



CAMPAIGN FOR GOOD GOVERNANCE TOOLKIT: AN ORGANISATIONAL FRAMEWORK



Agency for International Development.

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INTRODUCTION

The Campaign for Good Governance was established on the 1st July 1996, after the reintroduction of multi-party, democratic elections in February and March 1996. The main reason for its establishment was to contribute to the rebuilding of a strong and sound democratic system after over three decades of misrule, either by a one party government or by military decree.

Over the years, CGG has proved the need for its existence time and time again; whether in campaigning and lobbying for the return of the democratically elected government when it was overthrown in May 1997 to being the first local non-governmental organization to start documenting testimonies of human rights abuses that occurred during the eleven year long conflict in Sierra Leone. It has also survived the monumental test of transition which many local organizations have failed to do. This challenge of transition (from being headed by one of the Founding Members to a different leadership) has truly placed CGG within the established realms of being an institution as opposed to just being an organization.

As we review our successes and challenges over the past eight and a half years, we feel highly honoured to be able to share them with you all under the auspices of this tool kit. Formulating the tool kit in itself was a great learning experience for us at CGG and we sincerely hope that it will be used in the same spirit that it was intended.

We would finally like to thank the National Democratic Institute for International Affairs (NDI) Washington Office for presenting to us this opportunity to first of all, learn about ourselves and secondly, share our learning with others. We are particularly pleased to be able to share experiences with colleagues within the Mano River Basin and we hope that this will be the first of many many years of working collaboratively in order to rejuvenate our precious sub-region.

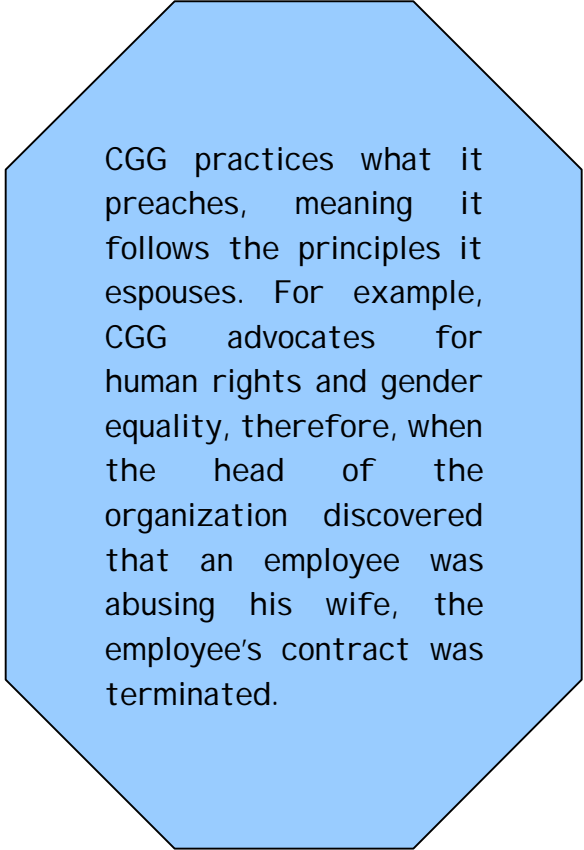
Guiding Principles

What do they mean?

An organization's guiding principles are the underlying beliefs and shared values that guide decision-making, program approaches, interactions with other groups, day-to-day management, and internal activities. These values may include the manner in which the organization's work will be carried out (e.g. transparently, accountably, responsibly), as well. These values may also promote a greater degree of trust and confidence on the part of citizens, donors, and others. Every organization has its own unique set of principles that help promote cohesion and consistency within the organization. These principles clarify what to expect from an organization in terms of how it behaves.

Along with the mission and vision, the guiding principles help an organization answer the question: is this the right thing to do? In terms of the guiding principles, the question can be asked more specifically: is the organization's work consistent with its beliefs and values? Guiding principles are only useful to an organization however, if they are applied. Principles that only appear on paper but not in practice are hollow and do not serve a practical purpose.

By practicing accountability, transparency, and responsibility an organization is much more likely to gain the public trust, credibility, and legitimacy needed to become a sustainable force in public life.



CGG practices what it preaches, meaning it follows the principles it espouses. For example, CGG advocates for human rights and gender equality, therefore, when the head of the organization discovered that an employee was abusing his wife, the employee's contract was terminated.

Guiding Principles

How do they work?

CGG began with five core principles – those listed below – upon which the organization was founded. Other principles grew naturally with time and became embedded into the life and pattern of the organization. Many people are attracted to CGG because of its values; they volunteer with the organization and apply to become employees.

The very name of the organization connotes the principles that it upholds. These principles are said to be inherent in promoting good governance. The daily activities of CGG depict the principles on which it stands and the staff embodies these principles even before coming to CGG. Owing to the fact that CGG has this pool of individuals who are highly principled, the culture and practice at CGG is quite different from other NGOs, in that it is non-partisan, transparent, equal in opportunity, secular, and it upholds democracy and human rights.

CGG's Guiding Principles:

- § CGG is non-partisan
- § CGG operates transparently
- § CGG believes in equal opportunity for all
- § CGG is a non-religious organization
- § CGG upholds the tenets of democracy and human rights
- § CGG adapts to changing trends in society
- § CGG exhibits commitment to every project it initiates
- § CGG believes in accountability
- § CGG is committed to informing communities
- § CGG believes in partnerships
- § CGG is committed to internal capacity building
- § CGG believes in teamwork
- § CGG is committed to making swift interventions

Guiding Principles

Illustrations of CGG's Guiding Principles in Daily Use:

By being non-partisan, CGG does not extol or align itself with the dogma of any political party. CGG maintains a strict position of non-partisanship because the organization represents the voice of the voiceless and people look to it for direction. As such, CGG realizes it is in a very sensitive position and any deviation from this would automatically cause it to lose its good reputation and credibility.

CGG is transparent. An example of transparency can be seen in the organization's finance department: the international accounting firm, KPMG, has been auditing CGG's finances since 2000, and also went back and analyzed the organisation's financial system since its founding. This was not donor driven; CGG saw the need for regular audits and felt obliged to conduct them.

CGG believes in equal opportunity for all and preaches non-discrimination. The participation of women and other marginalized groups is capital to CGG's work. A large proportion of its staff are women; it has a hearing and speech impaired cleaner, and at one time employed an amputee.

CGG is not a Christian or Muslim organization and it does not favor one religion as against the other. CGG has no room for religious prejudice.

CGG is an ardent upholder of Democracy and Human Rights. This was born out of the need to promote Democracy and good governance in Sierra Leone during the country's eleven-year civil war.

CGG is responsive to changing trends in society; it has some degree of flexibility. Its ability to adapt to the changing environment has allowed for its existence. Its focus is to promote freedom for all in Sierra Leone: in times of war and peace, reconciliation and justice, whatever situation the country is in, CGG is able to adapt to it.

Guiding Principles

How do they work? Cont'd.

Every project implemented by CGG is as a result of the commitment from members of staff. Staff members go to extremes to ensure the work is done, including working nights and weekends.

Accountability is CGG's watchword. CGG is accountable to the citizens of Sierra Leone and to its donors. CGG has a very rigid receipt system in place to foster programmatic, administrative, and financial accountability.

CGG is committed to disseminating information to increase the awareness about pertinent issues by people at all levels - national, district, and local.

CGG is committed to **internal capacity building**. This is exhibited in the numerous trainings and seminars members of staff are exposed to - internally and externally, nationally and internationally.

CGG **believes in teamwork**; therefore, every time there is work to be done, consultations are held and staff members are encouraged to make meaningful contributions. CGG does not encourage individuals to spearhead programs alone.

CGG intervenes on behalf of citizens when there are **human rights complaints**. The CGG Human Rights team is approachable and accessible to all members of Sieral Leonean society.

CGG is always committed to **swift action**. When a member of the community approaches any CGG staff person, immediate action is taken to address the problem or issue.

Guiding Principles

Reflection

Questions for Reflection

1. What is the purpose of guiding principles?
2. What are your organization's guiding principles?
3. Are they written down?
4. How do they affect your organization?
5. How do others perceive your organization?
6. Does your organization take the time to meet with members and citizens to hear their opinions and ideas?
7. What actions does your organization take to ensure transparency?
8. Does your organization have a system of monitoring behavior within your organization to ensure compliance with outlined values and behavioral requirements?

Addendum to Guiding Principles

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§ CGG's Guiding Principles

§ Illustrations of CGG's Guiding Principles in daily use

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Illustrations of CGG's Guiding Principles in Daily Use:

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Mission and Vision

What do they mean?

A **mission** statement explains why the organization exists. It describes the organization's purpose, and it concisely articulates the business of the organization and the goals it hopes to achieve. The mission should be derived from an identified specific need. It serves as a point of reference that an organization can refer to over and over again. It does not change all the time; instead, it remains constant and acts as a beacon for an organization. At the same time, a mission statement should be reviewed every few years to ensure it is still relative.

In recognizing the changing political and social climates in Sierra Leone and the need to refocus its work, in 2004 CGG decided to rewrite its mission statement and statutes. This tool kit was written during this process and reflects both the old and the new versions.

A **vision** is a description of what will be different if the organization succeeds in its work. It helps supporters, stakeholders and others understand the type of changes the organization intends to bring about. It can also be a description of how the organization will go about affecting change. For example, the organization might envision a nationwide network of domestic election monitors as well as a legitimate and credible election process.

The activities an organization undertakes should all have the underlying purpose of working toward accomplishing the mission and achieving the vision, which becomes the rallying point for employees, volunteers and other supporters. Taken together, a mission statement and a vision keep an organization focused and create agreed upon expectations. These guide the organization in its decision on when to act and on what actions to take.

Nonprofit Organizations are essential elements of vital communities. These organizations enrich the quality of life, epitomize the highest societal values, and strengthen democracy. Volunteers, board members, and employees of nonprofits become involved because of their organization's public benefit mission.

Mission and Vision

How do they work?

Old Mission Statement

To facilitate and encourage the full and genuine participation of all Sierra Leoneans in the political, economic and social processes of development in Sierra Leone.

New Mission Statement

CGG exists to increase citizen participation in governance through advocacy, capacity building and civic education, in order to build a more informed civil populace and a democratic State.

CGG's Vision

CGG envisions a future in which all people in Sierra Leone will live in a participatory and people-centred democracy, where citizens are empowered to participate and have access to resources, and government is responsive, accountable and transparent. CGG also envisions Sierra Leone playing a pivotal role in promoting peace, stability and democracy in the Mano River region and the sub-region at-large.

