

5. ORGANIZATIONAL MANAGEMENT

The objective of this section is to assess the organization's planning, management of external relations, means of identifying and capitalizing on new resources, and decision-making policies.

► Sub-Sections under **ORGANIZATIONAL MANAGEMENT**

- 5.1 Strategic and Operational Planning
- 5.2 Resource Mobilization
- 5.3 Engagement with Donors
- 5.4 Communication Strategy: Documentation and Reporting
- 5.5 Internal Communication Decision-Making
- 5.6 Stakeholder Involvement
- 5.7 Knowledge Management

► Resources you may wish to refer to in this section:

- strategic plan;
- operational plan;
- stakeholder list and analysis; and
- resource mobilization plan.

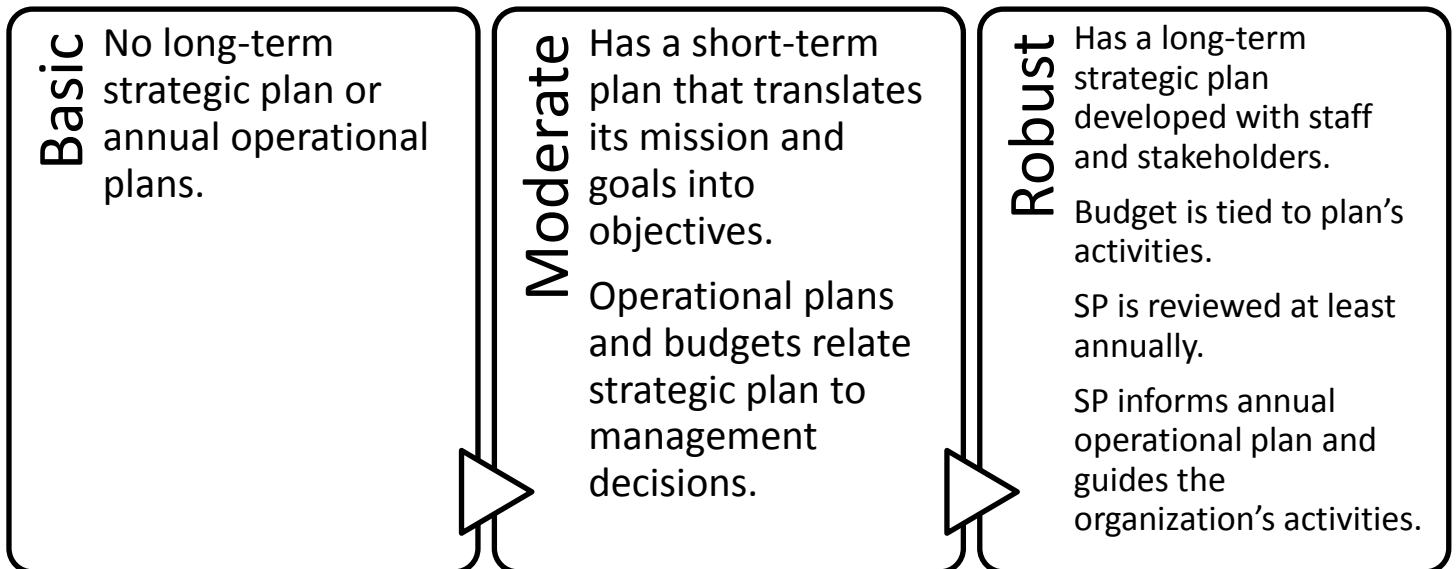
5.1 Strategic and Operational Plan

Importance: Having a strategic plan that lays out how the HFC coalition will work together to end hunger helps it to realize its mission and goals with a shared vision, long-term and costed plan, and annual operational plans. It also lays the groundwork for monitoring and evaluating the coalition’s progress.

