

2009

About
the Proposed
NGO Resource Center-

NGOs Co-ordination Board

The NGO Coordination Board Strategy Implementation Structure

Summary

This document provides an initial framework for the proposed Resource center, and contains strategic goals envisaged by the Boards management.

The resource center will be a physical and virtual facility that will provide information and research resources to members of the NGO community locally and internationally. It shall also contain academic papers and proposal projects from scholars and research institutions to facilitate dissemination of information to both the academia, and institutions or individuals seeking knowledge and information about various topics of interest to them, their community and other related projects in general.

Goals:

The strategy document identified five strategic goals with a time horizon of nominally 1 year for an initial facility outlay and a five year capacity filling period.

- Become the leading source of information for NGO activities in the country.
- Strengthen NGO movement and interested groups and create cohesion between the users by providing sufficient information.
- Aggressively develop innovative new products and services for members based on web-based technologies, for search, information exchange and meeting individual institution's goals.
- Engage with others to improve the undergraduate curriculum in NGO management and promote life-long learning for practitioners and donors.
- Impact societal issues by informing and educating the public and government in complex technical and social areas

Vision:

To be the premier library and reference center serving Charitable and Non Government Organizations in the country and beyond.

Mission:

Is to advance NGO practices in theory and practice, to maintain a high professional standard among the members and to serve society, particularly where these services can contribute to the public interest.

In order to achieve this vision and mission we need to deliver quality service that result in member satisfaction. Three enabling goals were approved that will be important in achieving the strategic goals. These enabling goals will help to sustain the RC beyond the inception stages, create expansion opportunities and open the RC to sustainable

input from other stakeholders either directly or indirectly. It is important to note that these issues focus on revenue generation and creation, since information is equally as important as any other resource, users of certain facilities will be required to pay for the usage of these facilities to enable smooth running, re-stocking and regular updates of the material.

Supporting Goals:

- Identification of alternative business models that will generate income to the RC, hence increasing its capacity and scope. The plan commits the initial outlay as the main cost center with the rest of funding to be sourced from different activities by the RC.
- Make membership in RC more inclusive.
- Improve the operational effectiveness of the RC.

Plans for communicating the strategy to NGO bodies, the academia, the donor community, stakeholders and membership at large will be provided in a separate document.

Objectives of the RC

- Provide and stock books that deal with all manner of NGO practices, areas of operation and related information.
- Stock periodicals (magazines, newsletters and newspapers), for news and NGO publication related sources.
- Stock research material from scholars, research institutions and NGO R&D departments on related issues and issues of interest to the visitors.
- Purchase audio and visual literature for general use or for the handicapped, in order to support their use.
- Provide internet services for visiting members to use as part of their research and browsing facilities.
- Keep a Photocopier, scanner, printer, telephone, fax and other office support equipment to aid users.
- Provide a well catalogued website, back linked from the main NGO Coordination Board website portal for online users.
- Provide a literature pamphlet (brochure) for users, visitors and an online version of the same, for reference.
- Give a detailed research and reference material database for all users: from NGO listings, contact details, services and donor information.
- Avail periodical publications such as a quarterly newsletter/journal to on the workings of the NGOB and other related activities and any other agenda set out by the publisher.

- Encourage literary and scholarly publications by the local academia and NGO community, by offering a collective venue to display and sell their work.
- Conduct workshops, national seminars and awareness programs on matters important to the country, set out by the NGO council.

Objectives/purpose of the guidelines

- This document provides an initial framework for the proposed Resource center, and contains strategic goals to be approved by the Program Coordinator before being implemented.
- These guides will be the framework onto which the operations manual for both staff and users will be created in order to achieve the goals set out by the RC.
- The guidelines will also be used as a yardstick to measure the achievement of all objectives set out, at the end of each accounting and operation year.

The benefits of the resource center.

- **Availability:** 24x7 availability of online information, tools, and support (some limitations).
- **Customization:** Quickly access support tools that are customized based on the support agreement level or system configuration.
- **Decisions:** Make informed decisions with proactive information.
- **Diversity:** can gain access to any service/information needed: Donors, academia, media, NGO activities, database, and e.t.c.
- **Security:** E a secure mode of transfer, with messages that are encrypted to preserve confidentiality of data.

