NGO GUIDE
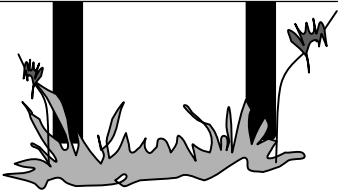
An NGO Training Guide for
Peace Corps Volunteers

**Module 3:
NGO
Organizational
Development**

MODULE 3

NGO ORGANIZATIONAL DEVELOPMENT

Readings and activities in Module 3, "NGO Organizational Development," are designed to familiarize you with organizational development (OD) as it applies to nongovernmental organizations (NGOs). You will learn about and practice using the "NGO Capacity Profile," an OD tool adapted by the Peace Corps and used successfully by Volunteers and their Counterparts in their efforts to strengthen NGOs. By the time you finish this module you should have developed the knowledge, skills, and attitudes to:

• Summarize in one or two sentences the responsibilities of each "functional system" in a well-managed NGO.

• Demonstrate an ability to interact with an NGO stakeholder by facilitating the assessment of an NGO's capacity.

• Describe what it means to use the NGO Capacity Profile in an appreciative and participatory manner.

• Give examples of how the NGO Capacity Profile can be used: to assess the strengths and weakness of an NGO, to develop a plan for the NGO's organizational development, to monitor progress of an NGO's development, and to identify how a Volunteer can work with an NGO.

A VOLUNTEER'S STORY

I work with a women's organization called Shohola—it means a ray of sunlight, and these women are that. They were a small group of women doing volunteer work for the community. We started collecting work materials from people in the village of 13,000 people and managed to set up a proper NGO. We designed a two-year plan.

Eighteen months later Shohola has a large office and a "food security" program that provides meals for housebound people. We teach classes in nutrition, hygiene, sanitation, and sewing and weaving. We have established a locally controlled microcredit union with Shohola as the mother organization. We also have a small restaurant and store in the bazaar, grow our own poultry, and produce yarn and garments to generate income. We've also managed to get some grants.

Our latest project is an information center with a library of daily newspapers, computers, and computer classes. Tax consultants come to our village to teach classes in the center.

We worked together, we worked hard, we faced some hardships, and we overcame them.

"To achieve greatness:
Start where you are,
Use what you have,
Do what you can."

— Arthur Ashe, tennis champion

STRENGTHENING NGOS' ORGANIZATIONAL CAPACITY

The organizational development of NGOs requires:

• Understanding how an NGO functions—determining where the organization is.

• Using the NGO's human and monetary resources to build a viable organization—use what you have.

• Planning and implementing actions that enable the NGO to improve people's lives—do what you can.

• Strengthening an organization's ability and capacity to effectively provide services to its various clients, stakeholders, and constituents.

• Becoming a learning organization.

• Continually adapting to changing internal and external environments.

• Sustaining its finances, operations, and benefits.

The functioning of a human body and the functioning of an NGO may at first appear to be unrelated. Yet, both rely on the interaction of a number of functional systems. Our body quits functioning if one of its systems—nervous, circulatory, skeletal-muscular, digestive, etc.—fails. Doctors often find it necessary to check the functioning of different systems before prescribing treatment. Treatment can be targeted once the source of the health problem is clearly identified. The same applies to improving the health of an NGO. It is useful to look at each of the organization's systems before planning changes to increase the NGO's capacity. Remember, "capacity is the ability to put an idea into action." The idea an NGO wants to put into action is expressed in its mission statement.

Diagnosing how an NGO functions, identifying the organization's resources, and strengthening an NGO requires observing, studying, and analyzing the organization over time, taking into account the many and varied facets in the organization's internal and external environment.

> *"It profits us to strengthen nonprofits."*
>
> — Peter F. Drucker
> *The Wall Street Journal*, 1991

You will probably be struck by a number of similarities in OD between for-profit businesses and NGOs. A well-run business and a well-run NGO have much in common. Peter Drucker and others have consistently pointed out that NGOs need to adopt business practices. This is good news for Volunteers—your business knowledge can be put to use to increase the operational capacity of NGOs.