➤ **Discuss some or all of the following questions:**

- Does the organization have a current strategic plan to end hunger in the community (See chapter 7)?
- Did staff and stakeholders participate in its development?
- Did people with lived experience of hunger and poverty contribute?
- How long a period of time does it cover?
- Does it include measurable objectives, resource needs, and costs? How will it be funded?
- Is the strategic plan to end hunger used to guide annual operational planning?
- Is the operational plan linked to the budget?
- How are the plans reviewed and monitored?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

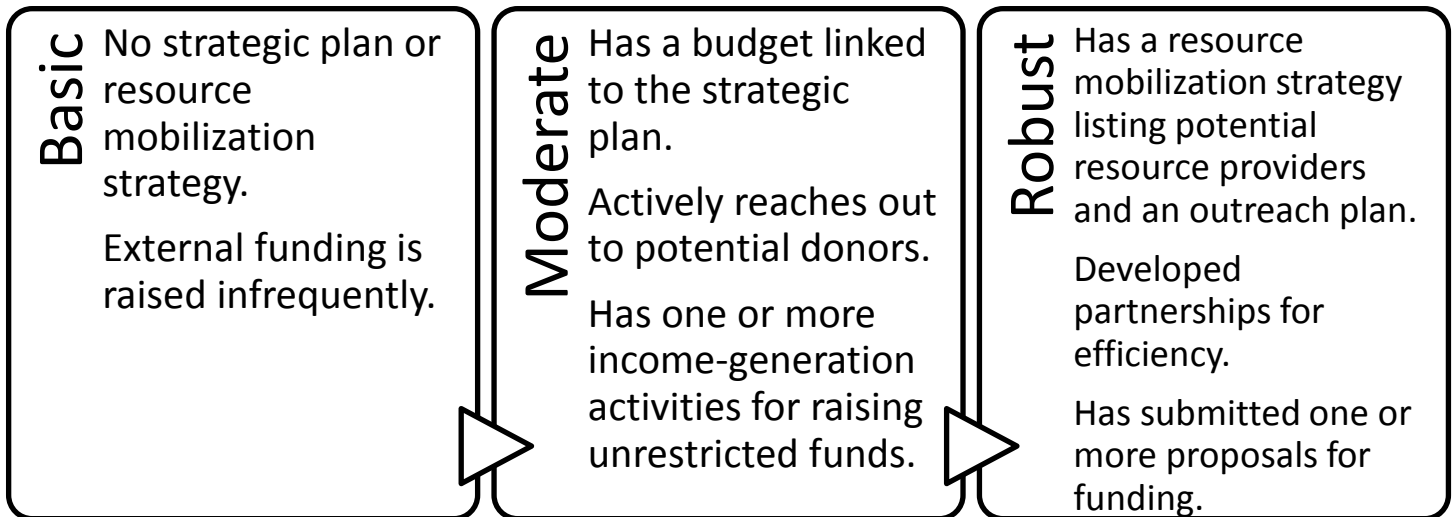
5.2 Resource Mobilization

Importance: A resource mobilization plan that ties to the strategic plan's budget enables the organization to prioritize strategies for identifying and approaching appropriate donors.

➤ **Discuss some or all of the following questions:**

- Does the organization have a strategic plan to end hunger that identifies resource needs?
- Have potential funders or donors been identified?
- Is there a strategy for obtaining funds and resources to support program priorities?
- Do staff or board members in the organization have the skills needed for proposal writing and communication strategy implementation?
- Does the organization have income-generating activities or other sources of funds that are not tied to a single program but can support general operations?
- Does the organization partner with other organizations to maximize input and minimize cost?
- Has the organization identified which HFC partners are best suited to implement different aspects of the plan? Have responsibilities been divided fairly throughout the coalition?
- Are groups held accountable to their commitments?