Timeliness: Access critical support information when needed, where you needed. With, on-line purchase and delivery of per incident support services, requests will be processed immediately.

The Resource Center (RC)

The RC will be the main information dissemination center for the NGO CB. It will be established to provide information and resources that promote and sustain the NGO community in Kenya.

The RC will be operated in two fronts: Physical and virtual.

Physical Premises:

This will be the local presence of the RC in the building. It will contain the following amenities:

- Library center: This means that, there will be a premise in which books and other literature material (thesis, papers, literature, magazines, newspapers, and newsletters) will be displayed.
- As well, the RC will host computer hardware and software to support online research for those who will come to do internal research.
- Audio and Visual reading and display material will be available for reading audio material submitted and watching footage and video clips available.
- The RC will also support other supporting services such as photocopy, scanning and printing equipment.
- A dispenser style canteen will be installed to provide soft drinks and snacks for visitors.

The premises will be run by staff that will assist visitors as well as maintain the online front of the center. They will perform the following duties:

- Assisting visitors locate material
- Making order feedback for unavailable resources.
- Keeping the premises neat and orderly.
- Supporting online users in search engine maximization and research.
- Receiving payments for memberships and library users, as well as those who will borrow literature from the RC.

The Virtual Premises:

The future plan is to have a well stocked internet catalogue to provide material for all potential users. Feedback information will be monitored to avail material requested. As well, links into free sites and other related libraries will be established to direct users into these external resources.

Online users will be able to download and upload material only after registration. This way, the members will be able to enjoy support from the RC staff in vetting their material and establish authenticity.

Books and other online literary material and research findings for sale will be availed and paid via PayPal/Visa or any other method.

All NGOs will avail their websites and contact details for an online database, which will be used by donors and others who need to access this information. For their listing, they will be able to enjoy access to material, resources and associations with like institutions.

The Virtual RC will be run by an administrator who will monitor all material and vet uploaded material. It will be operated on a CMS, and Wordpress internet data management system to make it friendly, easy for all users.

The Resource Center material:

All material both physical and virtual will have to be sourced by the staff from the RC. This will include first of all defining the material to be availed, sourcing it, ordering it and later stocking it or uploading it online.

Inventory:

All inventory (Refer to table below), will be bought, acquisitioned from the Board or donated by users. Due to the nature of the RC, material will require regular updating, refurbishing of sold material and restocking of newer editions of books and periodicals.

- Therefore, a detailed catalogue list will be maintained to ensure that all the information is up to date, well stocked and available.
- The supply chain should be kept short and user friendly for ease of stocking to avoid the material and the RC in general from becoming obsolete.
- All the online purchase and uploads will be maintained on the same principle.
- Members will enjoy discounts and free services to encourage entry.
- Internet hits will be monitored and feedback analyzed and acted upon, depending on what users require.
- For expensive reference books and material, the RC will establish stringent security on usage and no borrowing of such material will be accepted.

Inventory Required For Start-Up

Material	Source	Contains	Sourcing	Stocking	Revenue stream
Books	Book stores, publishers, e.t.c	<ul style="list-style-type: none"> • Any information relating to NGO practices, culture, management, formation, research topics and agenda. • Reference material (encyclopedia, Dictionary) 	<ul style="list-style-type: none"> • Buying • Donations • Acquisition 	<ul style="list-style-type: none"> • Regularly • Edition Updates 	<ul style="list-style-type: none"> • Sales • Borrowing
Magazines and Newsletters	Publishers , Vendors	<ul style="list-style-type: none"> • Any information relating to NGO practices, culture, management, formation, research topics and agenda. • Periodicals and Prints from NGOs subscription. 	<ul style="list-style-type: none"> • Subscription • Buying, • Donations 	<ul style="list-style-type: none"> • Periodical prints • Regular 	<ul style="list-style-type: none"> • Subscription • Sales
Computers	Hardware & software, ISP	<ul style="list-style-type: none"> • Library software to run catalogues • Internet for online search and research. • Internet surfing software for users. 	<ul style="list-style-type: none"> • Buying • Donations • Acquisition 	<ul style="list-style-type: none"> • Start-up • Regular stocking 	<ul style="list-style-type: none"> • Internet usage •
Audio books	Publishers	<ul style="list-style-type: none"> • Any information relating to NGO practices, culture, management, formation, research topics and agenda. • Reference material (encyclopedia, Dictionary) 	<ul style="list-style-type: none"> • Subscription • Buying, • Donations 	<ul style="list-style-type: none"> • Start-up • Regular stocking 	<ul style="list-style-type: none"> • Sales • Borrowing • Subscription