THE NGO CAPACITY PROFILE, AN OD TOOL

Organizational development is a challenging process. Several OD instruments have been developed in recent years to diagnose organizational ills and help design strategies to strengthen organizations. The Peace Corps acquired and modified one of these tools, the NGO Capacity Profile, to assist Volunteers and their Counterparts with NGO organizational development. It facilitates change by enabling users to look at an NGO's systems in a structured way and providing indicators of healthy systems that point the way to positive change.

There is a copy of the NGO Capacity Profile in the Appendix to this module. Please look over this tool to get a general idea of how it is organized before continuing your reading.

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A Learning Moment

Fold your hands together with one hand on top of the other. Notice which hand is on the top. Now reverse hands——if your right hand was on top, fold your hands with the left on top. How does it feel?

Most people report that it feels strange, not quite right. Changing the position of your hands is about the smallest change you might make in life, and even this minichange takes some getting used to. Be sensitive to the discomfort NGO stakeholders are experiencing as they make changes in their organizations.

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The NGO Capacity Profile is a modification of the Foundation for Civil Society's "NGO Characteristics Assessment for Recommended Development" (NGO CARD). It has been simplified and adapted to reflect the asset approach

to development that the Peace Corps recommends. The NGO CARD was tested with the cooperation of more than 200 NGOs in Slovakia in 1996–97 by the Foundation for Civil Society. Other development organizations in different parts of the world have designed similar diagnostic instruments.

Since 1998, Peace Corps staff, Volunteers, and NGO partners have used the NGO Capacity Profile and previous versions of this tool to:

• Educate Volunteers about how NGOs develop and what are the indicators of an NGO with a high level of capacity.

• Assist programming staff during site development in determining the types of activities a Volunteer might accomplish at a site.

• Build the capacity of the NGO to organize scarce resources, and to justify actions to donors or authorities.

• Facilitate communications between Volunteer and Counterpart when a local language copy of the NGO Capacity Profile is available.

• Help Volunteers and their Counterparts identify how the Volunteer's skills can help the NGO.

• Provide a vision for NGO leaders and Volunteers of how a well-run NGO operates.

• Promote deeper staff understanding of NGO operations.

• Plan NGO staff development and design staff trainings.

• Create organizational operating and/or strategic plans.

• Develop an organizational monitoring and evaluation plan.

• Report to donors on NGO operations.

The NGO Capacity Profile is most effective when it is used "appreciatively." Use Appreciative Inquiry methods (discussed in Module 2 of *An NGO Training Guide for Peace Corps Volunteers*) along with the NGO Capacity Profile to identify an NGO's strengths, help establish a vision for an NGO, and monitor progress in building organizational capacity.

We focus now on familiarizing you with an NGO's functional systems and showing you how to use the NGO Capacity Profile. Activity 3:4 at the end of the module provides you with an opportunity to use the NGO Capacity Profile.

AN NGO'S FUNCTIONAL SYSTEMS

What follows are the six major systems common to most NGOs, if not all:

1. Programs
2. Governance
3. Management
4. Human Resources
5. Financial Resources
6. External Relations

Below is an overview of each functional system. (For a more in-depth treatment of these topics, see the Resources section at the end of this module.) You may already have noticed that the NGO Capacity Profile is divided into these same six functional systems. The capacity levels may well differ from system to system. This is to be expected. In fact, some struggling NGOs may not realize that a particular system is necessary. The NGO Capacity Profile contains a series of questions concerning each functional system followed by a number of indicators to determine the system's capacity level.

Programs are the strongest signal of the success and value of an NGO. The organization may have excellent governance, effective administrative procedures, and a highly skilled staff, but it must use these resources to deliver quality services to its constituents and community. A well-run NGO ensures that its programs are sustained in addition to being appropriate quality services delivered in cost-effective ways.

Most NGOs provide services rather than products, and the variety of services NGO programs deliver is truly amazing. They provide activities for youth, increase awareness of the environment, deliver relief services, sponsor cultural events, promote health practices to prevent HIV/AIDS and other diseases, engage in micro-lending, and address women's issues. One NGO in Thailand even collects bodies and gives them a proper burial. This list only begins to indicate the scope of NGO services.

