakers.net/indexpati1.cfm>

Changemakers is an initiative of [Ashoka: Innovators for the Public](#) that focuses on the rapidly growing world of social entrepreneurship. Its mission is to provide inspiration, resources, and opportunities for those interested in social change throughout the world.

Charity Times

<http://www.charitytimes.com/frames/pages/all-of-me.htm>

Charity Times is the leading business and management magazine for UK non-profit professionals. Every six weeks it offers a wide range of in-depth, independently-written features and news analysis. **Charity Times Online** complements the printed publication, offering breaking news, a fortnightly email newsletter and features from leading suppliers to the sector, plus recruitment, archives and access to the largest marketplace of services for non-profit organizations.

ePRACTICES

<http://www.pointsoflight.org/resources/epractice/>

ePractices is an online source of effective practices that strengthen volunteer programs and organizations and lead to successful outcomes. From this page you can search for practices, submit a practice, or find out more about practice categories and issue areas related to effective practices.

FirstGov for Non-Profits

<http://www.firstgov.gov/Business/Nonprofit.shtml>

U.S. Government official information portal. Includes information on: Agency-Specific Nonprofit Resources; Fundraising and Outreach; Grants, Loans and Other Assistance; Laws & Regulations; Management and Operations; Online Services; Registration and Licensing; and Tax Information

Free Management Library

<http://www.managementhelp.org/topics.htm>

Lots of definitions, resources, materials and links provided as part of the Management Assistance Program for Nonprofits in Minnesota. The Free Management Library includes original material, which is updated regularly by MAP consulting managers, specialists in nonprofit management practices. The site also provides links to the best nonprofit resources on the Internet. It is a free community resource intended for users across the world.

GENIE – Global Electronic Nonprofit Information Express

<http://www.genie.org/>

Information and resources for the non-profit community. Includes links to online resources and publications. A project of the California Management Assistance Partnership (C-MAP).

Global Policy Forum

<http://www.globalpolicy.org/ngos/role/credindx.htm>

GPF is a non-profit, tax-exempt organization, with consultative status at the UN. Founded in 1993 by an international group of concerned citizens, GPF works with partners around the world to strengthen international law and create a more equitable and sustainable global society. GPF uses a holistic approach, linking peace and security with economic justice and human development, and we place a

heavy emphasis on networking to build broad coalitions for research, action and advocacy. GPF organizes the [NGO Working Group](#) on the Security Council, which meets frequently with Council ambassadors and top UN officials. GPF also provides information and analysis on the Council to the broader public. Archives of recent articles on legitimacy and credibility of NGOs among other topics can be found on their site.

IKNOW.org (Interactive Knowledge for Nonprofit Organizations Worldwide)

<http://www.iknow.org/index.cfm>

IKNOW.org was conceived and launched in 1997 by Tom Raffa, Managing Partner of [Raffa](#), who saw the power of the web to help answer the many questions he received from his nonprofit clients and other friends in the sector. He also saw the potential value of nonprofit leaders being able to easily find sources of quality information via the internet. Tom is one of the founding board members of the [Alliance For Nonprofit Management](#). Raffa sponsors the ongoing development of IKNOW.org as a reinvestment back in the nonprofit sector. Raffa provides accounting, consulting, technology, and business process outsourcing to nonprofit organizations from grassroots to global. Resources: Advocacy and Lobbying, Ethics and Accountability, News, Starting a Nonprofit, Board Governance, Education, Fundraising and Revenue, Human Resources, Legal Issues, Service Providers, Tax Issues, Technology, Vision and Strategy, Volunteerism.

Impact Alliance

http://www.impactalliance.org/ev_en.php

The Impact Alliance is the first global capacity building network committed to bringing the know-how of hundreds of leading edge organizations from all sectors of development to your door. This initiative is hosted by [PACT](#). Sign in to access high quality technical assistance, collaborate with peers, or exchange ideas, tools, training curricula and publications on capacity building.

