Webinar series:
The NGO Reference Model

Webinar 2: Benchmarking

https://www.ngoreferencemodel.org/
Webinar Series

1: Introduction
   - Overview
   - Uses so far

2: Benchmarking
   - Review
   - Benchmarking
   - Q&A

3: Results+ Next Steps
   - Results
   - Nethope Digital NGO

Content
- Model Review
- Organisation Mission
- Application Landscape

Inputs
- Benchmark
Recap: NGO Reference Model

Organisational Management & Governance
- Knowledge Management
- Supply Chain Management
- Finance
- Human Resource Management
- Information Technology

Enabling Activities

Primary Activities

Programme Design → Context → Impact → Programme Delivery

Programme mission directly contributes to our organisational mission
Primary activities are directly contributing to our organisational mission
Review ‘homework’ from the last session

1. Review model in detail
2. Contextualise for your organisation’s mission
3. Map your as-is Application Landscape
Discussion 1: Review feedback on reference model

Over 75 **business** contributors **across** the organisation:
- Senior management (including C-suite)
- Programmes
- Fundraisers
- Enabling functions (Logistics, HR, Finance, Communications, IT etc.)

10 NGOs….

6 new NGOs!
Discussion 1: Reviewing the model - missing processes?

1. Explain the process
2. Create a generic NGO version
3. Assign the process to either a Primary or Enabling activity
4. Identify where the process might fit within the NGO reference model
5. Can the process be explained using any existing framework (e.g. APQC’s PCF)?
6. Create wordings for each new element – short, simple and consistent with rest of the model

Points for discussion:

- Most responses were ‘Yes, partially’ and ‘Yes, completely’
- Not many ‘no’ answers, but focused on cluster in Supply Chain Management (expected)
- Specific feedback: “Add Volunteer Engagement/Management and Affiliate Management to the framework. However, I realise that not every NGO have affiliates or work with volunteers.”
- Other items…..
Discussion 2: Organisation Mission

**Organisational Management & Governance**
- Knowledge Management
- Supply Chain Management
- Finance
- Human Resource Management
- Information Technology

**Enabling Activities**
Apply across the organisation, including all primary activities

**Primary Activities**
Apply to a specific stage in the value chain

2. **The problem**
Poverty is the denial of fundamental freedoms — to receive an education, to access health care, to earn a living and to influence decision-making. It is about more than people’s material conditions but about their ability to make choices, to create and respond to opportunities and to have greater control over the world in which they live. The consequences of poverty are that human rights are not realised and human potential is unfilled.

2. **Primary Activities**

**Context**
- Programme Design
- Fundraising
- Funding Management
- Programme Delivery

**Impact**

**Poorest and most marginalised**
- Programme Design
- Fundraising
- Funding Management
- Programme Delivery

**Safe water, sanitation, hygiene for everyone, everywhere by 2030**

**WaterAid’s Primary Activities**
- Water
- Sanitation
- Hygiene

**Changes in people’s lives:**
- Education
- Health
- Livelihoods
- Inclusion
- Gender equality
Discussion 3: Mapping of your AS-IS Application Landscape

• Hopefully you managed to collate a list of the applications you use in your organisation
• This leads onto benchmarking……
Next Task: Benchmarking

Average Application/Systems Support for Processes

- None: 39%
- Partially: 32%
- Mostly: 5%
- Limited: 12%
- Fully: 10%
- N/A: 2%
- Unknown: 0%
Next Task: Benchmarking

- This benchmark captures the as-is level of application support for each organisation for each process group. It does not include the organisation context.
- Definition: an organisation includes all fundraising members, regional hubs, implementing offices etc. across the entire federation / cooperation / committee
- Definition: an IT system is software that has undergone specific technical development, customisation and / or implementation to provide functionality capabilities per the NGO Reference Model to support the organisation to achieve its mission. Solutions to be included in benchmark assessments:
  - Custom-developed applications (e.g. a .NET application to track projects and grants)
  - Off-the-shelf implementations (e.g. a Raisers Edge instance for donor managing)
  - Configured web applications (e.g. a SharePoint Online instance to manage documents)
  - Mobile applications (e.g. an Android ODK implementation to collect monitoring data)
  - Managed spreadsheet or document-based solutions that use VBA scripting, such as form-based data entry, data transformation and movement, or version control.
- Solutions to be excluded in benchmark assessments would include unmanaged email and excel tools combined with dropbox
Next Task: Preparation for benchmarking

List all applications:
- Enterprise wide
- Local

Benchmark will contain ratings for:
- Overall
- Organisational coverage
- Functionality
  - Enterprise
  - Local

Excludes: Email, simple Excel solutions and applications that are not fit-for-purpose
We’ve talked…….. Now let’s do
• Complete benchmark spreadsheet

Email results to:
fredrik.winsnes@nethope.org
Please fill in the survey…