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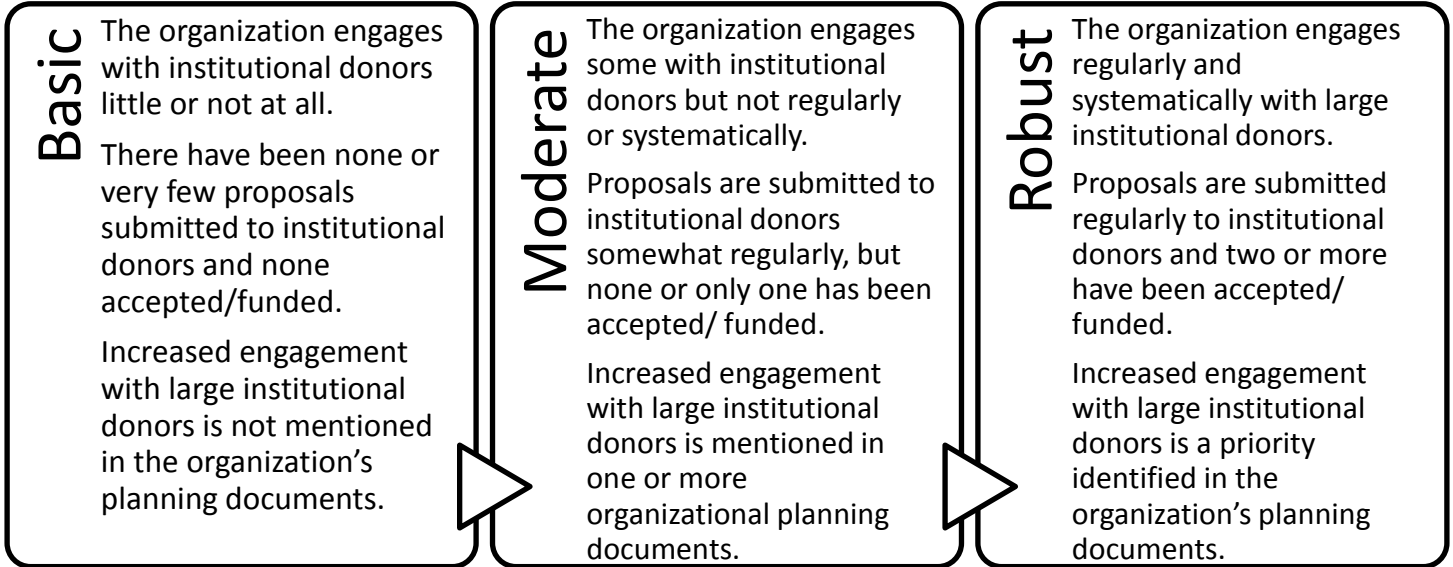
5.3 Engagement with Donors

Importance: Frequent and high-level interaction with the major donors is important for resource mobilization, financial sustainability, and even advocacy purposes.

➤ **Discuss some or all of the following questions:**

- Does the organization meet regularly with large foundations or corporations? Government agencies?
- Has the organization submitted proposals to any of these donors? Any successfully?
- If not successful with proposals, what feedback has the organization received back from the donors?
- Is it part of the organization's strategic plan, action plan, or resource mobilization plan to engage more effectively with institutional donors?

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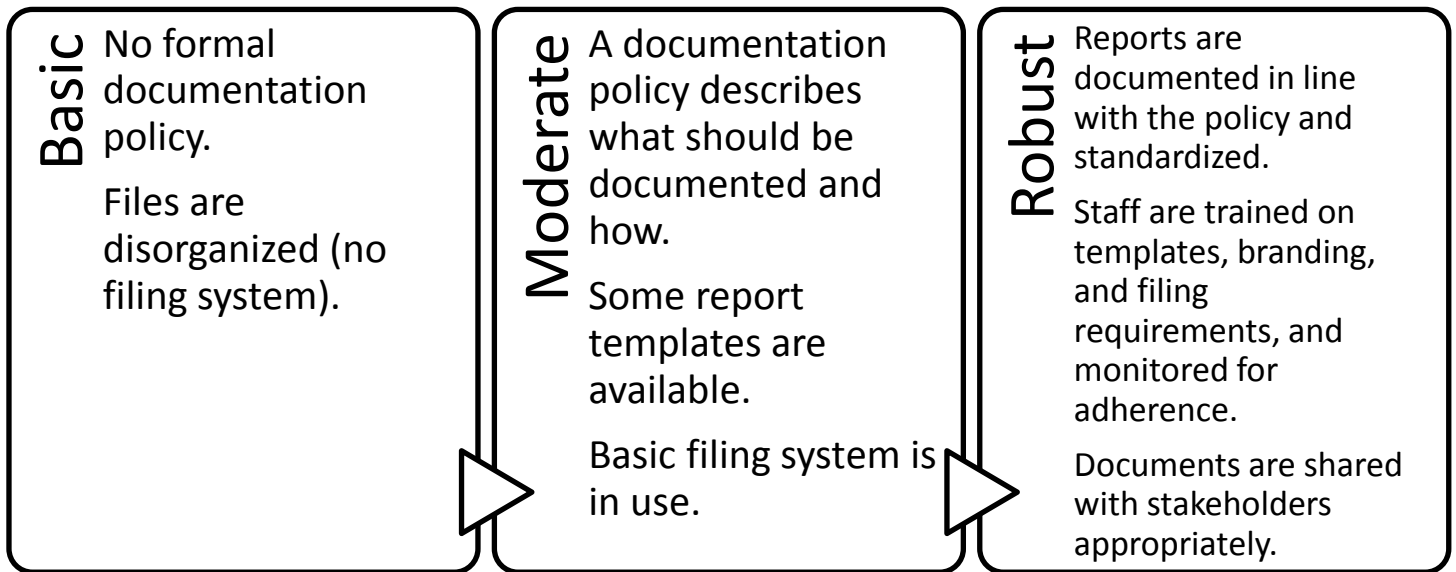
5.4 Communication Strategy: Documentation and Reporting