Internet Nonprofit Center

<http://www.nonprofits.org/>

The Internet Nonprofit Center is a project of [The Evergreen State Society](#) based in Seattle, Washington, USA. The Internet Nonprofit Center is the home of the [Nonprofit FAQ](#). The FAQ is based on "frequently asked questions" – and their answers – drawn from the 'Nonprofit' email discussion forum (see <http://www.rain.org/mailman/listinfo/nonprofit>) and other online resources. Scores of items of information and advice about nonprofits are included in this online resource. The items come from discussions on email lists, in UseNet, and other sources.

INTRAC

http://www.intrac.org/Intrac/INTRACHomePage_en.html

INTRAC is a NGO (Non-governmental Organisation) supporting other NGOs. Their goal is to improve civil society performance by exploring policy issues, and by strengthening management and organizational effectiveness. They link development practice with analysis. Their work focuses on three themes: [Organizational Development](#), [Strengthening Civil Society](#), [Participatory Development](#)

They do this by a variety of approaches including: [INTRAC Training](#), [INTRAC Consultancy](#), [INTRAC Research](#) . On their website you can also find information about [INTRAC Publications](#).

McKinsey & Company – Insights Nonprofits can Use

<http://www.mckinsey.com/practices/Nonprofit/OurKnowledge/>

McKinsey seeks to enhance the state of management in the nonprofit sector by developing leading edge perspectives on critical topics, identifying and disseminating nonprofit managerial best practices, and framing the debate on defining issues. In this section, you can find a listing of all their information organized by function or by sector: BY SECTOR: Arts and Culture, Economic Development, Education, Global Public Health, Internal Aid and Development, Philanthropy, Social Services, Cross-Sector. BY FUNCTION: Capacity Building, Fund-Raising, General Management, Governance, Organization, Performance Management, and Strategy.

NGOConnect.NET

http://www.cap.tomoye.com/ev_en.php

NGOConnect.NET is an interactive web portal with tools, [resources](#) and participatory [communities](#) to promote NGO and NGO network capacity building and linkages throughout the developing world. NGOConnect.NET is a part of the Capable Partners (CAP) project, which improves the organizational capacity and sustainability of local NGOs and networks around the world through global training programs in advocacy, monitoring and evaluation, and public/private partnership building; small grant programs; the NGOConnect Web portal; and Associate Awards to meet specific USAID and Mission objectives. CAP is funded through a 5-year Leader With Associates Cooperative Agreement between the [United States Agency for International Development](#) (USAID) and the [Academy for Educational Development](#) (AED), in association with its main partner, [Management Systems International](#) (MSI).

NGO Manager

<http://ngomanager.org/>

NMG's aim is to help improve NGOs' performance and facilitate capacity building thus contributing to the sustainable development of civil society. It achieves this aim by developing and promoting concepts and tools for NGO management and facilitating their implementation, and serving as a world-wide knowledge hub for the exchange of experience and learning on the subject of management of NGOs and other civil society organizations. Site includes newsletter, online tools, and e-library.

NGONET.org

<http://www.ngonet.org/index.html>

An electronic networking resource for nongovernmental organizations in Central and Eastern Europe and the former Soviet Union, NGONet.org is administered by Freedom House Budapest under the Regional Networking Project. The Regional Networking Project encourages cross-border cooperation and communication between Central and East European NGOs, particularly public policy institutes,

or 'think tanks,' and civic activist organizations. Launched in 1995, the project is made possible through support provided by the U.S. Agency for International Development.

