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LIN painting party

HCMC, 4 February 2013—A colorful mural is just one of the many “creative products” from the LIN Center for Community Development’s painting party last Saturday, 2 February. It was a blast of creativity and community spirit when about 70 people gathered to help LIN decorate its new office in Binh Thanh District and to learn about LIN’s vision of building a Home for Vietnamese Not-for-Profit Organizations (NPOs).

The participants, including community members and LIN’s volunteers, donors and partners, helped paint the walls of the new office and together created a mural full of visualizations of a strong Vietnamese society. The day’s most special guests of all were seven children, who drew, as a gift to LIN, lovely pictures about their dream towns.

Many also shared their thoughts about LIN’s work. As ECO Vietnam Group, among LIN’s over 80 NPO partners, wrote on the This Is My LIN banner, “LIN has always been a helpful friend to all NGOs in Vietnam and to all the people in need. Thank you so much for your hard working [sic] and your warm hearts…”

LIN’s new office, to function as a community center, will include new services such as one-on-one consultations for local NPOs, public library, community gathering and NPO incubation. To date, five of LIN’s partners have expressed an interest in using the space of the Home for Vietnamese NPOs.

The LIN Team will move in this Binh Thanh office in March 2013, and wishes to hear from everyone on how it will best serve local NPOs.

A total of VND 1,010,000 was donated, in cash, to LIN at the painting party. LIN hopes to receive more donations to help it set up a perfect Home for Vietnamese NPOs (click here to see the list of equipment needed for this Home).

For more photos of the event, please visit LIN facebook.
Ten not-for-profit organizations in conversation with three fundraising experts

HCMC, 3 March 2013—That local not-for-profit organizations have overlooked individual donations is one of the key points emerging from Meet the Experts, an event organized for the first time by the LIN Center for Community Development (LIN) on 27 February. This event, themed “effective fundraising strategies,” took place at the office of Horizons Capital Advisors and involved the active participation of ten local Not-for-Profit Organizations (NPOs).

Representatives from ten NPOs were connected with three fundraising experts, including Ms. Nguyen Phuong Anh—consultant of the Center for Social Initiatives Promotion (CSIP), Ms. Elizabeth Pham—director of LIN’s Philanthropic Advisory Services, and Mr. Tran Minh Hai—director of the Tuong Lai Centre. Each NPO had at least 20 minutes to speak with an expert, ask questions about fundraising strategies and receive advice on fundraising problems specific to their respective organization.

“I'd given much thought to fundraising and the sustainability of our NPO. However, only when I spoke with the expert did my thinking become clear,” said Ms. Le Thi Thu Thuy, the Thao Dan Social Protection Center’s director, who received expert advice from Ms. Nguyen Phuong Anh. “My take-away from the Meet the Experts event,” Ms. Thuy added, “is that our NPO will consider having a staff member specifically responsible for leveraging our networks and attracting individual donations.”

Before the event, the participating NPOs had prepared some questions for the experts. Some had done a quick review of their past financial reports in order to present the experts with a clear overview of their organization’s fundraising situation.

Meet the Experts is a new initiative by LIN and is part of a larger project entitled “Vietnam NPO Capacity Building System.” Each Meet the Experts event has a theme (e.g. fundraising, volunteer management and program evaluation), and facilitates one-on-one conversations between local NPOs and relevant experts.

Results from each Meet the Experts event will be uploaded onto LIN’s website as Frequently Asked Questions (FAQs). Experts will provide written responses to any unaddressed questions during an event.
HCMC, 28 February 2013—On the morning of 28 February 2013, a total of 12 representatives from local Not-for-Profit Organizations (NPOs) had a meeting at the office of Horizon Capital Advisors, District 1, sharing their experience in “human resources and volunteer management.” The representatives started by explaining the human resources structures specific to their types of organizations, ranging from shelters to volunteer groups. Accordingly, each type of organizations employs a different approach to human resources management, including volunteer management.

As reported from this meeting, human resources management usually means either the job of seasoned NPO leaders or a system inherited from the organization’s previous leadership. Thus, finding a common and professional approach to human resources management in the NPO sector is challenging. Some organizations “invented” templates and management approaches based on the experience of their leaders. Some translated relevant tools found on the Internet into Vietnamese and adapted them to their organizational contexts. Others, still, have not got a system in place.