Printer, Scanner, Photocopier,	Distributors / vendors	<ul style="list-style-type: none"> Capacity to perform tasks assigned 	<ul style="list-style-type: none"> Buying Donations Acquisition 	<ul style="list-style-type: none"> Start up Maintenance 	<ul style="list-style-type: none"> user fee
Shelves, signage	Distributors / vendors	<ul style="list-style-type: none"> for stocking books and magazines, signs catalogue and reference material for ease of usage 	<ul style="list-style-type: none"> Buying Donations 	<ul style="list-style-type: none"> Start up Maintenance 	<ul style="list-style-type: none"> Cost of sales
Furniture	Distributors / vendors	<ul style="list-style-type: none"> Chairs, Table for visitors and Library & internet users Chairs and tables/desks for staff Mini-safe for money storage 	<ul style="list-style-type: none"> Buying Donations Acquisition 	<ul style="list-style-type: none"> Start up Maintenance 	<ul style="list-style-type: none"> Cost of sales
Stationery	Distributors / vendors	<ul style="list-style-type: none"> Receipt books, Letterheads for acquisition and official mail Complimentary cards 	<ul style="list-style-type: none"> Buying Acquisition 	<ul style="list-style-type: none"> Start up Regular stocking 	<ul style="list-style-type: none"> Cost of sales
Promotion material	Distributors / vendors	<ul style="list-style-type: none"> RC brochure with details of service and available material Library cards Membership cards 	<ul style="list-style-type: none"> Buying Acquisition 	<ul style="list-style-type: none"> Start up Regular stocking 	<ul style="list-style-type: none"> Cost of sales
Telephone, fax & Internet Portal	Distributors / vendors	<ul style="list-style-type: none"> Capacity to perform tasks assigned Internet portal for website (online Library) 	<ul style="list-style-type: none"> Buying Acquisition 	<ul style="list-style-type: none"> Start up Maintenance 	<ul style="list-style-type: none"> User fee

The Implementation Plan Structure and Responsibilities:

Implementation Plan Structure

Five Strategic Goals

This document establishes responsibilities for implementing the goals, which includes developing guiding metrics, identifying a detailed set of activities with milestones, and establishing component metrics for each of the activities.

The guiding metrics for each goal will provide a high-level measure of the desired outcome for achieving the goal. These guiding metrics and the detailed set of activities needed to achieve the goal, along with the component metrics that will measure success in carrying out the activities, will be defined by the responsible entities. The component metrics are input to the guiding metrics for the respective goals.

The following tables summarize the oversight responsibility, the lead individuals and staff support for each goal.

Table 1: Strategic Goal Responsibility and Support

Goal	Oversight ¹	Lead Responsibility	Staff Support
Strategic Goal 1: Become the leading source of information for NGO activities in the country.	RC Staff, NGO Resources, Academia		
Strategic Goal 2: Strengthen NGO movement and interested groups and create cohesion between the users by providing sufficient information.	NGO CB, Donor and NGO communities, Public		
Strategic Goal 3: Aggressively develop innovative new products and services for members based on web-based technologies, for search, information exchange and meeting individual institution's goals.	NGO CB, Donor and NGO communities, International Community, Public		
Strategic Goal 4: Engage with others to improve the undergraduate curriculum in NGO management and promote life-long learning for practitioners and donors.	RC Staff, NGO Resources, Academia		
Strategic Goal 5: Impact societal issues by informing and educating the public and government in complex technical and social areas.	NGO CB, Donor and NGO communities, International Community, Public		

Goals

The oversight responsibility for the enabling goals is with the Board of Directors. Two Directors from the Board have been designated to lead each goal initiative. RC staff and other members of staff will be part of the task teams that will address these goals.