Providing effective quality programs requires an understanding of community needs, specialized technical knowledge, and unique approaches to service delivery. A for-profit service business faces similar challenges. However, one characteristic of NGO service delivery differs from for-profit businesses—the efficiency of service delivery is measured by client benefit/cost, not sales dollars/cost.

Assessing the impact—what changes in clients' lives as a result of an NGO's services—is an integral piece of program capacity. The following story illustrates why impact assessment is important.

AN NGO STORY

An NGO receives funding for a project to address Vitamin A deficiency by encouraging women to grow spinach in their kitchen gardens. Two years later, hundreds of households are growing spinach. Is this an example of a successful project? "There is not enough information" might be the answer of many NGOs and their donors who are seriously considering how to assess the impact of their projects and programs. There is no real sense of how much spinach is actually being eaten, whether the people enjoy the spinach, whether they plan to grow and eat spinach after the project ends, and, most important, whether there is a reduction in Vitamin A deficiency.

Is the intended impact of the spinach project being achieved? Is Vitamin A deficiency decreasing in families that grow spinach? Are there other positive or negative impacts of the project: increases in women's blood iron level, decrease in the family's calories because they grow spinach instead of a more calorie-rich food, or increase in family income because the spinach is fed to rabbits that are sold?

The moral of the spinach story is, "Build impact assessment into NGO projects beginning at the planning stage." Look for ways staff and volunteers can easily collect data over time. Impact data help NGOs design better projects and persuade donors to support those projects.

Often NGOs request Peace Corps Volunteers with technical expertise and know-how to assist them in improving their programs and services. Often these Volunteers find that improving service quality also requires building the capacity of the NGO's other five functional systems.

Governance provides the leadership, direction, and legitimacy for an organization. Typical NGO founders are charismatic individuals with a strong commitment to a cause or purpose and a definite set of ideas about how to serve that cause. However, other staff and constituents need to share the founders' understanding and commitment if the organization is to be sustained.

Leadership is more effective if it is open to a wide variety of opinions and talents. Effective NGO leaders use the talents and enthusiasm of all NGO stakeholders—board members, staff, community members, clients, and even donors. Leaders are also more effective if they are focused and consistent, so they will be trusted and followed. Above all, good NGO leadership fosters the involvement and participation of the NGO's stakeholders and the community.

NGO leadership must articulate and maintain the organization's mission. An NGO's leadership includes members of the organization's board and staff in management positions. The board's function is to provide policy direction, ensure organizational planning, and hire and direct the NGO's senior manager. The board customarily performs fundraising and public relations functions.

Management is responsible for the day-to-day operations of the organization and implementing the board's policies and plans. Both the board and management monitor the internal and external environment and are responsible for adapting to change.

All too often, boards tend to micromanage and managers take on the role of the board in setting the NGO's direction and policies. A common issue in NGO governance is the different roles of the board and management. This issue and other governance topics are covered in Module 5 of *An NGO Training Guide for Peace Corps Volunteers*.

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ACTIVITY 3:1

LEADERSHIP

Think of five or six people from all walks of life, past or present, from business, government, religion, education, etc. (including the host country), whom you consider "real" leaders. Write their names on a sheet of paper.

Compare and contrast your leaders list with the lists of your fellow trainees. Why were certain leaders included on the lists? Do they have common characteristics? Do some names appear on more than one person's list, and, if so, were they included for the same reasons? How do you think your list might differ if you did this five or even 10 years ago?

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Management is responsible for coordinating activities that implement the governing body's plans and achieve the organization's mission. Managers of small NGOs oversee all aspects of the organization with little need for systems and procedures. As the NGO grows, there is increased reliance on procedures and information systems to keep management informed so they can coordinate the organization's activities.

Systems should not exist for their own sake. In addition to determining if there are basic operational and management systems, it is particularly pertinent to ask which systems are helpful and which are not. Also, are there significant differences between the formal systems and procedures and the ways that things really get done?