At this meeting, the LIN Center for Community Development (LIN) introduced a human resources management toolkit, developed as part of “Capacity Building System for Vietnam NPOs,” a two-year project funded by Irish Aid. The toolkit will be translated into Vietnamese and incorporate feedback from the NPOs participating in this project, making sure that it will be of great use to small organizations.

LIN also presented a broad overview of “Capacity Building System for Vietnam NPOs,” encouraged its partners to participate in this project, and invited all to make the best use of its resource center in Binh Thanh District (a.k.a. LIN’s new home).

"NPO Advisory Group” is coordinated by the LIN Center for Community Development, aiming to help the not-for-profit community of HCMC provide better and more sustainable services. The Group meets regularly to share experience and consult each other on how to improve the quality of their services, how to best serve their beneficiaries and how to support small organizations.
**Change of LIN’s contact information**

The LIN Center for Community Development has moved into its new office in Binh Thanh District. From now on, please contact LIN at:

- **Mailing address (new)**: 180/47 Nguyen Huu Canh, Ward 22, Binh Thanh District, Ho Chi Minh City
- **Phone (new)**: 08-35120092
- **Email**: info@LINvn.org
- **Website**: www.LINvn.org

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**Call for participation in “Vietnam Causes”**

The LIN Center for Community Development would like to invite its NPO partners to participate in “Vietnam Causes.” This is an online portal where local NPOs can create their own profiles, provide regular updates on their work and interact meaningfully with Internet users, especially potential donors and volunteers.

If your NPO wishes to participate in Vietnam Causes, please contact Ms. Vu Thi Quynh Giao, LIN’s communications coordinator, at giao@LINvn.org

To date, 36 NPOs have provided information and visuals for Vietnam Causes.

In the February 2013 issue of Nhip Cau, LIN had posted an announcement about this online portal. For technical reasons, LIN cannot launch Vietnam Causes in March 2013. We hope that LIN's partners and friends will understand.
Dear Friends,

All of us at LIN would like to thank you for helping us move to a new Home! With your support, LIN's New Year Lights Campaign was a success! We received over USD 3,800 in donations, over 700 people supported us over Facebook Next Giving Campaign, and we received a lot of very generous gifts of furniture and invaluable help with renovation of LIN’s new Community Center. From the bottom of our hearts, we would like to thank all of you who helped spread the word about LIN. We would like to extend a special thank you to the following LIN friends:

- Kate Anderson and Andrew Currie and OUT-2 Studio
- Tran Thi Thu Phuong
- Mike Doan and Lynda Oanh Hong
- A very dedicated anonymous LIN Supporter
- Next Giving and MobiVi Teams
- Lam Quynh Anh and Mayer Brown JSM
- Robin Austin
- LIN's Board Member Kham Doan and Ms. Nguyen Thu Ha at Horizon Capital Group
- Anh Thu Truong
- George Ehrlich and Le Hoang Khanh Long at Exotissimo
- Quynh An Nguyen
- Huong Mazur
- LIN's Board Member Mark Sidel
- Catherine Walter
- Thai Thanh Son
- Lam Bao Quang
- LIN's Board Member Tran Thi Bao Ngoc at C. Melchers GmbH & Co. Vietnam
- Matt King and Cindy Enriquez at Asian Tigers
- Christopher James Sall
- Velda Marini
- Huynh Xuan Thao
- Carolyn Sauvage-Mar
- LIN Board Members

With your support, we are happy to announce that the doors of new LIN Community Center at 180/47 Nguyen Huu Canh, Ward 22, Binh Thanh District are now open! Take a quick tour of the Center on the next page!
You can make a difference and help build a strong community

Our city is not perfect, there are challenges in it that we face every day: child neglect, domestic abuse, lack of infrastructure for people with disabilities, pollution, etc. There are so many challenges that you may feel hopeless or you might ask yourself, “What can I do about this as one individual?”

Fortunately, there are people in our city who dedicate their lives to helping others and to making our city a better place. Many of these people started their own local volunteer groups and not-for-profit organizations (NPOs) for that purpose. Organizations like Ceporer Hoc Mon, which just opened a shelter for disadvantaged children in Hoc Mon. Environmental Communication and Community Development Association (ECCDA), which is taking action against climate change and pollution, helping to find clean, quality housing and legal aid services for migrants and low-income people. Or, A New Day volunteer group, which organizes events and trainings to inspire young people and different communities to work together.

