2014 Annual NPO Survey Report

From November to December 2014, LIN Center for Community Development disseminated its annual NPO Partner Survey to all of our NPO partners. LIN conducts this annual survey of NPO partners in order to track their progress, understand the challenges they are facing, as well as LIN’s impact on their development. It is our belief that systematic evaluation of LIN services to our NPO partners and our ability to address the priorities and challenges they face will help us to improve and prioritize LIN services, fill existing gaps in our services, and allow us to better report on LIN’s impact to key stakeholders.

LIN asked the NPO Director, Leader or a member of the Management Team to complete the survey on behalf of the organization. A total of 73 surveys were returned and analyzed. (LIN received 78 completed surveys; however, five came from NPOs that already completed a survey – two staff from the same organization completed the same survey. LIN team consolidated answers for these five NPOs with the result of having 73 surveys). When questions were left blank, calculations were adjusted accordingly.

We must thank many people for their support with this survey. Firstly, we would like to thank the 78 NPO staff who took the time to complete our questionnaire with thoughtful answers. We would also like to thank – Ms. Teana Konstanz, Ms. Lam Thuy Vy, Ms. Doan Nguyen Quynh Nhu - three volunteers who worked hard to help the LIN team collect the data, enter the data, clean, translate and analyze the data that was ultimately collected. We are truly grateful for everyone’s commitment and support to this effort!

1. Characteristics of the organization (N=72)

Nearly half of the NPOs surveyed were established by members of the target population while another third were set up by experts in the field. A small proportion (10%) were set up by government agencies/INGO’s/other NPO’s or local/international networks (religious groups, etc.). The remaining organizations were set up by individuals or groups with a passion in that particular area and/or community development.
2. Legal Status  (N=73)

Nearly half (47%) of the sampled NPOs operate as volunteer groups, without a license. 53% are legally registered or registered under/affiliated with a registered umbrella organization (or an off-shoot of a government agency or mass organization). Of those under an umbrella organization or legally registered, more than half are registered at the city/province level.

3. Beneficiaries (N=65)

We asked NPOs about their beneficiaries. The total number of beneficiaries served in 2014 was **2,936,979** (just four organizations served 2,850,000 last year, while the remaining 61 NPOs served a combined total of 86,979 individuals last year).

The four NPO partners with largest number of beneficiaries:

- **ICS** (1,850,000)
- **Audio Library for the Blind** (1,000,000)
- **Wildlife at Risk** (20,000)
- **Song Xanh** (20,000)
### Thematic Areas / Causes Addressed by NPO Partners (N=72)

<table>
<thead>
<tr>
<th>N=73</th>
<th># NPOs</th>
<th>% NPO Partners Engaged</th>
<th>Total Beneficiaries Served in 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children (under 16)</td>
<td>47</td>
<td>64%</td>
<td>35,917</td>
</tr>
<tr>
<td>Men/Boys</td>
<td>46</td>
<td>63%</td>
<td>16,753</td>
</tr>
<tr>
<td>Women/Girls</td>
<td>48</td>
<td>66%</td>
<td>18,692</td>
</tr>
<tr>
<td>Youth (16 to 25)</td>
<td>42</td>
<td>58%</td>
<td>31,981</td>
</tr>
<tr>
<td>Adults (26 to 59)</td>
<td>23</td>
<td>32%</td>
<td>18,178</td>
</tr>
<tr>
<td>Migrants</td>
<td>16</td>
<td>22%</td>
<td>2,179</td>
</tr>
<tr>
<td>People with Disabilities</td>
<td>21</td>
<td>29%</td>
<td>4,463</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>12</td>
<td>16%</td>
<td>783</td>
</tr>
<tr>
<td>Ethnic Minorities</td>
<td>12</td>
<td>16%</td>
<td>5,929</td>
</tr>
<tr>
<td>Elder (60+)</td>
<td>14</td>
<td>19%</td>
<td>912</td>
</tr>
<tr>
<td>LGBT</td>
<td>3</td>
<td>4%</td>
<td>1,850,000</td>
</tr>
<tr>
<td>Animals</td>
<td>3</td>
<td>4%</td>
<td>1,115</td>
</tr>
<tr>
<td>Transgender</td>
<td>2</td>
<td>3%</td>
<td>106</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Disadvantaged Children</strong></td>
<td>10</td>
<td>14%</td>
<td>3,891</td>
</tr>
<tr>
<td><strong>Patients</strong></td>
<td>3</td>
<td>4%</td>
<td>7,400</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>8</td>
<td>11%</td>
<td>4,225</td>
</tr>
</tbody>
</table>