CGG came into existence as a result of the political situation in Sierra Leone in the mid-1990s. After years of prolonged one-party rule, military dictatorships and violent armed conflict, a group of pro-democracy activists saw the need for introducing and ensuring democratic good governance within the country.

Mission and Vision

How do they work? cont'd

Sierra Leoneans had lost confidence in the political system and the system's ability to address such issues as rural isolation, insufficient access to health opportunities, blatant corruption, unemployment, growing youth disenchantment, mass illiteracy, and mass poverty. The weak political institutions were closed and isolated, resulting in little communication between the people and government. Because of the democratic deficit that existed, CGG organized around a mission to mobilize Sierra Leoneans to embrace and advance democracy.

CGG came into existence during Sierra Leone's eleven-year civil war. During the war, the organization did not have time to focus on organizational development; it had to implement much needed human rights and advocacy programs. Now that the war is over, the organization, like Sierra Leone, is transitioning itself. The organization's leaders are focusing on strengthening organizational systems, policies, and procedures.

As part of this process, CGG staff are going through (2004-2005) a strategic review process and revising the mission statement to suit the evolving trends in the political environment and challenges facing Sierra Leone. The previous mission statement was far reaching and there were difficulties in assessing what

Strategic Implementation includes:

- Assessment of problem and situation
- Clearly defined goals and objectives addressing a specific problem
- Ensuring programs and activities are in line with mission and vision of the organization.
- Activities are aimed at achieving the goals
- Comprehensive monitoring and evaluation plan

Mission and Vision

How do they work? cont'd

programs fell under the mission statement and which ones did not. The new mission statement reflects current trends and future activities the organization will be undertaking and will keep the organization focused on its core programs and activities.

Organizations advance their mission statement by strategically implementing projects. CGG implements numerous projects advocating for democratic participation, promoting gender parity and addressing gross human rights violations. Over the years, major changes have taken place in the Sierra Leonean political landscape and, as such, the issues that needed to be addressed are no longer mass mobilization and crisis management, but overall state recovery and democratic consolidation.

It now embraces core programs such as reforming the security sector and the criminal justice system, assisting with the decentralization of the national government, strengthening local governments, constituency outreach, monitoring of public institutions and strengthening civil society. There is a research component that exists in all these core programs, which produces opinion polls and public surveys. In addition, CGG has done a lot of work on elections observation and training of election observers. In all of these programs, efforts are made to mainstream gender equality, increase youth engagement and bring to light the HIV/AIDS pandemic.

The organization is part of a number of on-going civil society coalitions working on related governance issues ranging from arms collection in, the extractive sector in Sierra Leone, access to justice and the formulation of the national Anti-Corruption Strategy Paper.

To demonstrate the commitment of CGG staff, the field officers did not receive salaries until January 2004, but began working as early as 1999!

Mission and Vision

How do they work? cont'd

The organization has an obligation to comment on burning issues, and many times this commenting generates support from other organizations. One such instance was the press release on the Article 98 agreement that was signed between the government of Sierra Leone and the Government of the United States of America.

The US is not a member of the International Criminal Court (ICC) and, as such, does not wish to be bound by the court's conventions. Article number 98 of the ICC statute allows countries to sign bilateral agreements stating that they will not hand over people to the ICC without first consulting the country that these people are citizens of. The US has signed a number of these reciprocal agreements - mostly with less developed countries and, usually at the same time that an aid or loan agreement is being signed. CGG took exception to this agreement being signed with the Government of Sierra Leone, especially since no consultation had been done to get the views of the citizenry on the issue. CGG issued a press release expressing its views which was published in a number of the local newspapers and read on one of the FM radio stations in the main local language. As a direct result of this, a number of other organisations picked up on the issue and even lobbied outside the House of Parliament to encourage members of parliament not to vote for the agreement to be passed into a Law. CGG protested this agreement between the two governments, despite the fact the organization receives funding from the United States. Its leaders felt that it had to stand-up for what they believed in, and felt they would not be true to the mission statement if they did not.

Be true to your mission. Develop a concise mission that defines the purpose of your organization and beware of chasing funds: do not take funds just to take funds, make sure the program works towards your mission and vision.



Fine tune programs based on your mission. Understand the needs of those your organization serves and design programs to fit your organizational philosophy.

Mission and Vision

How do they work? cont'd

Steps-Ways in-which CGG works toward its mission

- **Programs and projects are aimed at issues highlighted in the mission statement.** All planned activities, projects, and programs will reflect the new mission.
- **Selection of target groups;** CGG's core target groups are women, religious leaders, police, traditional leaders, the military, and school children. Every program that CGG runs targets at least one of these groups. The organization tries to ensure programs cut across districts and through all chiefdoms to include participation of all Sierra Leoneans.
- **Research and analysis.** In an effort to inform the general population and the government, CGG writes reports and undertakes opinion polls and surveys on critical issues.
- **Public Speaking and panel discussion.** CGG staff members are frequently invited to give presentations at public forums and events. The organization encourages government officials and other stakeholders to participate in these forums as well.
- **Outreach strategies.** CGG issues press releases, shares implementation strategies with other organizations, teaches civic education, and creates partnerships and coalitions with groups that have similar mission statements.
- **Commitment to inclusive participation.** Projects must include target groups from a wide ranging audience, regardless of political party affiliations, religious beliefs or ethnic background.

Mission and Vision

How do they work? cont'd

When does CGG reflect on its mission? How?

When writing project proposals. CGG ensures program objectives correspond with the organization's mission statement.

When implementing projects. CGG makes sure that programs are participatory at all levels and phases.

When responding to citizen's requests. If a citizen's request for information or action does not fall within the mission, the request will not be fulfilled. However, the person will be referred to a group that focuses on the particular issue.

When choosing what topics and issues to research and what issues to advocate on. When choosing topics CGG staffs asks themselves "how will the activities bring us closer to achieving our mission?" Not only do the end results need to be consistent and advance the mission, but the activities must as well.

When joining and coalitions and groups. CGG investigates groups to make sure they are like-minded and legitimate.

When choosing what seminars/workshops/programs to attend. Workshop programs focusing on social, political and economic issues are prioritized.

When CGG is evaluating and assessing its programs. There is an examination to analyze whether the programs met the objectives.

Mission and Vision

Reflection

Reasons to Forgo Funding

- The project is not critical to the organization's mission.
- The organization's integrity will be in question.
- The organization does not have the current capacity to implement the project.
- It will be hard to sustain the project, once stakeholder expectations are created.
- It will be difficult to maintain a clear vision and strategy.
- It is not needed.

Questions for Reflection

1. Does your organization have a mission statement?
2. How did the mission come about?
3. What does your organization hope to change or accomplish?
4. Can all the members of the organization express the vision?
5. How well does the staff understand the mission and vision and how is it transferred to them?
6. When was the last time your organization reviewed its mission statement?
7. When would your organization turn down funding?

Addendum to Mission and Vision

CONTENTS

- CGG's Mission Statement and Vision
- Steps - Ways in which CGG works toward its mission
- When does CGG reflect on its mission? How?

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How do you know an Organization is Successful

What does it mean?

In the NGO sector, success is sometimes hard to quantify, as there are no bottom-line numbers, such as profit margins, productivity numbers, or increased stock price to point at. But the non-profit sector is filled with great ideas and thoughtful and caring people. In many ways, such organizations represent collective best inclinations and determined optimism. It is therefore a necessary responsibility of NGOs to measure whether programs are working and if resources are being used wisely within their organizations.

By creating sets of indicators organizations can assess their success. One measure is evaluating the progress of achieving programmatic goals and objectives. Another is looking at the impact programs have had on the target group, and observing attitudinal or behavioral change.

So how do organizations know they are successful? How is it measured? A kind of strategic consideration and performance measure mechanism needs to be adopted especially for activities in which the results are not tangible.



Employ simple evaluation methods. Evaluation methods should be cost-effective, user-friendly, and adaptable to meet the organizations needs and idiosyncrasies.

How do you know an Organization is Successful

How does it work?

Most of CGG's impact assessments are externally and internally driven. Donors want to know whether their programs are making an impact and to explore new areas for possible interventions. Staff members are also determined to uphold the credibility the organization has by ensuring programs are achieving targeted goals and objectives.

Internally, CGG results from its programs. On a daily basis CGG staff can measure their success by tracking results of programmes and projects; such results are kept in rows, consisting of participants names, address, organizations, where the training took place, time and dates. This documentation enables staff members to do follow-up and evaluation of projects and programs and, as a result, problem areas are easily identified for further actions.

CGG's Indicators of Success:

- Visible examples:
 - Training center
 - Expansion of staff structure
- Being asked to be consultants and advisors, to serve on committees, and to participate in meetings and conferences.
- Increased citizen participation in governance.
- Increased voter turnout.
- Increased female participation in the electoral process.
- CGG as an organization and members of its staff do not bow to political pressure from either the government or the opposition.
- Organizations CGG trained are now receiving funding.
- After the Civil/Military workshop, civilians accept the military. Just having them come together was a success. District committees were formed comprising both sides to help solve disputes arising from repatriation.
- The citizens approach CGG to fight for their cause. Staff members are seen as advocates.

How do you know an Organization is Successful

How does it work? Cont'd.

The confidence and respect of the community toward CGG is probably the largest measure of success in the organization. The community relies on CGG to report on government scandals and the government relies on CGG to treat every action neutrally. Based on this respect and confidence, CGG has been able to alter the behavior of the public in several aspects.

CGG's Impact on Sierra Leone

- Only organization at district level to offer training on organizational issues like human resource management, financial management, research methodology etc.
- The only organization with offices in all twelve districts and these offices are easily accessible by citizens. Offices in every district have impacted the country because now people know that GCC can and will report on incidences happening all over the country.
- People react after being trained and educated by CGG. Their behavior has changed-they're voting and filing charges for domestic violence.
- As part of the overall campaign for increase participation of women in politics -18% of the candidates for the local council elections were women.
- Anytime a "scandal" happens with good governance, the citizens expect and wait to hear from CGG.
- Many people attend the weekly public forum focusing on critical issues facing the country; if people can't attend, they listen to the program on radio.

How do you know an Organization is Successful

How does it work? cont'd.

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First, there has been an increase of voter turn out (especially among women) because of educational programs implemented by CGG. Along with this success, there has also been an increase in female candidates for local elections.