Non-Profit Good Practices Guide

<http://www.nonprofitbasics.org/Default.aspx>

The Nonprofit Good Practice Guide is a project of the Philanthropic and Nonprofit Knowledge Management Initiative (PNKM) at the [Dorothy A. Johnson Center for Philanthropy & Nonprofit Leadership](#). The Nonprofit Good Practice Guide is a one-stop shop for widely-accepted and innovative nonprofit practices offering Preferred Practices and Pitfalls, Glossaries, Resources, Trends and Web site Profiles within ten topic areas. Nonprofitbasics.org offers answers to virtually any question about managing nonprofits and foundations, leading staff to sources that contain an abundance of information. These good practices can be applied quickly and directly to improving an organization's performance. The Guide can be used as a reference for quick answers, in preparation for staff or board meetings, as a training tool, and in reference for classroom studies. Topic areas are: Accountability and Evaluation; Advocacy; Communications and Marketing; Foundations and Grant Making; Fundraising and Financial Sustainability; Governance; Management and Leadership; Staff Development and Organizational Capacity; Technology; and Volunteer Management.

NonProfit Sector and Philanthropy

<http://aaupnet.org/news/bfu/nonprofit/list.html#topicone>

Civil society, philanthropy and the nonprofit sector have attracted substantial attention in recent years. Law professor and scholar of the nonprofit sector Mark Sidel has compiled this bibliography of works on the third sector, philanthropy and civil society. Areas covered include: History and Theory of the Nonprofit Sector; Overviews of the Nonprofit Sector; Management, Leadership, Accountability, Governance, and Regulation; Social Activism and Social Change; Communications, Fundraising, and Resource Mobilization; International and Comparative Perspectives; Philanthropy, and Local Studies of Philanthropy and the Nonprofit Sector.

Nonprofit Support Center

<http://nonprofitsupportcenter.com/helpdesk/users/main.php>

The Nonprofit Support Center is established and sponsored by Guy Garman Ministries as an information clearinghouse to support Nonprofits, Faith-based, and Churches by collecting, organizing, analyzing, and disseminating information. From this area you can submit a help desk ticket to request support from their staff, chat live with a Nonprofit Expert, search their knowledge base of information and step through their troubleshooter to see steps to resolving a problem. Also, please check the [nonprofit bulletin Board](#) to post your needs.

Society for Organizational Learning

<http://www.solonline.org/>

SoL, the Society for Organizational Learning, is an intentional learning community composed of organizations, individuals, and local SoL communities around the world. SoL was created to connect corporations and organizations, researchers and consultants to generate knowledge about and

capacity for fundamental innovation and change by engaging in collaborative action inquiry projects. While bringing together "specialists", their goal is more than simple collaboration -- they strive to develop the researcher, capacity builder and practitioner in everyone. Their purpose is to discover (research), integrate (capacity development) and implement (practice) theories and practices of organizational learning for the interdependent development of people and their institutions and communities. SoL was formed in April of 1997 to continue the work of MIT's Center for Organizational Learning (1991-1997). [Peter Senge](#), author of the *The Fifth Discipline: the Art and Practice of the Learning Organization* is the founding Chairman of SoL.

Networks

NGO Cafe

<http://www.gdrc.org/ngo/index.html>

Realizing the growing importance and voice of NGOs in development in general, the NGO Café was set up on the internet as a meeting place for NGOs to discuss, debate and disseminate information on their work, strategies and results. The basic objectives of the Café are to assist NGOs in enhancing and improving their programmes and activities; to effect a better understanding of NGOs in general; and to enable NGOs to network at local, regional and international levels.

Resource Alliance

<http://www.resource-alliance.org/>

The Resource Alliance is an international network working to build the capacity of not for profit organizations to mobilize funds and local resources for their causes. They achieve this through training, knowledge sharing and networking activities worldwide. The Resource Alliance is a UK registered charity and has 501(c) 3 status in the US. Their website is full of valuable information on resource mobilization techniques, latest news, case studies, useful contacts and links, and about their conferences and workshops around the world. [Register now](#) for FREE to get access to their resources section.