#### Causes

(Percentage of Respondents Addressing Each Cause)
5. Intervention Areas

Most work is done in the provinces. In HCMC, Binh Thanh District is the highest area.

6. Staffing at NPOs (N=71, 72)

Our surveyed partners engage over 4,031 as PT staff, FT staff and/or volunteers. Only 13% (519) of these are paid staff (while 87% are unpaid volunteers). The vast majority (70%) of NPO staff/volunteers are female. 81% of NPO respondents had at least one full-time, paid staff (68% have at least one part-time, paid staff) and 89% make use of volunteers to run their operations.
82% of NPOs responding (n=65) have at least one staff with a relevant degree, while 49% have at least one staff that received technical training and 49% have at least one staff with on-the-job training.

**Relevant Staff Training**

<table>
<thead>
<tr>
<th>Training Type</th>
<th>% NPOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Degree</td>
<td>82%</td>
</tr>
<tr>
<td>Technical Training</td>
<td>49%</td>
</tr>
<tr>
<td>On-the-job Training</td>
<td>49%</td>
</tr>
</tbody>
</table>

7. **Office Information (N=73)**

One-third of NPOs do not have an office. Another third (30%) borrow an office, while 22% rent and 14% own their office.
8. Bank Information (N=72)

Half (50%) operate with a personal account (only 11/36 require two NPO reps to be signatories on this account). Over a quarter (26%) use an organizational account. 10% use a bank account of an umbrella organization and 13% said they do not use a bank account.

![Type of Bank Account](image)

9. Organizational Development (N=70 to 72)

The majority of respondents have formal workplans (78%) and strategic plans (57%), JDs for staff (79%) and volunteers (62%), organizational charts (72%), Board of Directors/Advisors (62%), financial management policies (54%) and external communication policies (54%). Fewer than half have official HR, fundraising, procurement, security or M&E policies.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Average Score</th>
<th>% NPOs that have this written down</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual WorkPlan (1 year)</td>
<td>3.73</td>
<td>87%</td>
</tr>
<tr>
<td>Job Descriptions for all staff, including management team members</td>
<td>3.49</td>
<td>79%</td>
</tr>
<tr>
<td>Organizational Chart</td>
<td>3.47</td>
<td>72%</td>
</tr>
<tr>
<td>Board of Directors or Board of Advisors</td>
<td>3.1</td>
<td>62%</td>
</tr>
<tr>
<td>Strategic Plan (2 to 5 years)</td>
<td>2.92</td>
<td>57%</td>
</tr>
<tr>
<td>Job Descriptions for volunteers</td>
<td>2.86</td>
<td>62%</td>
</tr>
<tr>
<td>Financial Management Policies &amp; Procedures</td>
<td>2.81</td>
<td>54%</td>
</tr>
<tr>
<td>External Communications Plan</td>
<td>2.78</td>
<td>54%</td>
</tr>
<tr>
<td>HR and/or Volunteer Management Policies</td>
<td>2.64</td>
<td>46%</td>
</tr>
<tr>
<td>Personnel Policies</td>
<td>2.6</td>
<td>50%</td>
</tr>
<tr>
<td>Fundraising Strategy</td>
<td>2.52</td>
<td>44%</td>
</tr>
<tr>
<td>Procurement Policies</td>
<td>2.35</td>
<td>38%</td>
</tr>
<tr>
<td>Guidelines/Templates for measuring &amp; evaluating project impact</td>
<td>2.25</td>
<td>35%</td>
</tr>
<tr>
<td>Internal Security Policies</td>
<td>2.17</td>
<td>28%</td>
</tr>
<tr>
<td>Policies or Guidelines for organizational M&amp;E (teambuilding, management, etc.)</td>
<td>2.14</td>
<td>30%</td>
</tr>
<tr>
<td>IT Strategy/Plan</td>
<td>2</td>
<td>28%</td>
</tr>
<tr>
<td>Gender Equality Policies</td>
<td>1.52</td>
<td>13%</td>
</tr>
</tbody>
</table>
10. Relationship with Government (N=69)