Second, civilians have had greater acceptance of the military because of the Civil/Military workshop, implemented by CGG and NDI, which brought together civilians and the military to attempt to start to heal the wounds from the civil war and repatriate soldiers back into society. Now the citizens accept the military as legitimate.

Third, there is continuous participation in CGG weekly Monday forums, which bring together community leaders, government officials, and citizens to discuss pressing issues such as unemployment, healthcare, and security. These meetings are held at British Council and are broadcast on television and radio stations. Many attendees have become regulars, and those who cannot attend can watch or listen to the program on television or radio.

Besides the success in the community and government, CGG also measures its success by the respect other organizations have for it. For example, CGG is the only district level organization that trains other district level organizations, and usually these organizations gain funding after being trained by CGG. Staff members of CGG are also used as consultants, advisors, or board members of other organizations.

By keeping in line with its mission, and by continuously keeping track of its programs and program results, CGG has become a successful organization.

How do you know an Organization is Successful

Reflection

Questions for Reflection

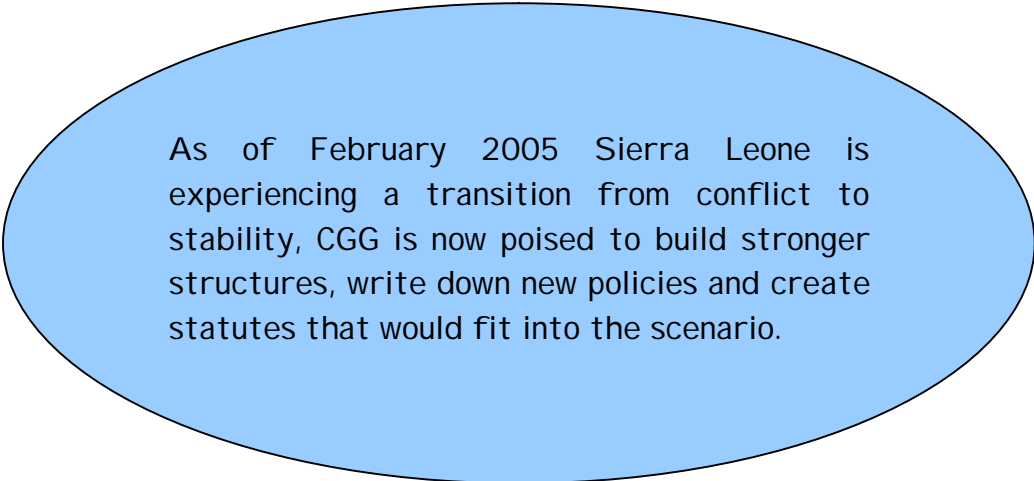
1. What type of feedback does the organization provide on projects and activities?
2. What methods of evaluating projects and activities does your organization have?
3. Has your organization created a set of indicators for determining the relative success/failure of projects or activities?
4. How does your organization collect and utilize constructive criticism from the outside? Inside?
5. What impact have your efforts to date had in achieving your objectives?

Statutes

What do they mean?

Statutes are the written rules that regulate the organization. They are internal guidelines on how an organization is run. In practical terms, statutes have many uses. They help resolve issues that may arise with organizational management, because they address and clarify who is accountable for what and to whom, as well as provide a platform for redress. Organizations run smoother, more efficiently, and more effectively because the statutes clarify roles and responsibilities for employees, members, and volunteers. When applied, statutes prevent chaos.

Most countries require NGOs to have by-laws, articles of incorporation, or statutes. These documents must contain components, such as names and vital information on the founders, organizational structure, and responsibilities of the board. Some NGOs take the statutes further to outline daily functioning of the organization, including such practices as hiring/firing procedures, the organization's operating hours, and constituency meetings.



As of February 2005 Sierra Leone is experiencing a transition from conflict to stability, CGG is now poised to build stronger structures, write down new policies and create statutes that would fit into the scenario.

Statutes

How do they work?

In Sierra Leone, local NGO's must register annually with the Ministry of Development and Economic Planning. CGG's commitment to that state provision has earned it a cordial relationship with the Ministry, which allows for a smoother registration each year. When registering, NGO's must provide the following information: constitution, income and expenditure list, annual reports, program lists and staff lists.

At the time of writing, 2004, CGG's current constitution is not a living document because its only use is for registration and when donors request to see it. There are, however, plans to review it during the strategic planning process currently under way. After this process, the statutes will be adjusted.

CGG is evolving as the country evolves. At first, the organization could only react to situations. There was little or no time to write things down, but that doesn't mean policies weren't created - they were. As the country is now experiencing a transition from conflict to stability, CGG is poised to build stronger structures, write down new policies, and create strong statutes.

CGG's Current Statutes Includes the Following:

- Preamble
- Motto
- Mission Statement
- Official name of the organization
- Address and contact information
- Objectives, which are as follows:
 - To assist in the strengthening of democratic institutions in and out of the Sierra Leonean government.
 - To conduct civic education campaigns on human rights, peace building and reconciliation, democracy and good governance by working with various local civic groups with the same objectives.

Statutes

How do the work cont'd

CGG's Statutes Includes the following (cont'd):

- To strengthen the capacity of various civic groups enabling them to constructively and genuinely participate in the governance of their country.
- To promote a spirit of tolerance, peace and reconciliation in a multi-party democracy.
- To encourage national identity through a cultural and historical awareness campaign.
- To promote democratic participation of civil society, gender empowerment and human rights.
- A clear description of where certain powers are vested, such as the power to organize public lectures and to provide financial and technical support to other local civil groups.
- Income and property owned by the organization.
- The organizational structure (board of trustees, advisory board, management body, etc).
- Finance/Auditors.
- Amendments that have been created.

For years there was no policy on employee leave; employees took time off when needed. A rule has now been created on the amount of time staff members can take for vacation or personal time.

Statutes

Reflection

Questions for Reflection

1. Does your organization have statutes? If so, how are they used?
2. What other regulatory documents does your organization have?
3. What other regulatory documents does your organization need?
4. Do your organization's members and employees abide by its statutes?

Ethics and Accountability

What do they mean?

There are several practical reasons why an organization should want to behave ethically, accountably and responsibly. For one, the level of trust that citizens, donors, and others have in an organization is a major determinant of sustainability.

These external groups need to trust that an organization is using financial resources to respond to legitimate public needs in the most efficient, ethical and responsible way possible. This is especially important for organizations working to promote democracy. Such organizations should be models of good "democratic" behavior, in order to avoid criticisms concerning corruption, representativeness, responsiveness and openness (the same criticisms that can be leveled against many governments).

Of course, it is not just about what organizations do, but also about how they do it. In other words, non-profit organizations must *do the right work* and they must also *do the work right*. These fundamental principles - ethics, accountability and responsibility - provide the underpinnings for successful and sustainable organizations.

Organizations are ultimately responsible to the constituent and need to be accountable to the community and their stakeholders. The primary role of NGOs is to improve society - in some aspect - and without trust and from the community, this won't happen. By being transparent, treating all individuals equally, and being ethical, organizations will build this trust.

Building trust within the local, national, and international community is extremely important for NGOs. Trust generates partnerships, funding, positive media, and more volunteers. In many parts of the world, the third sector needs to build this trust and credibility. Measures need to be taken to ensure that organizations are transparent, ethical, responsible, and accountable. When followed, these principles enhance an organizations legitimacy and credibility, which in turn lead to a greater degree of trust on the part of constituent groups.

Ethics and Accountability

Ethics: What does it mean?

Ethics are the principles of conduct governing any individual or organization. By upholding basic ethics; such as equality in the workplace, equal pay for equal work, and access for all to career advancements, NGOs will show their community that ethics are important and that they should to be employed. By having and following personnel policies that ensure these principles, organizations can guarantee these ethics are put into practice. Donors as well as the public will look favorably upon organizations that are ethical, avoid conflicts of interest, are nonpartisan and create an atmosphere that promotes idea sharing, trust, and openness.

The quickest way to loose the trust of stakeholders is to close the organization to their input.

The quickest way to loose the trust of a donor is to mismanage funds.

Ethics and Accountability

Ethics: How does it work?

NGOs exist to serve the public and create positive change by upholding basic principles such as equality in the work place, equal salary for equal work and access for all to career advancements. By adhering to these principles, NGOs will show their communities that ethics are an important component that need to be employed. By having and following personnel policies that ensure these principles, organizations can guarantee these values are put into practice. Donors also favorably consider organizations that are ethical, avoid conflict of interest, are non-partisan and create an atmosphere that promotes idea sharing, trust and openness.

Accepting gifts is generally not condoned because often it can be construed as bribery. However, giving gifts is part of the culture in Sierra Leone. Tribal chiefs give gifts to visitors, regardless of who they represent. Participants of workshops may give a chicken to the facilitator as a show of thanks. On the other hand, there are times when public officials offer money or office equipment in return for the organization not to report on certain issues. At what point is it OK for an organization to accept gifts and what point is not OK?

In practice, CGG staff members try as best as possible not to accept gifts. The general rule the organization has is if the gift is purely to express thanks or for cultural reasons, then it can be accepted. If it is accepted, it must then be used for the good of the organization, not the individual to whom it was presented. If, however, it is a bribe, then it cannot be accepted and the organization has an obligation to report the attempted bribe to the public.

CGG staff know that they must uphold and respect the law. Being a member or employee of an organization that promotes democracy creates an environment of intolerance towards illegal behavior. The management and staff do not tolerate individuals who break – or even bend – the law.

Ethics and Accountability

Ethics: How does it work? cont'd

CGG does not ask job applicants about their ethnicity or religion as the organization tries to promote ethnic cohesion. One of CGG's core values is promoting gender equity and providing women opportunities; therefore, gender is taken into account when hiring staff. However, the most important characteristic is competence and CGG will employ the most competent candidate, male or female. If the female applicants are not qualified for the position, or there are more qualified men, the position will be filled by a man. If there are equally qualified male and female applicants, the female will be offered the position.

CGG realizes the necessary obligation citizens and organizations have to paying their taxes so it pays its taxes. The organization maintains all the necessary legal documents and registers every year with the government. It has made its accounting books available to the tax inspectors as well.

The staff and leaders of the organization consistently ask themselves if the actions they take and activities the organization implements will promote the organization's mission or detract from it. If there is a conflict with the actions and the advancement, then the person(s) will cease the activity.



Regularly publish reports on your organization's performance. Providing regular updates on activities and outcomes is important both in terms of being accountable to your current funders and in terms of attracting new funders.

Avoid conflicts of interest and abuse of power. Continually update and improve financial, personnel, and organizational policies; develop appropriate checks and balances.