Table 2: Enabling Goal Guiding Outcome Metrics and Illustrated Activities

Goal	Oversight ²	Lead Responsibility	Staff Support
Enabling Goal 1: Identification of alternative business models that will generate income to the RC, hence increasing its capacity and scope. The plan commits the initial outlay as the main cost center with the rest of funding to be sourced from different activities by the RC.	Board of Directors And the Director for the RC	Programs, IT, Communications	

¹ Note: the RC Staff will be given responsibility for oversight and monitoring the guiding metrics for the goal. There will be multiple entities responsible for implementing each goal. The entities not within the control/oversight of the RC e.g. public, measures will be undertaken to ensure their participation through outreach and CSR programs for that activity.

² Note: the RC is given responsibility for oversight and monitoring the guiding metrics for the goal. There will be multiple entities responsible for implementing each goal. The entities responsible for a given activity have responsibility for metrics associated with that activity.

<p>Enabling Goal 2: Make membership in RC more inclusive.³</p>	<p>RC, NGOs Listing and Feedback enquiries, Visitor profile</p>	<p>Communications</p>	
<p>Enabling Goal 3: Improve the operational effectiveness of the RC.</p>	<p>Board of Directors, RC Staff</p>	<p>All departments</p>	

Perspective on Oversight Responsibility

As previously noted the RC is assigned responsibility for oversight and monitoring of each overall goal. There will be multiple entities that have responsibility for the activities for achieving a specific given goal. E.g. sourcing for literary material will be sourced by the RC Staff, in conjunction with other local and international Resource Centers, Academia institutions and other donors who will donate books, literary material and Research findings to the center. All these different groups will be coordinated from the RC.

It is also important to see this implementation plan structure in context. Many activities that the Institute presently does are not highlighted in the goal statements (e.g. publish journals, provide Support to visiting users in the RC Library, or organize the Books and Literary Material Presentation). These are important activities that will continue. To be effective, it will be important to utilize the goals and implementation structure to increase our flexibility and ability to respond to priority needs of the membership.

Stocking the Resource Center:

The RC will require an extensive library in order to meet its objectives to Mobilize People & Resources to Build a Thriving, Vibrant & Informed NGO Community in Kenya.

Therefore, the people (visitors to the RC as well as online users) will be as important as the resources provided (information, literature and other support services).

There will a number of methods used to achieve this feat:

³ Note: Inclusion in this goal is focused on membership requirements and where we draw the boundaries. Inclusion in the context of diversity is included in the Societal Impact goal.

a. Buying:

Material and equipment will be bought according to the budget. Books, however are very expensive, especially specialty books and reference material which will be a main feature of the RC. Therefore, buying alone will not be able to meet the required needs.

b. Acquisitions:

Material, books, equipment, computers and related hardware will be acquisitioned from available resources available at the NGO Coordination council offices. Research material submitted and previous study inquiries will be referenced, catalogued and availed for display in the RC. Others will be converted into HTML or e-books and availed on the website.

c. Donations:

It is our fair estimate that between 50-60% of the initial outlay and continued resources will be donated into the RC. The universal and non-partisan nature of the RC, the operation model and the inherent ability to generate its own income will be just some of the appealing leverage aspects of the RC, to lure and maintain continued donations from book publishers, organizations, local and international NGO, corporate institutions and even some government agencies in the country. The RC will be marketed as a community and institutional body whose importance is not only vital but necessary for the continued sustainability, growth and development of the people of Kenya. By association, operation and location, this should provide a useful service to the people and related organizations.

d. Subscriptions:

Periodicals from publishers, media houses (newspapers and magazines), will be availed through subscription for such materials. Study will be made to establish the relevant periodicals that will meet this criterion.

Supporting services:

The following in house and external support will be required to achieve the RC objectives:

a. Communications plan:

All information will need to be disseminated to the target audience: *(refer to appendix c).*

The communications plan will entail the following aspects:

Target audience:

- Who will be,
- How to reach them
- How to measure effectiveness of the communications:
- Internal methods of communication: newsletters, brochures, mailing list, e.t.c.

b. Donors:

Prospective and potential donors will require a separate plan in order to achieve the RC objectives. As stated, between 50-60% of the resources required will be sourced from the donor community. Therefore, equal, if not more than equal attention should be focused on this category in order to develop and sustain the RC.