You would like to lend a hand but are not sure how to help? Visit the LIN Community Center and find out how YOU can make a difference! Want to know what we do, here’s a visual just for you:

How can you engage in making our city a better place?

- If you are interested in a particular area, e.g. helping children or disadvantaged women, you can contact LIN to get information about credible local organizations that support these groups
- If you are looking to design a more effective and long-term community program for your business, whether it is giving or staff volunteering, you can contact LIN for advice and reference to credible organizations
- If you want to meet the people running the local NPOs and learn first-hand about their work and ways to partner with them, you can attend one of LIN's open community events
- If you want to share your skills and expertise in a certain area, e.g. PR and communications, you can contact LIN to find a local NPO that needs your skills or present at one of LIN's workshops
- If you wish to learn more about LIN's work or support us, you can sign up for our monthly newsletter or visit our website [www.linvn.org](http://www.linvn.org)

Why should you be involved?

Because in order to see a change you need to become that change. Because your support, no matter how small or big it is, helps create a better, happier, and more prosperous city for all of us. Because only together we can build a strong community!

Bottom line: You can make a difference and help build a strong community!
Opening of the LIN Community Center
Saturday, 9 March 2013

Background
Over the past four years, the LIN Center for Community Development (LIN) has strived to meet the needs of its partners, i.e. Not-for-Profit Organizations (NPOs) in and around HCMC. As a friend of local NPOs, LIN understands that there is a need for an information center, with complementary services similar to those provided by the Hanoi-based NGO Resource Center.

Thanks to LIN’s internal growth and the support from Irish Aid, we are glad to announce the opening of the LIN Community Center, a physical space serving local NPOs in and around HCMC.

The LIN Community Center will provide a wide range of services, including: (1) rooms for workshops and trainings, (2) one-on-one consultations for NPOs, (3) space for NPO incubation, (4) online and offline libraries, and (5) rooms for community gathering/exhibition.

We would like to invite you to the opening of the LIN Community Center and learn more about our services.

Objectives
- Introduce the services provided by the LIN Community Center
- Introduce “Capacity Building System for Vietnam NPOs,” an Irish Aid-funded project, and call for participation
- Network with experts
- Network with NPO representatives

Time: 8:30 AM – 12:00 noon, Saturday, 9 March 2013

Venue: 180/47 Nguyen Huu Canh, Ward 22, Binh Thanh District, HCMC (opposite The Manor)

RSVP: In order to register, please send an email to npo@LINvn.org, or call Son at 0983-388-993

Free foods and drinks will be available for lunch. NPO representatives can register to use such services as: rooms for workshops/trainings, work stations for start-up NPOs, and participation in “Capacity Building System for Vietnam NPOs,” a project funded by Irish Aid.
Second Chance Store in March

Sunday, 17 March 2013

Background

To extend the success of 2012, the LIN Center for Community Development will organize another sale of “Second Chance Store” on 17 March 2013, aiming to give local NPOs and their beneficiaries access to low-cost and quality items.

For this first sale of 2013, there will be clothes, shoes, bags and accessories for both men and women, along with magazines, music discs, home appliances and toys.

Time: 9:00 AM – 12:00 Noon, Sunday, 17 March 2013

Venue: 180/47 Nguyen Huu Canh, Ward 22, Binh Thanh District, HCMC (opposite The Manor)

We encourage NPOs to send this information to their beneficiaries. Thank you!

Call for proposals

LIN’s small grants

The LIN Center for Community Development would like to invite its NPO partners to submit proposals for LIN’s small grants in 2013. Detailed information about this grant round:

- Up to VND 30,000,000/project;
- Project duration: One (01) year, at most;
- The grant must be used to initiate new activities or support your organization’s existing activities;
- Deadline for proposal submission: 5pm, Tuesday, 16 April 2013;
- LIN’s small grants will be given out in early April 2013, thus your proposed project should start in or after May 2013.