65% have a relationship with the government that may include direct operations, cooperation agreement or some other agreement. 35% said they have no relationship with the government. Of the NPOs that have a relationship with the local authorities, 67% said their relationship is good or very good.

<table>
<thead>
<tr>
<th>Overall Relationship with Government</th>
<th>%</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>8%</td>
<td>9</td>
</tr>
<tr>
<td>Poor</td>
<td>2%</td>
<td>2</td>
</tr>
<tr>
<td>Average</td>
<td>24%</td>
<td>27</td>
</tr>
<tr>
<td>Good</td>
<td>38%</td>
<td>43</td>
</tr>
<tr>
<td>Very Good</td>
<td>29%</td>
<td>33</td>
</tr>
</tbody>
</table>

Relationship with Different Levels of Government
11. Financial Situation (N=72)

More than half are in an unstable financial position (67%) while 1/3 report a good or very good financial position.

<table>
<thead>
<tr>
<th></th>
<th>%</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good (Okay for the near future)</td>
<td>4%</td>
<td>3</td>
</tr>
<tr>
<td>Good Enough (Enough for this year and possible next year)</td>
<td>29%</td>
<td>21</td>
</tr>
<tr>
<td>Unstable (Enough for this year but not next year)</td>
<td>50%</td>
<td>36</td>
</tr>
<tr>
<td>Poor (Not enough for this year)</td>
<td>17%</td>
<td>12</td>
</tr>
<tr>
<td>Very Poor (No money)</td>
<td>0%</td>
<td>0</td>
</tr>
</tbody>
</table>

Half (51%) of the surveyed NPOs operate with less than 200 million VND (51%) while only 7% operate with more than VND 2 billion VND.

2014 Annual Budget

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>%</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2 billion</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>500m to 2 billion</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>200 to 500 million</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>50 to 200 million</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>&lt; 50 million</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>

40% of NPOs receive funds from individuals; 12% receive funds from companies; 5% receive funds from government; 19% collect dues/earned income; and 17% receive funds from VNPO’s/INGO’s. (N=69)

<table>
<thead>
<tr>
<th>Source</th>
<th>%</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals (Local)</td>
<td>65%</td>
<td>45</td>
</tr>
<tr>
<td>Income</td>
<td>48%</td>
<td>33</td>
</tr>
<tr>
<td>Individuals (Foreign)</td>
<td>45%</td>
<td>31</td>
</tr>
<tr>
<td>VNPO, INGO</td>
<td>36%</td>
<td>25</td>
</tr>
<tr>
<td>Companies (Local)</td>
<td>32%</td>
<td>22</td>
</tr>
<tr>
<td>Companies (Foreign)</td>
<td>20%</td>
<td>14</td>
</tr>
<tr>
<td>Government (Local)</td>
<td>10%</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>5</td>
</tr>
<tr>
<td>Government (Foreign)</td>
<td>4%</td>
<td>3</td>
</tr>
</tbody>
</table>
49 NPOs shared the number of donors they had in the previous year. More than half of the NPO respondents (55%) have no more than 20 donors. (14% have only one or two donors!)
12. Comparison of Fundraising in 2014 to 2013 (N=67)

More than half (55%) said it was harder to fundraise in 2014 compared with 2013 while a quarter of our respondents thought there was no difference.