Policy Advocacy

MediaNet

<http://www.internetnewsbureau.com/medianet/>

MediaNet is an online tutorial created by Internet News Bureau, Tracy Schmidt Consulting and CompassPoint Nonprofit Services, formerly the Support Center/NDC -- for the Media Day '99 Conference held in San Jose, CA on October 21, 1999. This tutorial covers several topics, including how to use this tutorial, reasons to establish an online presence, strategic media planning, how to use the Internet to conduct research, where to find national and local media on the Internet, how to write, pitch and distribute press releases, tools to help you find media coverage, ways to cater to journalists,

methods to promote your website such as search engine optimization, strategic link development and word of mouth, and online resources that you can use to promote your issue or organization.

Strategic Planning

Nonprofit Risk Management Center

<http://www.nonprofitrisk.org/>

The Nonprofit Risk Management Center was established in 1990 to provide assistance and resources for community-serving nonprofit organizations. Their mission is to help nonprofits cope with uncertainty. They offer a wide range of services (from technical assistance to software to training and consulting help) on a vast array of risk management topics (from employment practices, to insurance purchasing to internal controls and preventing child abuse). They provide free technical assistance by telephone or e-mail to nonprofit staff and volunteers. They produce affordable, easy-to-read publications (Some are free!). They offer an interactive risk assessment software program on the Web called Nonprofit CARES (Computer Assisted Risk Evaluation System). They publish a Community Risk Management and Insurance newsletter, which is distributed to thousands of nonprofits three times each year. (You may qualify for a free subscription.) They design and deliver workshops at events and conferences sponsored by nonprofit organizations, umbrella groups and associations, and insurance providers.

Organizational Change: An Annotated Bibliography

http://www.archives.gov/research_room/alic/staff_resources/organizational_change_bibliography/organizational_change.html

Produced by the Archives Library Information Center.

Standards

AccountAbility: The Institute of Social and Ethical AccountAbility

<http://www.accountability.org.uk/default.asp>

AccountAbility is an international, not-for-profit, professional institute dedicated to the promotion of social, ethical and overall organizational accountability, a precondition for achieving sustainable development. AccountAbility is dedicated to promoting accountability for sustainable development by: creating a credible assurance standard and underlying accountability framework; providing quality professional development and certification; advocating an enabling public policy environment for organizational accountability; developing innovative 'ideas-for-action' through research and practice.

AERDO, the Association of Evangelical Relief and Development Organizations

<http://www.aerdo.org/index.html>

AERDO was founded in 1978. It represents a network of 45 of the major evangelical Christian relief and development agencies across North America. The Board of Directors is comprised of a

representative from each member agency. AERDO is managed by a ten-member Executive Committee, elected from the membership board. Offers basic standards for members and specific guidelines for Gifts-in-kind (GIK).

Baldrige National Quality Program

<http://www.quality.nist.gov/Publications.htm>

The Baldrige Criteria for Performance Excellence provide a systems perspective for understanding performance management. They reflect validated, leading-edge management practices against which an organization can measure itself. With their acceptance nationally and internationally as the model for performance excellence, the Criteria represent a common language for communication among organizations for sharing best practices. The Criteria are also the basis for the Malcolm Baldrige National Quality Award process.

BBB Wise Giving Alliance

<http://www.give.org/index.asp>

The Alliance reports on U.S. nationally soliciting charitable organizations that are the subject of donor inquiries. These reports include an evaluation of the subject charity in relation to the voluntary [BBB charity standards](#). The BBB Wise Giving Alliance offers guidance to donors on making informed giving decisions through our charity evaluations, various "tips" publications, and publishes the quarterly *Better Business Bureau Wise Giving Guide*.