Ethics and Accountability

Accountability: What does it Mean?

Accountability is the acceptance of responsibility for any action your organization takes. There are several practical reasons why an organization should want to take account for its actions. For one, the level of trust that citizens, donors, and others have in an organization is a major determinant of sustainability. When an organization demonstrates its ability to use donor's funds responsibly and reports on its activities regularly, it demonstrates its ability to be accountable to the public. By continuing to be accountable and behaving ethically and in a manner consistent with its guiding principles, an organization gains the trust of the public (citizens, donors and others), and these factors can contribute to its sustainability.

This is especially important for organizations working to promote democracy. Such organizations should be models of good "democratic" behavior in order to avoid criticisms of corruption, representativeness, responsiveness and openness (the same criticisms that can be leveled against many undemocratic governments).

Organizations are ultimately responsible to the constituent and should be accountable to the community and their stakeholders in order to gain trust and to continue funding. By being transparent, treating all individuals equally, and being ethical, organizations will build this trust.



Communicate sources of revenue with a breakdown of expenditures. Provide clear financial information to anyone who asks, and use simple visuals such as pie charts.

Inform the board and staff. Train both board and staff to understand fully how money is raised and spent.

Ethics and Accountability

Accountability: how does it work?

There is every need for organizations to be accountable because they have a responsibility to their communities and stakeholders. The primary role of NGOs is to improve society - in some aspect - and without trust from the community, this will not happen.

Building trust within the local, national, and international communities is extremely important for NGOs. Trust generates partnerships, funding, positive media, and more volunteers. In all parts of the world, civil society needs to build this trust and credibility. Measures need to be taken to ensure that organizations are transparent, ethical, responsible, and accountable. When followed, these principles enhance an organization's legitimacy and credibility, which in turn lead to a greater degree of trust on the part of constituent groups.

Transparency is very important and critical with donors - not just during fundraising, but all the time. Donors like to know where their money is going and what it is spent on. By reporting on activities and being transparent, organizations show the donors accountability and responsibility.

Unless there are extenuating circumstances, donors do not look favorably upon organizations that do not follow budgets or the activities outlined in the proposals. CGG ensures that program activities and the budget match up. When situations arise when the activities and budget do not equal out, the organization contacts the donor to inform it of the discrepancy.

At the end of each program, CGG conducts evaluations - interviews and questionnaires - to assess the impact of the project on the targeted beneficiaries. Financial and narrative reports are subsequently made to donors, and reports are always handed in on time. Whenever CGG anticipates a delay in reporting, the organization informs its donors and sends at least a one-page project progress report. These reports discuss the successes and challenges faced in the implementation of the project. This has gone a long way in maintaining the trust and faith of the donors.

Ethics and Accountability

Accountability How does it work? cont'd

To promote trust and openness, CGG fully discloses all finances to its donors. To ensure this, CGG compiles a list of receipts and creates a financial log which is submitted to donors. The internal audit discussed earlier is an example of the financial transparency of CGG.

CGG has also introduced a log system in each regional office to document what was bought, when it was bought, and how much was spent on it. This is all geared towards maintaining transparency.

Ways that CGG is Accountable:

- Reports are submitted on time and for every project
- All financial and programmatic information is provided to its donors
- The work plan is consistently analyzed to ensure that the program is in accordance with the information the donors have
- Hires an outside auditor - KPMG - do financial audit, and distributes it to donors and community members
- Monitors receipts to ensure money is being spent according to budget
- Monitors the budgets of field offices
- Field offices keep separate logs for bookkeeping
- Interviews beneficiaries of programs to assure that work is accomplishing goals and objectives
- Consistently meets with members of the community to discuss problems and to receive feedback on activities
- Shares all communications and information internally; there is no secrecy
- All old reports, memos, budgets, etc are stored and made available

Ethics and Accountability

Reflection

Essential Values and Ethical Behaviors for NGOs

- § An organization is committed to more than self-interests
- § An organization is obedient to laws
- § An organization strives to go beyond the law
- § An organization is commitment to the public good
- § An organization has respect for the worth and dignity of individuals
- § An organization upholds tolerance, diversity, and social justice
- § An organization is accountable to the public
- § An organization is open and honest
- § An organization has responsible stewardship of resources

Questions for Reflection

1. How does your organization view accountability and ethics?
2. How is your organization accountable? If so, to whom?
3. How do others (donors, beneficiaries, other NGO's, etc.) perceive your organization?
4. Does your organization take the time to meet with members and citizens to hear their opinions and ideas?
5. What actions does your organization take to ensure transparency?
6. Does your organization disclose all financial information to donors?
7. Does your organization produce monthly, quarterly, and/or annual reports? Why or why not?
8. If reports are required by the donor, are they submitted in a timely manner?
9. Does your organization have a system for financially monitoring program expenses?

Human Resource Development and Human Resource Management

Human Resource Development: What does it mean?

Human resources are the backbone of an NGO. The most important resource an organization has is its staff and volunteers. Without them, organizations won't be able to achieve their mission. Non-profit work is usually not very glamorous. For many, it is a job with long hours and little recognition. Organizations many times have trouble finding the right individual for the job, or have a hard time retaining the best performing employees. Human resource development is the process of staffing organizations, retaining staff, and creating a positive work environment.

Likewise, Human Resource Management staff is critical to ensuring that staff members fulfill duties and obligations so that the organization runs smoothly. Lines of communication need to be established and reporting structures need to be put in place. Volunteers are crucial to the daily functioning of the organization. Human Resource Management deals with all of these issues.

Job descriptions, for example, are used to attract new employees, but they are also used by management as a tool to evaluate employee's performance. Performance evaluations are a function of human resource development, but by evaluating a staff member's job performance and comparing it with the job description, managers are able to gauge levels of effort needed to complete particular responsibilities, how effective the employee is, where the employee is excelling, and where the employee may need to better develop their skills. In recognition of this, CGG has initiated a pilot project for performance reviews and is creating a matrix for job descriptions.

At this point in time, 2004, there is not one specific human resources director, but the Admin Officer is attending workshops and seminars to increase her capacity in this area.

Human Resource Development and Human Resource Management

Human Resource Development: How does it work?

Human resource development encompasses many different things, including hiring, retaining, and firing of employees, job descriptions, employee salaries and benefits, professional development, performance review, personnel policies, orientation, and volunteer recruitment. These are critical responsibilities that help foster a healthy work environment.

Organizations have different methods of handling the responsibilities. Some have a human resources department, in others the responsibility falls under the office manager, and in others it may fall under the president, director, or another staff member.

At CGG, human resource decisions, such as hiring new staff members, are made by upper level management. These decisions are made at the monthly meetings, or at ad hoc meetings (meetings will be discussed in the next section).

Components of Human Resource Development:

- Hiring, retaining, and firing of employees
- Job descriptions
- Employee salaries and benefits
- Professional development
- Performance review
- Personnel policies
- Orientation
- Volunteer recruitment

Human Resource Development and Human Resource Management

Human Resource Development: How does it work? cont'd

Locating new and talented employees is important to any organization's health, stability and sustainability. One of CGG's goals is to promote and advance gender equality at all levels of society. Practicing what they preach, the management has made a conscious decision to create a gender equal work force, almost to the point that there is a bias against men. This does not mean that there is discrimination, there isn't. Management chooses only females that are qualified for the position and if a man is better qualified, they will hire the man.

Most NGOs in Sierra Leone and the region do not have established systems (e.g. separate and autonomous departments based on programs, a finance department, proper record keeping). These systems are attractive to prospective employees.

Because there is continuous and substantial funding, coupled with the work that CGG engages in (e.g. anti-corruption, gender issues, security reform), the organization attracts the highest quality employment applicatns.

Considerations for Employee Compensation

- Overtime and compensation time
- Salary ranges
- Positioning pay within a salary range
- Maintaining competitive salary information
- Reclassifying positions
- Salary review policy
- Promotional increases
- Withholding salary increase due to performance or leave of absence

Human Resource Development and Human Resource Management

Human Resource Development: How does it work? cont'd

The majority of CGG's employee prospects are located through personal referrals and staff members looking for possible employees during their daily interactions. The organization reviews previous applicants when filling a position and likes to recruit recent university graduates; it likes to "mold" its staff and instill good values. CGG has found that putting an advertisement in the newspaper does not attract the quality of individual it is looking for.

All applicants, no matter how they are recruited, must submit their CV along with a cover letter stating what position they are interested in. There is no set process for hiring, but the candidate will meet with at least two members of the management team and the Coordinator. The final decision on who to employ is made by the Coordinator and the head of the relevant department, after consultations with the rest of the management team. This is because management will not be working with the individual on a day to day basis, the head of the department will.

Retention of current employees and incentives for them to stay is extremely important. Too often, NGO leaders have the attitude that the nature of the work and the gratification employees receive is enough incentive for the employee to stay with the organization. CGG management realizes that employees need to be recognized for their efforts and rewarded for their hard work and dedication.

CGG employs various incentives to retain its employees including: professional development opportunities (these will be discussed more in-depth in the section "Where is Learning and Innovation Found at CGG"); vacation days; two weeks holiday for Christmas; and an annual picnic for the staff. As employees gain responsibility and rank, the amount of vacation days increases (this incentive was created in 2004).

Human Resource Development and Human Resource Management

Human Resource Development: How does it work? cont'd

The Sierra Leonean government requires all employed citizens to pay a social security tax of five percent. As an incentive to employees, CGG pays this tax for its employees.

There is no specific salary range, but each position – which is based on the competence of the employee – has a set starting salary. Due to financial constraints, raises are based more on donors and funding than on merit.

Unfortunately all employees do not work out and some need to be let go. Fortunately for CGG there haven't been too many instances when this has happened and most employees that would have been fired have left on their own, realizing that CGG is not the place for them. There is no formal process for termination, but a pattern has developed. Warnings, both verbal and written are issued. If the person does not improve or does not make an effort to change their behavior, that person's behavior is pointed out at the next all staff meeting. If the person continues with the same behavior, he/she is dismissed from his/her position.

CGG views its volunteers more as interns than volunteers. There aren't "traditional" volunteers at CGG, meaning average citizens don't donate their time to the organization, though that doesn't mean it hasn't happened in the past. CGG has interns – university students, local and international – who work at CGG without receiving financial compensation. After hearing about CGG from friends, colleagues, and in case studies, the prospective interns contact CGG and request an internship with the organization. The only reason interns are declined is when there is lack of physical office space to accommodate them.

