

Билингвальный курс
«Организация и управление НКО»
The bilingual course
«NGO organization and management»

Лекция 1. «Трёхсекторная структура российской экономики»

Lecture 1. «The three-sector structure of Russian economy».

Lecture plan:

1. The three-sector structure of economy
2. The Sectors partnership.
3. Cooperation in providing social services

Definition of terms:

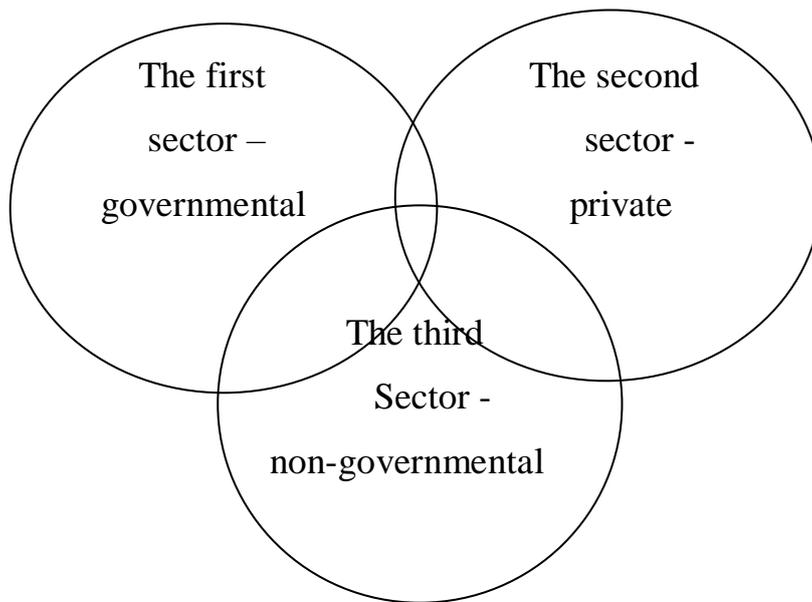
***The private sector** - The private sector is that part of the economy, sometimes referred to as the citizen sector, which is run by private individuals or groups, usually as a means of enterprise for profit, and is not controlled by the state (areas of the economy controlled by the state being referred to as the public sector);*

***The public sector** - The public sector refers to the part of the economy concerned with providing various government services;*

***The non-governmental sector** - civic sector or social sector are other terms for the sector, emphasizing its relationship to civil society.*

1. The three-sector structure of economy

The usual European structure of economic is three sector s structure - public sectors such as the state (central and local authorities) – the first sector, the private sector - the second sector and non-governmental organizations (NGOs) - the third sector. In Canada, for example, there only two sectors of economy: governmental and private (the third sector is included into private sector). Russia uses European structure. So there are tree sector of economy in Russia.



The private sector is that part of the economy, sometimes referred to as the citizen sector, which is run by private individuals or groups, usually as a means of enterprise for profit, and is not controlled by the state .

The public sector refers to the part of the economy concerned with providing various government services. The composition of the public sector varies by country, but in most countries the public sector includes such services as the military, police, public transit and care of public roads, public education, along with healthcare and those working for the government itself, such as elected officials.

The non-governmental sector NGO (voluntary sector or community sector also non-profit sector or "not-for-profit" sector) is the sphere of social activity undertaken by organizations that are not for profit and non-governmental.

2. The sector`s partnership.

It is a widely shared opinion that the various public sectors such as the state (central and local authorities), non-governmental organizations (NGOs) and the economic sector should operate as partners. Partnership is necessary and it is of great importance to each of the partners as well as to society as a whole. However, there is no unanimity concerning the contents of the partnership relationship.

Concepts vary from a restricted interpretation of the notion of contacts between two or more parties aiming at the establishment of any form of cooperation up to the setting up of contractual relationship involving strictly specified rights and obligations. Partnership is available when the contacts between two or more parties are directed towards constructive cooperation rather than towards confrontation.

Partnership can be accomplished at a central or at a local level. Specific examples from the practice prove that local partnership has greater capacity for success and is easier to realize. Local NGOs possess better information about the nature of local problems, they are closer to people and their needs and can be more flexible in their reaction to problems where necessary.

The importance of all forms of partnership even at the most elementary level should not be underestimated. Consultations between NGOs, and local and central public authority, even when it does not lead to direct financing of NGOs is significant because it strengthens the awareness of the interrelated functions the two parties have in social life. The state comes to know the non-governmental sector and the trust developed between them turns into a crucial factor for the future contracting of out social services to NGOs. Consultations comprise both informal talks and active participation of the public in the local decision-making process examples of which can be found in the experience of some Latin American countries.

A more elaborate form of partnership is a contracting between the state and NGOs pursuant to which the NGO gets the right (and the obligation) to perform activities (tasks and services) which traditionally fall within the competence of the state. The assignor – a central or a local authority – provides financial support to the assignee - an NGO - as a subsidy or as a consideration under the contract. As an alternative, the state can provide premises, in-kind assistance or other support in its capacity of a contracting party.

3. Cooperation in providing social services

Cooperation in providing social services is of particular importance and plays a particular role in public life. On the one hand, social services involve specific sensitivity as they are related to special tense aspects of the condition of a given society. We shall not comment in greater details on the specific content of the notion of “social services” but it should be mentioned that the Bulgarian legislator is using the term in its narrow sense. Under the Social Assistance Law, social services are the delivery of social assistance to persons who need it with the purpose of assuring their basic living needs. The right of citizens to social assistance is constitutionally enshrined, therefore, it is correlative to the obligation of the state to guarantee its realization. When other persons or organizations (including NGOs) provide social services, the state represented by the central or local authorities, must compensate the providers through financial or other types of support.

Russian legislation recognizes the role and the capacity of the NGO sector to provide various services of high quality. But this recognition is still a mere declaration for cooperation between local authorities and NGOs and is not accompanied by a beneficial legal framework and specific provisions. Social contracting is still anticipating its endorsement and real opportunities for realization.

Social contracting already has developed history in a number of countries. It has been successful where the state administration has become aware of three factors. First, that providing funding to the NGOs is not a unilateral charity action in support of the non-governmental sector but rather a payment in return for a job or a service and the approach applied to that relationship should be business oriented. Secondly, partnership with NGOs in providing social services is beneficial to both sides and to society. And thirdly, partnership offers adequate and diverse forms both for the realization and for the control of the spending of state support by the NGOs, taking into account the public interest. The state must efficiently apply a set of rules aiming at the prevention of abuse and of improper distribution of assets.

Literature:

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4. Analysis of institutional cooperation:
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Лекция 2: «Негосударственные организации в России»

Lecture 2: «Non-Governmental organizations (NGO) in Russia»

Lecture plan:

1. What is an NGO?
2. United Nations and NGOs;
3. NGOs in Russia.

Definition of terms:

A non-governmental organization (NGO) is an organization that is neither a part of a government nor a conventional for-profit business. NGOs are highly diverse groups of organizations engaged in a wide range of activities, and take different forms in different parts of the world. Some may have charitable status, while others may be registered for tax exemption based on recognition of social purposes. Others may be fronts for political, religious or other interest groups.

