

# Building for the Future



# The Synergos Institute

Synergos and its partners mobilize resources and bridge social and economic divides to reduce poverty and increase equity around the world.

Synergos focuses on strengthening grant-making foundations in nine countries through peer-to-peer learning.



# What is institutional development?

The process by which an organization gains the capacity to fulfill its mission and to sustain itself over the long term.

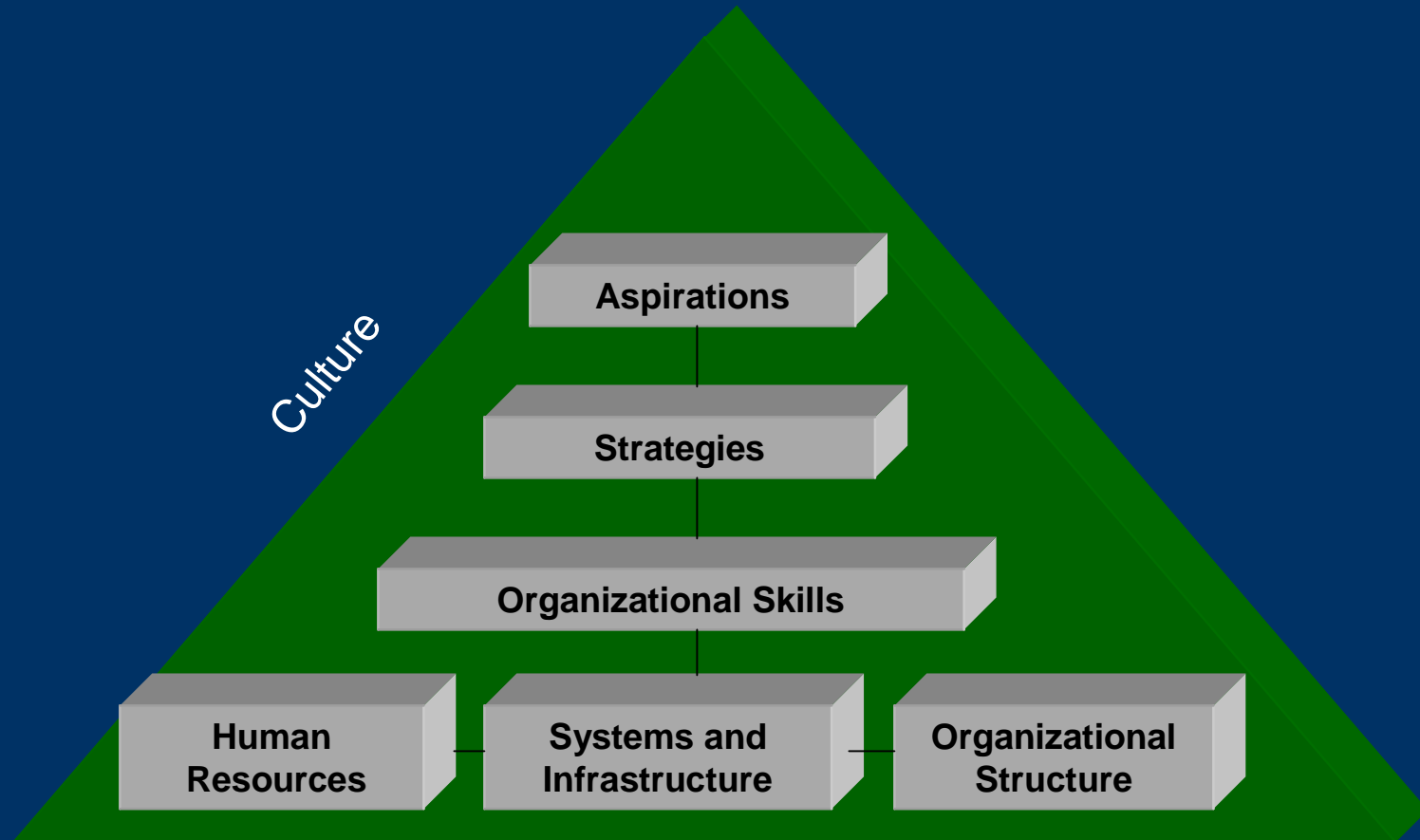
Adapted from Grantmakers for Effective Organizations and Phibil and Mikrush : *A framework for institutional development*



# Challenges for New Foundations

- Conceptual
- Financial
- Focus and Expectations

# The Institution as a System



From McKensie "Building the Capacity of Nonprofit Organizations"

# Building Block 1: The Founding Board



1. What are the collective skills, intellectual assets, knowledge, and contacts of the foundation board?
2. How will the founding board function and make decisions?
3. What is the mandate of the founding board? What tasks will be left to the permanent board and to the staff?