![Fundraising 2014](image)

**Why easier to raise funds in 2014?**

- Studied from LIN and carry out following their instruction
- More individuals know our organization
- Due to the strategic focus, promoting some key strengths products as a mask and pet paper
- have more experience, appreciate proposal, donors interested in deaf sector
- Be trained from LIN and accumulate lessons from people who have more experience in this sector
- had connection with other organizations
- economic situation has tended stability and growth
- Strategic is more clearly
- Many individuals and organizations know us.
- Because sponsors satisfy us(Vietsseed Foundation) and students who got scholarships introduce their friends. We create good reputation
- "Member's parents have good perceptive about neccessary to be maintained group in the long time. That will help children with intellectual disabilities have a place to study, work, entertainment,grow up... They know benefit when taking part in group"
- In 2012, we had not had any activities yet

Summary: Getting better at fundraising (citing LIN’s training as helpful); donors connect to the NPO’s mission and see positive outcomes from NPO’s work. Other reasons are more visibility(website) and networking/building relationships.
**LIN Annual NPO Partner Survey – 2014 Report**

**Why harder to raise funds in 2014?**

- Economic crisis affected NPOs fundraising (x8)
- Economic difficulties – referring to internal? (x4)
- **Limited Capacity in Fundraising (e.g., HR capacity, experience) – x9!**
  - we have not enough human resources to raise fund from foundation
  - Inexperienced human resources
  - Fundraising ability is not good
  - do not have enough ability to raise fund
  - "Maintaining relationship with current donors is not good, finding new donors is not effective"
  - We are not good in fundraising and communication
  - Internal was not good, PR activities were not good, do not have skilled volunteer who help to find donors and take care donors
  - can not connect some company, organization
- Lack of information
- The time that they donate for project for long (>3 years). Apparently they need new things from project but it is not easy to change
- Economic difficulties, did not sell many products. Expenditure for children, who was sick, quite highly
- Limited fund in the field that we are doing
- Member’s jobs is not stable
- "Donors are INGO: fund is go down, competitive between NPOs rise so the access ability to grants less. Domestic Donors: LGBT is quite emotional so domestic companies do not want to sponsor because it causes bad influence to them."
- "2013-2014: Enactus changed name ENS team, so we met some difficulties in fundraising. Moreover, project needs more resources to perform, but we’re limited in time, humans..."
- More and more difficult or needy students apply for scholarships. More and more students have been awarded scholarships, implementation costs for organizing training sessions (workshops) growing. College costs, costs for study, home health industry best, public health, nursing, engineering, etc ... increasing inflation o VN (Economic problems, sponsors cut down rate.)
- Program is not suitable
- "Raise fund programs from individuals in 2013 more successful because more foreigner know us and fundraising ability is more better (However, fundraising from foundation organization is more difficult because they have not had many youth program sector that Sarus is doing)"
- Grants from INGO & Government less and not easy to access
- We have 15 students in addition, raised activity fee 250 millions (totally we need 500 millions this year)
- Invoices reality is not transparency
- Lack of movement
- Many NPOs stopped their activities, management ability is limited and activity models have not met social development
- We have not raised fund stability and do not have salary budget, only based on voluntary contributions, so it is not attractive and push creation from everyone
- Do not diversify beneficiary
- We’ve just established and had action under 1 year

**Summary:** Many respondents related their fundraising difficulties to the global and national economic difficulties. The second most popular reason related to limited ability to raise funds due to a lack of human resources, training or experience to raise funds. Other reasons include dissatisfied donors, internal organizational issues, and more competition for limited resources. One organization stated social issues as its main hindrance (LGBT).
13. Organizational Development Challenges (N=59 to 64)

The following issues were NOT A CHALLENGE for many of our NPO respondents:

- Government Relations (48%)
- Program Planning (45%)
- Internal Communications (39%)
- Legal (39%)
- Strategic Planning (37%)