Third sector - non-governmental sector.

Organization, organisation - a group of people who work together.

1. What is an NGO?

NGO is the acronym for “non-governmental organization.” Originally used in the United Nations Charter to refer to a non-governmental entity, the meaning of this term has broadened to be used in reference to non-government and non-profit organizations which engage on a voluntary basis in global issues such as development, poverty, peace, humanitarian efforts and the environment. At present there are more than approximately 400 NGOs engaged in international cooperation activities. Russian NGOs in international cooperation began to emerge in the 1990s and played a significantly active role in providing assistance in the various division of activities.

1.1. The importance of NGOs

NGOs voluntarily engage in national and international cooperation with their own mission and are experienced in assisting people in destitute circumstances in our countries and countries of former USSR. They are in tune to the needs of people at a grass-roots level in dire situations where governmental assistance could not provide assistance to them. NGOs are funded by the public's donations from people who are sympathetic to the NGOs activities, in addition to government funding. In a sense, NGOs are a living testament to Russia's presence in the national and international cooperation arena.

1.2. The perspective of human security and NGO activities

Assistance based on the perspective of human security is aid provided to protect the lives, livelihood and dignity of individual human beings, and Russian NGOs are taking an active role toward realizing assistance with this purpose. Activities undertaken by the NGOs to assist in the self reliance of each individual recipient of aid is therefore effectively the practice of aid based on the perspective of providing human security.

1.3. Cooperation of the Administrations and NGOs.

The federal and regional administrations actively participate with NGOs in obtaining the understanding and assistance of the public in national and

international cooperation and in enhancing the effectiveness of their social programs. This partnership shared between administrations and NGOs can be broadly divided into three areas: partnership, cooperation and dialogue.

1.4. Partnership, cooperation and dialogue

Partnership between the administrations and NGOs in a broad sense means promoting national and international cooperation with NGOs as partners. In a more narrow sense, it means engaging in cooperative activities that are beneficial for both parties in areas such as public relations and evaluation.

Cooperation, on the part of administrations, means providing funds required by NGOs to enable them to carry out their overseas activities, and domestically in Russia it means assisting NGOs in capacity building.

Dialogue means listening to the opinions of NGOs regarding the promotion of international cooperation and Official Development Assistance policies in regular meetings, and then reflecting these views in policies.

1.5. Future issues

In comparison with NGOs in the United States and Europe, which are underpinned by a long history and solid organizational bases and possess extensive experience and knowledge, it can be said that the international cooperation activities of Russian NGOs still have significant room to grow in both scale and strength. There is also a need to further strengthen the cooperation of federal and regional NGOs with local NGOs, cooperation among NGOs, and cooperation with private sector organizations in the future. Furthermore, sound fiscal management including improved fundraising capabilities and securing accountability are important areas of expertise if NGOs aim to promote independent activities that do not rely solely on government funding.

2. United Nations and NGOs

Article 71 of the Charter of the United Nations authorizes the Economic and Social Council to make suitable arrangements for consultation with non-governmental organizations (NGOs). Today, NGOs which have been granted consultative status with the UN's Economic and Social Council are making broad

contributions to UN activities through attendance in the Council meetings and discussions with the UN Secretariat. The criteria, rights and procedures for NGOs to obtain UN consultative status are set forth in the Economic and Social Council Resolution 1996/31. NGOs which apply for consultative status are audited by the UN-NGO Council and granted one of three types of consultation eligibility (general, special or roster status). In the area of UN public relations, the Department of Public Information (DPI) establishes collaborative relationships with NGOs which may engage in PR efforts related to UN

3. NGOs in Russia.

Mainly there are two groups of NGOs in Russia now:

- Charitable Foundations and Social Service NGO's;
- Policy-Advocacy Organizations.

Contribution of these NGOs to the development of civil society and formulation of social policy in Russia was not little. In Russia NGOs have developed domestic sources of financing, mainly from government, business and improved personnel. Institutional infrastructure for access to state executive and legislative authorities (i.e., round tables, councils, etc.) have been built. They provide for some participation of NGOs in social policy, but not (yet) a systematic or effective role in policy formulation. Rights-Defense Organizations and Resource Centers show the strongest potential for establishing civil society and governmental accountability. The NGO community should build on current achievements, though new restrictive legislation complicates this task.

The analysis of the research materials collected for the project «Formulation of Social Policy in Russia's Regions» showed that there is evidence of Civil Society's participation. It looks at two main groups of NGOs: Social Service, Charitable, and Ecological/Cultural Preservation NGOs; and Policy-Advocacy Organizations.(1) The focus of the research is on the behavior of these organizations in the sphere of social policy: their projects and programs, political priorities, and role in the formulation of social policy. The report covers

NGOs' relations with legislative and executive authorities, political parties and trade unions, as well as other civil society organizations. It also discusses social sector NGOs' functions, financing, structure and personnel

The main goal of the analyses is to study the behavior of Russian NGOs in terms of their contribution to the building of civil society, and their influence on social policy.

NGOs are classified according to their basic function. The first main group, Social Service, Charitable, and Ecological/Cultural Preservation NGOs, which we designate as Grass Roots, engage in activities that are related to the social needs of defined groups of people or the resolution of specific social problems. Surveyed social service and charitable organizations include those that work with the elderly, orphans, children from poor families, people affected by AIDS, substance abuse, and domestic violence. Ecological/cultural organizations seek to preserve the environment or Russia's historical-cultural heritage. The second main group, Policy-Advocacy NGOs, are concerned with defense of legal and political rights, and development of the third sector. We divide them into organizations that are mainly committed to protecting basic rights, including human and social rights, election monitoring, etc; and "Infrastructural" NGOs, including resource centers for other NGOs, groups defending the legal rights of civil society, and organizations for civic initiative. (see Table 1)

Grass Roots NGOs vary in their relation to politics, from those that consciously refuse to participate, to those whose leaders use the NGO primarily as a path or stepping-stone to political office. Policy-Advocacy NGOs are generally oriented toward participating in the legislative process, and developing civil society itself.