Importance: Having policies on documentation and reporting enables the organization to build institutional memory. Disseminating factual and analytical reporting contributes to building a reputation that can attract donors and partners, especially when recognized branding is used.

➤ **Discuss some or all of the following questions:**

- Is there a policy that describes what should be documented and how? Are there templates to enable uniformity?
- Is there a filing system (soft (electronic) and/or hard) to ensure easy access to documentation?
- Are reports tagged for sharing? For example, is relevant M&E data shared with organizations, the community, and other stakeholders through success stories, board reports, donor reports, etc? Is there a plan for promoting successes, etc. to donors and other stakeholders and beneficiaries?
- Does the organization have an up-to-date website or brochure to provide information and promote its efforts?
- Does the organization have a branding/tag line policy? Is it linked to your mission? Has your brand been tested for recognition?
- Are staff trained on how to follow the branding policy?

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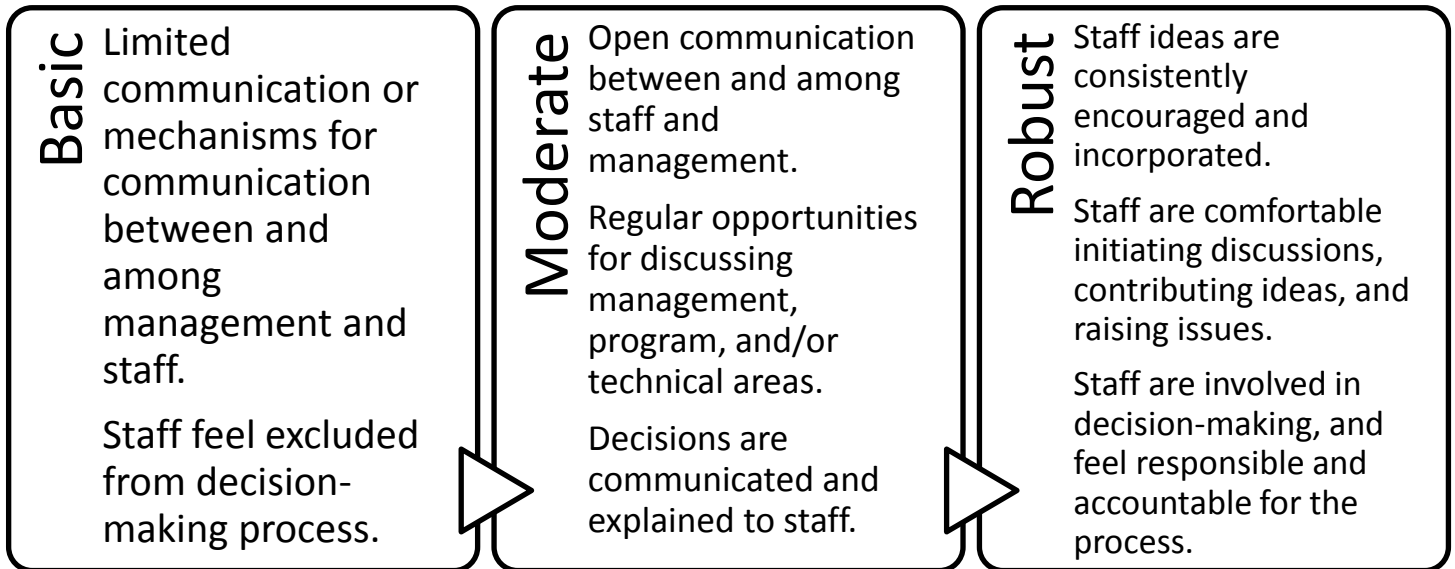
5.5 Internal Communication and Decision-Making