Top Information Sharing Needs:

- Internal communications (46%)
- Government Relations (45%)
- Legal (39%)
- HR Management (37%)

Top HR Needs:

- External communications (37%)
- IT (37%)
- Financial management (34%)
- Volunteer Management (30%)
Other Needs (e.g., funds):

- Legal (17%)
- IT (15%)
- Financial management (12%)
- Program Planning (12%)

### Summary of NPO Organizational Development Needs

<table>
<thead>
<tr>
<th>Need</th>
<th>Need Training</th>
<th>Need Info/Resources</th>
<th>Need HR</th>
<th>Other Need</th>
<th>Not a Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal</td>
<td>31%</td>
<td>39%</td>
<td>14%</td>
<td>17%</td>
<td>39%</td>
</tr>
<tr>
<td>Communications (Internal)</td>
<td>28%</td>
<td>46%</td>
<td>21%</td>
<td>5%</td>
<td>39%</td>
</tr>
<tr>
<td>Communications (External)</td>
<td>37%</td>
<td>18%</td>
<td>37%</td>
<td>8%</td>
<td>19%</td>
</tr>
<tr>
<td>HR Management</td>
<td>39%</td>
<td>37%</td>
<td>17%</td>
<td>7%</td>
<td>28%</td>
</tr>
<tr>
<td>Volunteer Management</td>
<td>35%</td>
<td>33%</td>
<td>30%</td>
<td>2%</td>
<td>30%</td>
</tr>
<tr>
<td>IT Systems</td>
<td>28%</td>
<td>20%</td>
<td>37%</td>
<td>15%</td>
<td>23%</td>
</tr>
<tr>
<td>Relationship with Government</td>
<td>19%</td>
<td>45%</td>
<td>29%</td>
<td>6%</td>
<td>48%</td>
</tr>
<tr>
<td>Measuring Impact</td>
<td>35%</td>
<td>30%</td>
<td>24%</td>
<td>11%</td>
<td>26%</td>
</tr>
<tr>
<td>Org. Management</td>
<td>32%</td>
<td>37%</td>
<td>24%</td>
<td>7%</td>
<td>31%</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>42%</td>
<td>21%</td>
<td>26%</td>
<td>11%</td>
<td>37%</td>
</tr>
<tr>
<td>Program Planning</td>
<td>33%</td>
<td>33%</td>
<td>21%</td>
<td>12%</td>
<td>45%</td>
</tr>
<tr>
<td>Project Management</td>
<td>43%</td>
<td>18%</td>
<td>30%</td>
<td>10%</td>
<td>33%</td>
</tr>
<tr>
<td>Governance</td>
<td>44%</td>
<td>26%</td>
<td>23%</td>
<td>7%</td>
<td>30%</td>
</tr>
<tr>
<td>Financial Management</td>
<td>32%</td>
<td>22%</td>
<td>34%</td>
<td>12%</td>
<td>33%</td>
</tr>
<tr>
<td>Risk Management</td>
<td>51%</td>
<td>26%</td>
<td>16%</td>
<td>7%</td>
<td>30%</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>37%</td>
<td>29%</td>
<td>27%</td>
<td>8%</td>
<td>22%</td>
</tr>
</tbody>
</table>

### 14. How long has the NPO been involved with LIN (N=70)

![Length of Relationship with LIN](image.png)

- Over 3 years: 27%
- 1 to 3 years: 41%
- Under a year: 26%
15. Satisfaction with LIN’s Services (N=61 to 64)

Highest satisfaction with LIN Community Center (100%), Meet the Experts (94%), Workshops (90%) and Consultations (90%). Least satisfaction is with VietnamCauses (30% said they were neutral and 3% were dissatisfied), the Online Forum, Donor Introductions and the Second Chance Store.

![Satisfaction with LIN Services]

16. LIN’s Impact on NPOs (N=33 to 46)

LIN’s information sharing and skilled volunteer matching services are having the biggest impact on our NPO partners (98% and 97% respectively).