## Building Block 2: Aspirations – Vision



### Vision Statements - Examples

**Esquel Foundation – Ecuador** A society where fewer people are excluded, less people are poor, where there is a participatory democratic system...a society where people have access to services, where transformations are achieved through consensus.

**African Women’s Development Fund, Ghana** The vision of the AWDF is for African women to live in a world in which there is social justice, equality and respect for women's human rights

**Kehati Foundation, Indonesia** - Establishment of society and its constituent communities, duly empowered and capable of conserving biological diversity and of utilizing biological resources in an equitable and sustainable manner for the achievement of the highest possible quality of life.

**Raks Thai Foundation, Thailand** – A civil society where people enjoy quality of life, rights and equality, where people determine their own destinies and development is sustainable.

# Building Block 2: Aspirations – Mission

## Mission Statements - Examples

**African Woman's Development Fund, Ghana:** AWDF is a fundraising and grant-making initiative, which aims to support the work of the African Women's movement. Our mission is to mobilize financial resources to support local, national and international initiatives led by women.

**Tifa Foundation, Indonesia** Tifa promotes an open society in Indonesia, which respects diversity and honors the rule of law, justice, and equality.

**Children and Youth Foundation – Philippines** CYFP is a non-stock, non-profit private Philippine Foundation whose mission is to improve conditions and prospects for children and youth through the support of effective programs and develop character, build confidence and encourage self-reliance and foster a sense of community.

**Social Foundation, Colombia:** Working to change the structural causes of poverty in Colombia.

**Social Change Action Trust, South Africa** SCAT is an independent funding and development agency. We support community controlled development projects in rural areas. We work in partnership with those we fund by offering support in organizational development and capacity building. We believe that this is vital for the rural poor to gain power and for democracy to become real.

# Building Block 2: Aspirations – Values

## Example – Values Statement      David and Lucille Packard Foundation

**Integrity:** The Board and staff will be open and honest with one another, the community, and Foundation grantees. They will encourage the highest possible standards of conduct and ethics.

**Respect for All People:** The Board and staff, in all of their work on behalf of the Foundation, will show graciousness and respect to all people. The success of the Foundation depends on seeking out and listening to the ideas and advice of others.

**Belief in Individual Leadership:** The Board and staff will provide at the Foundation an environment of trust and flexibility that fosters and rewards the best in ideas and efforts. In grantmaking and other activities of the Foundation, the Board and staff will look for those individuals and their organizations best able to make a contribution in their fields, and then will respect and support their leadership and ideas.

**Commitment to Effectiveness:** The Board and staff will identify unique and strategic opportunities to make a difference. They will evaluate their effectiveness and change strategies as necessary to achieve a greater effectiveness. The Foundation will take a long-term view and keep a commitment to selected areas that require this.

**Capacity to Think Big:** The Board and staff will initiate and be receptive to ideas in which a large commitment of funds and/or time can make a unique and lasting contribution. The Foundation will operate in a way that ensures flexibility to respond to such opportunities.

## Building Block 3: Strategies

**Grant making**

**Capacity building**

**Convening**

**Developing  
knowledge**

**Initiating**

**Catalyzing**

**Facilitating**

**Building Alliances**

**Collaborating**

**Building Assets**

**Investing**

**Co-Financing**

**Mobilizing Resources**

**Community**

**Organizing**

**Advocating**

**Leading**

**Raising Awareness**

**Promoting of social  
responsibility**

**Creating  
opportunities**

**Reforming**

# Building Block 3: Strategies

## Foundation for Community Development in Mozambique

**Grant making** -- to provide financial resources, which added to the already available resources locally, as the co-participation of the communities in the funding of initiatives, will contribute to meet the basic needs of population groups.

**Capacity building** -- through training and the capacity building of NGOs and CBOs.

**Convening** -- to facilitate the convening of conferences, meetings and workshops on various issues that are relevant to the development of the community.

**Advocating** -- promoting activities that will contribute to the establishment of an overall enabling environment for community development and to the strengthening of the voice of the civil society.