3.1. Russian Grass-Roots NGOs

NGOs providing charity and social services were surveyed at all three research sites. Interviews showed that Charitable Funds and Social Service NGOs often represent corporate philanthropy. They are organized by business people or boards of businesses, industrialists, political or religious leaders, with activities

reflecting the particular goals or priorities of these leaders. Sponsorship of the NGO is often associated with an individual ('under a concrete name') or small group of leaders, local notables who focus on particular goals in their communities and publicize their charitable activities. Their relationship to politics depends not mainly on financial resource constraints, but on the orientations and interests of their organizers or leaders, and those leaders' experiences in promoting the goals of the NGO. Some stay out of politics. Others turn to regional and local authorities for resources and cooperation, or help clients to realize their legal social rights in dealings with regional and local administrations. Some leaders have attempted to use the NGO as a base to launch political campaigns or careers. Ecological and cultural preservation NGOs generally confine themselves to concern with a single issue area (i.e., pollution, opposing construction in preserved areas.) They generally avoid associations with broader political programs or parties, seeing such politics as incompatible with their humanitarian goals. (2)

3.2. Resources and Financing

The researches identified three main sources for funding of Russian NGOs: domestic private contributions, foreign grants, and budget financing. Of these, private grants and corporate sponsorship play a large role in funding Grass Roots NGOs, and appear to be the major source of financing for many charitable and social service organizations. Some operate predominantly or exclusively with funding from domestic grants and sponsors. For example, the "Open Russia" Foundation, was established as a charitable foundation for educational and cultural projects, though it later broadened into programs to development of civil society and grants to rights-defense organizations.(3)

Most of these NGOs do not seek budget financing, though they may benefit from reduced rents for office space and other social 'privileges.' Some organizations do receive income from budget sources; for example, an ecological education center for adolescents in Cheboksary received funding from the local Education Committee. But this is rare, especially in comparison with self-help organizations.

Table 1

Main Types of Russian NGOs: Grass-Roots and Policy/Advocacy

<p>1.Grass Roots organizations – Mass organizations reflecting the needs of members or a focused group</p>	<p>1.1 Grass Roots 1 NGOs with activities that are directly related to the resolution of problems or satisfaction of needs of members of the organizations themselves</p>	<p>1.1.1.Basic organizations of mutual help, for example, associations of invalids, veterans, families with ill children, gender-based</p>
		<p>1.1.2. Organizations of a Club Type; Associations according to interest, etc.</p>
	<p>1.2. Grass Roots 2 NGOs with activities related not to their own members’ needs, but to the needs of a defined group of people and/or to the resolution of some specific social problem</p>	<p>1.2.1.Social Service NGOs and Charitable Organizations, the activities of which are directed to resolving the problems of certain population categories (i.e., elderly, families with many children); or to resolving some social problem (i.e., homelessness, narcotic addiction, etc.)</p>
		<p>1.2.2. NGOs with ecological and historical-cultural concernsdefense of the environment, cultural monuments, etc.</p>
<p>2.Policy/Advocacy Organizations Organizations directed To the formation and</p>	<p>2.1 Rights Defense Organizations traditional human rights organizations also comparatively new types – groups of civil control, including</p>	

Realization of policy, or To the defense of interests	control over the activities of executive structures; control over election procedures
Of some social group	2.2. “Infrastructural” NGOs the mission of which is to aid development of the third sector; including Groups of legal/ rights defense/ guarantees NGOs; Centers for research and educational activities; Resource Centers (for support of NGOs) Organizations of civic initiative, with the goal of aiding the Growth of civil society, partnerships of society and power

NGOs generally have fewer problems of dependence on budgetary allocations and on local political authorities, and less of a tendency toward clientelism or political subordination. The extent of foreign assistance in financing these NGOs is somewhat controversial. Some Russian studies have concluded the most funding comes from domestic sources, and only about 10% from abroad.(4)

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- 2). The Yabloko Party had a special section in its program concerning ecology, and some ecological NGOs worked with the party on these issues.
- 3). [http://www.sourcewatch.org/index.php?title=Open Russia Foundation](http://www.sourcewatch.org/index.php?title=Open_Russia_Foundation)
- 4). A study by the Urban Institute in Moscow concluded that a little more than 10% of financing came from abroad. The President of the Center for development of democracy and law also cites research claiming that about 10% of financing for Russia NGOs comes from abroad. See:
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Лекция 3: «НКО социальной поддержки».

Lecture 3: «Social Assistance of NGOs».

Lecture plan:

1. Social Assistance.
2. Health Care.
3. Other Services.
4. Cooperation at Local Level.
5. Problems of Cooperation at Local Level: Establishing of the Regional Center.
6. Conclusion.

Definition of terms:

Social Assistance - is the provision of a minimal level of well-being and *social support for all citizens, sometimes referred to as public aid;*

***Welfare** - welfare can take a variety of forms, such as monetary payments, subsidies and vouchers, or housing assistance;*

***Charities** - generous actions or donations to aid the poor, ill, or helpless;*

***Social Support** - is the perception and actuality that one is cared for, has assistance available from other people, and that one is part of a supportive social network .*

1. Social Assistance

Social Assistance — noun benefits paid to bring incomes up to minimum levels established by law.

Welfare is the provision of a minimal level of **well-being** and **social support** for all citizens, sometimes referred to as public aid. In most developed countries welfare is largely provided by the government, and to a lesser extent, **charities**, informal social groups, religious groups, and inter-governmental organizations.

The services in this category include activities for satisfying basic living needs of people and providing assistance to socially weak persons or persons in unfavorable personal, social, economical or other situations. In order to open a social services institution, it is necessary to receive the consent of the appropriate ministry. The ministry has the right, on the basis of a public competition, to give a concession for delivering social services out of the home, in a state-owned building.

Sending persons to social institutions (hospices) can be done through the centers for social assistance, which are exclusive state property, pursuant to law or on the basis of a contract. Representatives of the social center must visit the hospice at least once in six months and check the quality of the services in it. The founders determine the fees in the private hospices, but when the person is moved there from a social center, these fees can not exceed those specified by the social ministry. In these cases, social centers have to be informed at least six months before the termination of the activity of the hospice, in order to find another suitable place for the person.

Social services in home conditions involve home delivery of food, personal hygiene assistance and home visits. The ministry determines the standards for these services and municipal social centers are supervising compliance with them. The performer can be a private person doing this in his professional capacity after obtaining permission from the social ministry and informing of the municipal center for social help.

The funding for social services is ensured from several sources. The law provides for allocation of resources from the central and local budget for realization of the right of citizens to social help. The municipality is obliged to give no less than 5% of its budget for “social expenses” which usually covers the cost of accommodation in social hospices. Resources above this amount can be set aside for other forms of assistance, for example, for subsidizing NGOs delivering such services. The law does not contain provisions for state subsidies for NGOs working in the area of social assistance.

Social legislation provides for possibilities for cooperation between the state and municipalities, on the one hand, and NGOs. At the same time, it contains serious drawbacks. For instance, the mechanisms for state financing are not precise enough and there are no clearly defined criteria for municipal funding to NGOs. Social hospices are treated as a part of the state network of social institutions according to the internal regulations governing them.

2. Health Care

Pursuant to the law, private local and foreign persons can deliver healthcare services to the benefit of society. The application of these rules is limited and covers only health services in homes, polyclinics, hospitals, pharmacies and sanatoriums. Health centers, institutions for urgent medical help, institutes for a public health and transfusion centers can not be an object of private or of mixed ownership.

Health institutions are established with the consent of the health protection minister and the approval of the Croatian institute for public health (“Institute”), on the basis of a competition. The winner has the right to enter into a contract with the Institute for the delivery of health services. The health institutions – of private or of mixed ownership - are financed under: a contract with the Institute; a contract with the Ministry of Health Protection subsidized by the state budget pursuant to the law; a contract with volunteer insurers; founders’ funds; municipal budgets; social security contributions by the beneficiaries of the services; and other sources specified in the law, the statutes and founding documents of the health institution.