![LIN’s Impact on NPOs]
The Impact of LIN Services on NPOs

<table>
<thead>
<tr>
<th>Impact of LIN Services on NPOs</th>
<th>No Impact</th>
<th>Low Impact</th>
<th>Medium Impact</th>
<th>High Impact</th>
<th>Very High Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skilled Volunteers</td>
<td>3%</td>
<td>31%</td>
<td>34%</td>
<td>17%</td>
<td>14%</td>
</tr>
<tr>
<td>Donor Prospects</td>
<td>12%</td>
<td>30%</td>
<td>33%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Information</td>
<td>2%</td>
<td>11%</td>
<td>41%</td>
<td>26%</td>
<td>20%</td>
</tr>
<tr>
<td>Org Effectiveness</td>
<td>5%</td>
<td>3%</td>
<td>46%</td>
<td>33%</td>
<td>13%</td>
</tr>
</tbody>
</table>

17. How have LIN workshops/trainings helped to build capacity or strengthen your NPO?

- Annual planning (2)
  - Now more professional
  - *Strategic Planning & Action Planning Workshop helped [NPO] clearly many stuck problems, and correct timely*
- M&E (3 respondents)
  - Now more professional
  - “*The CPI program helped [NPO] to improve our project M&E***
- Accounting & Financial Management (8)
  - LIN supported us with 75% of the audit fee, which helped to improve transparency in financial management
  - Applied knowledge in financial management (3)
  - “LIN helped to build our capacity in financial management accuracy and transparency”
  - “LIN provides transparency, as our fiscal sponsor. Because LIN is audited. This is quite important”.
- HR (9)
  - “*Improved knowledge about HR and Volunteer Management; however, we have not yet been able to apply what we learned effectively. We will try to improve in the near future***
  - Communication with volunteers
  - Building capacity of volunteers
  - Better job descriptions for staff recruitment
  - “*We built org chart clearly with detailed descriptions about departmental activities. It is just the first step in documenting our organization’s systems. We learned how important it is to perform professionally. As a result, giving guidance to new staff has become easier***
  - “[NPO] is trying to find board of advisors to counsel and support our activities. In addition, [NPO] applied experience from LIN to build hand book that consists of organization’s policies for staff.”
  - We learned skills to work and take care of skilled volunteers.
- Strategic planning (4)
  - *Strategic Planning & Action Planning Workshop helped [NPO] clearly many stuck problems, and correct timely*
- Organizational Management (6)
Have more experience in org management and admin management
Our management toolkits are better, clear
And we understand that we need to write down our internal policies.
“Based on LIN’s forms, we were able to build some documents and policies for HR and Administrative management, financial management, M&E to collect information and project management.”
“Attending LIN workshops, we got a lot of useful knowledge in order to direct and manage the organization’s activities. In addition, we also get a lot of experience from other organizations which brings is an overview of NPO operation status.” (answer from Q21b.)

• Information sharing (4)
  LIN teaches skills and knowledge very well
  Our NPO has more knowledge, improved vision thanks to LIN
  “We registered for www.VietnamCauses.org to promote our community.”

• Communications / PR (4)
  “LIN workshops about communication, external relationship, media were very effective for our communications coordinator and helped to make our communication system stronger.”
  “We applied video making skills from one LIN training to make a video clip by ourselves.”

• Fundraising (9)
  Exchange on Women in Philanthropy (Sep 2014) inspired [our NPO] to set-up a “Benefactor’s Circle”
  Learned how to demonstrate our impact, find and take care of donors.
  “We applied knowledge about how to access potential donors, how to plan and set objective before meeting with donors.”
  “We learned how to do fundraising. Now we raise funds from individuals, corporates... although we have met some difficult in the first step we see potential in the future. We know how to take care of our donors as well as find potential donors. It is a positive change.”
  “The CPI program helped [NPO] to improve our fundraising ability, to take care of our donors and to measure and evalute our projects”
  “I took part in one workshop about "fundraising". It was very good and effective for me and my organization. LIN usually provide many neccessary knowledge & skills for the foundation of our organizations.”