Human resources: Volunteers are a distinguishing human resource characteristic of NGOs and why these organizations achieve their missions at relatively low cost. Volunteers serve on governing boards, deliver services to clients, and often act in management positions. As the organization grows, the NGO's human resources become a mix of paid staff and volunteers.

The model NGO determines what functions need to be performed to achieve its mission and allocates the work or assigns tasks. Management regularly updates assignments in light of changing plans and priorities. Management aims for an optimum match between the human resources (staff and volunteers), their skills and expertise, and the tasks they are assigned..

An NGO's human resources (staff and volunteers) need skills, motivation, and opportunities to make the best contribution they are capable of. It is necessary to organize staff and volunteers so they relate to each other in ways that are most conducive to productive outcomes. How these people make decisions, resolve

conflicts, communicate, and conduct meetings is as important as how the work is designed and how jobs are organized and work allocated.

There is no single motivator of people in any organization. There are many types of motivators, such as money, a sense of service, the opportunity to use or maximize a skill or interest, opportunities for recognition and advancement, etc. Effective motivators appeal to the individual and reward behaviors that make it possible for the organization to achieve its mission.

ACTIVITY 3:2

WHAT MOTIVATES?

Brainstorm ways you are motivated that are not related to financial compensation. What are your top three or four nonfinancial motivators? Writing the answers to this question and those below on a note pad or in your journal may help you clarify your thinking and prepare you to share your thoughts with others.

Does motivation have cross-cultural implications? Do you think your host country Counterpart will be motivated in the same way you are? Discuss with your host family, language instructor, and/or host country friends how they are motivated.

What are the similarities and differences between what motivates people in your host country and what motivates people in the United States? Check with your Peace Corps trainers and PCVs who have been in the country for several months to see if they concur with your conclusions.

What techniques do you think will be effective in motivating NGO stakeholders at your Peace Corps site?

Financial resources: What an organization can achieve depends to a certain extent on the financial resources it has available and how well they are managed. A viable NGO has systems and procedures in place to ensure it has the funds to purchase the goods and services needed to conduct its affairs and is delivering services to constituents in a cost-effective manner.

NGOs cannot be burdened with unnecessarily complicated procedures or systems. An NGO will be better served if it has simple mechanisms in place for organizing cash disbursements and receipts, maintaining ledgers/journals and bank accounts, and meeting payroll, petty cash, and daily expenses. It is critical as well that the financial systems meet the requirements of donors, lenders, or clients who pay for the goods and services. Separate accounts probably will be needed for each significant donor, so that the funds can be tracked to assure money is spent in accordance with the conditions of the gift.

It is a mistake to rely on the goodness of NGO people and ignore "internal control." To avoid the misappropriation of cash and other assets, simple procedures such as requiring two signatures on checks, keeping a lock box for petty cash, and authorizing expenditures based on budgets go a long way.

In addition to having adequate resources and necessary cash flow, an NGO should have a diverse resource base and long-term plans for meeting its financial needs. Reliance on one or a few funding sources may result in serious problems. An NGO is more financially sound if it can diversify its funding base, secure multiyear rather than short-term grants, and build up reserves to see the organization through tough financial times. It is also helpful if the organization can recover from constituents or clients some of its costs with fees and charges, or if it can generate other forms of support such as in-kind contributions or revenue from income-generating activities.

PCVs often help organize financial systems and work with Counterparts to put an NGO's "financial house in order."

External relations: External relations are essential for an NGO to build links and supportive partnerships. These relationships depend on the NGO becoming known within pertinent communities and establishing an image and track record that reflects its achievements. Building these types of relationships will strengthen and widen its impact through partnerships and collaboration with government agencies and other organizations and NGOs active in the same sectors and geographic areas.

The NGO's primary relationship is with the community or constituency it serves, whether as an advocate or as a direct service provider. Additionally, the NGO will want to make contacts and enhance its reputation with government agencies and officials, with other NGOs, and with the for-profit business sector. Communities and the NGO's constituents are best served when the government, business, and NGO sectors cooperate to deliver the goods and services citizens need and want.

