

The future of NGOs:

How do we build the NGOs we need



NGOs need to find new ways to survive and thrive

About us



We build better NGOs



We help them be better funded



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Talking points today



The NGOs we need

Challenge ahead

Agile

Cultural Changes

Building a more efficient NGO

Getting the funding right

We never share client data!

1. When we mention client name, we received advance, written permission
2. In all other cases lessons learned are anonymized

Improve your fund(raising) - Step 1



1. LOOK IN

Every journey starts with a goal.

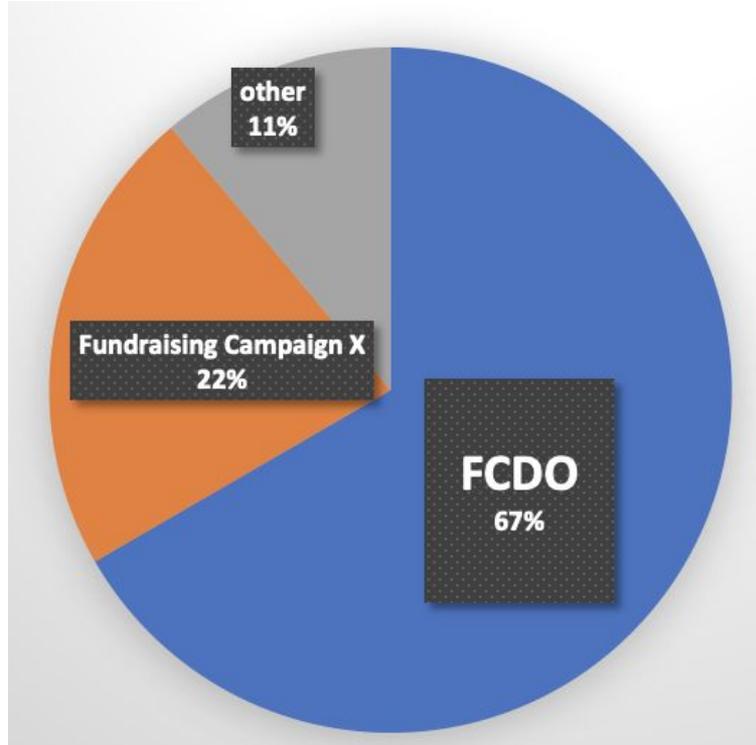
1. Analyse what you have!
2. Where do we lack funding?
3. What type of funding applications are we successful with?
4. What fund(raising) capacities do we have?
5. Funding S & W

Tip: Set a
BHAG
(we get back to that)

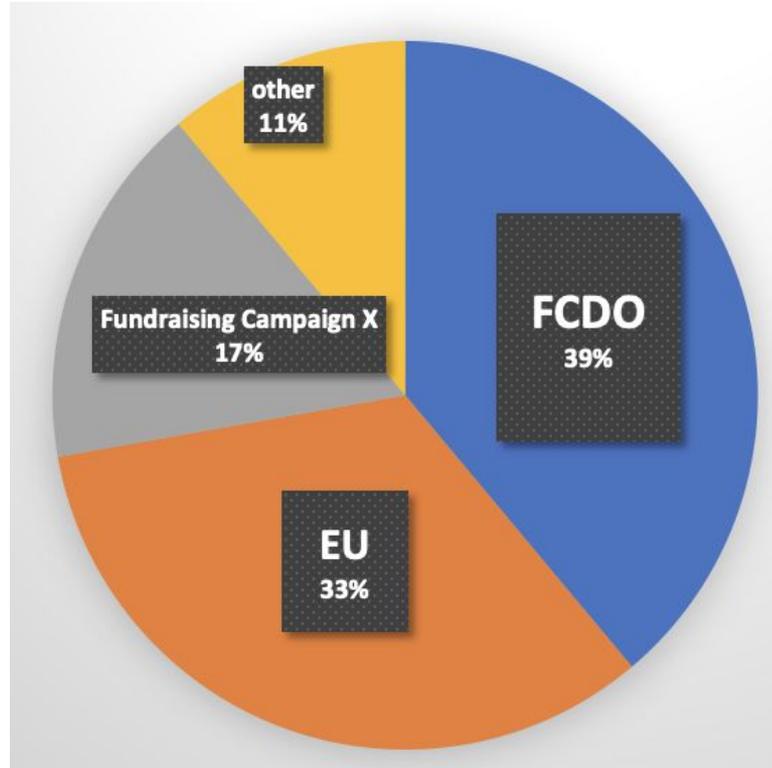
Jim Collins and Jerry Porras



Step 1: What do we have?



Current year funding mix



Weighted average 2015-2020

BD Capacity

- 3 FTE staff
- 1 PT cons.
- Notification
- Quarterly BD workshop
- ...

Improve your fund(rais)ing



1. LOOK IN

2. LOOK AROUND

What do we need & what is available?

1. What is our donor audience?
2. Who do we share an audience with? Can we partner with them?
3. What funding would be ideal?
4. How much do we actually need?
5. What are the key competitive factors?



What funding do we *REALLY* need?