Council on Accreditation

<http://www.coanet.org/front-end/index.cfm>

The Council on Accreditation (COA) is an international, independent, not-for-profit, child- and family-service and behavioral healthcare accrediting organization. Founded in 1977 by the Child Welfare League of America and Family Service America, COA promotes standards, champions quality services for children, youth, and families; and advocates for the value of accreditation. In 2001, COA accredited or was in the process of accrediting more than 1,400 private and public organizations that serve more than 6 million individuals and families in the United States and Canada. COA accreditation is a process of evaluating an organization against best-practice standards. COA develops standards by using a consensus model with input from service providers, funders, policymakers and consumers across the United States and Canada. The standards represent up-to-date research findings, regulations, and practice experience that together serve to define quality organizational practice. COA's standards are comprised of organizational and management standards and service standards, including the full array of child and family services, behavioral healthcare services, financial management/debt counseling services, employee assistance program standards, and many service areas for which no other accreditor has standards.

ForeignAid.com

http://www.foreignaid.com/ratings/index.php?page=extra&pg=for_ngos

A non-profit organization providing certification for international NGOs. Get ForeignAID.com Certified – Free. As a ForeignAID.com Certified NGO you gain access to donors around the world by

being featured in their Global Catalog for Philanthropy which is accessed by foundations, corporations, international organizations, and individuals worldwide. In addition, your organization is featured on ForeignAID.com where you can connect directly with donors, volunteers, and other partners. Finally, your organization receives a ForeignAID.com Certified seal which you can place on your website. The ForeignAID.com Certification is free for grassroots NGOs based in developing countries. ForeignAID Ratings has created the most comprehensive database of international foundations, corporations, and agencies actively involved in grantmaking to nonprofits working in developing countries. ForeignAID Ratings' fundraising professionals can help you find potential funders for your international programs.

GuideStar – The National Database of Non-Profit Organizations

<http://www.guidestar.org/>

Connecting people with nonprofit information since 1994, GuideStar offers basic, in-depth, and customized data services on more than 1 million U.S. nonprofits. Choose the [level](#) of information that's right for you.

Independent Sector – Compendium of Standards, Codes, and Principles of Nonprofit and Philanthropic Organizations

<http://www.independentsector.org/issues/accountability/standards2.html>

A comprehensive collection of standards of practice and ethical codes compiled by Independent Sector as an online clearinghouse with links to each set of codes/standards. Organized by the following categories: Public Charities, Foundations, Professional Practice: Standards for Individuals, Standards for Online Giving, Standards for Gifts-in-Kind, Standards to Guide Marketing/Other Relationships Between Nonprofits and Corporations, Samples of a Donor Bill of Rights, and International Standards.

NGOWATCH.org

<http://www.ngowatch.org/>

NGOWATCH.ORG is a collaborative project of the [American Enterprise Institute for Public Policy Research](#) and the [Federalist Society for Law and Public Policy Studies](#). In an effort to bring clarity and accountability to the burgeoning world of NGOs, AEI and the Federalist Society have launched NGOWATCH.ORG. This site will, without prejudice, compile factual data about non-governmental organizations. It will include analysis of relevant issues, treaties, and international organizations where NGOs are active. There will be cross-referenced information about corporations and NGOs, mission statements, and news about causes and campaigns. There will be links to NGOs and to articles and authors of interest.

Standards of Excellence Institute

<http://www.standardsforexcellenceinstitute.org/>

The first program of its kind in the United States, the Standards for Excellence Institute is a national initiative that promotes the highest standards of ethics and accountability in nonprofit governance, management, and operations, and facilitates adherence to those standards by all nonprofits. The Institute, an operating division of [Maryland Association of Nonprofit Organizations \(Maryland](#)

[Nonprofits](#)), uses the Standards for Excellence program, a comprehensive system of nonprofit sector self-regulation as its vehicle for effective change. The Standards for Excellence program works to strengthen the ability of nonprofit organizations to act ethically and accountably in their management and governance, while enhancing the public's trust in the nonprofit sector. The Standards for Excellence Institute is committed to raising the level of ethics and accountability in nonprofit organizations. The Institute has released these Standards for Excellence to serve as a model for nonprofit organizations to implement in their operations and governance.