ACTIVITY 3:3

BUILDING AN NGO'S EXTERNAL RELATIONS

Volunteers have well-deserved reputations for their ability to network and build relationships among organizations. Your Peace Corps project—agricultural, business, education, environment, health, municipal development, water and sanitation, or youth—will serve as an example of how to transfer your networking skills to a situation in your host country.

How would you build external relationships with other organizations that can help your Peace Corps project achieve its goals and purpose?

At home you might begin an environmental action project by contacting all the local organizations, the mayor, the local high school environmental club; then national organizations like the Sierra Club; and finally international organizations like Greenpeace.

Which government agencies, NGOs, and other organizations in your host country would you approach to collaborate with your Peace Corps project? How would you approach them? What types of cooperation would you suggest? Seek the assistance of your technical trainer, language instructors, and host family to develop a list of networking ideas. Try to understand the organization's function and the role it might play in making it possible for your project to achieve its purpose and goals. What are the cultural effects on networking and organizational collaborations?

USING THE NGO CAPACITY PROFILE

The NGO Capacity Profile may be introduced to NGO's leaders during a site development visit by Peace Corps staff. However, the decision to use the profile usually starts with a discussion between a Volunteer and his or her NGO Counterpart(s) about the organization, the organization's goals, what parts of the organization need strengthening, and what will be the Volunteer's role in working with the NGO.

At some point in the conversation, the Volunteer may suggest using the NGO Capacity Profile to analyze the organization's operations before deciding on a plan of action to strengthen the organization. The next step is to explain how the NGO Capacity Profile can be used as an OD tool—it serves as a map to guide the OD process. If possible, a local language version of the NGO Capacity Profile should be made available.

Note: If the NGO Capacity Profile seems too complex for the NGO you are working with, simplify the document to fit the situation. Perhaps only one or two targeted questions need to be asked about each of the six functional systems. A copy of the NGO Capacity Profile is found in the Appendix to this module. It is available electronically at Peace Corps posts to facilitate modification and adaptation to local situations.

Planning to use the NGO Capacity Profile: An interviewer gathers the information by asking the questions listed in the left column of the NGO Capacity Profile about each of the organization's functional systems. NGO stakeholders answer the questions. Three important decisions must be made before data are collected:

1. Which functional areas of the organization will be investigated, all six or only selected systems.

2. Who is the best person(s) to ask the questions, record the answers, and fill out the profile.

3. Who are the appropriate stakeholders to answer the questions.

A complete picture of an NGO's capacity requires collecting data for all six functional systems. But this may exceed the NGO's current needs. It may be more productive to concentrate on a few functional areas where there is the greatest possibility for positive change. The NGO's leaders should look through the NGO Capacity Profile to determine a suitable scope for the analysis.

PCVs involved in interviewing NGO stakeholders learn about the organization and, at the same time, collect information that will be useful for the organization's leaders. PCVs who have difficulty with the local language may need the assistance of a more experienced Volunteer, a Peace Corps staff member, or a local individual who can translate questions and answers. Also, consider using a local facilitator to ask the questions, and/or record responses.

As a PCV you can observe, assist in transferring information to the profile, and in assist in the analysis.

Careful consideration has been given to providing sample questions in the left column of the NGO Capacity Profile for every component of the NGO's operation. This does not mean, though, that every question must or should be asked by the interviewer. The interviewer may find that by asking one or two key questions relating to a component, sufficient discussion in the topic area will be generated to determine the organization's capacity.

In a small NGO, one or two founders may be able to answer all the questions. Still, it is useful to talk with some clients or beneficiaries of the organization concerning the quality of the NGO's programs and services. The interviewer for a larger NGO may need to talk with board members and senior NGO management about governance, an accountant about the financial resources, a program manager and clients about programs and services, and so forth.

Interviewing: In advance of the interview select questions from the left column of the NGO Capacity Profile that are appropriate for the NGO. Modify questions, if needed, and translate into the local language. Interviewing involves asking questions, listening to and accurately recording responses, and following up with additional appropriate questions. Some issues to consider in developing interviewing protocols are:

• Establish rapport with the interviewee as quickly as possible.