3. Other Services

The legal framework for state support to educational institutions is not complete and clear.

Partial funding can be received for the implementation of scientific projects within the budget of the National scientific research program as well as through particular ministries (for projects for the development of libraries and museums.)

Other possibilities for cooperation between the state and municipalities and the nonprofit sector involve the presentation of ecological programs for opinions and proposals, meetings between the government committee for handicapped and representatives of the handicapped organizations, and other forms of NGO advisory participation in the process of decision-making in the particular sphere.

4. Cooperation at Local Level

Most NGOs conduct their activities on a local (regional) basis; thus, their financing depends on the decisions of local authorities. The municipalities manage their budget independently. Funding to NGOs is provided through the competent administrative departments.

The Law on local government and administration of 1992 (amended in 1999) does not regulate explicitly the possibilities for cooperation between NGOs and municipalities. It only mentions the establishment of local committees upon the proposal of citizens and their organizations and associations. The local committees are a form of citizens’ participation in the decisions-making process

related to activities which affect their life. The municipality can assign to these committees the exercise of functions which are within the municipality's competence, and subsidize them from a special municipal budget.

The citizens and their organizations have the right to participate in public discussions of the proposed regional plan for development and to give suggestions and opinions on it.

5. Problems of Cooperation at Local Level: Establishing of the Regional Center

The practice indicated that in reality this cooperation and its financing face a number of difficulties. Very few of the municipalities provided funding to NGOs on the basis of a competition and clearly fixed criteria. The lack of transparency creates an obstacle to the establishment of criteria for the evaluation of NGOs' work.

Another problem is the lack of mutual trust and the existence of prejudices. NGOs are referred to as "not serious business partners", and the municipality managements are treated as "bureaucratic entities which do not accept arguments and disputes". The need for better communication and a higher degree of familiarization between the two parties was underlined at the seminars. Some NGOs demonstrate outspoken aggressiveness in the relationship with the local authorities, which leads to the lack of mutual tolerance. Others, the so-called "well known" organizations, regularly receive financing regardless of the quality of their programs. Both sides show a shortage of professionalism in establishing a relationship of cooperation and selection of a partner.

The absence of representatives of the nonprofit sector in the municipality management body is an obstacle to the direct participation of the sector in the administrative process at the local level.

6. Conclusion

During the past few years third sector won a good reputation and grew stronger due to its activity in the area of humanitarian services, the work with refugees and war victims. Despite the significant number of organizations registered there still

exist many obstacles and restrictions to their work which threaten even their existence. Some of the major problems are:

- Unfavorable legal framework and a patronizing attitude by the state towards NGOs, interference and unjustified control over their activity;
- Lack of sufficient financial resources and appropriate state policy encouraging grants; unfavorable legal framework for taxation;
- Lack of transparency and professionalism on both sides, centralized and bureaucratic approach by the municipal authorities which favors some and limits the activities of other organizations.

Nevertheless, the ineffectiveness of the activity of some NGOs is due mainly to problems of an internal nature and to insufficiently clearly defined goals which change as new people or fund resources appear. Many NGOs are not able to prepare good quality projects or to use the available limited resources rationally. The establishment of the Government office for cooperation with associations in Russia is an attempt to solve at least some of the accumulated problems and to establish a permanent and high-level government cooperation with the nonprofit sector.

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Лекция 4: «Государственная поддержка некоммерческого сектора».

Lecture 4: «State Financial Support to the Nonprofit Sector».

Lecture plan.

1. Increasing of state support for NGOs.
2. Budget Subsidies for Operational Expenses.
3. Normative Subsidies from the Central Budget.
4. Funding through Ministries and Public Funds.

Definition of terms:

***Operational expenses** - operating expenditure, operational expense, operational expenditure or opex is an ongoing cost for running a product, business, or system.*

***Civic Chamber** - is a state institution to analyze draft legislation and monitor the activities of the parliament, government and other government bodies of Russia and its Federal Subjects;*

***Budget Subsidies** – budget financial support of NGOs ;*

***Public foundations** - public foundations can conduct all of the non-lobbying advocacy activities private foundations can do and can fund these activities.*

1. Increasing of state support for NGOs.

The change in the political system of Russia after 1990s was followed by an alteration not only in the scope of the state support of NGO but in the types of support as well. During the period 2000-2013, the total amount of state subsidies increased from 500 to 2500 thousand rubles. While in the past the dominant form of financial support was the budget subsidy for operational expenses, in the nineties new forms emerged and acquired priority. These were principally: program subsidies and normative budget support for education and social services. In addition, the number of the state institutions which were authorized to decide on the specific designation of the state subsidies for the third sector increased.

The forms of funding for the sector comprise:

1. Budget subsidies for operational expenses;
2. Normative subsidies from the state budget;
3. Financing through ministries and public funds;
4. Public foundations.

2. Budget Subsidies for Operational Expenses

The Law on State Budget and administration of President determine annually the amount of the funds to be designated for certain civic and charity organizations with the purpose of covering their expenses. Parliamentary Commission on Civic Organizations and Civic Chamber the decide how these funds will be allocated among divisions of activity of NGOs. Than annual grant competition, organized by operational NGO organizations, is taking place. National, regional and municipal organizations apply for financing and if their application satisfy experts, can get financial support.

The **Civic Chamber** is a state institution with 126 members created in 2005 in Russia to analyze draft legislation and monitor the activities of the parliament, government and other government bodies of Russia and its Federal Subjects. It has a role similar to an oversight committee and has consultative powers. A convocation of the chamber is in power for a two-year term.

The parliament Civic Chamber also determine the way funds are provided and used. These means can be used only for covering the expenses of nonprofit activities and cannot be transferred to another organization except to a member organization which has been in operation at the time of applying for a subsidy.

3. Normative Subsidies from the Central Budget.

Religious organizations, civic organizations, foundations, public foundations, public benefit companies, etc., which have opened and run social services, public health or educational institutions have the right to get normative subsidy granted on the basis of a contract. Although most of the social and

educational services are provided by nonprofit organizations on a regional rather than on a national scale subsidizing contracts are concluded at the level of ministries as well. Normative subsidies are provided according to the number of beneficiaries of the given service (sick persons, students). Nonprofit organizations which manage social, health and educational services institutions get sums equal to the amount given to the state institutions performing the same activity. The State Budget Law determines the amount of the per capita subsidy.

The normative subsidy is provided pursuant to a contract. The State Budget Law provides the basic rules regulating the funding and reporting on the funds spent. For instance, in the area of public education NGOs may apply for subsidies through the administrative offices in the region where they are registered. Subsidies are given on a monthly basis. Administrative offices (they operate in the capital and in all administrative regions) are authorized to control the legality of the application for subsidizing and of the spending of the subsidy.