Please download the Grant Application Form here and send your proposal to LIN at npo@LINvn.org. For more information, please contact Truong Son, LIN’s community liaison, at 08-35120092.
Opportunities for NPOs

“Capacity Building System for Vietnam NPOs,” an Irish Aid-funded project

LIN Center for Community Development announces a call for participation in the "Vietnamese NPO (VNPO) Capacity Building System" - a project funded by the Irish Aid Civil Society Facility.

Project Description

This VNPO Capacity Building System project will support the development of a dynamic and effective social sector in Vietnam, which garners respect and attracts support and collaboration from individuals, corporations and government agencies in the communities where they work. Focusing on existing and start-up VNPOs, this project aims to build their effectiveness so VNPOs can play an improved role in VN’s development. To achieve this, LIN aims to build VNPO capacity and, at the same time, develop vibrant networks of support for and among VNPOs. Participating VNPOs will be able to draw on a range of resources to support their capacity building efforts, from classroom training and online resources to small grants and one-on-one consultations. The project will incorporate innovative approaches for using the Internet and social networks to expand the resources available to Southern VNPOs as they work to develop their capacity.

LIN will establish and coordinate a support system for participating VNPOs including:

- Easy to use self-assessment tools for VNPOs in key organizational development areas.
- Classroom Trainings/Workshops on key organizational development areas.
- Pool of Experts and Skilled Volunteers (local and international) who will be available to meet directly at "Meet the Experts" sessions or online.
- Peer Support Network for VNPOs to network and support each other.
- Small Grants and Community Grants for participating VNPOs, including a special grant for the most actively participating VNPO in the project.
- Online resources to develop VNPO capacity.

Participate in this Project

If your organization would like to register participation in LIN’s project now, please email Son at npo@linvn.org. LIN will organize a special launch of this project on March 2nd, please keep an eye out for the announcement in our next Nhip Cau newsletter for further details.

The Project is implemented by LIN in partnership with SDTC and Gail Nordheim Consulting.
1. COURSE INFORMATION

Time: 01 – 04 April 2013
Morning: 08h00 – 11h30; Afternoon: 13h30 – 17h00
Venue: Ton Duc Thang University
98 Ngo Tat To St., Ward 19, Binh Thanh Dist., HCMC
Language: Vietnamese
Trainer: Dr. Le Dai Tri

2. TRAINING FEE

20 USD/ day (Including: documents, study equipments; tea-break).
Certificate of completion fee: 5 USD.
Local social staff will be discount 20% tuition (excluding certificate).

3. AIMS AND OBJECTIVES

This training aims to provide participants with the skills and knowledge to write the project proposal.
After completion of this training the participants should be able to:
- Develop a project proposal with the log frame
- Write a project proposal with the good structure

FOR ENQUIRIES AND REGISTRATION,
PLEASE CONTACT:
Social Development Training Center – Ton Duc Thang University
Room B009, Nguyen Huu Tho Street, Tan Phong Ward, District 7, HCMC
Ms. Yen – 0977 357 037 Or Mr. Bao - 093 797 5445
Tel: (08) 2242 6789 – Fax: (08) 3775 5055
Email: sdtc@tdt.edu.vn or tangthuptuyen@gmail.com
Website: http://sdtc.tdt.edu.vn
Deadline for registration: 25 March 2013
Training course by Tuong Lai Centre: Training of Trainers (TOT)

Tuong Lai Centre for Health Education and Community Development
413 Hai Ba Trung, Ward 8, District 3, HCMC
(08) 38203961 - 0989393246
tuonglaicentre@gmail.com

Call for participation
“Training of Trainers - TOT”

I. About the course:
   Duration: 4 days, from 18-21 March 2013
   Venue: Ho Chi Minh City
   Trainers: Mr. Tran Minh Hai and Mr. Tran Trieu Nga Huyen

II. Fees:
   - International Non-Governmental Organizations and foreign companies: VND 1,600,000/person/course
   - Local Not-for-Profit Organizations and Vietnamese companies: VND 1,280,000/person/course
   - If an organization/company sends 2 or more people to this training course, the 2nd person will receive a 10% discount, and the 3rd, 4th, 5th,... a 15% discount (This includes tuition fees, course materials, learning equipment, tea breaks and certificates of training completion)

III. Course designed for: volunteer groups, clubs, social enterprises, international Non-Governmental Organizations and local Not-for-Profit Organizations who need to improve their training and presentation skills.

