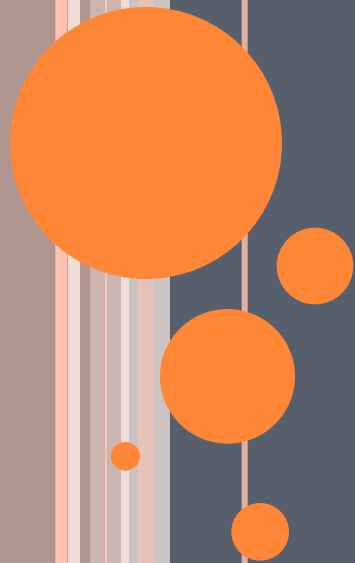


SUSTAINING A NON-PROFIT INTERNATIONAL ORGANIZATION



OVERVIEW

- Organizational Life Cycles
- Description of Each Cycle
- Obstacles and Opportunities of Each Cycle
- Moving to the Next Phase
- Questions?





LIFE CYCLES OF NON-PROFITS

Act your age

ORGANIZATIONAL LIFE CYCLE



Grass Roots-
Invention



Start-Up -
Incubation



Adolescent-
Growing



Mature-
Sustainability



Stagnation &
Renewal



INVENTION



| System | Description |
|------------------------------|--------------------------------------|
| Program & Services | Extremely Informal, perceived need |
| Staff Leadership/ Management | Entrepreneurial and visionary leader |
| Staffing | Volunteer Driven |
| Governance Board | ? |
| Administrative Systems | ? |
| Finances and Fundraising | ? |
| Community Awareness | ? |

INCUBATION



| System | Description |
|------------------------------|---|
| Program & Services | Strong commitment to delivering services |
| Staff Leadership/ Management | Founder whose vision drives the organization Little or no hierarchy |
| Staffing | Sense of “family” and cooperation among staff |
| Governance Board | Formal governance structure in place Operating board (small) |
| Administrative Systems | Few formal systems Informal management infrastructure Frequent informal communication |
| Finances and Fundraising | Overly dependent on a few funding sources and in-kind donations of expertise Hand-to-mouth |
| Community Awareness | Word of mouth No formal public relations |

GROWING



| System | Description |
|------------------------------|--|
| Program & Services | Programs established in market Demand greater than capacity |
| Staff Leadership/ Management | Beginning strategic division of labor ED still primary decision maker |
| Staffing | Staff size grows—mainly for mission Deepening organizational chart, more centralized management |
| Governance Board | New board members are added who are professionals with expertise More reactive than strategic in policies |
| Administrative Systems | Unsophisticated but beginning development of op systems |
| Finances and Fundraising | Unpredictable funding sources Cash flow problems |
| Community Awareness | First official promotional material |

SUSTAINABILITY

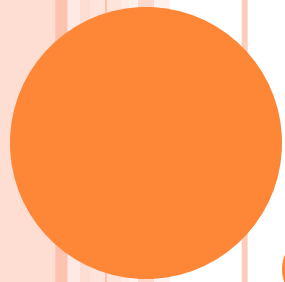


| System | Description |
|------------------------------|--|
| Program & Services | Core Programs are established and recognized Programs functioning well |
| Staff Leadership/ Management | Need for a well-rounded ED (maybe different from Founder) |
| Staffing | Professional managers are hired Vertical, hierarchical organization chart |
| Governance Board | Main function is policy and oversight Fundraising becomes a more important role |
| Administrative Systems | Program and operational coordination through formal planning Systems, policies, and procedures in place |
| Finances and Fundraising | Reliable and diverse funding streams Revenue generation |
| Community Awareness | Professional image and promotional material |

STAGNATION & RENEWAL

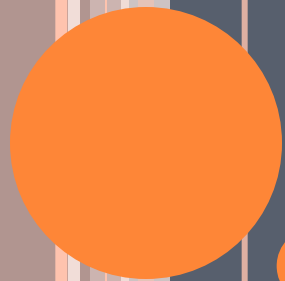


| System | Description |
|---------------------------------|---|
| Program & Services | Programs developed primarily to attract funding rather than meet market demands Inconsistent program quality |
| Staff Leadership/ Management | Change agent needed |
| Staffing | Low staff morale; staff turnover |
| Governance Board | No or very high board turnover |
| Administrative Systems | Well developed system become red tape |
| Finances and Fundraising | Insufficient cash reserves Falling behind on financial obligations |
| Community Awareness | Reactive to each crisis No real proactive marketing and community relation building |



IN THE WORLD

Which stage is your organization?



