

Developing a Successful Proposal

OSI NPHP Workshop
Bucharest 16-17, 2004

Session III. Institutional Development

Session Structure

Discussion to:

- Improve our understanding of elements of institutional development
- Understand why this is of interest to OSI

- What do we manage? (handout)
- What is a job description?
- What is institutional development?

2. Elements of Institutional Development

- What is Strategic Planning? (handout)
- The Mission Statement (handout)

NGO Internal Governance

- What is the role of a board vs. that of the staff? (handout)

Conflict of Interest

- What is a conflict of interest?
- What is the appearance of a conflict of interest?
- What does it mean to disclose a conflict of interest?

- One is in a conflict of interest situation when outside interests (whether personal or professional) prevent him/her to make an impartial decision
- Both conflict of interest and the appearance of such conflict have to be avoided to maintain credibility
- Implement a conflict of interest policy

- What does accountability mean for an NGO?

Accountability of an NGO

- Demonstrated commitment to the organization's mission. What practical implication do you see in relation to project proposal writing?
- Responsible use of resources
- Transparency
 - annual report?
 - financial transparency?
 - Board meeting minutes and decisions recorded?

- So what does NGO internal good governance mean?
- How about good governance in new, small NGOs with little money?

Good governance

- Has to do with how decisions are made so that power and resources are not left in the hands of one person or one group with no oversight
- Ensures accountable and balanced decisions (internal system of checks and balances)
- If established early, in any NGO, it sets a positive course for and organization's future development
- Avoids competitive leadership
- Provides for an explicit system in which crises can be managed

- The Founding Member Syndrome
- Explicit governance structure (General Assembly, Board, Executive Director, Staff, Members, with clearly defined and not overlapping roles)
- Can you hide behind the law? Formal vs. substantive governance
- Board work in committees

- So can board members be employed as staff?
- Should board members be paid in an NGO for board work?
- What is a salary and consultation policy?

Evaluation, again...

- Who should evaluate the executive director and on what basis?
- Should the board be evaluated?

In your proposal

In the section related to institutional development/governance please state:

1. Whether board and staff are separate bodies or board members are also paid staff
2. If your organization has a strategic plan
3. Whether there is diversity in your board and staff what that means

Four Aspects of Sustainability

- Good institutional development, with board, staff and volunteers who are skilled, trained, and managed well
- Good credibility so that the people you should be serving are actually willing to engage and be involved with you
- Friends/Allies so that your organization can work in coalition and rely sometimes on the strengths of others
- Funding and other resources to keep your operation going.

- Questions and comments?

- Thank you.

Adrian Coman

Future training needs

- Please write down the areas or issues in which you think your skills and knowledge should improve. Be specific.
- This will help OSI NHPH include funding for such purposes in its future plans.

Workshop Evaluation

Please write (anonymously) on a piece of paper any thoughts about this session in relation to:

- Performance of presenters, facilitators, participants
- Specific sessions, from format to content. What should be different in future such meetings?
- In what way, if any, was this useful to you?

Your comments will help Heather and Adrian assess the efficiency of the OSI workshop. This activity is optional (although strongly encouraged)

THANK YOU FOR YOUR PARTICIPATION