IV. Objectives: Participants in this training course will be able to:
   - Understand and apply the concepts and principles related to training, with a special focus on proactive education
   - Design and lead a basic training program
   - Identify and develop contents for training
   - Lead an actual training session (with their own choice of topic/s)

V. Registration:
   Mr. Tran Dinh Tu, Tuong Lai Centre, 413 Hai Ba Trung, Ward 8, District 3, HCMC (back entrance)
   Email: dinhhtu@tuonglaicentre.org/info@tuonglaicentre.org
   Phone: (08) 3820 3961 - 0985 391 074
   Website: www.tuonglaicentre.org
   Deadline for registration: 08 March 2013
Grant opportunity from the Regional Environment Office in Bangkok, US Department of State

REO: Regional Environment Office

Grant purpose: REO is now requesting proposals for potential environmental projects. The purpose of the REO small grant program is to support environmental projects or initiatives in the East Asia Pacific region that demonstrate potential applications that could be employed on a macro level.

Grant amount: Maximum $24,999 for a project.

Project location(s): REO welcomes both single country focused proposals and proposals that are multinational in scope.

Grantmaker’s preference: Preference will be given to projects that:
1. are from countries without current broadly based bilateral assistance programs in the environmental area;
2. are multinational or regional in nature, although bilateral proposals with high potential for replication in the region will also be considered; and
3. lend themselves more readily to public diplomacy campaigns, or that have some high visibility to the local public.

Proposals that will NOT be considered: Given that these grants are intended to support areas otherwise lacking in funds or attention, they should not be directed towards existing multi-donor or larger scale projects. Proposals in which a foreign government (including regional, municipal, or other local level government) is a grantee or intended beneficiary of the award will not be considered.

Instructions on how to submit a proposal:

1. Fill out the SF-424 application form (*) – Make sure you fill out the document as completely as possible. Instructions on how to complete the application are located on pages 5-6 of the form.
2. Write a 1-3 page proposal for the program your organization intends to carry out – Proposals should provide background on the environmental problem and present a comprehensible approach to addressing the issue. Applicants should demonstrate any relevant experience in their proposals. For previously funded projects seeking to expand or extend their period of performance for another year, required prior year performance and financial reports must have been submitted. These will be reviewed in order to determine whether these projects have met their goals and to ascertain whether funds were properly spent and accounted for. We will also examine whether the project has managed to attract other contributions or moved towards becoming self-sustaining.
3. Create a 1-page maximum line item budget proposal – Budgets should be kept to $24,999. You can submit a budget proposal in a word document or excel spreadsheet.

Contact: Submit all three documents (SF 424 application, Proposal, and Budget) to:
- Rick Switzer at switzerbr@state.gov; or
- Katie Yates at YatesKL@state.gov.

Deadline: Friday, 15 March 2013.

(*) Please contact Mr. Pham Truong Son at the LIN Center for Community Development, by email (son@LINvn.org), to get the SF-424 application form.
In celebration of its centennial, the Rockefeller Foundation has launched the *Centennial Innovation Challenge*, an open call for ideas and innovations that will transform the lives of billions of people working in informal economies across the globe.

The *Centennial Innovation Challenge* is looking for innovations that bring new resources to those working in the informal economy – in order to positively impact their ability to generate economic and social value from their livelihoods.

This challenge is about IDEAS – new ideas to improve the lives of those working in the informal economy from organizations such as yours already doing exemplary work in this space.

As many as ten (10) finalists will be eligible to apply for a grant of up to $100,000. Finalists will be recognized at the Rockefeller Foundation 2013 Innovation Forum and may also receive additional proposal-writing support to further the development of their ideas. **The deadline for submissions is April 1, 2013 which is just a month away.**

To submit an entry (in English) or learn more about the challenge, please visit: [challenge.rockefellerfoundation.org](http://challenge.rockefellerfoundation.org)
LIN Center for Community Development teamed up with Ms. Van Ly, Regional Communications & Development Manager at East Meets West Foundation to organize a monthly NPO-INGO Happy Hour event in HCMC. The event seeks to bring together individuals working with local and international not-for-profit organizations to share ideas and best practices, to commiserate about the challenges they face and/or to just have some fun with like-minded people.