Importance: How an organization sets up processes and structures for open communication and decision-making impacts motivation, innovation, and ownership.

➤ **Discuss some or all of the following questions:**

- Are current management and staff accepting of different communication styles and flows (formal, informal, face-to-face, and confidential)?
- How often are staff meetings held? What other mechanisms are there for assisting internal communication (e.g. internal newsletters, memos, social events)? Are they adequate?
- Does management encourage and incorporate staff ideas and input? Community input or client ideas?
- Are staff comfortable raising challenging issues using the existing communication mechanisms? Do staff feel they are involved in the decision-making?
- Are new decisions communicated to staff? Are staff ideas sought and incorporated into decision-making?
- Is there a strategy for dealing with conflicts should they emerge?

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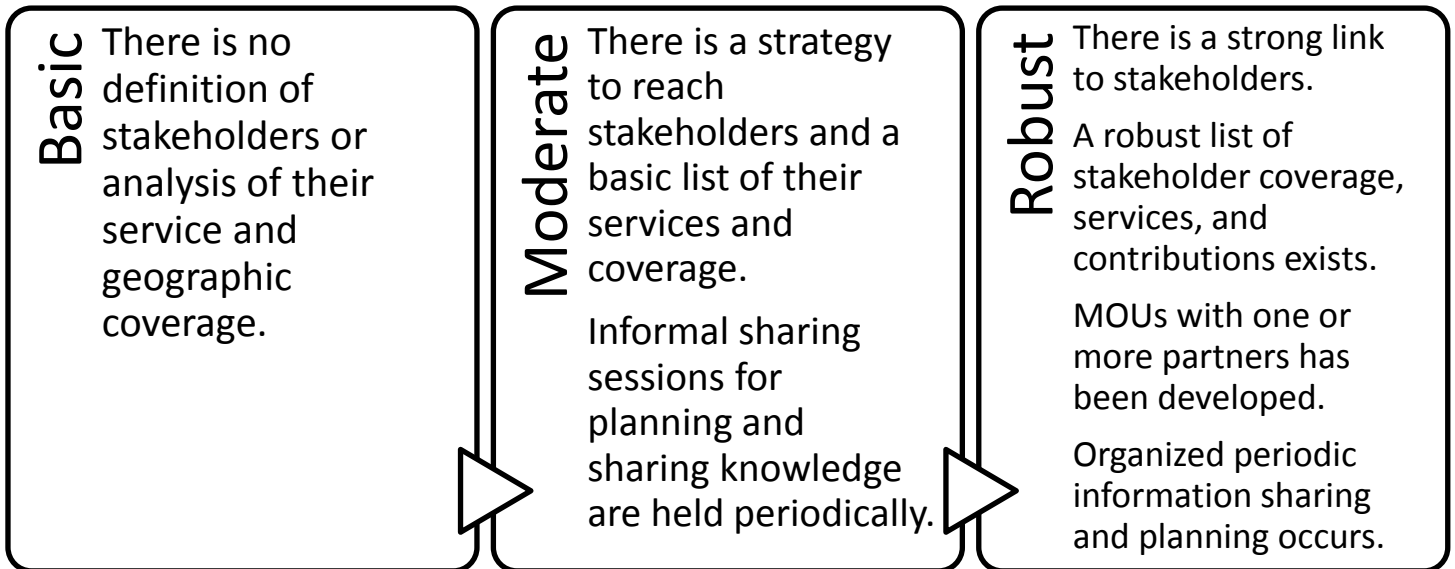
5.6 Stakeholder Involvement

Importance: Identifying and nurturing relationships with relevant stakeholders can facilitate program coordination, partnering, and resource sharing.