	Government GRANTS	Service contracts	BUSINESS /IGA	Fundraising CAMPAIGNS	Membership scheme	Foundation Grants
Flexibility of fund usage						
Cost-Recovery & Profitability						
Level of Effort – Securing funding						
Level of Effort – Managing funding						
Longevity & Sustainability						
Recurring & Repeatability						

Improve your fund(rais)ing



1. LOOK IN

2. LOOK AROUND

3. LOOK AHEAD

Let's do it!

1. Determine the paths to more funding
2. Score them against likelihood of success (from step 2) and investment needed (from step 1)
3. Bear in mind the O & T, combine with S & W for a full picture
4. Invest wisely, not miserly.
5. Run a SPRINT to get unstuck!



What does “agile NGO” mean?



An agile NGO is **less based on hierarchy** and **more on localised decision-making and shared information**. It is a shift from the old-fashioned, traditional, hierarchical structure to a more organic, responsive, and flexible one. As a result, agile organisations are quick to change course if necessary – and thus better equipped to respond to challenges.

Why go agile?

- It's the better way to cope
- It's the better way to be prepared for all scenarios
- It prioritises data-led learning and accountability
- It drives operating models with more impact
- It allows for a trust-based culture

Some examples



WarChild Holland

Data centrality

- prioritising data collection and learning
- Dissemination of learning integrated into the monthly working structure
- Production & application of learning integrated into remuneration structure
- Basis for a continuous improvement and new programming cycle

European mid-sized NGO

New programme development

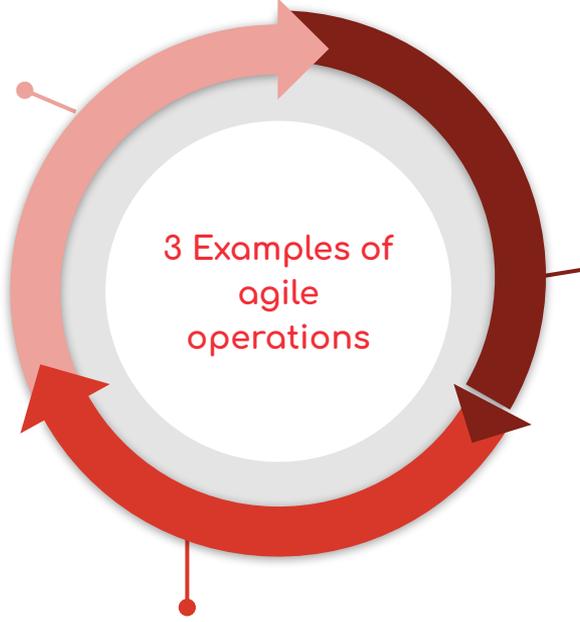
- Defined 3 impact pathways
- Field offices to develop new programmes autonomously within impact pathway
- Resulted in heavy locations of approach and local ownership
- Data and impact data database updated weekly

US and global NGO

Income generation

- Grand based model too restrictive & not generating enough unrestricted funds
- Fast paced 6 developed alternative income streams over intensive 10 weeks sprints
- 2 substantial new income streams development over 18 months

Making operations
agile is a good start...



3 Examples of agile operations

Finance and budget management

- Allows good budget control and within it operational freedom
- Embraces decolonisation and decision decentralisation
- Drives owner-management mentality over income generation
- Operates through a global digital platform built for collaboration

Human resources

- Empowering your employees to make decisions
- Teams form where and when needed, without top-down management
- Allowing cross-department collaboration - often gets rid of them
- Allows for a much stronger analysis - hindsight - insight - foresight learning loop

Programs

- Using value to respond to opportunities and possible changes
- Allowing development to occur in parallel with delivery
- Allowing user involvement (example of interactive development)
- Allowing stakeholders engagements (as example of program management)
- Teams become an evolving system

Cultural changes to
make NGOs more agile

VS



Organizational structure

- Decisions are handed down from above
- Roles and responsibilities are well defined

Self-steering teams

- Expert coaching that is available to guide the team throughout the decision making process
- Teams are free to be more creative

AGILE means matching the style of the desired outcomes

VS



Field

- Delocalization: the field becomes 100% responsible for managing programs and operations without having HQ as bottleneck
- Decentralization is based on trust, digital reporting, accountability and compliance

HQ

- Centralization: all the decision are taken at HQ and the field team is only an implementer
- Significant lack of trust which can be translated to lack of accountability and compliance

AGILE means having the capacity to deliver valuable intervention in the shorter time possible

Lessons learned from agile transformations

- **Structures and systems** must actually support the strategy, not just be based on history
- **Trust requires data transparency:** Objectives, indicators and other data points should be freely available to inspire trust
- **Funding must be robust:** Government funding is not a viable path to impact
- **Data is the key to impact:** collection -> analysis -> insight -> foresight
- **Make work work for people:** Flexible work arrangements, platform-based work allows people to work when they want/can

MzN
International



Undergoing fundamental restructure to be ready for recurring migration waves



Diversified its funding in 2019, grew in 2020



Put data at its core in 2020, attracts substantial donor endorsements

Thank you!

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[Upcoming webinars:](#)

**Aligning your funding strategy
with current donor strategies**

01 December, 3-4 pm CEST

Register [here](#).

[Latest insight article:](#)

**NGO Restructuring - Embrace the
Change**

Read [here](#).