Whether you are a staff member, a volunteer, an intern, a donor or just someone who is interested to meet people working with not-for-profit organizations, you are invited and welcome to attend.

Please see below for details regarding the first NPO-INGO HCMC Happy Hour:

Date: 13 March 2013 (Wednesday)
Time: 6:00pm to 8:00pm
Venue: Windows 3 Café, Private Room in Back (43 Nguyen Dinh Chieu, Da Kao Ward, District 1, HCMC)
Fee: None!

Note: While there is no fee to attend this event, each individual must pay for his/her own drink(s). Light snacks will be provided, free of charge, to celebrate the launch of this new collaboration!

Adding to the excitement of meeting fellow NPO-INGO representatives, you can expect some fun networking games to help you overcome any shy habits that may have prevented you from meeting new people.
Ms. Nguyen Tran Hoang Anh and the Olga Alexeeva Memorial Prize

HCMC Woman is the Only Finalist from Vietnam (and Southeast Asia) for a Global Prize Among Philanthropists in Emerging Markets

Local NPO Calls on Vietnamese Worldwide to Support her in the Online Public Vote!

(Ho Chi Minh City, Vietnam) - On Friday, 1 March, Alliance magazine (headquartered in the United Kingdom) announced seven finalists for the Olga Alexeeva Memorial Prize, which seeks to celebrate individuals demonstrating leadership, creativity and results in developing philanthropy in an emerging market country or countries. Ms. Nguyen Tran Hoang Anh, a Ho Chi Minh City resident and devoted philanthropist, was the only finalist from Vietnam and Southeast Asia. Other finalists represent India, Russia, Kenya, Belarus and Columbia.

Ms. Hoang Anh was nominated for the Olga Alexeeva Memorial Prize by the staff at LIN Center for Community Development, where she has served as a volunteer Chair of its Board of Directors for the past two years. In her full-time job, as Communication Director for Brand Maker, Hoang Anh works proactively to help companies, both Vietnamese and foreign, to design more meaningful Corporate Social Responsibility (CSR) programs.

Members of the public, worldwide, are now invited to help decide the final winner by way of an online vote, through 31 March. On the occasion of International Women’s Day and as the only finalist from Vietnam and Southeast Asia, LIN is reaching out to the Vietnamese community, in Vietnam and overseas, to submit their votes for Ms. Nguyen Tran Hoang Anh! Anyone can vote, one time, for their preferred finalist via the following link on the Alliance website: http://www.alliancemagazine.org/en/content/2013-olga-alexeeva-memorial-prize-nominees. Public voting will close on 31 March 2013 and the outcome will be one factor in the judges’ decision, which will be announced on 15 April 2013.

Why Should you Vote for Nguyen Tran Hoang Anh?

In addition to overseeing LIN’s work as a volunteer advisor, Hoang Anh regularly raises funds and mobilizes her colleagues at Brand Maker to offer pro bono services to local not-for-profit organizations in Ho Chi Minh City. Even in years when Hoang Anh struggled financially, she found creative ways to raise funds for not-for-profit groups.

In December 2011, Hoang Anh created a Facebook page called “Shop for a Cause” to sell gently used, designer clothing to friends, donating all of the proceeds to local not-for-profit organizations. In 2011, under Hoang Anh’s leadership, Brand Maker staff coached SPI House on presentation skills and the NPO’s short film and PowerPoint wound up winning first prize and a grant of USD $4,000. In 2012, Hoang Anh and her colleagues at Brand Maker once again signed up to mentor a local nonprofit during LIN’s Corporate Volunteer Challenge 2012, designing a communication strategy and helping Ceporer Hoc Mon to win a website service package valued at USD $2,000.

“I’m very happy our organization won the top prize,” said Ms. Hong To Hue Lan, Director of Ceporer Hoc Mon. She continued, “However, even if we didn’t have any prize, the appreciative relationship between Brand Maker and us would still be there, standing as a promise that we would frequently be in touch with each other.”