• Explain the goals of the NGO assessment.

• Explain your role.

• Have nothing with you except the materials needed for the interview (questions, note pad, and pen). Don't ask the question and give multiple choice answers from the indicators in columns two, three, and four of the NGO Capacity Profile. This procedure might bias responses; the interviewer is seeking honest opinion from the interviewee.

• Begin the interview with noncontroversial questions. (The program area was listed first in the NGO Capacity Profile because NGO stakeholders are usually a lot more comfortable talking about programs than financial issues or personnel policies.)

• Ask questions appreciatively—what does the NGO do or what resources does the NGO have, not what doesn't it do or have.

• Allow the person time to think, then listen carefully to what he or she has to say. Do not rush on to the next question.

• Tell the interviewee if information will be confidential or not. If you want to tape the interview, ask for permission to do so.

• Think about the interview from the respondent's point of view.

- Be sure to write the date and identify the respondent on the first page of your interview notes. Review your notes and make sure they are legible. Make sure that every question that should be answered has a response.

- End the interview by asking if there are any other relevant and important issues that were not covered in the interview, or if there is anything that the respondent wants to ask you.

Processing and analyzing the data: After the interviews are completed:

- Use composite interview information to select and mark the indicators in columns two, three, and four of the NGO Capacity Profile that represent the interviewees' responses.

- Review with the NGO's decision makers what the NGO Capacity Profile shows about each functional area that was investigated.

- Use indicators in higher capacity levels to suggest what improvements might be made.

- Decide on an OD action plan—what will be done, who is responsible for doing it, by when will it be done, what resources will be needed, and how the resources will be made available. Note: At this point it may be necessary to do additional reading on NGO OD (see the Resources section at the end of this module) or seek the assistance of individuals experienced in NGO management to develop a realistic OD plan.

- Implement the plan.

As with all tools, practice is needed to use the profile with skill. The following activity provides the opportunity to practice using the NGO Capacity Profile.

ACTIVITY 3:4

PRACTICE USING THE NGO CAPACITY PROFILE

This is a major experiential activity, a practicum in using the NGO Capacity Profile. We suggest you work in teams of three or four. Your Peace Corps trainers will help you arrange to interview individuals who are working with an NGO. They may arrange for you to meet with a current PCV and his or her Counterpart(s). Ask your trainers to describe the NGO to you in general terms so you can prepare to use the NGO Capacity Profile.

With your partners:

- Carry out the steps listed above using the NGO Capacity Profile found in the Appendix to this module.

- Interview the NGO representatives selected and arranged for you by your Peace Corps trainers.

- Process and analyze the information.

- Discuss what you learned with the people you interviewed, or, if that is not possible, with your fellow trainees and trainers.

- In what areas do you think you might be able to assist the NGO? How would you determine if this is an area the NGO is interested in changing? Who in the NGO would you talk with and how would you approach them for assistance in this area?

Module 3 is an introduction to NGO organizational development. Most Volunteers do not work with all of an NGO's functioning systems—they concentrate on one or two. This will depend on the NGO's needs and the experience and talents of the Volunteer. A number of excellent publications are available through ICE to assist you. If you have access to the Internet, the sources for NGO OD information are expanded.

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KEY TERMS

Key terms are defined as they are used in the module. A space is provided to write the translation of the word or phrase into the local language. Work with your language teachers to find the right translations and build your technical vocabulary as you study this module.

Board of directors is a common name for an NGO's governing body. It can take on many different forms, depending on the cultural or national context. The board's main function is to provide leadership, vision, and legitimacy to the NGO.

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Client is a noun used to refer to someone who is the recipient of an NGO's services. "Client" or "constituent" conveys a more empowering relationship between the NGO and service recipient than "beneficiary."

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Constituency refers to the group or groups who receive services from an NGO. (The words clients and constituents are used interchangeably.)

_____

Collaboration is the process of actively working together with other organizations/institutions and individuals to achieve shared goals and objectives.