MAKE THE MOST OF IT

Obstacles & Opportunities

GROWING

Obstacles

- Absence of systems and accountability
- Overwhelmed with change
- Change may alienate funders, clients, staff, boards
- Danger of becoming isolated in the system

Opportunities

- Sense of accomplishment
- New faces
- Diversification in all areas of the organization
- Rejuvenation for the founders



SUSTAINABILITY

Obstacles

- Lack of or too much control
- Lack of risk taking
- Board and staff too operational
- Unable to transition in to a governance board
- Conflict between old and new

Opportunities

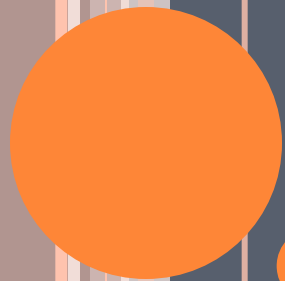
- Feeling secure
- Adequate resources
- New staff/board—fresh ideas
- Ability to try something new





IN THE WORLD

What are the unique obstacles and opportunities facing your organization?

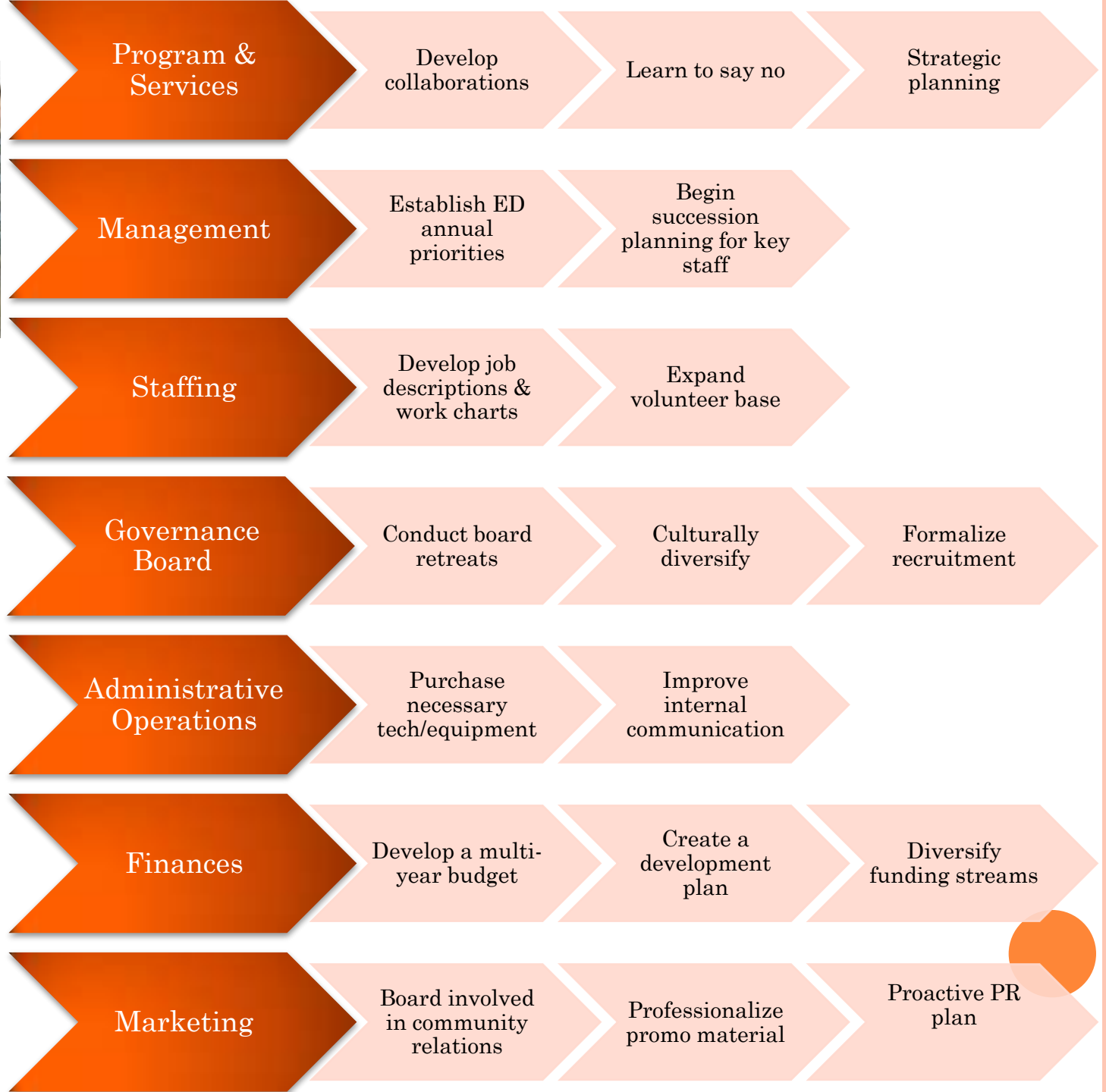


MOVING FORWARD

Growing Pains

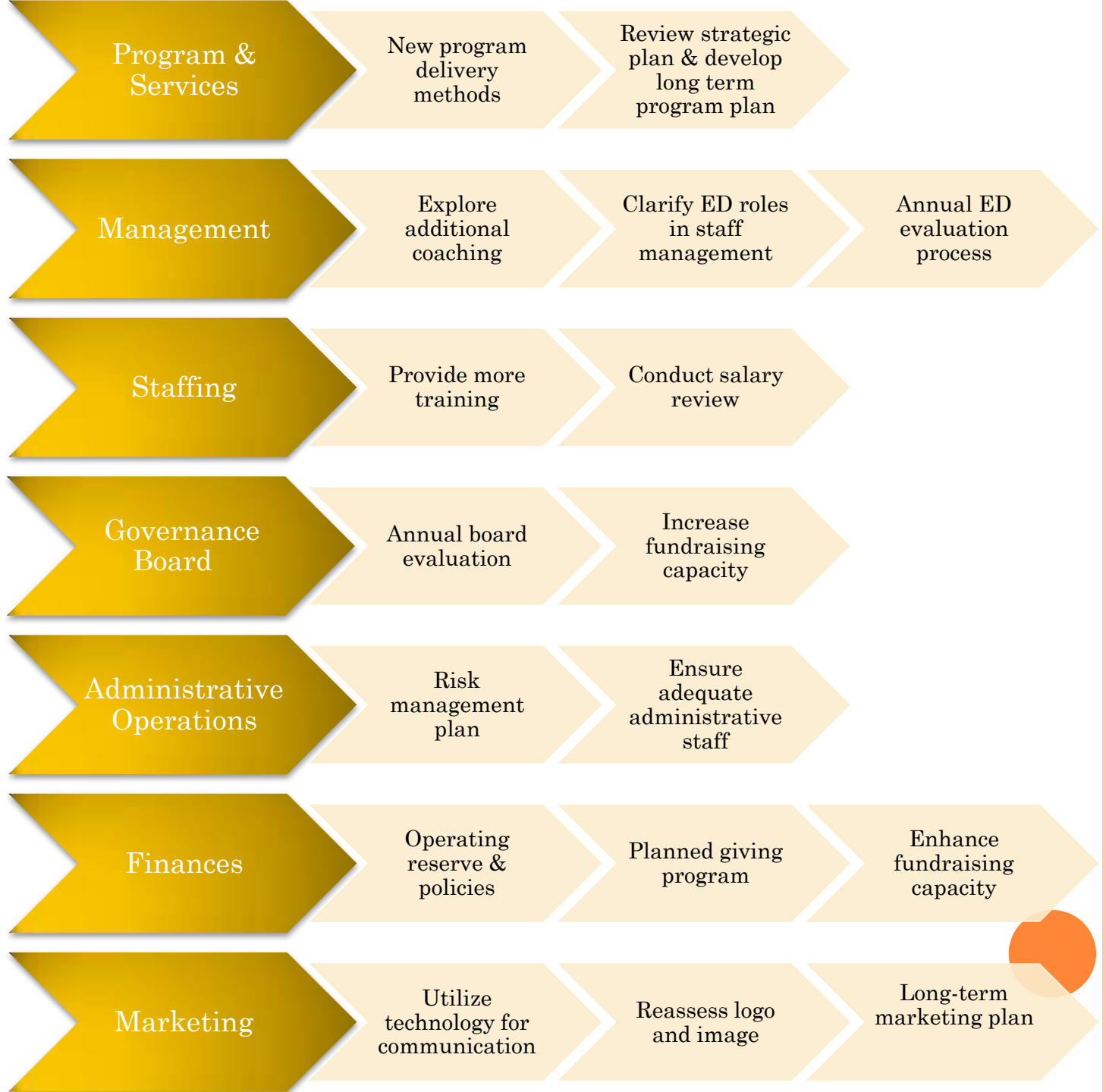


GROWING





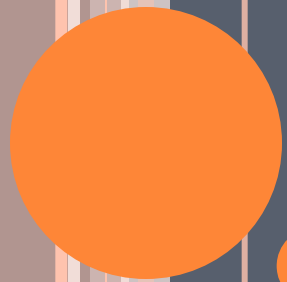
SUSTAINABILITY





IN THE WORLD

What are two areas you can work on right away to “grow” your organization?



THANK YOU

Questions?