(---> Continue Reading on Next Page)
Ms. Nguyen Tran Hoang Anh and the Olga Alexeeva Memorial Prize (continued)

“Hoang Anh’s engagement in LIN’s volunteer programs helped to raise the bar for current and future skilled volunteers and bring new meaning to volunteer impact in Vietnam,” commented Ms. Nguyen Thi Thanh Truc, LIN’s Volunteer Coordinator. She explained, “Before, when you talked about volunteers, people automatically thought of college students teaching English or group of adults participating in weekend charity trips. Now, thanks to Hoang Anh and Brand Maker, we have excellent examples, which have already helped to attract new skilled volunteers.”

About the Olga Alexeeva Memorial Prize

The Olga Alexeeva Memorial Prize of £5,000, launched in 2012, will be awarded annually to an individual who has demonstrated remarkable leadership, creativity and results in developing philanthropy for progressive social change in an emerging market country or countries. The prize is given to the individual winner to use at their discretion. The nomination process opened in September 2012, and profiles of the shortlisted finalists appeared in the March 2013 edition of Alliance magazine. Selection of the prize winner will be conducted with input from a public online vote and the final decision will be made by a panel of pre-selected judges. For further details, please visit: http://www.alliancemagazine.org/en/content/olga-alexeeva-memorial-prize

About Alliance

Launched in 1998, Alliance is the leading magazine for philanthropy and social investment worldwide. It provides news and analysis of what is happening in the philanthropy and social investment sectors across the world. It also acts as a forum for exchange of ideas and experiences among practitioners. As well as news and conference reports, articles, book reviews and opinion columns, each issue has a special in-depth feature on some key aspect of philanthropy and social investment, with contributors from around the world and expert guest editors. For further details, please visit: http://www.alliancemagazine.org

About Olga Alexeeva

Olga Alexeeva died suddenly and unexpectedly on 20 July 2011, at the age of 42. She had recently left Charities Aid Foundation to set up the Philanthropy Bridge Foundation, whose goal was to build meaningful connections, partnerships and, most importantly, trust between philanthropists looking to give and individuals and institutions looking to ‘do’ in developing and emerging market countries around the world. Underpinning this was Olga’s unswerving belief that philanthropy should and could be about making the world a better and fairer place, and that the best solutions invariably appear when initiative and inspiration emerge out of the local context rather than being imported from outside. This prize is in honour of her memory and beliefs.
Richard Male on the common weaknesses of the not-for-profit sector

One of our favorite sources of inspiration and valuable tips for the not-for-profit community, Richard Male, published a superb article in The Chronicle of Philanthropy on 18 February - our first day back to work after the Tet holiday. With his permission, we would like to share that article with our friends in Vietnam. Whether you are a not-for-profit professional, a donor or a volunteer, this article can help you identify common weaknesses in our sector and help you think about ways we can work together and make a bigger impact.

Nonprofit Weaknesses Start With Too Few Leaders and Too Many Managers

By Richard Male

Published in The Chronicle of Philanthropy (18 February 2013)

Note: With the author’s permission, LIN has taken the liberty to edit this article for greater resonance among a Vietnamese audience.

Too many nonprofits are failing, and it is time to admit it.

To be sure, it's hard to compare a rural health clinic in Ben Tre to a global foundation with a budget that rivals the size of some Southeast Asian nation's GNP. But groups of all sizes and missions face glaring weaknesses we must confront.

Tactics outweigh strategy. Challenging economic times expose a common problem among nonprofit leaders: that they often work hand-to-mouth, chasing the next donation or grant, focusing on program and day-to-day operations. Operational expertise is essential to keep an organization running, of course, but nonprofits' propensity to plug along without a strategic vision does not bode well for their long-term survival.

One reason this happens is that we are too focused on training managers rather than leaders.

Most training for nonprofits do not include or require strategic thinking. Each emerging generation of nonprofit executives dutifully learns to write a proposal, draft a budget, develop and evaluate programs. The skills of considering complex external factors, along with learning to live with ambiguity, taking risk, and moving out of one's comfort zone, continue to be in short supply.

Nonprofits are chasing money rather than meeting needs. Nonprofits are weak where they should be strong, particularly in fundraising. Too few executive directors and board members understand the implications or responsibilities of the role, yet because they are in charge or because they serve as volunteers, people are afraid to criticize them. I also see organizations, with the best of intentions, hiring the wrong executive directors.
Richard Male on the common weaknesses of the not-for-profit sector (continued)

Nonprofits face a dangerous gap in perception. We claim to be “the ethical sector,” but we have no actual code of practice for the important work we do with the public’s trust. Architects, doctors, lawyers, and, yes, even bankers have formal, regulatory structures for accountability within their professions and to promote the standing of their respective industries.