Human Resource Development and Human Resource Management

Human Resource Development: Reflection

What Satisfies CGG Staff About their Work:

- "CGG works to improve the general welfare, to include people in participation on national development."
- "CGG stands for what is right."
- "Truly non-governmental."
- "CGG is known to be credible and trustworthy."
- "The government does not see the organization as a threat, actually, the government now participates in projects."
- "People believe CGG is efficient and effective. CGG staff are known advocates, the organization does not have fear."

Questions for Reflection

1. How are employees duties and responsibilities determined?
2. What are the lines of communication within your organization?
3. How do staff members know if they are performing well?
4. Does your organization have job descriptions?
5. What is your organization's process for hiring new staff?

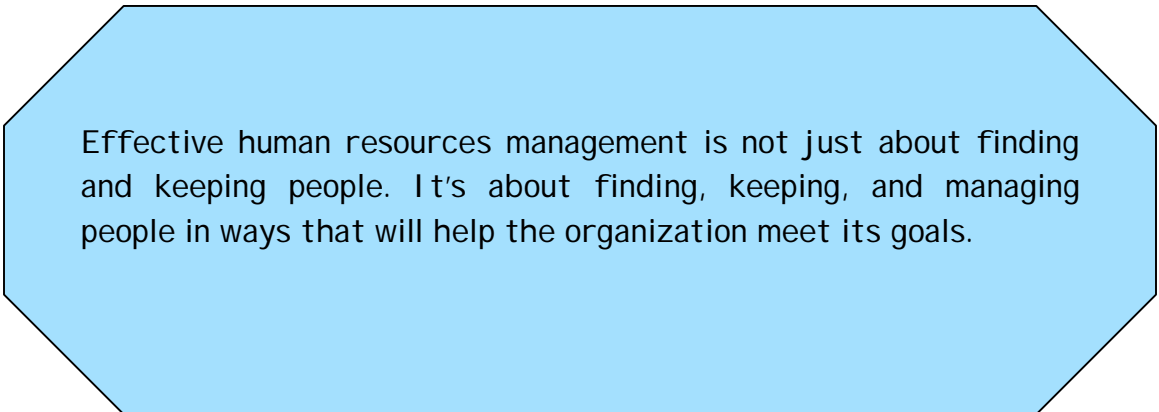
Human Resource Development and Human Resource Management

Human Resource Management: What does it mean?

As mentioned in the previous section, staff and volunteers are the most valuable resource an organization has. But, even if an organization has the best personnel and volunteers, if they are not properly managed, the organization will not be able to function at its highest level. Human resource management is how employees and volunteers are supervised, communicate with each other and organizational leadership, and report.

Once again, there are aspects of Human Resources that encompass both development and management. Job descriptions are one. Salaries and incentives are another. Organizations want to have salaries and incentives that attract good candidates, but they are also used as management tools as a way to promote good work.

Every organization needs structure. Basically structure is the way in which an organization is put together, including the organization's hierarchy, division of labor, relationships and responsibilities. Without structure, day to day operations are more challenging, program implementation is impeded, organizational growth is hindered, and there is confusion about who does what and how decisions are made and implemented. As an organization grows, its structure should reflect the change.



Effective human resources management is not just about finding and keeping people. It's about finding, keeping, and managing people in ways that will help the organization meet its goals.

Human Resource Development and Human Resource Management

Human Resource Management: How does it work?

An organization's structure is born out of its mission and vision. First, an organization should know what it wants to accomplish and from that, the appropriate structure to get it there can be created. Organizational structure should be based on the needs of the organization. Keeping it simple and understandable is also important.

CGG's organizational structure consists of an Advisory Board (soon to be changed to a Board of Trustees), Coordinator, three divisions – Civil and Political Affairs, Human Rights, Administration and Finance – support staff and twelve field offices. An organigram (organizational chart) is located in the addendum.

The statutes are currently, 2004, being revised. This will affect certain aspects of the organizational structure, especially the Advisory Board.

The structure and functions of the Advisory Board are laid out in the organization's statutes. The chairman shall serve for two years and can serve up to two terms. There are to be between 10 and 15 members (currently there are eight); the Board is supposed to meet three times a year; the Coordinator is responsible for calling the meetings. The Board's responsibilities are: advise on projects; give advice on issues brought to it; and hire the Coordinator. During the drawing up of new statutes, Advisory Board guidelines will be addressed. The current members of the Advisory Board were selected by the founder and have maintained their positions since that time.

The Coordinator is the head of the organization and is responsible for its day-to-day operations and management. This includes proposal writing,

Human Resource Development and Human Resource Management

Human Resource Management: How does it work? Cont'd

fundraising, and donor relations. The Coordinator is also the face of the organization when dealing with community and government officials. The management team consists of the coordinator and the head of each of the three divisions.

Each of the three divisions –Civil and Political Affairs, Human Rights, Administration and Finance – has a Manager or Acting Manager, whose main responsibility is overseeing and ensuring program implementation. Though not being responsible for fundraising, the managers have recently started writing proposals and creating budgets.

The three divisions are staffed differently, based on need. The civil and political affairs team comprises the manager, a program officer, assistant program officers, and support staff, such as secretaries and data in-putters. The human rights division has a research officer, in addition to the manager.

Finance and administration has two managers that report to the head of the team. There are seven program officers and assistant program officers and one research officer, who work on specific projects and report to the manager.

One of CGG's greatest strengths is its field offices. There is one in each of the 12 districts and one which covers the western area and the district offices are staffed by one field officer and one assistant. The field offices are responsible for implementing projects at the local level and report to the assistant program officers and program officers in the central office. The central office is responsible for working directives, whereas the field officers determine the day-to-day activities of the organization.

Why Communication is Important:

- Accountability
- Ensure all staff understand mission
- Create solid organizational message
- Reduce confusion with organizational rules
- Reduce redundancy
- Reduce mistakes due to directions not being clear

Human Resource Development and Human Resource Management

Human Resource Management: How does it work? Cont'd

The field offices were initially created to support the human rights team, but now the offices also support the governance team. The structure of the field offices is currently being reexamined.

Critical support staff, including secretaries, drivers and office assistants, are employed by CGG to assist the implementation of programs and ensure a smooth running organization.

Internal communication between the field offices and the central office is critical to the overall functionality of the organization. In order to facilitate this process, a reporting system, which involves monthly written reports, phone calls (including cell phones and radio messages through the local police stations), has been developed. CGG believes in keeping the lines of communication open 24 hours a day, seven days a week. For example, when emergencies or urgent issues arise, phone calls are used. Sometimes field officers call the central office every morning to check in. Attending meetings and reporting on these meetings are also crucial to the overall communication and transparency of CGG.

Communication takes many forms:

- Oral reports
- Written reports
- Web-site
- Phone conversations
- Annual reports
- Meetings
- List-serves
- Newsletters

Sharing information is one of the keys to a successful organization and CGG recognizes this. There is no "official" means of communication, but there are processes for ensuring an appropriate flow of information. Information flows top to bottom, bottom to top as well as horizontally. The main method is

Human Resource Development and Human Resource Management

Human Resource Management: How does it work? Cont'd

verbal with other methods being utilized: reports, meetings, circulation folders, an intercom system, memos, and the organization's bulletin board. There are also informal "parliament" sessions - employees informally talking during tea breaks, in the hall, etc. -where information is disseminated.

There are six computers that are connected to the internet and CGG is working on creating an intranet.

Reporting is fundamental. Reports inform staff members, community members, and donors of the activities the organization has undertaken. A comprehensive system of reporting is being developed, but already CGG Managers, officers and field staff have several reporting guidelines. The members of CGG submit reports on meetings they have attended outside of CGG (within 48 hours of the meeting). The organization submits monthly and quarterly reports, which include reports written on CGG activities to their respective donors and for any one who is interested in CGG's work. Field Officers go to Freetown to submit monthly reports and update staff. These specific reports are first given to program staff for review and editing before they are sent out to donors. The writing of the first comprehensive Annual Report is underway.

The Four Types of Meetings at CGG:

- **Division meetings** are held every month, a few days before the management meetings. In attendance are the staff for the particular division.
- **Management meetings** are held monthly and are attended by the coordinator and three divisional managers. This meeting focuses more on administration than on programming. The agenda for the staff meeting is set at this meeting.
- **Staff meetings** are held every month after the management meeting. The entire staff is brought together to discuss organization wide issues and news.
- There are **ad hoc programmatic meetings** as needed. The coordinator includes or advises the department head if she has held a meeting with one of the staff members.

Human Resource Development and Human Resource Management

Human Resource Management: How does it work? Cont'd

Decision making is critical for every organization with the process being equally important. If an organization wants to promote transparency and democratic values, then the decision making process needs to be inclusive, open, and democratic. CGG recognizes this and has created certain guidelines for decision making. Those included in the democratic process are the management team. Decisions are made during management meetings and, being a democratic organization, majority rules; there have been times when the coordinators decision was not the one the organization went with. There are times, though, when decisions need to be made in an ad hoc manner. In this instance, the decision is not made by just the coordinator; there must be a quorum of the coordinator and another individual.

Considerations When Making Decisions at Critical Times:

- Who is involved in the process? Senior level management, program officers, the entire staff?
- What information is needed to make the decision?
- What is the timeframe for a decision to be made? Is it necessary to make the decision now or can it wait and if so, for how long?
- What will the outcome be if the organization reacts? What will be the reaction if the organization does not react?

Human Resource Development and Human Resource Management

Human Resource Management: Reflection

Questions

1. What is your organizations process for hiring new staff?
2. How does your organization recruit volunteers and new employees?
3. What types, if any, of incentives for retaining employees and volunteers does your organization have?
4. How does your organization maintain relationships with its volunteers?
5. How does you organization communicate with its volunteers?
6. What types of responsibilities are given to members and employees?
7. Who is involved in the creation of policies and procedures and why?

Addendum to Human Resource Development and Human Resource Management

CONTENTS

- Organigram

Marketing: Messaging, Media, and Fundraising

What do they mean?

Marketing deals with advertising, the overall message the organization conveys, and how the message is conveyed. Marketing is everything the organization says, does, or produces. It tells people about the organization. For this reason, it is important to make sure the right messages are being conveyed and the right image is being developed. How the public and donors view an NGO is extremely important for numerous reasons. First, people will not volunteer for an organization that has a poor image in the community. People will not want to participate in events if the host organization isn't respected. Donors do not want to fund organizations that have a poor image.