_____

Mission statement is an expression of the fundamental reason for the existence of an organization. A mission statement should clearly, concisely, and in inspiring words communicate:

1) who the organization serves,

2) what the organization hopes to accomplish, and

3) in general terms, the services the organization will provide.

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NGO Capacity Profile is an appreciation, assessment, analysis, and action planning tool, which has been adapted by the Peace Corps, to facilitate Volunteers' work with NGOs in building organizational capacity.

Organizational development (OD) is a discipline that specifically addresses the capacity building of human organizations. OD has its roots in psychology, sociology, business administration, economics, and, to some extent, environmental science.

Ownership describes the amount of attraction and identification one has for an idea or organization. The use of participatory approaches is thought to increase ownership and therefore commitment.

Participatory refers to development approaches that assume people have a voice, good ideas, and a capacity for managing change in their lives. Participatory approaches are based in the belief that people are their own experts and know best what needs to be done.

Stakeholders are those who benefit from the activities of the organization as well as those who care about the activities of the organization. Stakeholders often include board members, staff, volunteers, and donors as well as the NGO's clients.

Sustainability refers to the long-term continuation of an organization, program, or project. The question of NGO sustainability must be viewed from two different perspectives, namely:

- **Benefit sustainability**—the services provided to the NGO's clients lead to sustained changes in their lives.

- **Organizational sustainability**—all the organization's component systems, governance, management, human resources, financial resources, service delivery, and external relations operate effectively to support the organization's work.

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RESOURCES

These resources are available through the Peace Corps Information Collection and Exchange (ICE). The citations are presented as they appear in *The Whole ICE Catalog.*

Networking for Development. Paul Starkey. (IRTD.) 1997. 104 pp. (ICE No. CD055)

Concise manual on the art of networking—the interaction of people or organizations to exchange information or undertake joint activities. Offers practical advice, guidelines, and examples of development networks, as well as analyses of network successes and failures in many parts of the world.

Essential Internet: Basics for International NGOs. Carlos Parada, Gary Garriot, and Janet Green. (InterAction.) 1997. 160 pp. (ICE No. RE032)

A simple guide for NGOs about how to incorporate Internet technology into their daily operations. Explains what the Internet is; provides information on Internet tools (Telnet, the World Wide Web, and intranets); and provides information on Internet resources for NGOs.

Internet Esencial Conceptos Basicos para ONGs Internacionals. Carlos Parada, Gary Garriot, and Janet Green. (InterAction.) 1997. 194 pp. (ICE No. RE031)

Spanish version of RE032, *Essential Internet: Basics for International NGOs.*

What Did You Say? The Art of Giving and Receiving Feedback. Charles N. Seashore, Edith Whitfield Seashore, and Gerald M. Weinberg. (Bingham House Books.) 1997. 211 pp. (ICE No. TR115)

A concise manual for students and trainers on how to give advice, and how to interpret what others are saying to you and what you are saying to them.

Internet:

www.pactpub.com — Participating Agencies Collaborating Together

www.idealist.org — NGO information and links

www.interaction.org — Umbrella NGO for international development organizations

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TRAINER'S NOTES

**MODULE 3
NGO ORGANIZATIONAL DEVELOPMENT**

Overview:

Trainees are presented with a holistic picture of the functions of an NGO's operating systems. The NGO Capacity Profile, a structured participatory tool for assisting NGOs in assessing their capacity and planning actions to strengthen their organization, is included in the Appendix to this module.

Time to Complete Module:

Reading	1 hour
Activities and debriefing activities	15 hours

Materials:

An adapted and local language translation of the NGO Capacity Profile is desirable. Make available to trainees the resources available from the Peace Corps Information Collection and Exchange (ICE) catalog listed in the Resources section at the end of this module. Gather information on cross-cultural issues as they relate to motivating individuals. Gather information on national political, religious, and social issues leaders.

Preparation:

• Adapt Module 3 for the local NGO environment and the training situation.

• Become familiar with the NGO Capacity Profile. Consult with Peace Corps staff to determine if changes are needed to adapt it to the work Volunteers are doing with indigenous NGOs. If possible, work with the language cross-cultural coordinator and/or language instructors to prepare a translated version of the NGO Capacity Profile before the training begins.

