# 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?

#### 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?

## 5.3 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?

#### 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?

## 5.4 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?

#### 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?

## 5.5 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?

#### 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?

## 5.6 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?

#### 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?

## 5.7 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?

#### 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?

**Helpful Resources: Organizational Management**

* [Community Tool Box: Improving Organizational Management and Development](http://ctb.ku.edu/en/improve-organizational-management-and-development)

This toolkit provides guidance for enhancing your organization's governance structure and improving communications.

* [KnowHow Nonprofit: *Developing a Communications Strategy*](https://knowhownonprofit.org/campaigns/communications/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