Marketing encompasses different activities including public relations, external communications, and media relations. Each of these components covers a lot of ground and can have a large impact on how the organization is perceived by the public. Some organizations spend a large amount of time considering how to market themselves, and what message and image they want to relay.

Ways that CGG is Marketed in Sierra Leone:

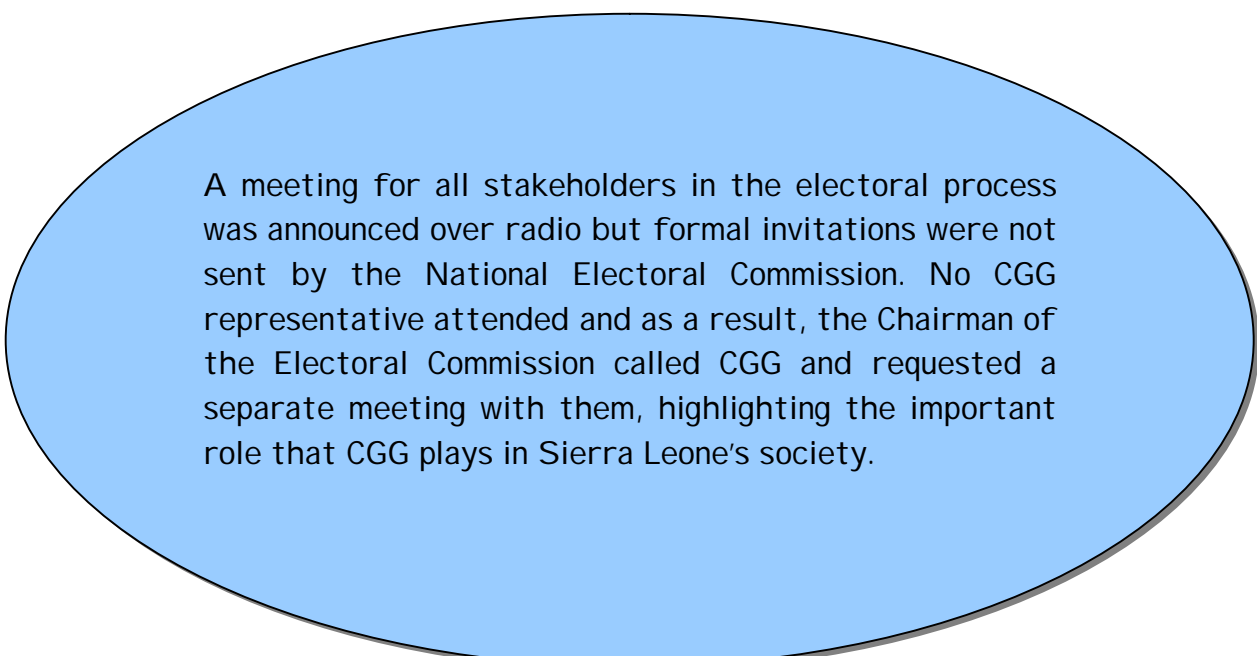
- Maintaining the reputation of being the most respected, hard-working, and trustworthy organization in the country by continuing to do excellent work
- Former CGG staff members refer groups and individuals that are seeking help to the organization
- CGG sends periodic mailings that contain reports and results of its activities to donors, international organizations, other NGOs, and media outlets
- Individuals and groups visiting the organization receive information packets
- CGG produces organizational promotional pieces such as brochures
- CGG produces educational brochures and posters for the purpose of educating citizens on issues
- Staff members are active participants and always ask questions when attending conferences, workshops, and press conferences
- CGG's activities are aired on T.V. and radio
- A two purpose organization web-site promotes CGG and give information to the public (www.slccg.org)

Marketing: Messaging, Media, and Fundraising

Messaging: how does it work?

For CGG, it is not so much about the message, but the messenger. CGG has no “formal” message, and, as actions speak louder than words, CGG’s strategy is to let its work speak for the organization and let word of mouth spread throughout the local communities and donor community. Sierra Leone has a culture of silence, and the fact that CGG speaks out is therefore significant and brings the organization into the spotlight. For years, civic education was not allowed in the country; CGG spoke out against this and became a voice for reform.

CGG is the most recognizable NGO in Sierra Leone due to two main factors—it was one of the first NGOs to be formed out of a pro-democracy effort and it performs a high level of work. CGG became a visible organization because it addressed issues that were important to the citizens of Sierra Leone such as gender violence, marginalization of certain groups, and human rights violations. The organization worked towards a return to democracy through good governance and a multi-party system by engaging political and community leaders. Donors and international organizations that are looking to address any of these issues desire to work with CGG because it is the leading organization working on them.



A meeting for all stakeholders in the electoral process was announced over radio but formal invitations were not sent by the National Electoral Commission. No CGG representative attended and as a result, the Chairman of the Electoral Commission called CGG and requested a separate meeting with them, highlighting the important role that CGG plays in Sierra Leone’s society.

Marketing: Messaging, Media, and Fundraising

Messaging: how does it work? Cont'd

CGG is unique in Sierra Leone because it currently has female leadership. This contributes not only to the exposure the organization receives, but also raises the level of awareness on gender issues.

CGG understands the people of Sierra Leone and the struggles they face. This knowledge and understanding allows the organization to address pressing and pertinent issues and be a "voice of the people." By advocating for the people and being successful, CGG's popularity spreads, especially at the community level. For example, a field officer was approached by a member of his community to advocate for the release of a relative who had been wrongly imprisoned. The CGG field officer spoke with the police, and the relative was released from jail. This officer is now approached by community members to advocate for them on similar issues.

CGG is asked to speak at universities and at other public forums on issues of governance, human rights, and advocacy, because the staff members possess a great deal of expertise. These appearances raise the level of recognition of the organization.

The organization maintains a web-site: www.slugg.org to promote itself and to educate people on the issues it addresses.

When developing materials or programs, team work is employed - one person does not make the decisions or come up with the designs, rather it is a collaborative effort. The Human Resources and Advocacy teams produce the content of any materials - brochures, posters, pamphlets - and then hire a designer to create the marketing piece. Most of the pieces utilize pictures and don't have much written content as there are many local languages and illiterate people in the country.

Marketing: Messaging, Media, and Fundraising

Media: how does it work?

The way in which the organization is portrayed in the media, negatively and positively, and the amount of coverage the organization gets effects the public's and donor's opinion of the organization. This, in turn, influences the amount of community support, quantity of volunteers, and the amount of funding received. The better the image, the more support and contributions an organization will receive. Creating this image takes work and effort on the part of an NGO, including a comprehensive marketing strategy and very good relations with media outlets.

To help ensure that its events, news, and information are filmed and shared with the citizens of Sierra Leone, CGG bought a video camera. Building on an established relationship with the only television station in the country, CGG is able to broadcast its activities. A journalist from this station uses the camera to film CGG in action and airs the footage in the news and on the radio. If CGG is not in the news after an activity has been recorded, the Coordinator contacts the journalist to inquire as to why it was not on the news. In addition to this, CGG maintains an informal archive of media clippings.

Ways CGG Builds and Maintains Relationships with the Media:

- Private radio and media are invited to CGG events
- CGG responds to media requests and gives interviews if the topic falls within CGG's initiatives
- CGG trains members of the media on governance and human rights issues
- Local district offices maintain very good relationships with their respective local media
- The responsibility of building relationships with the media is divided among the staff
- In the majority of cases, Program staff, not the Coordinator, give interviews and press releases come from program staff after being approved by the Coordinator so as to ensure maximum publicity to all program staff

Marketing: Messaging, Media, and Fundraising

Media: how does it work?

CGG uses the media to share news and information with community members and to engage the citizens in creating dialogue. One such situation was when one of CGG's field staff in the Kenema district surveyed public, police, and administration opinions on the new police promotion requirements and aired this information during a phone-in program on the United Nations radio. The issue was discussed on air and raised so much awareness within the community that the Minister of Defense called in and joined the discussion.

CGG does not have a set internal training system for media relations; the staff learn through coaching and by daily practice. There are, however, guidelines for reacting in the media to situations that arise in the political arena or human rights arena. These include: saying no to opportunities to comment on issues if they do not fit within the organizations's mission; never paying media to cover events; and sending press releases to all media outlets. The initiative to comment or make a statement is typically generated by the program staff; the field staff generally do not issue press releases or make public statements.

CGG also trains media on how to cover events and politics.



Do not wait for the media to come to you. Plan a minimum number of press events, press releases, and interviews with the reporters to support your overall communication goals.

Follow-up on press releases. Contact specific writers or section editors relating to your cause or organization shortly after you send your news release to them; this will increase the chances that an article will be printed.

Marketing: Messaging, Media, and Fundraising

Fundraising: how does it work?

Donors as well as the public will look favorably upon organizations that are ethical, avoid conflicts of interest, are nonpartisan and create an atmosphere that promotes idea sharing, trust, and openness.

Since CGG demonstrates all of these characteristics, donors regularly approach CGG to develop programs, discuss development areas to focus on, and to ask for assistance with implementing projects. The organization rarely has to seek out funding for new programs. CGG currently responds to only ten percent of the RFAs it receives; most of its funding comes in the form of non-competitive grants. However, program staff are beginning to write their own programs instead working on programs created by donors. There have been instances when CGG turned down funding due to the program not fitting in with the organization's mission statement.

At the time of writing, 2004, CGG does not have an overall fundraising strategy, but one is being developed.

CGG receives in-kind contributions, such as for its resource center on humanitarian law and human rights. In some cases, requests are written into proposals; in other instances businesses or organizations with an existing relationship with CGG are informally approached.

Transparency is very important and critical with donors - not just during fundraising, but all the time. Donors like to know where their money is going and what it has been spent on. By reporting on activities and being transparent, organizations show the donors accountability and responsibility.

Unless there are extenuating circumstances, donors do not look favorably upon organizations that do not follow budgets or the activities outlined in the proposals. CGG ensures that program activities and the budget match up. When situations arise when the activities and budget do not equal out, the organization contacts the donor to inform it of the discrepancy.

Marketing: Messaging, Media, and Fundraising

Fundraising: how does it work? cont'd

At the end of each program CGG conducts evaluations – interviews and questionnaires – to assess the impact of the project on the targeted beneficiaries. Financial and narrative reports are subsequently made to donors and reports are always handed in on time. Whenever CGG anticipates a delay in reporting, the organization informs its donors and sends at least a one-page project progress report. These reports discuss the successes and challenges faced in the implementation of the project. This has gone a long way in maintaining the trust and faith of the donors.