Fear rules too many foundations. Foundations are less inclined than ever to foster and promote innovation, deflecting criticism by pointing to diminishing resources. But wouldn’t the bold way out of this mess be to support more innovation, more research and development, and promote changes in the systems that serve society? It is ironic indeed to consider that early foundations and philanthropists gave money to individuals and served as a needed catalyst for innovative methods and strategies. Fast-forward to the early 21st century, foundations are now timidly content to support charities that deliver services and little else.

Corporate philanthropy is all but dead. Donations by businesses have been sluggish for decades, with only a handful of companies donating even one percent of profits. Any glimmer of social responsibility has been absorbed by marketing departments, so only those causes that provide value to the bottom line get support.

Business is taking the place of nonprofits. All but the very largest nonprofit players are losing their unique role. Companies can make a lot of money in education, health care, and other services, so massive chunks of nonprofit territory are disappearing. Can you really blame the corporate interests that see an opportunity, have capital to invest, and are ready with management models that far exceed those of nonprofits? But as business cherry-picks these profitable ventures, nonprofits are left to take care of basic services for the poor and disenfranchised.

Nonprofits may not be able to shift gears as rapidly as corporations do in pursuit of a new market or mission, but the least we can do is adapt more of the sensible and practical practices of the marketplace. Most organizations need more, not less, management expertise to help them operate more efficiently and sustainably.

Inertia rules most nonprofits. Perhaps living too long in the world of serving the poor and disenfranchised has made nonprofits passive and unwilling to claim their legitimate share of the pie. When a recession comes, nonprofits are hit harder and for a longer time than businesses or government. Better strategic thinking, leadership, and management could change the odds.

And nonprofits need to learn to merge or, in some cases, die. Nonprofits maintain weak and broken organizations in a delusional way that the real marketplace would never allow. “We seem to get stuck in our own quicksand of inertia,” one nonprofit veteran said to me recently.

Evaluation is still extraordinarily weak. Meaningful measurement on long-range impact would do much to build the credibility of nonprofits, especially among donors, but good evaluation keeps getting pushed aside for another day. Lean budgets due to donor hesitation have only exacerbated this problem. Donor confidence is flat at best because nonprofits do such a poor job of building meaningful measures for their performance.

(→> Continue Reading on Next Page)
Richard Male on the common weaknesses of the not-for-profit sector (continued)

Too few nonprofits pursue lasting change. Many nonprofits seem to get scared off by the idea of advocating and lobbying for the steps needed to effect real change. Learning how to navigate local and national government and party system is a great start. Building strategic alliances is even better. But for too many nonprofit executives, getting asked to lobby is tantamount to being asked to hand out cigarettes in the schoolyard.

Turf and ego have collaboration in a choke hold. Nonprofit managers don’t think about mergers and partnerships, but leaders do. The redundancy among nonprofits, however created and perpetuated by well-intentioned people, is a terrible waste. No wonder the big foundations are frustrated. “Go it alone” seems to be the default style of so many nonprofit founders and executives.

Bad economic times and departing foreign aid have once again underscored that nonprofits have no choice but to confront these challenges and change the way they work if they are to meet our commitment to society.

Richard Male is a Denver consultant to nonprofits.
LIN serves grassroots not-for-profit organizations and individual and corporate philanthropists located in and around Ho Chi Minh City, Viet Nam. In addition to providing direct support to local not-for-profit organizations, LIN also serves as a vehicle through which donors can effectively contribute their knowledge, energy and resources to support these NPOs. In our effort to help local people to meet local needs, LIN aims to advance a more efficient and responsive philanthropic environment and strengthen the communities in which we live and work.

**LIN’s Vision**

A Vietnamese society where all members are respected and supported to have equal access to opportunities.

**LIN’s Mission**

To foster a culture of philanthropy and social responsibility by providing support services to local not-for-profit organizations, skilled volunteers and donors that are committed to building strong communities.

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