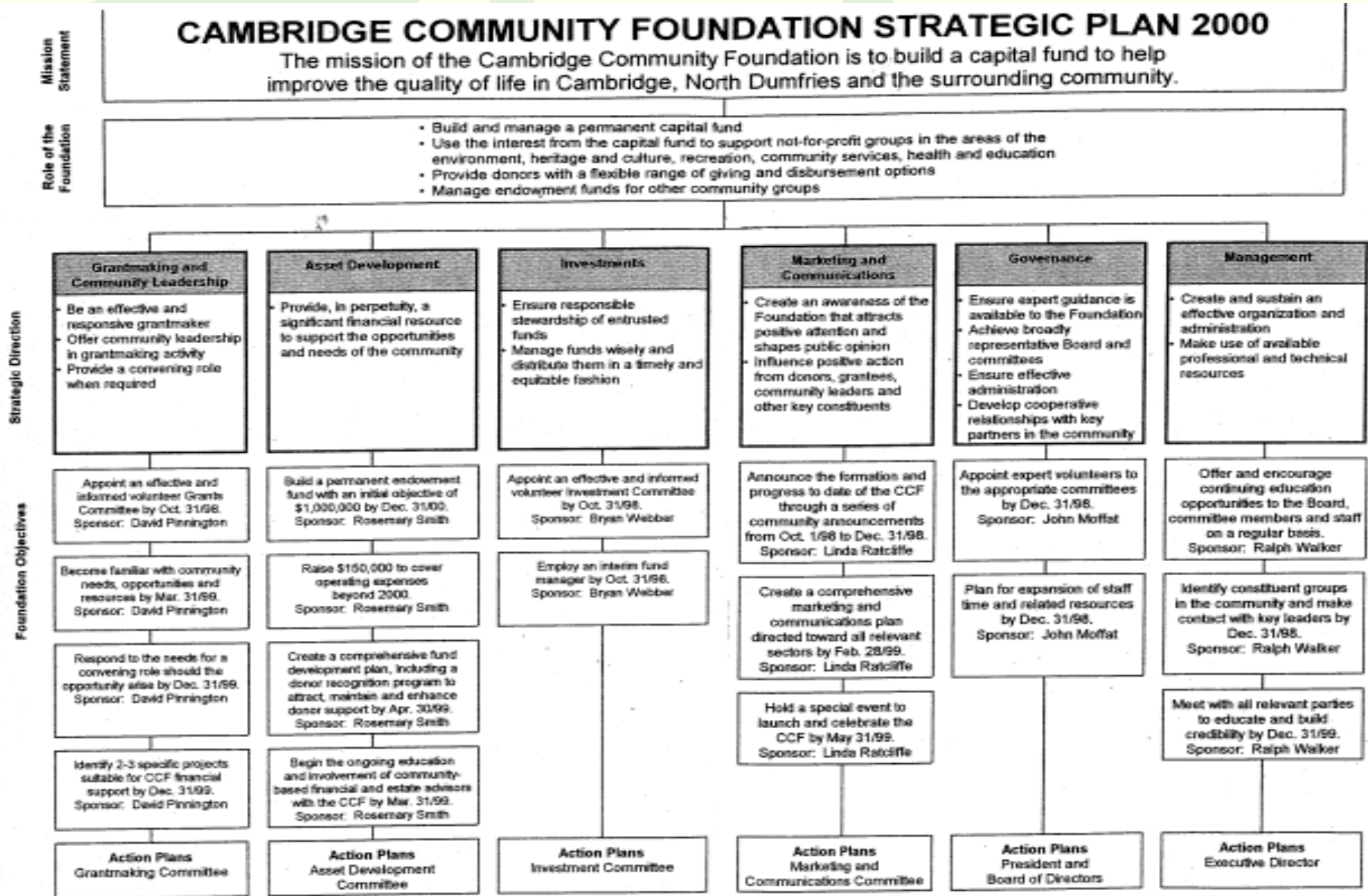
**Networking** -- promoting the networking between organisations and institutions to share experiences and for dialogue on fundamental issues, mainly through the holding of round tables, study trips and assistance in the creation and in making operation forums of national NGOs.

**Promoting of local philanthropy** -- by generating our own resources and encouraging the return of the culture of donating for the social welfare of individuals, communities, companies, organisations and others.