CGG uses its web-site (www.slccg.org) to inform community members about activities and programs it is running as well as provide fundamental educational materials on important issues. The web-site also acts a fundraising tool; donors are able to explore CGG's management team, its programs, partners, mission and vision, and other vital information.

The relationships CGG has with donors and contributors has fostered these fundraising attitudes and results. CGG has also visited donors during trips abroad. By being true to its mission statement and guiding principles, submitting reports on time, having transparent accounting principles, and sending thank-you letters, CGG has shown that it is an upstanding organization that can be trusted and will perform at or above program expectations. All of these characteristics have taken time to develop and by themselves don't ensure funding, but together they do.

All of the information discussed in Guiding Principles, Mission and Vision, and Ethics and Accountability directly correlates to raising funds. By adhering to these , donors are more likely to fund an organization.



Just as all politics is local, all fundraising is personal. Donors, as a rule, do not so much give money to organizations, as they give money to people – to people whom they know, trust, and respect – which means that who does the asking is as important as the cause for which the funds are being raised.

Marketing: Messaging, Media, and Fundraising

Fundraising: how does it work? cont'd

Steps CGG Takes for Fundraising:

- It is always honest - CGG does not hide things, it is always upfront with donors
- It is transparent
- It stands for what it believes in - it is true to its mission statement and guiding principles
- It asks donors for what the organization needs
- It responds to requests for proposals (RFPs)
- It maintains contacts located in the donor organization, which many times happen to be former CGG staff
- It submits all reports, financial and programmatic, on time, and if reports will be late, it notifies the donor
- It sends thank you letters to in-kind contributors
- If there is money left over from a project or monies need to be reprogrammed, CGG confers with donors before moving ahead
- It will periodically send updates and pictures to the donor to build the relationship and keep the donor informed
- It has a web-site www.slccg.org
- Management meets with donors when traveling abroad
- Management invites donors to program activities



Regularly publish reports on your organization's performance. Providing regular updates on activities and outcomes is important both in terms of being accountable to your current funders and in terms of attracting new funders.

Ask for gifts. If you are not asking for gifts, you are probably receiving far less than your potential.

Marketing: Messaging, Media, and Fundraising

Reflection

Lessons Learned:

- Prompt responses to government activities can go a long way.
- Cooperation is more effective than coercion.
- Attend events even if there is no formal invitation.
- Whenever a staff member attends a meeting of any kind, he or she must speak.
- Cooperation with other organizations and the government can be beneficial and opportunities should be explored.
- Success comes with hard work.
- Good media outreach helps with fundraising.
- Accurate and transparent accounting promote good faith in donors.
- High quality reports reflect a good image of the organization.
- Periodically sending pictures and updates to donors helps build relationships, which in-turn promote more funding.
- Being honest with donors builds trust.
- Standing up for what the organization believes in shows donors dedication and commitment.

Questions for Reflection

1. What steps has your organization taken to the development of its marketing strategies and image?
2. How does your organization communicate its success?
3. How do citizens know that you are accountable and legitimate?
4. How does your organization determine when comments or media coverage are necessary or unnecessary?
5. What type of methods does your organization have for preparing members for interviews?
6. How does your organization ensure that its activities are covered by local media?
7. How does your organization determine funding needs?
8. How does your organization locate funding opportunities?
9. How would citizens characterize your organization? Why?

10. How would donors characterize your organization? Why?
11. What types of funding does your organization receive?
12. Who is involved in the fundraising process?
13. How does your organization maintain relationships with its donors and the community?
14. How does your organization seek in-kind contributions

Addendum to - Marketing: Messaging, Media, and Fundraising

CONTENTS

- Ways that CGG is Marketed in Sierra Leone
- Ways CGG Builds and Maintains Relationships with Media
- Steps CGG takes for fundraising

Ways that CGG is Marketed in Sierra Leone:

- Having the reputation of being the most respected, hard-working, and trustworthy organization in the country
- Former CGG staff members refer groups and individuals that are seeking help to the organization
- It sends periodic mailings that contain reports and results of its activities to donors, international organizations, other NGOs, and media outlets
- Individuals and groups visiting the organization receive information packets
- It produces organizational promotional pieces such as brochures
- CGG produces educational brochures and posters for the purpose of educating citizens on issues such as domestic violence, not organizational promotion
- Staff members are active participants and always ask questions when attending conferences, workshops, and press conferences
- Having its activities aired on T.V. and radio

Ways CGG Builds and Maintains Relationships with the Media:

- Private radio and media are invited to CGG events.
- CGG responds to media requests and gives interviews if the topic falls within CGG's initiatives.
- CGG trains members of the media on governance and human rights issues.
- Local district offices maintain very good relationships with their respective local media.
- The responsibility of building relationships with the media is divided among the staff.
- In the majority of cases, Program staff, not the Coordinator, give interviews and press releases come from program staff after being approved by the Coordinator so as to ensure maximum publicity to all programme staff.

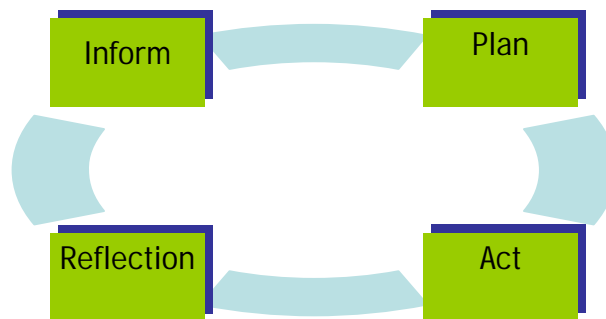
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- Management meets with donors when traveling abroad
- Management invites donors to program activities

Program Planning and Management

What does it mean?

Organizations should consider an active learning approach to programming. Active learning is a process that many organizations utilize to keep their projects fresh, relevant, and up-to-date. The first step is gathering the information. The organization then decides on a methodology, creates lesson plans, and devises work plans. Third, the organization needs to assign human and other resources needed for implementing and carrying out the plan. After acting on the plan, the organization should take the time to reflect on the process, the plan, what worked, and what didn't. The process is continuous.



Active Learning Model

Before embarking on a new project or program, organizations should assess the needs of their community. Without doing this assessment, the organization may not be solving a problem or addressing a pertinent need. Also, by doing a needs assessment, there is a greater chance of creating community stakeholders. Projects can also grow organically, when the community requests them.

Once the program is created, a team to manage and implement the program needs to be assembled. Methods of accountability, monitoring, and evaluation will be needed to ensure quality. The proposal should be used as a tool as well, as a bench mark for measuring success.

Program Planning and Management

How does it work?

Dissecting the Civic Education for Sierra Leone's Process of Decentralisation and Local Governance Program

The Civic Education Program was a three month United Nations Development Program (UNDP) funded program created to educate the citizens of Sierra Leone on issues of local government and decentralisation and the voting process in the run up to the local government elections of 2004. A civic education manual was created and distributed to facilitators. These facilitators were responsible for conducting civic education workshops in all of the districts in Sierra Leone. The workshops incorporated the manuals to educate citizens on the role of local councils, the importance of voting, and the voting process.

The program was developed when local councils (local government) were being reinstated. UNDP recognized that the councils had been dormant for over thirty years and there was a need within communities for civic education. UNDP saw this as an opportunity for Sierra Leonean NGOs to take an active role in educating citizens on their civic duties.

UNDP initiated the program, but it was implemented by CGG, Civil Society Movement, and National Movement for Justice and Development; three of the most prominent and respected NGOs in the country. The responsibility for holding workshops in each of the twelve districts in Sierra Leone was divided between the three NGOs. Each district had a coordinator and a deputy coordinator from different organizations.

The development of the program was a comprehensive partnership between UNDP, the communities and the local NGOs. An initial group, comprising of technocrats, a UNDP consultant, one female parliamentarian, a representative from each partner NGO, and an opinion leader was formed to create a Training of Trainers (TOT) manual. UNDP then conducted a TOT session for representatives from each of the three NGOs that would be facilitating the trainings in each of their districts. Each of these

Program Planning and Management

How does it work? cont'd

field directors created a detailed work plan for his/her respective districts and in some cases the work plans for sister districts were developed together. The workplans were then submitted to the respective NGO headquarters for discussion and agreement. Once the work plans were finalized, they were submitted to UNDP and integrated into the framework of the overall work plan.

Once the workplans were agreed upon, eight facilitators for each district were identified through consultations with local authorities. Field directors trained the facilitators on how to use the civic education manual in their workshops. Field coordinators and deputy coordinators were reimbursed from their organization, not UNDP. Civic education workshops were conducted in all of the districts in Sierra Leone over a three month period.

Each district office implemented the program and held trainings. Each district was independent of the others, but there was periodic collaboration. Many of the training were group workshops with community leaders. The topics covered included: information, motivation and empowerment about the decentralisation process.

Five Components of Program Planning

1. Needs assessment
2. Program conception
3. Proposal development
4. Creation of work-plan
5. Program implementation/execution
6. Program assessment

Program Planning and Management

How does it work? cont'd

The manuals and workshops were based on the active learning model. As mentioned above, with this approach, facilitators inform the participants on a topic, assist on creating a plan on how to use this information, implement this plan, and reflect on the outcome. Active learning allows participants to learn from their experiences and apply the lessons directly to the upcoming activities.

Reporting and monitoring the progress of the program was a comprehensive and important part of the process. The format for the reports was developed by the three partners and approved by UNDP. Directors of neighboring districts frequently met to discuss issues and exchange ideas, and there were occasional briefings sent to UNDP by CGG. Specifically, CGG field directors sent monthly reports to CGG headquarters, and CGG's central office submitted one final comprehensive report to UNDP. This report was only submitted after CGG met with the other partner organizations to discuss the content.

There were several different groups involved in the monitoring process. Each of the districts was monitored by teams comprising of representatives from the three partner organizations. These joint monitoring visits, one per district, consisted of interviews with individuals who participated in the trainings and on-site monitoring. Each monitor wrote an individual report based on the activities observed. These reports evaluated the methodology used and trainers. Field directors evaluated trainers by contacting beneficiaries and participants of the workshops. In addition, UNDP hired independent third-party

Why Report?

- The need to have information on the present status of project to monitor it's progress;
- To evaluate the level of effort of the staff;
- Ensure the costs are in line with the budget;
- Have a source of information for future projects that can be used for grants, as a baseline for monitoring;
- To ensure the highest quality of trainer performance;
- To create accountability in the system;
- To create a system of checks and balances to ensure fairness;
- To protect organizational integrity.