• Other
  “We applied the knowledge and skills gained from LIN programs to write down our vision and mission, to do strategic planning, detail our objectives, write JDs and plan our finances.”
  “We understood the path to take for our organization, we have more knowledge about NPO activities: about the laws and policies. And we understand that we need to write down our internal policies.”
18. How have LIN programs enhanced your NPO’s connections?

- Skilled Volunteers (6)
  - “LIN helped us to find skilled volunteers to support the organization’s operational evaluation.”
  - The BlueBees website
  - Events to connect us to volunteers
  - “Through ‘LIN ơi, Minh Đì Dâu?’ [NPO] has some regular volunteers supporting product sales.”
  - Our program succeeded because we got help from volunteers during NTG (Round 2) volunteers
  - “One skilled volunteer, specialising in finance, supported us over the last four months of the last year, building financial systems, and more importantly pointing out how to improve.”
  - “LIN helped [NPO] connect with [a company] through CPI. Our relationship with [that company] goes beyond CPI...
  - LIN introduced three skilled volunteers to us.

- Funds (8)
  - [NPO] was connected with [company] thanks to LIN.
  - CPI helped us get more sponsorships and NTG helped us have more funds to implement our projects.
  - Thanks to help from [company], [NPO]’s appearance is more cheerful and we have more confidence when communicating with clients, donors and government.
  - The connecting event of Narrow The Gap helped us reach more private businesses who are interested in fundraising activities with recycled paper products
  - Joining Narrow the Gap, we sold more products and raised small funds for our group.
  - “Chương trình của Lin liên kết tổ chức [công ty] bán hàng trên mạng hỗ trợ nguồn Quỹ làm từ thiện trong đợt 8/3 qua đó đã giúp cho trẻ em và phụ nữ bệnh nan y, nhiễm HIV/AIDS được chịu sê nghèo dâu và bờ di tước ty, mắc câm vì được cung cống đỡ chía thành cảm ơn Lin luôn đồng hành và tạo điều kiện cho chúng tôi.”

- Peers (4)
  - Through participation in LIN workshop, we connect with a number of organizations working on children and youth. It also facilitates the survey that we have done in the past year and look forward to working with these organizations in the year to come.
  - I was involved in the women’s circle (group of women NPO leaders) where I met a lot of people who shared the empathy with my work

- Attended events connecting Volunteers & NPOs
- LIN’s Connection with donors, sponsors and experts are really great!
- Through the programs we knew LIN team is passionate, creative and effective in connecting and mobilizing resources for community development.
- LIN supports [NPO] by posting its information, making the organization more trusted, thus helping [NPO] to get more sponsors, which helps us to support our students.

Challenges Faced (reasons why NPOs could not benefit more)

- Limited budget/capacity to attend LIN events (4):
  - Our staff are disabled and we have a limited budget so we have difficulty to attend LIN’s events.
LIN Annual NPO Partner Survey – 2014 Report

- LIN teaches skills and knowledge very well (But we have not yet had ability to apply those skills effectively)
- Our NPO has more knowledge, vision thanks to LIN programs but our ability is limited so we can not apply more
- Do not have time to attend
- We could not participate in CPI due to lack of personnel.

- Have not yet attended (>10)
  - New partner
  - Returning partner)
- Inability to apply what we learn:
  - We lack the HR to perform what we learn effectively
  - “LIN’s programs are great but our application of the knowledge/skills acquired is poor”
  - LIN’s events are generally very usefull or NPOs; however, due to our limited communication capacity, we have little access to donors.
  - We were happy to know about the program; however, our NPO does not meet the criteria of the DAP program.
- Other – “LIN failed to provide comments/feedback in one project to connect social organizations (surprised!)”