4. Funding through Ministries and Public Funds.

NGOs may receive funding from the budget of the ministries as well. Similar to the budget subsidies granted by parliament the biggest (the most outstanding) foundations, public foundations and civic organizations may also get financial support for their expenses from the relevant ministry. These NGO are named in the annual budget of the ministry responsible for that area of activity and they receive the designated subsidy.

NGOs may receive financial support from special public funds or within the framework of programs carried out under the umbrella of the competent ministry. Public funds exist thanks to the state budget but they finance specific governmental (public) projects partly from sources from outside (non-budgetary) sources. The Funds are established by law which provides for their activity (purpose), sources of funding, types of expenses which they can subsidize, and the minister who is authorized to manage the fund's property. An essential condition for the creation of such a fund is that the activity/the project should be partially funded from non-budgetary sources, for instance, tax contributions, donations, or fines.

Another channel for supporting NGOs through ministries is financing within the frameworks of basic programs. For instance, the national cultural program is within the area of competence of the Minister of Culture and it raises its budget from contributions from cultural organizations (for example, publishers), fines for violation of copyright, donations, etc. The tasks of the program includes the creation and the protection of national and universal cultural values, their distribution in the country and abroad, cultural anniversaries and festivals, national participation in world cultural exhibitions and fairs.

Public foundations established by an amendment to the Civil Code which has been in force since 1990-s are hybrid organizations. As a financial unit they belong to the state and as a legal entity they are a part of the nonprofit sector. One of the aims pursued by the act was to legalize the transfer of public obligations from the state to the civil sector. As was outlined in the explanatory report to the amendment, “these organizations create institutional opportunities for effective cooperation based on the interdependence between the state and the private sector”.

Public foundations are established by parliament, government or by a representative local government body (municipality) with the objective to guarantee the continuous performance of public obligations. Other physical and legal persons can be co-founders or can join an already established foundation if this act is not contrary to law. Public obligations are the obligations which the law imposes on central and local public authorities. The task of public foundations is not to perform these obligations but rather to organize the continuous provision of public services, the conclusion of the necessary contracts, or to arrange for the funding of these activities.

Public foundations do not replace the state. They assure the realization of public obligations on their own behalf but for the benefit of the public. Their creation and functioning are subject to certain special rules (for instance, they are obliged to promulgate their statutes and to ensure auditing supervision over the management.)

Public foundations receive annual budget subsidies. The authorized ministry supports the foundations within its area of competence from its own budget. By their nature, public foundations are legal means for the transfer of public funds to the civil sector and for the redistribution of funds among NGOs.

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Лекция 5: «От благотворительности к социальному предпринимательству»

Lecture 5: «NGO: from charity to Social Enterprise».

Lecture plan.

5. Voluntary giving of help to those in need;
6. How to adopt a business model into NGOs;
7. NGO leaders tips.

Definition of terms:

*Charity - the practice of **charity** means the voluntary giving of help to those in need. Charity is humanitarian act of temporal principle;*

Social enterprises - are social mission driven organizations which trade in goods or services for a social purpose. The need to deliver on financial, social and environmental performance targets is often referred to as having a triple bottom line;

1. Voluntary giving of help to those in need

With the decreasing funds and grants that are available, many NGOs are struggling to survive. They are either shutting down their operations or moving into new fields that have nothing to do with their mission but rather are chasing the money.

For majority of the people when you tell them “NGO” the first thing that comes to their mind is “Charity”.

The charity means the voluntary giving of help to those in need. Charity is a humanitarian act based on temporal principle. The word "*charity*" entered the **English language** through the Old French word "*charité*" which was derived from the **Latin** "*caritas*". Originally in Latin the word *caritas* meant preciousness, dearness, high price. From this, in Christian theology, *caritas* became the standard Latin translation for the Greek word Αγάπε, meaning an unlimited loving-kindness to all others.

Now the fact that most NGOs depend on donations, grants and fundraising activities to survive makes it reasonable enough for people to link the word NGO to charity. Nevertheless, new innovative ways in income generation have been making their way to the NGO world.

2. How to adopt a business model into NGOs.

In this context there is a question - how to adopt a business model into NGOs operations and projects, to create a shift in how they think about their work in an NGO not only as a way to generate enough income to become able and grow but also a whole new mindset in what an NGOs.

The point to focus on is to transform the NGO from a charity to a social enterprise.

Enterprise (occasionally used with the archaic spelling **Enterprize**) may refer to: Any [organization](#), including businesses, non-profits, and government agencies

This happens when the NGO integrates into its work an income generation model that allows it to make money while leaving the positive impact it hopes for. It's not just a matter of selling something, but rather a mind shift in how the NGO perceives itself in the community.

3. NGO leaders Tips

Few tips for the NGO leaders on how to go through this transformation:

1. Consider diversifying your income sources; not only donations and grants, but rather start considering fundraising activities, sponsorship, membership fees, services, products and income generating activities that are aligned with your mission.
2. Income generating activities can be the same exact service you give to your beneficiaries, but include in it a small fee that goes as a donation to your organization. This is step one into becoming a social enterprise. Definitely more complex models can be considered on what services or products are offered for free and which are charged.

3. Investment is a better way to understand what are the other players is in the community, what services they offer, where you can add value, what the community really needs and what is the best way to package your services/products. Utilize Design Thinking throughout the process, consider empathy and your community, really try to understand what their needs are and how you can package your work in a way that they would be willing to pay for the value they are getting.
4. Invest in Marketing to have a better outreach to your users/beneficiaries, potential partners, donors, sponsors and supporters.
5. Consider that your users/beneficiaries will be willing to pay for a service that fulfills their need, as long as it's conceived value outweighs its costs. At its core, this is a social business transaction where you are trying to merge social value with the business value. Moreover, it's important to clarify that the fees they pay will be considered as a donation for the NGO to ensure its sustainability, so that you can serve more people for a longer period of time. This transforms the relationship with your beneficiaries to become service users and partners in the community, a win-win situation for both of you.
6. Develop a Volunteer System into your organization to make it an integral part of its daily work and projects, this in turn gets you more community support, helps you get a better understanding of what the community really needs as the volunteers are most probably going to be from the community itself and it can held reduce running costs on human capital.

The above are just a starting point for NGOs building them to transform from a “Charity” to a “Social Enterprise”. With good analyses, research and hard work,

usually NGOs start seeing the impact within a year and will reap its benefits both on the short and long term.

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Лекция 6: «Сотрудничество НКО». Lecture 6: «NGO Cooperation».

Lecture plan.

1. Common aim of NGOs cooperation.
2. The roles of NGOs are changing as a result.
3. Current situation, trends, challenges.
4. Cooperation with NGOs in partner countries.