Factors of consideration include:

- Who are donors?
- Local and international prospects
- How to reach these donors
- Creating a donor strategy will also require the development of a donor groups: sponsors, partners and on-off corporate associated for events.

c. Special partners:

There will be friends of the RC, who will fall beyond donors and will require special attention. A pledged life-long donor will be beyond a donor. They may require their logo and/or products inserted in the RC communications literature and templates. Therefore, there will be a special provision and plan to lure these sustained partners and to liaise with them on a regular basis. E.g. if Oxford Publishers wishes to provide their reference books each year, together with all useful literature to the RC, then the RC can forge a way to accommodate their wishes into the policy of the RC communications and operations manual

d. Operating the RC:

The RC will be beyond a library. It will be the first stop for any NGO, donors, and students of related studies and will therefore encompass plenty of difference target users. From visitors to the RC to online audience, how will the staff handle these tasks? A detailed manual will also be availed as part of staff and volunteer orientation manual

Categories of the RC users:

The table below shows the prospective users anticipate to the RC.

As well, all the users have inherent benefits and requirements expected on all of them. However, the exception to the rule will apply to special membership categories discussed thereafter.

This system will help the RC to keep details and records of:

- All users/visitors to the RC.
- Books and publications venues/vendors.
- Special category users of the RC
- Memberships and benefits as well as their contributions.

Category of users

User category	Relationship	Requirements	Benefits
NGOs	<ul style="list-style-type: none"> • All NGOs in Kenya are registered and Monitored by the NGO C.B • Will be main users of the RC 	<ul style="list-style-type: none"> • Submit Research Material in their areas of operation. • Submit Contact details and Links for the RC website 	<ul style="list-style-type: none"> • A fully operational information Database. • Income from Website Link will be used to run the RC
Academia	<ul style="list-style-type: none"> • All Universities and other institutions that will submit articles and research for archiving. • Research Thesis and Doctorial studies for Professors. 	<ul style="list-style-type: none"> • Will meet criteria set forth as being beneficial to either NGOs or other RC users. • Students will use the same material for Literature Review on related issues 	<ul style="list-style-type: none"> • An up to date thoroughly researched material for both academia and professional use. • Students will become RC library users with membership, hence a revenue stream.
Donors	<ul style="list-style-type: none"> • In as much as NGOs are the main focus, on the same veil is the Donor community to these NGOs. • They include current & potential local and international donors. 	<ul style="list-style-type: none"> • Donors require meaningful information in order to make rational decisions. The RC will ensure that it caters for this in the library catalogue and avail sufficient back links to other sites and centers. 	<ul style="list-style-type: none"> • A well informed Donor community has a multivariate benefits to all users including the RC. • Direct donors to the RC will enrich the center via library/literature donations, reference center and event financial help for the project maintenance and expansion.
The Public	<ul style="list-style-type: none"> • Members of the public will be primary and secondary beneficiaries of the RC. These are local and international users as Library or online users. 	<ul style="list-style-type: none"> • All members interested in any material, research papers and reference books available in the RC. 	<ul style="list-style-type: none"> • Members of the public will provide revenue due to their usage, buying of material and services available in the RC.
Other well wishers	<ul style="list-style-type: none"> • Any institution, body, personality wishing to make the RC part of their charity contribution. 	<ul style="list-style-type: none"> • Ability and willingness to help donate and participate in promoting the RC agenda. 	<ul style="list-style-type: none"> • Provide material, donations and resources to acquire development and sustenance facilities for the RC.
NGO Coordinat	<ul style="list-style-type: none"> • Staff members will be acquisitioned from 	<ul style="list-style-type: none"> • Creativity, • Desire to help. 	<ul style="list-style-type: none"> • Labour, • Skill,

ion Board	available staff. <ul style="list-style-type: none"> Different departments will submit literature and support the running, development and maintenance of the RC. 	<ul style="list-style-type: none"> Ability to perform tasks Any other criteria. 	<ul style="list-style-type: none"> Budget approvals, Creative input Sustenance.
Media	<ul style="list-style-type: none"> All media will be useful to promote the RC agenda, create awareness and call for action (support) to the RC, invite users and disseminate information. 	<ul style="list-style-type: none"> Print media (newspaper, magazines and others) Electronic (radio, TV) Online (social and institutional networks). 	<ul style="list-style-type: none"> Some will be revenue streams. Mass media facilities will be useful in reaching the target people (users) the RC wishes to reach.

