

Fit for...funding?

Fundraising is a key requirement of most non-profit organisations. When fundraising from large institutional donors, such as government, foundations or international NGOs, it is important that these donors are confident that a grant recipient will be able to use this money effectively. Funding proposals are often refused, not because the project activity is not excellent, but rather that the organisational management is not good enough.

Fit for...funding? offers practical advice on recognising how ready the organisation and systems are for funding and how to present itself to the best advantage. It will suggest tools and techniques to prepare for making funding applications, and build organisational capacity. As capacity increases, it often results in better programme effectiveness. It can build the abilities and confidence of individual staff and volunteers.

What is involved?

Bringing expertise to facilitate answers to:

- How well is the organisation managed?
- Is it financially sustainable?
- What management and financial systems need to be in place?
- How to compile a project/business plan?
- Could the organisation cope with the extra workload involved in new activities?
- Do current staff/volunteers have enough experience to manage new activities?
- How effective is the trustee board?
- How to develop the skills of staff and trustees?
- How to improve external relations with donors and partners?
- How to use risk management to identify what could go wrong?
- What is meant by 'reserves' and how to present them to donors?
- How does the organisation make a difference and what is the impact of its work?
- How effectively is the monitoring and evaluating of the work?

Who is this for?

Fit for...funding? is appropriate for an organisation about to approach donors, and for organisations that have been refused funding because of poor organisational management.

How is it delivered?

Fit for...funding? may involve a **consultancy visit** to the organisation, talking to staff, trustees and other stakeholders, and then working with the organisation to take stock and facilitate a way forward to improve their chances of funding.

These skills can be offered through a *Fit for...funding?* **training course** for one, or a group of organisations; or through **confidential coaching** with an individual, or a small group, starting where people are and identifying strengths and where improvements are needed.

Fit for ... future sustainability?

Many organisations strive to achieve sustainability to continue its activities into the future. Large organisations are likely to have a team of people to help them achieve this, but for smaller organisations it is a constant challenge. Reviewing where they are now and where they want to be is a starting point to becoming more sustainable.

Fit for...future sustainability offers practical advice on measuring how sustainable the organisation actually is, and tools and strategies for improvement. It provides space to review current operating models, re-evaluate perceptions, and discover what is needed for the future. Knowing how to make sure the organisation continues in the future often give a new confidence, which in turn may provide more effective programme activities, and the likelihood of attracting additional funding.

What is involved?

Bringing expertise to facilitate answers to:

- How sustainable is the organisation?
- How to develop improved external relations with donors and partners?
- Is there a need to diversify funding streams?
- What are the alternative ways to generate income?
- What indicators are needed to inform financial sustainability from month to month?
- How to fund core costs effectively?
- What is the true cost of what activities?
- How to build up 'reserves' to protect from variable funding amounts?
- How can strategic planning help sustainability?
- What does a sustainable organisation look like?
- How resilient is the organisation in people and systems?
- How likely is the organisation to survive the next five years?
- What steps are needed to become more sustainable?

Who is this for?

Fit for...future sustainability? is for an organisation which may have been reliant on one or two donors and recognises the need to diversify their income sources and/or operating model, and move towards a more sustainable future.

How is it delivered?

Fit for...future sustainability? may involve a **consultancy visit** to the organisation, talking to staff, trustees and other stakeholders, and then working with the organisation to identify ways of becoming more sustainable, and developing strategies to implement these.

These skills can be offered through a *Fit for...future sustainability?* **training course** for one, or a group of organisations; or through **confidential coaching** with an individual, or a small group, starting where people are and identifying strengths and where improvements are needed.

Fit for...financial management?

Financial management is a key skill for all leaders and managers. For NGOs and other non-profit organisations, its effective use can make the difference between the organisation achieving its objectives and being unable to attract donor funding. It is essential that directors and senior managers have a working knowledge of these skills, and that the financial management systems are sound. Most donors certainly require this as a pre-requisite to any proposal being approved.

Fit for...financial management offers practical advice on having robust financial management systems, and helping non-finance staff become excellent financial managers. It suggests tools and techniques that can be used to develop the financial side of the organisation. It will introduce ways of using financial management to build strong capacity resulting in increased programme effectiveness. It will build the abilities and confidence of the individual staff dealing with financial issues.

What is involved?

Bringing expertise to facilitate answers to:

- What are the key monthly checks to keep control of the finances?
- How to use financial management systems to best effect?
- How to identify a fraud before it happens?
- How to develop the financial skills of staff and trustees?
- Is financial information user friendly and how can it be improved?
- How to analyse an NGO's financial information?
- How to develop improved external relations with donors and partners?
- How to use risk management to become aware of what could go wrong?
- What is meant by 'reserves' and how to use them creatively?
- What can be done to build the financial management capacity?
- How to improve communication between finance and non-finance staff?
- How to make the most of financial management in challenging economic times?

Who is this for?

Fit for...financial management is for an organisation which recognises that they want to develop their financial systems. This may be because they are about to approach donors, or simply because they want to make full use of financial information to improve their programme effectiveness.

How is it delivered?

Fit for...financial management? may involve a **consultancy visit** to the organisation, talking to staff, trustees and other stakeholders, and then working with the organisation to review financial management systems, and facilitate a way forward.

These skills can be offered through a *Fit for...financial management?* **training course** for one, or a group of organisations; or through **confidential coaching** with an individual, or a small group, starting where people are and identifying strengths and where improvements are needed.

John Cammack

training and consultancy for non-government organisations

Each of the *Fit for Funding* programme focuses can be delivered as:

- **Consultancy visits**

The consultant will visit the organisation (or group of organisations) for a number of days. The visit includes meeting key staff and trustees and other major stakeholders of the organisation to gather information. This would then lead to discussion with management/staff to facilitate strategies for the future. An outcome of all consultancy visits will be a written report and action plan.

- **Training events**

Training events can be facilitated for an organisation (or group of organisations) on each of the *Fit for...* aspects, or tailor-made to cover particular topics of funding, sustainability and financial management. All courses will be fully participatory and provide practical tools backed up by clearly written materials. Courses involve a balance of short inputs, discussion, group work, games and individual activities. The aim is to empower participants with confidence and skills that can be used immediately in their workplace.

- **Coaching**

Coaching may involve working with individuals or a small group, starting where people are and developing their own skills over one or more sessions. It may take place as part of a consultancy or training visit, or could be set up through a series of online telephone calls and e-mail. Whilst the coach brings a wealth of experience, the aim is to build the individual's confidence and skills, making them more resourceful and productive in their work. All coaching is completely confidential.

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