Definition of terms

State actors: *Public (centralised or decentralised) administration or directly associated bodies and parliaments as elected representatives and jurisdiction on the basis of the relevant constitutions.*

Civil society: *A variety of autonomous organisations and initiatives legally separate from the state whose actors guarantee individual and collective freedoms that enable them to pursue their interests.*

***Development organisations:** According to the Development Cooperation Act these are non-profit making legal entities under private law if the objectives laid down in their statutes and their actual operations include development cooperation.*

***Non-governmental organisations:** Organisations in which the main social structures of a country – excluding public administration and government – come together. A distinction is made between profit and non-profit NGOs.*

***Non-profit NGO:** NGOs may be defined as private, professional organisations with a distinctive legal character whose non-profit orientation distinguishes them from the profit orientation of the private economy at least in legal and ideological terms, and which are characterised by self-defined common altruistic and supportive values, which pursue non-commercial goals and which do not offer goods and services for profit.*

1. Common aim of NGOs cooperation.

Now let us talk about NGO cooperation. It is impossible to live in society separately. Especially if you are socially active and united in one of civil organizations. The same is possible to say about HGOs. They can not work separately too. The developed NGO is working with various partners in the implementation of its programmes. Apart from state bodies, these partners include multilateral organisations and non-governmental actors.

Non-profit development cooperation NGOs have the common aim of fostering a life in dignity for all people in the world and of reducing poverty. They perform a variety of functions: as project holders, including the provision of human resources for development cooperation and humanitarian aid, as advocates and as providers of information, education, cultural and public relations services.

It is recognised throughout the world that the contributions by non-governmental organisations (NGOs) are an important component of development cooperation both domestically and in partner countries. An essential feature of

non-governmental development cooperation is the direct access to civil society groups in these territories.

NGOs work locally with partner organisations and directly with the local target groups concerned. They are vital as a means of implementing strategic goals and in national and international development policy dialogue. Development policy and any NGO deal with a constantly changing framework, which obliges them to react to international trends and reconsider priorities (e.g. progressive economic globalisation, budget aid developments, decentralisation of donor decision-making and demand for greater coherence in programme work in partner countries).

2. The roles of NGOs are changing as a result.

Independent professional NGOs receiving direct subsidies to implement project work in the country and also transnationally and the links between them are becoming stronger. This NGO cooperation policy document serves as a guideline for developed NGO for the strategic design and implementation of cooperation with NGOs within the framework of bilateral development cooperation and cooperation with Eastern Europe and America. Although it provides a basis for the structuring of cooperation and institutional relations by NGO with NGOs, it cannot claim to cover all aspects of “civil society in development cooperation”. The cooperation with NGOs and other actors in specific areas (e.g. humanitarian aid, development communication and education) will be dealt with in greater detail in other thematic policy documents. This policy document also serves to position NGO in its dialogue with developing and transition countries, the international donor community and other development policy actors in the country.

3. Current situation, trends, challenges

NGOs work in our country and throughout the world in numerous fields and have extremely heterogeneous and varied focuses, basic orientations, structures

and methods of working. This variety reflects the pluralism in developed civil societies.

3.1 Cooperation with NGOs in Europe.

Cooperation with NGOs has always been of great importance in socially oriented countries development cooperation. This is due in particular to the commitment of private organisations and, in particular, organisations connected with the church, political parties and associations. Today there is a vast variety of Europe organisations in terms of size, social links and activities. There are a large number of aid organisations/groups and NGOs in Europe supporting projects and programmes in Africa, Latin America, Asia, the Middle East, Eastern and South Eastern Europe and South East Asia. NGOs in Europe work primarily in the following areas:

NGO project work, humanitarian aid, advocacy, development communication and education: A major field of activity is the financing of projects carried out independently of state funding by the NGOs themselves and with local partners. A further important NGO field is humanitarian aid. Apart from project activities in various thematic areas, NGOs also act as advocates and in this way achieve public support for development policy aims⁶. Finally, NGOs contribute through their communication and education activities to enhancing awareness of the international context, existing problems and their causes, approaches to development cooperation and Austria's development policy.

NGOs as development partners on a co-financing basis: Some of the funds raised by NGOs are used for projects co-financed by ADC. These projects are based on the NGOs' own initiatives and thematic focuses but must be coordinated with ADC aims and programmes.

NGOs as implementing organisations (contractors): NGOs are commissioned to carry out projects/programmes in the framework of European country, sectoral and regional programmes. Gratzgivers uses two clearly defined

instruments to select project partners and projects: tenders and award procedures. The latter can be in form of calls for proposals or specific awards.

Altogether, a significant proportion of bilateral technical aid is provided by European NGOs. The cooperation with NGOs in Europe has the following basic characteristics:

- The project implementation and quality assurance requirements by both Grantgivers and the NGOs themselves have increased in the last few years.
- The number of organisations and projects submitted by NGOs to the EU Commission for NGO co-financing has increased.
- The implementation of Grantgivers projects in other countries by European NGOs has declined somewhat Source: statistics of tenders for projects and the greater involvement as a result of other candidates such as enterprises or consultants and local project holders.
- Individual organisations are dependent to a greater or lesser extent on state financing.

4. Cooperation with NGOs in partner countries.

The situation of civil societies and NGOs in the countries of the South varies considerably. In many countries the conditions that NGOs have to deal with remain difficult and even life-threatening (fragile states).

Some Grantgivers are developing their own concepts for improving multilateral and bilateral aid in fragile states, in which NGOs play a relevant role. Not only is international aid to these states below the level of aid to comparable developing countries, but the flow of funds is also much more irregular because of the conflict situations in these countries. It therefore makes sense for these resources to be managed in the short and medium term by NGOs, the private sector or other independent agencies. Even in fragile states, however, the aim is for the state itself to provide the basic supply and services for the population and to establish the conditions for economic development.

The last few years have seen the establishment of NGOs in Eastern and South Eastern Europe and in Central Asia that contribute in a wide variety of ways, depending on the country, to the fostering of participation in national development by civil society. In many countries, elements of civil society have made significant contributions to the transformation of society.

As far as cooperation with Eastern Europe is concerned, collaboration in the past has focused particularly on municipalities in priority countries.

The cooperation with NGOs in partner countries may be characterised as follows:

- The role of NGOs in Europe partner countries is changing in accordance with the social conditions.
- The proportion of funds in South cooperation going directly to NGOs in recipient countries for project management is increasing and is currently at around 5 percent. At the international level, direct project management by local partners is also rising.
- Alongside private sector and employment focuses, areas such as conflict prevention and reconciliation, human rights education and strengthening of the social institutions (particularly for handicapped persons) are of increasing significance in the intersectional cooperation.

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Лекция 7: «Механизмы управления НКО».

Lecture 7: «The NGO managing mechanisms»

Lecture plan:

1. The place and role of human resources in the structure of resources of NGOs;
2. NGOs management in terms of social partnership;
3. Collaboration of NGO.

Definition of terms:

***State and NGOs partnership** - a partnership is an arrangement in which parties agree to cooperate to advance their mutual interests;*

***Intersectional cooperation** - cooperation is the process of sectors of economy working or acting together for their common/mutual benefit;*

Collaboration of NGO.