## Building Block 3: Strategies

- What is your theory of social change?
- What other organizations are involved in the kind of work you seek to do?
- Do existing organizations have implementation capacity?
- Are other organizations providing overlapping services. Are there service gaps?
- How important is it to engage and influence government and business?
- How important is non-grant making activities, such as convening, advocacy, leading, organizing, linking?

# Building Block 3: Strategies



# Building Block 4: Staff



## *Sample Job Description - Wallace House Foundation Executive Director*

**Duties and Responsibilities** The Executive Director (ED) is responsible for the administration and management of the Wallace House Foundation and all foundation programs, including personnel, program development, fiscal accountability, communications and marketing, and board relations. The ED administers the activities of the foundation with the direction and oversight of the Wallace House Foundation Board of Directors (Board) and committees as appointed. Specific activities include:

**Personnel:** Hires and supervises Office Manager/Program Assistant to manage the day to day operation of the Wallace House. Hires and supervises Program staff and consultants to develop, administer, evaluate, and build support for foundation activities to carry out the mission of the foundation as prioritized and approved by the Board and/or Program Committee.

**Program Development:** Works with the board, staff, consultants, and Committees to develop foundation programs to address issues of public concern. Maintains communication with a variety of public and private organizations and government to build partnerships for program activities.

**Fiscal Accountability:** Responsible for management and development of the financial resources of the foundation, including grant writing and fundraising. Oversees development of annual budget for facility and programs. Works with the Board, committees, and staff to develop and maintain endowment fund, individual, family, and corporate contributions, grants from corporations and foundations, and fee for service income.

**Communications and Marketing:** The ED is the primary spokesperson for the foundation in the community at large, and represents the foundation in a variety of settings appropriate to the mission and programs of the foundation. Works with the staff and Marketing, P/R, and Program Committees as convened to communicate the foundation mission and programs. Works with appropriate public and private organizations to develop and build support for programs that carry out the foundation mission and meet identified needs.

**Board Relations:** Works and meets with the Executive Committee monthly to manage foundation activities; meets with full board quarterly. Keeps board members informed via periodic updates between quarterly board meetings.

## **Building Block 4: Staff**

- **Executive Director**
- **Financial and Accounting**
- **Program /Grant making**
- **Communications**
- **Fundraising / Donor Services**
- **Administration and Operations**

# Final Observations on Institutional Development

- Clarifying aspirations and strategies is key.
- It takes time and is an ongoing process that does not end.
- Prioritizing institutional development makes a difference.
- Consider the whole system, not just parts.
- Constant feedback, consultation and learning aide the process

# Ways to Invest in Institutional Development

- External institutional development consultants
- Staff and/or board trainings
- Staff and/or board retreats
- Peer exchanges
- Staff and or board retreats
- Consultations with representatives from NGOs, business, government, and academia
- Self assessments
- Literature reviews, websites, etc.

# Resources and Support Organizations for Foundations

Asia Pacific Philanthropy Consortium: [www.asianphilanthropy.org/appc](http://www.asianphilanthropy.org/appc)

Association of Foundation Philippines: [www.afphils.net](http://www.afphils.net)

Community Foundations of Canada: [www.communtty-fdn.ca](http://www.communtty-fdn.ca)

Council of Michigan Foundations: [www.cmif.org](http://www.cmif.org)

European Foundation Center: [www.efc.be](http://www.efc.be)

Indian Center for the Advancement of Philanthropy: [www.cozucare.org/cap/index.htm](http://www.cozucare.org/cap/index.htm)

Philanthropy Australia: [www.philanthropy.org.au](http://www.philanthropy.org.au)

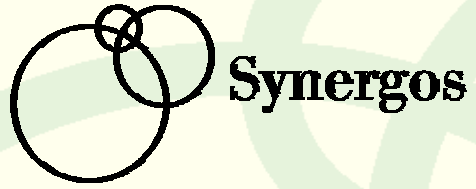
Philanthropy Links: [www.philanthropy.iupui.edu/n\\_links.htm](http://www.philanthropy.iupui.edu/n_links.htm)

Southern African Grantmakers' Association: <http://www.donors.org.za>

Synergos Institute: [www.synergos.org](http://www.synergos.org)

U.S. Council on Foundations: [www.cof.org](http://www.cof.org)

Worldwide Initiative in Grant-maker Support (WINGS) [www.wingsweb.org](http://www.wingsweb.org)



# Building for the Future