19. Suggestions for improvement of LIN’s Services

A. Connections with skilled volunteers
   a. Supply/Introduce skilled volunteers in a timely manner, appropriate to the type of activities of our organization.
   b. Support with skilled volunteers (2)
   c. Vietnam volunteers are always thinking to “help” poor/small organizations but they lack real interest and responsibility. LIN should have a clearer plan if wants to develop this service. “TNV Việt Nam luôn Có suy nghĩ “giúp cho” tổ chức nghèo/nhỏ, làm việc thiếu tâm, thiếu tâm, không Có trách nhiệm.”

B. Training
   a. Support more training for personnel
   b. Need to train our staff more efficiently
   c. More organizational capacity opportunities
   d. Need training in:
      i. Organizational management /sustainable operations (3)
      ii. IT
      iii. Fundraising/Income Generation/writing proposals (4)
      iv. HR (3)
      v. Leadership
      vi. SP
      vii. Program management (2)
      viii. Communications
      ix. Legal
   e. Help my successor to do HR well.
   f. Psychology of children
C. Connection with donors / more fundraising opportunities (8)
   a. Need to find sponsors who support office equipment
   b. Connecting with potential donors (4)
   c. More competitions for funding community projects
   d. Local and foreign donors

D. More networking opportunities (8)
   a. Introduce more social and international organizations to us.
   b. Experts
   c. Introduce our NPOs
   d. Circle groups, with NPO peers (keep this going!)
   e. Help us ID BOA advisors, once we have a TOR
   f. Government relations (3)
   g. Media

“We think that LIN could strengthen the connection between NPOs to potential donors, the media, helping NPOs more proactively address the issues they face.”

E. Improve communication strategy
   • Provide information
   • Promote our organizations more to the community (4)
   • Respondent would like to receive only information that pertains exactly to them.
     o “If possible, information should be selectively sent based on the nature of the organizations (in accordance to those social issues being addressed by the NPO). For example, our social work team is mainly focus on human development; not environmental issues, thus the information such as "climate change" the team rather pays less attention ... At the same time, those events relating to NPO subject held by LIN, I also wish LIN contacts directly by telephone so the NPO could be udpated in a timely manner and respond immediately. This will limit the chance when NPO skips interesting activities organized by LIN.”

F. Other
   • Events are scheduled too densely together which makes it difficult to attend. Also hard to know what is LIN’s mainstream activity because there are so many activities (CED)
   • Support vocational training facilities
   • Support HR management so the leader can have more time to participate in programs outside.

20. Other Services LIN Should Provide?
   • HR capacity building (5)
     o Leadership
     o Mentoring
     o More intensive capacity building programs (so staff can know how to apply)
     o Peer Exchanges
     o Peer Site Visits
     o Peer Reviews
     o Teams of volunteers to help NPOs and SEs
• Legal Support (4)
  o Legal advisory group
  o Support with establishment
• Competitions that are collaborative (SIFE/ENACTUS) – engaging students, companies, NPOs, SEs towards the same objective
• Expand geographic area of LIN’s work
• Improve program updates
• Promote NPO partners on media

21. Other Organizations that Provide Support to Your NPO?

• Disability Research & Capacity Development / DRD (5)
• Education for Development / EFD (3)
• Sponsorial Association for Children (3)

Others:
• 360.org.vn
• Association of HIV/AIDs
• BlueRibbon
• Club of Professional Social Work (USSH, Open, Pedagogy)
• Coi Viet
• Eden Welfare Foundation and AFD
• Enfants et developpement
• Future Centre
• HCMC Youth Union (office space)
• ICS
• Individuals/Biz people
• KOIKA
• Life Centre
• Live & Learn
• LLSC Korea
• MDS
• MSD
• OPEN University
• PACE
• Psych Café
• Red Cross
• SAFF
• SCC
• Sponsoring association for PWDs
• VietHope
• Vietnam News Media Group
• WAR
• WCS
• www.thehexanh.vn