Program Planning and Management

How does it work? cont'd

consultants to conduct an evaluation of the program and its impact by contacting beneficiaries.

CGG received a grant from UNDP to implement the program. The reporting – financial and administrative – as well as all correspondence with UNDP was done by the civil and political affairs section of CGG's central office. The program was implemented by the directors of the field offices. It required consistent communication and effective reporting.



Include evaluation planning with program planning. Instead of waiting to start the evaluation after the program is planned or finished, make it part of the program's initial development and a process throughout the life of the program.

Design a worksheet for each project. More complex projects will have more detailed planning sheets; features may include task descriptions, estimated completion time, risk levels, deadlines for completion, evaluation, and assigned volunteers.

Program Planning and Management

Reflection

Lessons learned:

- Working with rural groups requires patience and tolerance.
- Program implementation requires listening to people and their stories.
- There will be many meetings.
- People generally do not want to change their way of thinking.
- Monitoring skills are needed and can always be improved upon.

Questions for Reflection

1. How does your organization develop projects?
2. How involved is the community in defining program objectives?
3. What type of teams does your organization assemble for project development?
4. What are the reporting requirements and guidelines for projects?
5. Who evaluates projects?
6. To whom are your organization's reports submitted?

Addendum to Program Planning and Management

CONTENTS

- Five components of program planning
- Why Report?

Five Components of Program Planning

- Needs assessment
- Program conception
- Proposal development
- Creation of work-plan
- Program implementation/execution
- Program assessment

Why Report?

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Building and Maintaining Relationships with Political Leaders and Public Officials

What does it mean?

It is important for politically active NGOs to maintain good relationships with public officials and political leaders. This will guarantee them a spot at the table. Organizations need to understand the political playing field and need to be able to reach out to different political actors quickly and effectively. Organizations have programs to carry out, causes to advocate for, and clients to serve. By creating linkages with the government, local, regional, national, or international, NGOs can be more influential. Once doors are open, leaders become partners and organizations have a greater chance for their voices to be heard, their legislation passed, more in-kind contributions, greater access to information, higher visibility in the community, etc.

Organizations need to keep abreast of what is happening in the political arena so that they can react. If the government passes new laws or new legislation and policies are introduced that affect the sector that the NGO is working in, the organization will need to take some sort of action. It is imperative that timely actions and responses are made to address national issues, as delays will only exacerbate the situation.

It must be emphasized that it is particularly difficult to maintain a cordial relationship with political leaders, especially when the organization is serving as a check on their excesses.

Striking the balance, however, is very important, since political leaders and public officials can gain immensely from relationships with NGOs. Such partnerships create linkages between the official and a cause, bring the official closer to the public, will help create an image of concern, and allow the leader to gain access to information and resources to help address pressing issues.

Building and Maintaining Relationships with Political Leaders and Public Officials

How does it work?

Over the years, long lasting relationships between CGG and political leaders and public officials have been built. These relationships didn't happen overnight, they took a lot of hard work, and there were a lot of frustrations along the way. Although frustrations continue, the relationships are fruitful overall.

There are different bases for these relationships. Non-partisanship is definitely a factor in the creation of relationships. Community leaders know that CGG does not play politics, that the organization is only interested in creating a better Sierra Leone, and there is no underlying political motive in its actions. This is proven through the programs the organization implements and activities the organization undertakes.

Outside of the advocacy work CGG does, the organization also conducts public polls and publishes reports on such information as HIV/AIDS in Sierra Leone, the condition of prisons, the Truth and Reconciliation Court. This information is shared with community leaders and politicians who have now come to value CGG as a reliable source of information. This also proves that CGG was an ally, not an enemy.

CGG's reputation of being honest and having a high level of integrity has enabled many relationships to form and opened many doors. This reputation is important as many NGOs in Sierra Leone have become corrupt, partisan, or have lost their integrity. By being one of the few organizations that upholds its integrity, CGG has gained a lot of respect. It is also one of few organizations in Sierra Leone to have undergone a change of leadership and still maintain its principles.

Building and Maintaining Relationships with Political Leaders and Public Officials

How does it work? cont'd

CGG's Tips for Building Relationships:

- **Engaging local leaders**
 - Local leaders need to be informed about programs to be implemented in their communities. If they are not, they will discourage participation. Most of the time — if informed — they are receptive and will help once the project starts. This aspect of informing local leaders is largely traditional and is closely tied with courtesy and respect.
 - Relationships in the regions are long-standing; employ members of the community to be local staff. These individuals have established relationships; they can approach the leaders on a personal level. It would take years to build relationships and establish the rapport needed to operate in the localities if they were not community members.
 - The reputation of the organization goes a long way in building confidence with local authorities when new programs and projects are to be implemented. The past record is a basis of trust and confidence.
- **Engaging National Leaders**
 - Work closely with political leaders; organize training programs for them — especially parliamentarians — giving them advice and equipping them with relevant materials to facilitate their work.
- **Non-partisanship**
 - Make it known that the organization is focused on the policies, not who creates them.
 - Policies on the national level need constant monitoring to ensure that issues are adequately addressed.
 - Do not become corrupt, partisan, and/or lose credibility.

Building and Maintaining Relationships with Political Leaders and Public Officials

Reflection

Lesson learned:

- Hire local staff from the community where they are to work in; they know the local leaders, customs, traditions of the area, and are trusted and respected. If outsiders are hired, it will take a long time to gain and maintain such respect and trust.
- Maintain credibility. Keep integrity, stick to principles!!
- Send research reports findings and recommendations to government officials and other influential people so that they can see the good work being done and in turn influence policy decisions.
- Invite the leaders and officials to participate in public forums and other activities.

Questions for Reflection

1. How do you think your organization is viewed by the government, political leaders, and public officials?
2. How does your organization view government, political leaders, and public officials?
3. What steps does your organization take to build relationships with government, political leaders, and public officials?
4. Does your organization and its members, volunteers, and employees understand the political environment of its country?

Addendum to Building and Maintaining Relationships with Political Leaders and Public Officials

CONTENTS

- CGG's tips for building relationships

CGG's Tips for Building Relationships:

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Where is Learning and Innovation Found in CGG?

What does it mean?

For organizations to grow, expand, stay competitive, better manage their projects, and run the organization, there needs to be learning and an influx of new ideas. There are different approaches within every organization, but almost all have the ideals listed in previous sections. Learning and professional development take the form of trainings, seminars, workshops, and other forums that teach new skills, methodology, fields of work, etc. Innovations are new ways and ideas to present information, implement projects, transfer skills, etc.



Challenge the performance of staff. Individuals want to be motivated.

When facing challenges, staff will perform better if they have a hard-to-reach goal.

Encourage self-motivated continuous learning. Continuous learning is a necessity to staff and can add greatly to their value within the organization; this learning can range from formal seminar and course participation to informal inquiry relating to the organization programs and participants.

Where is Learning and Innovation Found in CGG?

How does it work?

CGG recognizes the value of higher education and encourages its employees to seek opportunities and provides scholarships, when possible, to staff members to assist in defraying the expenses. The organization is approached with scholarship opportunities from international donors. When staff members leave to pursue graduate studies, they will have their position when they return. CGG takes an active approach of facilitating the influx of new ideas and education both within its organization, and with other NGOs, the community and donors. This type of approach has contributed to the success of CGG's activities in the community, and to it being seen as a resource and example on all levels.

Internally, there is ample opportunity for the sharing of information among all members and employees. There are regular trainings, information sessions and workshops. Field staff are required to attend trainings of trainers (TOTs), and in turn are equipped with the knowledge to hold future trainings for staff. Internal workshops and coalitions are conducted in order to pass on knowledge and information, and share lessons learned. Staff members are encouraged to attend conferences, seminars and study missions. Information on these events is passed along to the coordinator, who in turn disperses the information to different areas of the organization and to the field offices. The more opportunities that are available to the staff, the more likely people will be able to attend. Thus, staff, by taking advantage of these opportunities, can develop expertise in specific areas, and serve as a resource for other and new staff. Informal information exchanges are a constant part of the everyday activities of the CGG staff.

Within CGG, there is a policy of learning by doing. This is not to say that staff members are left to fend for themselves on projects. On the contrary, questions are encouraged and experts are available to assist staff if they need help. Staff are given the opportunity to participate in projects and planning so that they may acquire the skills and the knowledge necessary to continue their own projects in the future. If a staff member does a good job on a project, he/she may be asked to lead the next project, furthering the educational method of learning by doing. Though mainly program officers participate in the planning phase of projects, often times input is provided by and accepted from the field staff.

Where is Learning and Innovation Found in CGG?

How does it work? cont'd

Moreover, input acquired during the evaluation phase from field staff and beneficiaries is used in future projects.

Ways that CGG Promotes Internal Learning and Innovation:

- Field staff attend TOTs and hold trainings
- Staff learn by doing
- Staff members are encouraged to attend conferences and workshops
- Staff members are encouraged to continue their formal education
- Scholarships are sometimes provided for education
- The Research Committee holds trainings and workshops
- Staff are encouraged to interact with other organizations to share lessons learned and best practices

In addition to the many ways that information is transferred through communicative lines, CGG also has its own research committee and resource center, which is made available not only to CGG staff, but to the community, donors, and partner NGOs. The research committee conducts internal research and submits reports to the district offices on what staff members have learned at different workshops, seminars or conferences, and skills-building exercises. Staff members hold internal workshops on skills they are experts in, such as how to present a research report.

Many organizations refer to CGG as an example on how to develop field offices and local level workshops. They request information from CGG on how to create their own resource center, as well as write letters to CGG asking to be partners in projects. For example the National Accountability Group (NAG) requested information from CGG and the Parliamentary-Human Rights Committee relies heavily on CGG for assistance with developing project proposals and reports, meetings, legislature, strategies and more. In addition, CGG's skills and knowledge are being requested and utilized by a broad range of international donors and by the government.

Where is Learning and Innovation Found in CGG?

Reflection

Questions

1. What systems are in place for learning and innovation?
2. How does your organization promote the development of new ideas, techniques, and technology?

Addendum to Where is Learning and Innovation Found in CGG?

CONTENTS

- Ways that CGG Promotes Internal Learning and Innovation

Ways that CGG Promotes Internal Learning and Innovation:

- Field staff attend TOTs and hold trainings
- Staff Learn by doing
- Staff members are encouraged to attend conferences and workshops
- Staff members are encouraged to continue their formal education
- Scholarships are sometimes provided for education
- The Research committee holds trainings and workshops
- Staff are encouraged to interact with other organizations to share lessons learned and best practices