1. **The place and role of human resources in the structure of resources of NGOs.**

We shall see below four postulates of the modern human resources management:

1. The employees - the most valuable asset. A sustainable competitive advantage achieved and maintained by special efforts of people;
2. The implementation of a successful strategy is impossible without the appropriate organizational culture. The increasing of the organization activity efficiency involves pairing overall NGOs strategy and management and development of human resources strategy;
3. Special emphasis must be made on the involvement of a person to the organization. Maximum human resources usage in NGO is possible only when organizational policy is aimed to the personal or volunteer creative potential realization;
4. The key role of organizational personnel management belongs to the heads of the divisions (line managers) - coordinators of the social programs. The main responsibility for the implementation of the NGO strategy belongs to the leaders who plans, organizes and controls the whole work of the organization.

The above postulates demonstrate that the centre of modern management system is a man, therefore the major manager's efforts must be aimed at:

- the personal motivation of activity;
- establishment of productive communications;
- the search for optimal forms of leadership;
- management innovations;
- development and higher personal capacity;
- stresses and conflicts regulation;
- formation of a progressive organizational culture.

Finally let us state if NGOs desire to survive in the social sphere and be necessary for their target groups the leaders must take care of the introduction of advanced technologies of the formation organizational ethic and individual motivation, which calls for continuous improvement of staff and volunteer management.

2. NGOs management in terms of social partnership.

State and NGOs partnership: Nowadays the world has developed three-sector economic cooperation system including state (governmental) structures, non-profit and business organisations.

It is obvious now in Russia too that the state can not act as the only social services managing agency. However, the state can provide significant support for third sector.

State support mechanism of NGOs include the following forms:

- state and municipal social order (contract);
- state social sponsorship: tax benefits, the full or partial state or municipal property using payment exemption;
- direct financing of NGO projects (eg , subsidies, subventions and municipal grants);
- private, corporate and individual sponsors encouraging.

Business and non-profit intersectional cooperation is mutually beneficial.

Business sector brings to NGOs: improved image; consumer interest; tax benefits; sponsorship of the non-profit programs of NGOs.

NGOs bring to Business sector: supports positive image of the second sector; NGOs realised charitable projects and programs financed by business structures and advertising these business organisations/

Really these business structures realise not only entrepreneurs care about increasing revenue, but multiply the total public resource, where the nonprofit sector provides its rational redistribution. This cooperation develops peculiar socio-economical and cultural environment.

Intersectional partnership allows the state to attract an additional funds to the social sphere.

Nowadays Russian NGOs have gained notable experience of overcoming social challenges. By virtue of their specific activities (grants for specific programs) this experience is mostly positive.

The cooperation with foreign organizations allows NGOs to learn, develop and implement international experience of intersectional partnership for overcoming social challenges.

2. Collaboration of NGO.

Collaboration of NGO. What does it mean? It is one of the recourses of NGOs. For our lecture I decided to take real project prepared by Green Peace organisation. Studying this project we can learn all aspects of collaboration with NGO for understanding is it really recourse for NGO.

Collaboration is working with each other to do a task and to achieve shared goals. It is a **recursive** process where two or more people or **organizations** work together

to realize shared goals, (this is more than the intersection of common goals seen in co-operative ventures, but a deep, collective determination to reach an identical objective for example, an endeavor that is creative in nature by sharing knowledge, learning and building consensus. Most collaboration requires **leadership**, although the form of leadership can be social within a **decentralized** and **egalitarian** group. In particular, teams that work collaboratively can obtain greater resources, recognition and reward when facing competition for finite resources. Collaboration is also present in opposing goals exhibiting the notion of **adversarial collaboration**, though this is not a common case for using the word.

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Лекция 8: «НКО и связи с общественностью».

Lecture 8: «NGOs and Public Relation».

Lecture plan:

1. Definition of “public relations”;
2. Public opinion and its importance;

3. PR campaign.

Definition of terms

***Public relations** - is the practice of managing the spread of **information** between an individual or an **organization** and the **public**;*

***PR campaign** – Social action (campaign) supported through a variety of public relations recourses and tactics;*

***Disseminate information** - to spread information;*

***Social environment** - social context, socialtural context, or milieu, refers to the immediate physical and social setting in which people live or in which something happens or develops.*

1. Definition of “public relations”.

Since 1990 NGOs have been delivering different types of services in Russia. But most of conducted events remained “in the shadow” because of excessive caution of NGOs’ leaders and their unwillingness to make information about their activity public.

Nevertheless as their activity widen, NGOs started to pay attention not only to expansion of sphere of their services, but also to completion of their staff with volunteers as well as fundraising through attracting of different charitable contributions and donations. As the result need of more full coverage of their activity raised.

Public relations is method which can be used by NGOs in order to disseminate information about themselves, their activities, goals and tasks using all spectrum of Russian mass media. Suggested toolkit was developed by group of Russian and foreign specialists in 1995 in order to help NGOs which are just starting to use mass media for their needs, to understand sense of PR and how to organize this work.

PR is relatively new phenomena in Russia. Under serious attitude towards it's business sooner or later any organization will get need in development of PR strategy.

Webster's New International Dictionary gives next definition of PR campaign: "Promotion of mutual understanding and kindness between person, organization and other people, groups of people or society in a whole through dissemination of information materials, development of information exchange and assessment of public reaction".

Frenchmen define PR campaign as "complex of events of influence on public opinion aimed at change of people's behavior in order to get their support".

So, we can say that PR campaign connects with public opinion and influence on it.

2. Public opinion and its importance

British encyclopedia defines public opinion as "complex of individual views, opinions, relations on some concrete topic expressed by significant part of the society".

Public opinion consists of opinions of separate individuals.

Opinion could: be thought-out and strong; be based on preliminary studying of issue; come from discussions or based on somebody's own relief.

Opinion is formed under influence of different factors, not all of them are objective:

- Education;

- Personal preferences;
- Social environment;
- Mass media influence and opposition.

Not all people have got their own opinion, many people are not interested in public life, some of them even didn't hear about them.

Before starting of work (project, program implementation) public opinion can be compared with vacuum. But if you start working and don't fill this futility yourselves, don't form public opinion actively, it is formed chaotic and could result as positive and negative, based on wrong ideas, rumors as well as information disseminated by opposition.

3. PR campaign.

PR campaign aimed:

- at awakening of people's interest to this concrete topic;
- defining of supporters and conservation of positive opinion formed already;
- work with non-informed;
- convicting of those without their own position is needed.

PR always should be aimed at informing of all people who are touched with your NGO activity as well as at analysis of situations and foresight of possible reaction on your activities.

This work could have both external character, i.e. it could be aimed at society in a whole, government representatives, partners, mass media, visitors, both internal, if it aims at your staff which is conductors of your policy. Without their conviction in right activity of your NGO and your work and PR is doomed to failure.

Goal of all PR activity is to create favorable public opinion about organization, project, program which is implemented by you, to attract public attention, to make people to speak and think.

For to remember:

- It's the shortest way to everybody;
- It gives trust credit to you;
- It's within your income.

Two ways of influence on public opinion.

1. PR comparing to advertising;
2. To inform mass media, to make them interested in your problems.

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Лекция 9: «Социальный проект как форма социального маркетинга».

Lecture 9: «Social project as form NGOs marketing».