• Review the backgrounds of trainees and determine if some have nonprofit experience and can lead/facilitate activities in Module 3.

• Arrange for training participants to meet with stakeholders of local NGOs and/or Volunteers working with NGOs to practice using the NGO Capacity Profile as an OD tool.

• Schedule time in the training calendar to debrief activities. Activity 3:4 will require an hour or more of debriefing.

TRAINER'S NOTES

**ACTIVITY 3:1
LEADERSHIP**

Overview:

This activity encourages training participants to think about what dynamic leaders have in common and why we recognize certain people as leaders.

Time: 30 minutes

Materials:

You may want to prepare summaries of host country political, religious, and social activist leaders for trainees, or work with language instructors to have trainees read about these leaders.

Procedure:

Each training participant makes a list of people they consider dynamic leaders, and then discusses why these people were included on the list.

Debriefing the experience and processing the learnings:

This activity presents an opportunity to talk with trainees about past and present leaders of their host country and why these leaders are admired. Involve language instructors in the discussion and encourage trainees to discuss the topic of leadership with their host families to learn their perspective on leadership characteristics. How does culture affect leadership style and how leaders motivate?

TRAINER'S NOTES

ACTIVITY 3:2
WHAT MOTIVATES?

Overview:

The activity is designed to increase trainees' awareness of the potential cross-cultural factors influencing motivation. They are encouraged to consider how they will use motivation techniques as a Volunteer.

Time: 30 minutes

Materials:

Note pads or journals.

Procedure:

Ask trainees to read the questions in Activity 3:2 and record their answers and conclusions on a note pad or in their journal. Trainees' experiences in discussing motivation with host country trainers, friends, and family can lead to a rich discussion of cross-cultural differences in values and what is important.

Debriefing the experience and processing the learnings:

Open the discussion by asking:

• What motivated you to become a Peace Corps Volunteer?

• What other things motivate Americans to become Peace Corps Volunteers?

• Are people motivated differently in your host country?

• If so, why?

• What motivates them?

• What does not motivate them?

• How will you use this information at your NGO assignment site?

TRAINER'S NOTES

ACTIVITY 3:3
BUILDING AN NGO'S EXTERNAL RELATIONS

Overview:

This activity encourages trainees to transfer their networking and relationship building skills. The activity also provides a chance for trainees to become more familiar with the sector project and consider the network they will be operating in during their service.

Time: 30 minutes

Materials:

Note pads or journals.

Procedure:

Provide copies of the project plan. Review and discuss with trainees the list of agencies and organizations cooperating on this project as well as possibilities for new networking partners.

Debriefing the experience and processing the learnings:

Sustainable organizational relationships depend on each partner organization receiving some benefits. Explore with Volunteers the benefits each project partner receives from working with the Peace Corps and what benefits the Peace Corps receives from working with these partners. Discuss with trainees how culture affects networking and organizational relationships.

TRAINER'S NOTES

ACTIVITY 3:4
PRACTICE USING THE NGO CAPACITY PROFILE

Overview:

This activity is a practicum in using the NGO Capacity Profile. Trainees have the opportunity to use knowledge and skills they have developed in studying *An NGO Training Guide for Peace Corps Volunteers.*

Time: 10 hours

Materials:

NGO Capacity Profile in both English and local language (if available), note pad, and pencil.

Procedure:

Trainees work in groups of three or four. The Peace Corps trainer should arrange for them to talk with at least two NGO representatives. A current NGO Volunteer and Counterpart is one possibility. Language instructors may need to offer assistance if the NGO representatives and trainees have trouble communicating. The Peace Corps trainer will need to brief trainees on the NGO they are visiting so they can properly prepare their questions.

Debriefing the experience and processing the learnings:

Allow adequate time to debrief this activity. Have each small group report their experience to the larger group. Then take time to discuss with trainees:

- What went right?

- What do they wish they had done differently?

- How can they be more effective in using the NGO Capacity Profile?

There may be a number of other questions that come up in the discussion.