➤ **Discuss some or all of the following questions:**

- Does the organization have a clear definition of ‘stakeholders?’
- Does the organization have complete and up-to-date information about all stakeholders working in the same geographic and/or technical areas?
- Does the organization have collaborative agreements with relevant stakeholders?
- Does the organization plan with and update relevant stakeholders (community, donors, districts, etc.) on progress?

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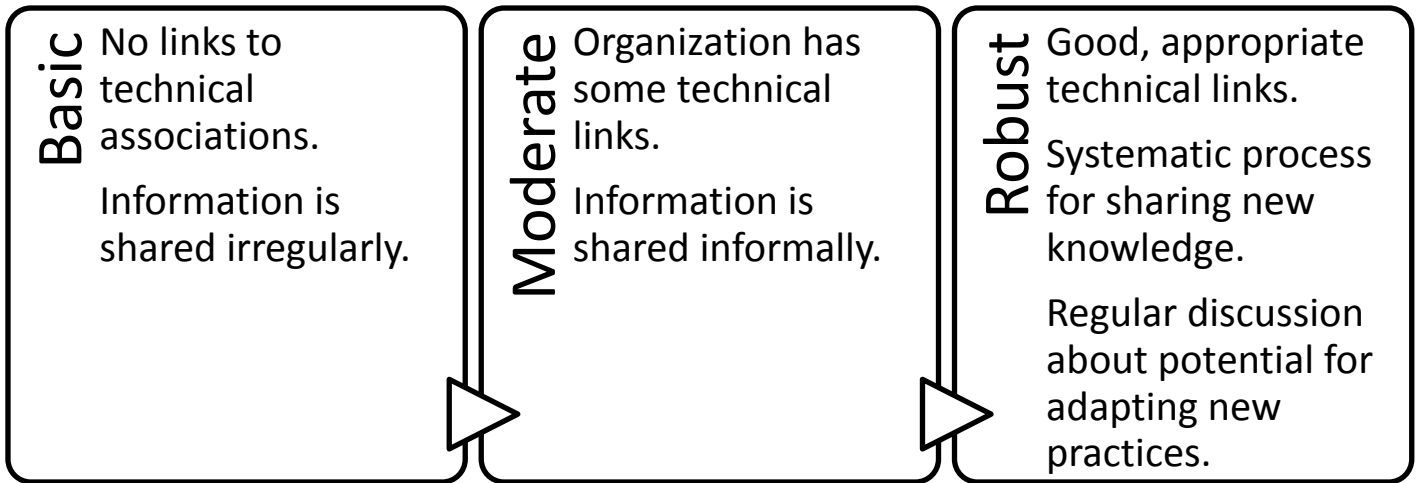
5.7 Knowledge Management

Importance: Systems for sharing knowledge, technical expertise, and best practices among staff leads to efficient adaptation of new practices, stronger programs, and more competent staff.

Discuss some or all of the following questions:

- Do you have relationships with appropriate/relevant technical organizations (government, academic, or public) to build your knowledge base?
- Do you have a process for sharing new information/practices among staff?
- Do you have a process for analyzing and identifying new information in order to adapt it for your purposes?

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Brainstorm briefly: how could the organization get to where it wants to be?

Helpful Resources: Organizational Management

- [Community Tool Box: Improving Organizational Management and Development](#)
This toolkit provides guidance for enhancing your organization's governance structure and improving communications.
- [KnowHow Nonprofit: *Developing a Communications Strategy*](#)
KnowHow Nonprofit has put together a comprehensive guide for nonprofits looking to develop their communications strategy which includes a step by step guide and links to various other helpful resources