Membership & membership benefits

Specific membership levels:

As with many of the other aspects of organizing Social Media Club, the RC will have different membership categories, for difference purposes. These memberships, derived from the user groups indicated above will the issued to qualifying members.

The RC Membership cards will be issued to distinguish each category, with inherent benefits included.

Open Membership (KES: 250.00)

- Members: will be issued with a library/visitation card (RC Club Card) costing KES 250.00 for service usage. This will be the only cost.
- Online members: As a member, you also have the opportunity to put a RC Club member badge on your Web site or blog that links through to your member profile and a membership affiliate program that provides you with a 3% new member referral commission. There will be unique recognition and ongoing contests around those who recruit the most new members.
- All members of the public are welcome to become free members.
- Members and member companies will be able to join our email lists and our social network so that they can connect with others in RC who have similar interests or needs.
- Access to special information, how to's, and the shared knowledge of the information created at all the chapter meetings and events we organize. As with most free services, we expect that certain areas of the site will have advertising which will not be a part of paying member's experience. The details are still to be determined, but we share your perspective in regards to making this truly fair and reasonable as opposed to over the top and intrusive.

Student / Non-Profit Members (KES 250 yearly)

- In addition to the benefits above, those at this membership level will receive a membership kit with student stickers to distinguish their membership level.
- All members at this level and above will receive discounts to the various events that are organized by Social Media Club or its partner organizations. Admission to RC Club, online forums & Local events Conversations is expected to be free, however there may be occasional requests for contributions for refreshments and other costs of organizing the events which we hope to have offset through sponsorship on an ongoing basis.

Professional (KES 2000 yearly)

- All NGO related activities and other corporate practitioners can join on individual levels.
- In addition to the benefits above, all Professional members will receive a RC Club T-Shirt.
- Additional benefits for this membership level and above are being negotiated and actively sought. Those interested in offering their services to the RC, please join as a Small Business member or above.
- An opportunity to be listed in the RC Speakers and/or listing their books, ebooks or other services in the RC store.
- Professional members who display their membership badge receive 5% on new member referral commission.

Media, Small Business and Corporate

- These membership levels include a number of Professional Memberships for employee representatives of the company: (@ \$75)
 - Small Business (\$250) includes ten (10) professional memberships
 - Media (\$1,000) receives fifteen (15) professional memberships
 - Corporate (\$2,499) receives up to a hundred (100) memberships
 - Additional memberships can be purchased at a discounted rate.
- Media, Small Business and Corporate members receive a special listing in our organization directory guide for product and service providers to the NGOs and Donor communities.
- These membership levels will have the opportunity to offer promotions or discounts to other members through the Web site (but they will not have the opportunity to spam or abuse our email lists with ads). Offering benefits to other members fits with our philosophy that everyone can improve the commons for everyone.
- Our organization memberships also have the opportunity to sponsor our various events, round tables, workshops, seminars, conferences and unconferences. Only

members will be able to sponsor these events - this is another way to support the principle that companies must participate within communities rather than trying to merely sell to them.

Association Affiliation or Informal /Ad-Hoc Group Affiliation for NGOs and Donors (KES25,000.00 per year.)

In both of these cases, it is our stated goal to support other organizations that are of interest to our community. Our relationship with the other NGOs and Donors will help each of these groups of organizations with overlapping membership that can support each other rather than behaving competitively against each other. While many of the specifics are still up in the air, we are open to any discussion with those organizations who desire a mutually beneficial relationship. Some specific things we have in mind include:

- Cross promoting events (both online and during events like book receivership, launch, community awareness campaigns, e.t.c)
- Co-organizing events
- Sharing speaking opportunities
- Discounts to events
- Discounted memberships