Lecture plan:

1. Description of the Project:
 - 1.1 Abstract;
 - 1.2 Why did you collaborate with an NGO?
 - 1.3 Human resources, who was included in the collaboration?
2. Involved NGO:
 - 2.1 Specification of the involved NGO;
3. Collaboration work with NGO
 - 3.1 Contact;
 - 3.2 Aim of Collaboration;
 - 3.3 Tip for collaboration with an NGO?
4. Other Points.

Definition of terms:

*Marketing is the process of **communicating** the value of a product or service to **customers**, for the purpose of selling that product or service;*

***Social project management** is a non-traditional way of organizing projects and performing **project management**. It is, in its simplest form, the outcome of the application of the social networking paradigm to the context of project ecosystems, as a continued response to the movement toward distributed, virtual teams;*

***Background content** –history of social activities of social institution;*

***Coordination of school network** – coordination of network of schools evolved into common activity;*

***Human Resources** - is the set of individuals who make up the **workforce** of an **organization, business sector, or economy**. "**Human capital**" is sometimes used synonymously with human resources, although human capital typically refers to a more narrow view.*

1. Description of the Project

1.1 Abstract, background content

This project is the 3-days forest restoration kid's camp. The participants of the camp restore forest on the abandoned lands. Many years ago forests covered these lands, but people were cutting the trees to clear land for agriculture. Deforestation of big areas in Russia leads to environmental and agricultural problems.

Such camps are a good opportunity to get across the problems of decreasing ancient forests and the problems that result from deforestation. In contrast to the most of politicians, kids do not only talk about, but also show actions to save and restore forests. They do real positive work and spread the message: „Save the forests, save the climate, save our future“

For many countries including developing countries and Russia, such "soft" campaigns are very important, because NVDAs in these countries tend to be seen as something extreme or elitarian or are otherwise bizarre for the mass of people, while they might be perfectly justified and excellently done from a campaign point of view. In many of these countries, there is hardly any awareness about environmental and sustainability issues. So, people will not engage in environmental issues and support Greenpeace, when they do not even understand why this could be important. The activities including real positive work like reforestation camps can raise awareness of forest problems and engage people very effectively.

Such camps also show the advantages of local public forest restoration initiatives. Some countries now plan large-scale forest restoration in the light of Kyoto protocol. But these forests usually don't restore biodiversity. Quite the contrary, small forests planted by schoolchildren (at least in Russia) usually are very various and diverse.

GP Russia has good experiences in forest restoration activity with kids. Since 2002 GP Russia has been carrying out the Kids for Forest Restoration project. A "network of schools" has been created. The schools from this network

have their own tree nurseries. Schoolchildren plant saplings to reduce deforestation impact at the lands, which are not suitable for agriculture anymore. Trees along the gullies stop their growth and do not let the rain wash away the soil. It is due to the forests that the water in rivers and creeks stays clear and soils are fertile.

The project was part of international KfF-activities. The camp was one of tree reforestation camps around the world, which were used for CBD campaign.

1.2 Why did you collaborate with an NGO?

The collaboration with local NGO was desirable because of three points:

1. Local NGO is experienced in local conditions so they can help with planning of a camp in a certain region
2. NGO can have specialists, which GP Russia doesn't have. These specialists can help GP Russia for free in the frame of collaboration. In this case we need specialists in team building and children psychology. This specialists train children to work in team and to develop their leadership qualities.
3. Local NGO can help with coordination of school network in a certain region, so it will make it possible for GP Russia to have more resources for another school (for example, schools from regions, where collaboration with local NGO haven't established yet)

1.3 Human Resources: who was included in the collaboration?

Tatiana Chalaya - Kids for Forest Restoration project assistant (GP Russia)
Sergey Khlystov – coordinator of environmental projects (regional children's non-governmental organization "List")

2. Involved NGO

2.1 Specification of the involved NGO:

What kind of NGO is your partner organization?

We collaborated with regional children's non-governmental organization "List". The organization is led and managed by adult persons, but the most

members (not less than 75%) of “List” is children 7-18 years old. The organization also has youth members 19-23 years old. The great attention is given to alternation of generations.

“List” collaborated with Ministry of Education of Ryazan region. "List" and Ministry of Education organize joint action and trainings for children and teachers. Ministry provides organizational resources, transport and so on. "List" often receives grants from Ministry of Education.

In which thematic frame works this NGO?

- Study local history, geography and culture;
- Implementation environmental and social kid's projects.

The methods, which “List” uses, are:

- Camps and expeditions;
- Team-building and issue trainings for children;
- Training for teachers.

What is the aim they want to achieve?

The main goal of "List" is creating conditions for improving physical and moral education of children, for their all-round development, for forming self-dependency and active living position. The "List" implements social and environmental project with children (for example projects connect with research and protection valuable natural areas, environmental education, work with disabled children), develops environmental children's tourism, organizes trainings for children to develop self-dependency and leadership qualities.

Also they organize trainings for teachers - how to build children's teams and how to work with them.

Why did you choose this NGO?

“List” has good experiences in work with kids, including organizing camps and expeditions, creating kid’s team. They work in region we are very much interested and they are able to help with coordination of school network in this region.

3. Collaboration work with NGO

3.1 Contact

How did you get in contact with this NGO?

We have been collaborating since May 2007 when we got to know each other on environmental conference.

What were the criteria for choosing this NGO?

- Concrete practical environmental work with children;
- Experienced in organizing camps and expeditions, creating kid’s team;
- Willingness for collaboration, including future projects.

3.2 Aim of Collaboration

What was the aim of the collaboration?

- Exchange of experience about kid’s camp organizing.
- Providing the camp with the necessary equipment and organizing team-building trainings for the camp participants
- Strengthening collaboration for future work with school network in Ryazan region.

Have you received this aim? Why? Why not?

We achieved all aims. We used experience of “List” during planning the camp; they also helped us with logistics evaluation. “List” provided us some equipment and organized team-building trainings for children. And they are going to collaborate with us during our next activities.

What are the advantages of collaboration with a NGO? What are the disadvantages?

Advantages:

- Possibility to use experience of other non-governmental organization;
- Additional resources (equipment, trainers);
- Possibility of external evaluation of some activities;
- Establishing close connection for future work.

Disadvantages:

- Additional arrangements;
- A risk to make bad impression because of mistakes and difficulties in organization.

Was the collaboration successful or not? Why?

Our collaboration was successful because we achieved all aims and “List” is going to collaborate in the future.

3.3 Tip for collaboration with an NGO?

What do you have to look for, if you want to work with an NGO?

- Competent and successful organization, or organization, which can be successful because of collaboration. For example, if organization have resources and skills but haven’t good idea of the project or campaign;
- Organization working on environmental or social issues in region your interested in;
- Organization, which share principle of non-violence;
- The possibilities of future collaboration.

4. Other points

- What else could be interesting for other NGOs about the collaboration with an NGO?
- It is important to think about motives of this organization and their advantages.

One need to be careful, when collaborates with organization, which can get funds from resources, impossible for Greenpeace (for example, government), especially, when we create media attention.

Literature:

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